

# Complete Agenda

# CABINET

## GWYNEDD COUNCIL

<b>DATE</b>	Tuesday, 15th March, 2016
<b>TIME</b>	1.00 pm
<b>LOCATION</b>	Siambr Hywel Dda, Council Offices, Caernarfon, Gwynedd. LL55 1SH
<b>CONTACT POINT</b>	Bethan Richardson 01286 679490 cabinet@gwynedd.gov.uk

### GWYNEDD COUNCIL CABINET MEMBERS

<b>Members</b>	
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, Young People and Leisure
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

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## THE CABINET 16/02/16

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### **Present-**

Councillors: Dyfed Wyn Edwards, Peredur Jenkins, John Wynn Jones, Dafydd Meurig, W. Gareth Roberts, Mair Rowlands, Gareth Thomas, Ioan Thomas and Mandy Williams-Davies

**Also present:** Dilwyn Williams (Chief Executive), Iwan Trefor Jones (Corporate Director), Dafydd L. Edwards (Head of Finance), Iwan G. Evans (Head of Legal Service), Gwyn Morris Jones (Head of Highways and Municipal), William E Jones (Senior Finance Manager), Geraint Owen (Head of Corporate Support), Meinir Owen (Savings Programme Manager), Janet Roberts (Delivering and Supporting Change Service Senior Manager), Dafydd Wyn Williams (Interim Head of Regulatory), Bethan Richardson (Cabinet Support Team Leader – taking the minutes).

### **1. APOLOGIES**

Cabinet Members and Officers were welcomed to the meeting.

Apologies were received from Cllr. Dyfrig Siencyn.

### **2. DECLARATION OF PERSONAL INTEREST**

There were no declarations of personal interest.

### **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 MEETING HELD ON 19TH JANUARY 2016**

The Chairman signed the minutes of the Cabinet meeting held on 19 January 2016.

### **6. STRATEGIC REVIEW - HIGHWAYS**

The report was submitted by Cllr. John Wynn Jones.  
The report was seconded by Cllr. Dafydd Meurig.

## **DECISION**

1. To accept the results of the strategic review;
2. Whilst noting and accepting the praiseworthy work of the service, in order to ensure that we are as effective and efficient as possible, that a review should be undertaken of the service over the next few months as part of the "Empowering Units to Implement Ffordd Gwynedd" project.
3. That responsibility for bridges, retaining walls and culverts should transfer to the Highways and Municipal Department and ask both relevant Cabinet members to supervise a logical plan to do so;
4. That we should move to a procedure of establishing the risks of our bridges and retaining walls and follow a risk-based maintenance regime as a result of that. In order to do this, that a maximum of up to £104,000 of one-off resources should be approved from the invest to save fund unless there are other ways of funding the necessary investment and allow the Chief Executive in consultation with the Cabinet Member for Resources to consider the amount that needs to be released from the Fund.
5. Consider that the highways maintenance budget should be reduced and that the amount of that reduction should be decided as part of the consideration given to cuts.

## **7. POST-16 TRANSPORT POLICY**

The report was submitted by Cllr. Gareth Thomas.  
The report was seconded by Cllr. Ioan Thomas.

## **DECISION**

To approve the new Post-16 Transport Policy (submitted to the Cabinet as Appendix 1 to the relevant report) for implementation from September 2016.

## **8. THE DRAFT LOCAL GOVERNMENT (WALES) BILL**

The report was submitted by Cllr. Dyfed Edwards.

The report was seconded by Cllr. Gareth Thomas.

**DECISION**

Approve the observations contained in the report to the meeting, in response to the Bill on behalf of the Council, with the additional of the observations submitted by the Council's Audit Committee.

**9. OVERVIEW OF GWYNEDD COUNCIL'S PERFORMANCE 2015/16**

The report was submitted by Cllr. Dyfed Edwards.  
The report was seconded by Cllr. Dafydd Meurig.

**DECISION**

To accept and note the information in the report submitted to the meeting.

**10. STRATEGIC PLAN 2016/17**

The report was submitted by Cllr. Dyfed Edwards.  
The report was seconded by Cllr. Gareth Thomas.

**DECISION**

To approve the Strategic Plan 2016-17 for submission to the Council on 3 March 2016.

**11. EFFICIENCY SAVINGS**

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

**DECISION**

Approve the efficiency schemes listed in the report to the meeting:  
2.4 (schemes Plant1, Plant2, Plant4, OED25, OED27, OED29, OED34, CC3, TAI6)  
3.1 (schemes OED7, OED8, OED9, OED10)  
5.1 namely –

<b>Scheme</b>	<b>2014/15</b>
Arfon Area Transport Savings	£267,000
Cross-departmental Procurement Savings	£118,000

Reducing sickness absences	£50,000
Assistive Technology Savings (Telecare)	£217,000
Savings by making more effective use of the Council's fleet vehicles	£130,000
Redesigning the Council's printing arrangements	£78,000
<b>Total</b>	<b>£860,000</b>

and also approving the Communities Scrutiny Committee's attention in relation to Scheme 4.1 (namely 'Alternative Procedure for Replacing Lamps' - total of £97,000).

## 12. REVENUE BUDGET 2015/16 - THIRD QUARTER REVIEW

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

### DECISION

To accept the report on the third quarter review of the 2015/16 Revenue Budget (position as at 31 December 2015) asking the Cabinet Members and relevant heads of department to take appropriate steps regarding the matters under their leadership/management.

To note the various reviews noted in the report and the steps to be taken by departments to manage their budgets.

Approve the use of corporate underspend in 2015/16 to assist the 2016/17 Financial Strategy, specifically in order to fund one-off bids.

## 13. CAPITAL PROGRAMME 2015/16 - THIRD QUARTER REVIEW

The report was submitted by Cllr. Peredur Jenkins.  
The report was seconded by Cllr. John Wynn Jones.

### DECISION

To accept the report on the third quarter review (31 December 2015 position) of the capital programme, and approve the revised financing as shown in part 2 of the report, that is:

- an increase of £132,000 in the use of unsupported borrowing
- an increase of £276,000 in the use of grants and contributions

- an increase of £350,000 in the use of capital receipts
- an increase of £268,000 in the use of revenue contributions
- a decrease of £151,000 in the use of the capital reserve
- an increase of £133,000 in the use of renewal reserves

**14.a/b/c 2016/17 BUDGET, 2016/17-2019/20 FINANCIAL STRATEGY AND CUTS TO MEET THE FINANCIAL DEFICIT**

The report was submitted by Cllr. Peredur Jenkins.

**DECISION**

- That the budget mentioned in the cabinet member's report for 2016/17 should be adopted which means a budget of **£227,227,120** should be set for 2016/17, to be funded by **£166,950,760** of Government Grant and **£60,276,360** Council Tax income, with an increase of **3.97%**, namely an increase of £46.09 in the Band D Council Tax from £1,161.07 to £1,207.16 per annum..
- Also, to accept the medium-term financial strategy, and consequently plan to increase the Council Tax by 3.97% in 2017/18 which would mean having to meet a financial deficit of £4.94m over the next two years after meeting the efficiency savings of £14.054m noted in clause 21 of the report "**2016/17 Budget and 2016-17 - 2019-20 Financial Strategy**".
- To establish a capital programme of £22.141m in 2016/17 and £12.286m in 2017/18 to be funded from sources noted in clause 9.4 of the appendix to the report. "**2016/17 Budget and 2016-17 - 2019-20 Financial Strategy**".
- To meet the deficit of £4.94m noted in part (ii) above, that the following cuts regime should be implemented -

<b>No.</b>	<b>Possible cut</b>	<b>Amount £</b>
C2	Delete 2 posts out of 7.5 in the Systems Support Unit within the Adults Service	80,000
C3	Delete 3 posts out of 20.6 in the Workforce Support Unit which supports adults and children's services	90,000
C4	Delete 2 posts out of 10.5 in the Workforce Development Unit within the Adults Service	75,000

C5	Delete 1 post out of 2.5 within Housing Management and Strategy	37,500
C7	Delete 1 post out of 3 in the Information Unit which deals with Data Protection Act and the Freedom of Information Act	30,000
C8	Close Frondeg Pwllheli and Beach Road Felinheli offices <b>but that the Service should be requested to report back to the Cabinet on the business case of scheme C8 (Frondeg) before moving on to realise it to ensure that there are acceptable solutions to the needs of those who are currently there</b>	60,000
C9	Delete 1 post out of 8.5 in the Building Maintenance Unit	28,000
C10	Delete 1.5 post out of 7.2 in the Estates and Facilities Unit	40,000
C11	Delete 2 posts out of 37.62 in the Finance Units	50,000
C12	Stop providing Information Technology support outside normal working hours	39,500
C13	Delete the Gwynedd Trainee scheme and the Professional Trainee scheme	258,720
C14	Delete 2 posts out of 8.8 in the Health and Safety unit	80,000
C15	Remodel the Gwynedd and Anglesey partnership due to the changes in the Public Service Boards	130,000
C16	Delete the contribution towards the Gwynedd Environmental Partnership	7,620
C18	Delete the budget to support alcohol and drugs misuse	28,900
C19	Delete 1 post out of 2 within Project Management	31,060
1	Grass cutting main areas of our towns 6 times a year rather than 8 times <b>however consideration should be given to whether more efficiency savings can be found on Scheme no. 1 (Grass Cutting in Town Centres) by reducing basic cuts further and asking local communities to pay if they want a better standard</b>	120,000
2	Delete 1 post out of 10.5 in the Joint Planning Policy Unit	15,000
3	Reduce 50% of the strategic grants for the arts	84,850



	<b>budget, but to be implemented on 1 April 2017 in order to give the Service an opportunity to discuss its implementation with the organisations supported and seek to attract assistance from other sources to replace the reduction in grant from the Council</b>	
4	Cut 2 posts out of 7 in the Street Enforcement Unit	64,500
5	Reduce the opening hours of the Dolgellau archives from 3 days to 2 and Caernarfon archives from 4 to 3 days per week	41,670
6	Grass cutting in 131 children's playing fields every two months rather than every month	60,000
8	Reduce an element of the "Gwynedd Ni" budget, focusing on the statutory element	70,000
9	Delete 1 post out of 27.7 in the Council Tax Processing unit	25,000
10	Cut 50% of the maintaining promenades, benches and street name signs budget	40,000
11	Stop providing a hard copy of the 'Snowdonia Mountains and Coast' booklet	46,000
12	Reduce 50% of the grants given to voluntary organisations for specific projects	62,500
13	Stop paying the fee to pay Council Tax in post offices	40,000
14	Reduce frequency of grass cutting in the Council's cemeteries from 7 times per year to 5	60,000
15	Cut 10% on the budget for purchasing library books	26,000
16	Delete 1 post out of 14 in the Building Control unit	40,000
17	Delete a second post out of 10.5 in the Joint Planning Policy Unit	15,000
19	Reduce the time and / or raise a fee for childcare element within the Free Breakfast scheme in primary schools	100,000
20	<b>Keep the CCTV service but rather than delete the resources which continually monitor it, that the savings should be achieved by seeking to reduce the Council's contribution and make any operational changes that can be made without affecting the effectiveness of the system</b>	90,000

21	Delete 1 post out of 2.45 in the Biodiversity unit	30,000
22	Reduce 50% of the traffic management budget	65,000
23	Delete 20% of the public footpath budget including 1 post out of 7.2	110,000
25	Delete 1 post out of 8.5 in the Pollution Control Unit	35,000
26	Delete the Noddfa Centre grant	5,000
27	Delete 1 post out of 13.8 in the Food Hygiene Unit	36,000
28	Delete 1 post out of 21.7 in the Council Tax and Housing Benefit unit	25,000
29	Delete the Arfon Community Gang service	70,000
30	Cut the highway maintenance budget <b>(and note that the amount of the cut was adapted in accordance with the recommendation in the report)</b>	850,000
31	<b>Rather than the original proposal of closing 30 of the 42 Youth Clubs, that the scheme in question should be changed to realise the savings of £200,000 (along with the expected efficiency saving of £70,000) by redesigning the Youth Service and accepting that the grants to youth organisations will have to be considered as part of the entire review</b>	200,000
32	<b>Cease running the Lloyd George Museum but to be implemented from 1 April 2017 in order to give the Service an opportunity to hold discussions with any organisation that would wish to take responsibility for the museum</b>	27,000
33	Increase the price of primary schools meals from £2.30 to £2.50 <b>(and note the change in the maximum price to be charged)</b>	105,000
37	Delete 2 posts out of 85 in the Social Workers, Occupational Therapists and Care Workers Unit within the Adults Service	80,000
38	Reduce the frequency of cleaning villages and industrial estates to every 3 months rather than every month and increase the time to respond to incidents	130,000
39	Cut 25% on the budget for purchasing library books	39,000
40	Delete 1 post out of 12 in the Housing	30,000

	Enforcement Unit	
42	Reduce 12.4% of the budget of £801,790 paid by the Adults Service to voluntary / charitable organisations	100,000
43	Delete 10% of the budget of Derwen Children's Service (which employs 19.4)	75,000
44	Delete the Healthy Living schemes	54,050
46	Delete the budget to maintain Nature Reserves	59,400
47	Delete the Community Safety and Domestic Violence project budget	24,250
48	Manage Blue flag and Green flag beaches only	24,200
49	Delete 1 post out of 7.7 on managing flood risk	40,000
50	Delete 1 post out of 7 in the unit which manages grants and adaptations for the disabled	30,000
51	Close 50 out of 73 of the county's public toilets	244,000
52	Delete 1 post out of 21 in the multi-agency Youth Justice Service	25,000
53	Delete the sports development schemes	71,180
58	Close the Council's Tourist Information Centres	155,000
63	Delete 1 post out of 7 on road works management	30,000
65	Delete 4 posts out of 85 in the Social Workers, Occupational Therapists and Care Workers Unit within the Adults Service	80,000
71	Delete 1 post out of 21.4 in the Homelessness Unit	25,000

- i. Also, to note that whilst we would not expect the cuts element of £28,000 noted against scheme 55 (Libraries), that we would continue to expect changes for the libraries service which would be restricted to the efficiency saving amount targeted for them which will possibly involve implementing a large element of the change noted against scheme number 55.
- ii. For Scheme 66 (Women's Aid), whilst it should not be cut at present, this should be subject to them satisfying the Service that they have looked for all possible opportunities to be as efficient as possible, including any saving which would derive from that in the efficiency savings.
- iii. For Schemes 72 (Barmouth Bridge) and 78 (Aber Bridge), that these budgets should not be cut at present, but this should be subject to reaching the target of significantly reducing the cost to the Council of contributing to their future, including any saving which would derive from that in the efficiency savings.

- iv. For Scheme 59 (Neuadd Dwyfor), that this budget should not be cut, but this is subject to discussing options with any local organisation with a view to them taking responsibility for it with the aim of reducing the costs for Gwynedd ratepayers, and that any savings should be included in the efficiency savings.
- v. With recommendations vi), vii) and viii) above, that we should receive a report back within a year and review the situation at that time as a result of any developments.
- vi. The Head of Finance Department is authorised, in co-operation with the Cabinet Member for Resources, to review the level of specific funds (as suggested in paragraphs 8.6 - 8.8 of the appendix "2016/17 Budget") in order to fund the need to "bridge" £2,106,050 in 2016/17 as it would not be possible to implement all the cuts at once from April 2016.
- vii. The Head of Finance Department, in co-operation with the Cabinet Member for Resources, to arrange to finance a revised amount from reserves, as necessary, in order to protect the Council's decisions on the budget and tax should there be marginal changes in Government grant, following the Welsh Government's decisions, which will lead to the announcement of the final grant settlement for local government on 2 March, and a vote thereon in the Assembly on 9 March 2016 to confirm.

The meeting commenced at 1.00 pm and concluded at 3.15 pm.

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**CHAIRMAN**

## REPORT TO THE CABINET

15 March 2016

**Cabinet Member:** Councillor Gareth Roberts

**Subject:** Older Peoples Accommodation Strategy

**Contact officer:** Eiliw Llŷr

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### **The decision sought**

Adopt the Older Peoples Accommodation Strategy

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### **Views of the local member.**

Not a local matter

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## **1. Introduction**

### **1.1 Vision**

The aspirations and vision of Gwynedd's older people and Council are consistent; which is to promote and maintain the independence of older people within their indigenous communities. The Council has facilitated this by increasing the number of Extra Care Schemes, increasing the number of nursing bed sin certain areas and increasing the number of beds placements for those with memory problems in residential and nursing.

Therefore, the aim of Social Services for the future is to commission:

- Less traditional residential beds, while providing more services to support individuals to live at home or in accommodation which is suitable to their circumstances
- Opportunities for people to have an extended recovery period
- Flexible opportunities to receive respite care
- More residential care beds for people with dementia

The Older people Accommodation Strategy outlines how Cyngor Gwynedd will ensure a choice of suitable housing for older people with varying needs. Refer to Appendix 1 for a full copy of the Strategy.

## **1.2 Aims of the Strategy**

### **I. Support individuals to stay in their homes as long as possible**

What we hope to achieve is:

- Encourage people to consider and to plan their accommodation wishes sooner
- Make older people's homes appropriate for them to be able to stay in their homes when suitable and possible
- Promote the use of equipment and possible adaptations e.g. telecare equipment
- Retain respite care provision / temporary beds within the County

### **II. Ensure suitable accommodation for Gwynedd's older people**

In line with supporting older people to stay in their homes, we are going to ensure that there is a range of accommodation options available for Gwynedd's older people.

What we hope to achieve is:

- Ensure that full use is made of the Sheltered Housing provision that exists in the County
- Increase the Extra Care Housing or similar provision within the county
- Reduce the need for beds in the County's residential homes by implementing on the above. Following a likely increase in demand, it will be necessary to consider increasing the general nursing accommodation provision
- Following a likely increase in demand, it will be necessary to research increasing the EMI nursing care accommodation provision

### **III. Find specific geographical areas where it is likely that the demand will be high**

What we hope to achieve is:

- Investigate the possibility of creating specific plans to the following areas in light of being identified as areas to prioritise in terms of developing accommodation options
- Hold a discussion with partners to discuss and co-plan accommodation provision within the County

### **IV. Ensure that Gwynedd's older people are aware of the accommodation options that exist within the County and that accessible information is available.**

What we hope to achieve is:

- Improve the quality and provision of information by ensuring that accessible information is available for people regarding all accommodation options for the older people of Gwynedd along with accommodation adaptations.
- Collaborate with relevant partners to form and distribute this information

## **2. Reasons for recommending the decision**

### **2.1 Relevant matters to be considered in the context of the Strategy:**

The Strategy sets the direction for the provision of accommodation for older people in the County and the data report forms a basis for creating a position statement so that providers and partners are clear what the accommodation needs are in the future.

There are implications to the direction set within the Strategy which is, to increase the number of extra care schemes, reduce the dependency on residential beds and increase the choice for people to be able to maintain their independence within the community.

The Strategy also sets a precedent to target specific areas to identify solutions which will avoid higher costs to the Council in terms of care in the

future. There are also financial obligations to providing Extra Care Housing should this be identified as an option within a specific area.

It is recognised that there is a lack of residential and nursing care within the County with many providers have difficulty in recruiting staff in some areas which in turn place additional pressure on the internal services of the Council.

There is an opportunity to make the connection with suitable housing, nature and type of care services and how the Council can influence / shape demand in the future.

## **2.2 Identifying areas with the highest density**

In order to identify the areas that have the highest density of older people, a number of data sources have contributed to the creation of a comprehensive picture of the need that exists in those areas and the likelihood of future tendencies.

The comprehensive Data Report notes the areas below as those with the highest density of older people based on evidence that there will be a demand for services in the future:

- 1 Tywyn 1
  - 2 Porthmadog West
  - 3 Aberdaron, Botwnnog and Tudweiliog
  - 4 Aberdyfi, Bryncreg and Llanfihangel
  - 5 Llanbedrog and Abersoch
  - 6 Llanbedr
  - 7 Dyffryn Ardudwy
  - 8 Menai, Caernarfon
- (they are not in any particular order)

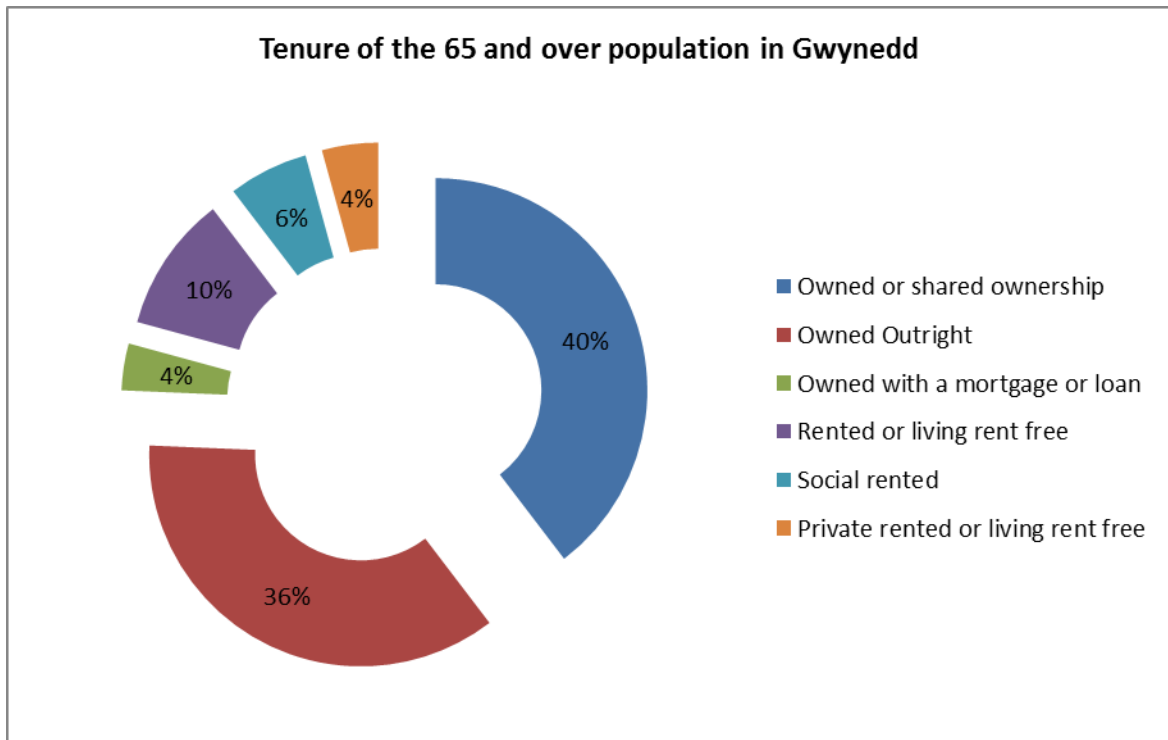
The Data Report states the factors which have contributed to these areas being identified as being highest demand for support in the future.



### 3. Relevant considerations

The Strategy responds to factors which we will face in the future in Gwynedd, which are mainly:

- main increase in the population within the age group of 85 years old is expected
- a higher percentage of older people will be living alone
- the areas tend to be coastal areas where a number choose to retire without support networks
- the dementia rate will increase as well as depression and anxiety conditions
- there is a higher percentage of older people who live within the private sector i.e. owner their home or rent privately, the table below states:



#### 3.1 Equality Impact Assessment

In accordance with the Equality Act 2010 an equality impact assessment has been carried out, which can be found in appendix B. This assessment highlights the possible impact and response which will be put in place. The assessment concludes the following possible impact:

Response positively to the General Duty of the Equality Act and the protected characteristics as the survey identifies the need for pitches in the next 5 years as identified by the respondents.

#### **4. Next steps and timetable**

The Gwynedd Housing Partnership adopts the Strategy and takes responsibility for drawing up and updating the work programme annually.

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#### **Views of the Statutory Officers**

##### **The Chief Executive:**

The strategy presented, which has been scrutinized on its way to the Cabinet, sets the direction for the important work of trying to ensure the provision of suitable accommodation for an ageing population. The four objectives of the strategy are sound and important and it is now important that the Housing Partnership moves on to implement an Annual Implementation Plan for the strategy.

##### **The Monitoring Officer:**

One of the main objectives of the Social Services and Wellbeing (Wales) Act 2014 is to try to stop people from needing or becoming dependent on services. Therefore this strategy, whilst seeking to support independence for as long as possible, is in keeping with the objective of the Act. No further comments regarding propriety.

##### **The Head of Finance:**

The report asks the Cabinet to adopt an 'Accommodation Strategy for Older People' which includes a vision and concrete objectives in the context of the ideal direction for the future, and especially in an era where there are reduced financial resources. The report does not recognize any potential financial implications for the Council as a result of implementing the Strategy. Therefore, pending the receipt of full relevant details for consideration, the Strategy and the vision could be accepted in principle, without prejudice to any financial commitments by the Council.

## **Appendices**

Appendix 1 – Older Peoples Accommodation Strategy

Appendix 2 – Equality Impact Assessment

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**DRAFT**

## Vision

The aspirations of Gwynedd's older people are clear. Gwynedd's older people want to live at home for as long as possible while recognising the need for support when appropriate to ensure this. To support these aspirations, the vision of the Adults, Health and Well-being Service emphasises promoting and maintaining independence as much as possible to enable individuals to live in their own homes. Should a situation arise where it is no longer an option for an individual to remain in their own home, other options such as Sheltered Housing, Extra Care Housing or other suitable housing will be promoted to individuals. In future residential care is mainly considered as:

- A further opportunity to regain independence
- A respite opportunity for carers so that they can continue with their caring role
- A permanent care option for those with dementia who cannot be cared for at home or in extra care housing

Therefore, the Council's vision on residential services for older people is:

- To reduce the number of traditional residential beds
- ↑ the number of beds in Extra Care Housing or similar model to Extra Care Housing
- ↑ the number of nursing beds in some areas
- ↑ the number of beds for those with memory problems; residential and nursing

Therefore, the aim of Social Services for the future is to commission:

- Less traditional residential beds, while providing more services to support individuals to live at home or in accommodation which is suitable to their circumstances
- Opportunities for people to have an extended recovery period
- Flexible opportunities to receive respite care
- More residential care beds for people with dementia

Gwynedd Council, like all other councils in Wales, faces significant cuts in terms of the funding that it receives from the government to pay for local services. At the same time, the pressure on the Council's services is sure to increase greatly. As a result of this, it is not possible for things to continue how they are, and significant changes are needed at once so that the Council can continue to provide essential services for the most vulnerable people over the coming decades.

The Older People Accommodation Strategy will outline how Gwynedd Council will ensure a suitable choice of accommodation for older people with various needs.

### **National and Local Context**

The purpose of forming the Older People Accommodation Strategy is to ensure that Gwynedd Council and key partners work together towards the same vision and that a clear direction has been set for all partners, in the context of providing accommodation for older people in Gwynedd.

Agreeing on an Older People Accommodation Strategy was noted as a priority during 2013-2014 in **Gwynedd Council's Strategic Plan 2013-2017**. This strategy also will support priorities that have been noted in the **Gwynedd Council Housing Strategy 2013-2017**.

It has been noted in several policy documents and published research that correlation between homes and the environment in which an individual lives is key to the individual's quality of life, noting the need for a home to be suitable for adaptations as the individual gets older and his or her needs changes.

The **Better Homes for People in Wales**<sup>1</sup> document notes that several older people need homes that are adaptable which have good access to facilities. **Improving Lives and Communities - Homes in Wales**<sup>2</sup> acknowledges the grave challenge that we face in the field with an ageing population being noted as a significant implication on housing planning, as well as the support available for people to continue to live in their homes for as long as possible. They note the following ways to deal with this:

- i. Provide more housing of the right type and offer more choice
- ii. Improve housing and communities, including existing and new housing energy efficiency
- iii. Improve services and support associated with homes.

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<sup>1</sup> A strategy that was published by the Welsh Government in 2001

<sup>2</sup> National housing strategy that was published in 2010

To reiterate this, the **Public Care Organisation** notes that older people want:

- A home that is easy to maintain
- To be safe
- Access to facilities and transportation
- A good neighbourhood
- Attractive accommodation which is fit for purpose
- To stay in their homes without having to go to residential care

The **Joseph Rowntree Foundation** also promotes the same concept by publishing 16 standards that aim to provide flexible and suitable homes for people with a range of disabilities.

As well as this Strategy, other documents are also being formed that feed into this document. As the Adults, Health and Well-being Service is in the process of reviewing its **Older People Commissioning Plan**, data from the **Market Situation Statement** has contributed towards this document in terms of identifying existing residential and nursing provision in Gwynedd, trends for the future and forming priorities.

In order to form this document, the research focussed on the following elements:

- Identifying trends in order to gain a clear picture
- Gaining the input of Gwynedd residents in order to have a responsive strategy
- Being able to identify areas that need brand new provision or that need to adapt provision for the future

National policy regarding Social Care and Housing for Older People focuses on three critical factors- independence, choice and supply of housing which is suitable and adequate. The Older Peoples Strategy (2013-2023) which promotes the choice and independent living and states that “there is a growing recognition of the values of developing service models that have the citizen at their core, and that seek to protect and support all opportunities for independent living”.

One of the aims of the Wales Strategy for Older People by 2023 is to ensure that older people have access to housing and services which support their needs and promotes independence; that there is an adequate supply of housing options for older people; adequate support to move; finally that an alternative model of housing



(which includes “retirement communities”, sheltered housing and extra care schemes) are offered to ensure choice for older people in the type of housing that is available which meets their needs and aspirations.

Welsh Government vision is clear. The Social Services and Welfare Act (Wales) 2014 sets a “framework for local authorities and Health to empower citizens to support them to achieve independence and welfare, and where appropriate, have the support they need.” The aim of the act is to promote independence, connect people with their communities and to reduce or delay dependency and intervention of social care and health.

It is important not to ignore the importance of supplying housing for an ageing population. A recent literature review by the University of Bangor identifies that:

- a) Housing stock in Wales is amongst the worst in Northern Europe- this can have a considerable effect on health and welfare of older people;
- b) Access to adaptations and repairs are essential to ensure that older people are able to live independently
- c) It is important to address supply and suitability of certain types of housing which meets the needs of an ageing older population
- d) 80% of land in wales is ‘rural housing’, which requires different solutions and approaches

To summaries, there is a need to ensure a supply of suitable housing for older people whilst reducing the dependency on statutory services such as residential care and hospital admissions. Currently, in Gwynedd, people are access services too early which creates a dependency on traditional care and housing, such as residential care. We do not appreciate the capacity people have to live independently, to remain at home within their communities for as long as possible.

One of the main challenges facing the Adults, Health and Welfare Department is an ageing population and the consequences of housing design and support that is available for people to live independently as long as possible. Mid year estimates for 2013 states that people over the age of 65 account for 22% of the population in Gwynedd. There are more over 65s compared to young people under 16 living in Gwynedd. Based on the population estimate, between 2015 and 2030 there will be a substantial increase in population for the over 85s in Gwynedd. It is anticipated that this Group will increase to 60% by 2030.

Another priority is to reduce the need for traditional care, such as residential care, and to develop a model of care which includes Extra Care Housing.

As part of Gwynedd’ s 3 year Strategic Plan, developing an Older Peoples Accommodation Strategy for Older People has been identified as a work plan under

the Accommodation Board. The Strategy will sit within the Gwynedd Housing Partnership Strategy and will feed into the Local Development Plan in 2016, Unitary Plan (2013-17) as well as the Commissioning Plan for Older People 2011-16.

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## Population Trends

Based on estimates<sup>3</sup>, 121,911 people live in Gwynedd. For the first time, there are more people aged 65 and over living in Gwynedd compared with young people under 16. There are 14,277 people aged 65-74, 8,688 people aged 75-84 and 3,707 people aged over 85. Based on existing estimates<sup>4</sup>, between 2015 and 2030, the main growth in population is amongst the group aged 85 and over. It is expected for this age group in Gwynedd to increase 59% by 2030, with the 75-84 age group increasing by 27%. However, the 65-74 age group is expected to gradually decrease by 2030.

When looking at the population in Gwynedd, it became apparent that the same areas were consistently at the top of the list in terms of the highest density of older people in the population and/or the highest numbers of older people, and that in the 75-84 and 85+ age groups. Looking at the constitution of homes in these areas, several were at the top of the table in terms of single person homes or families aged over 65.

Something to note is that these areas are in general popular coastal areas, and there is a suggestion that several people choose to return to these areas to retire. It is necessary to take this into account when considering accommodation options and planning services in Gwynedd, as there is an assumption that older people live far from any support network.

## Evaluation of the projections of dementia numbers in Gwynedd

Older people tend to suffer more with mental health problems. This can, in turn, affect the independence and quality of life of individuals and their families. The two main mental health conditions that affect older people are dementia and operational disorders such as depression and anxiety.

Collected data predicts that the numbers of older people aged 65+ who suffer with dementia in Gwynedd will increase in the next years from 1,863 in 2013 to 2,115 in 2020 and then to 2,664 by 2030<sup>5</sup>.

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<sup>3</sup> 2013 Stats Wales mid-year estimates

<sup>4</sup> Daffodil Estimates [www.daffodilcymru.org.uk](http://www.daffodilcymru.org.uk)

<sup>5</sup> Daffodil Estimates [www.daffodilcymru.org.uk](http://www.daffodilcymru.org.uk)

## **Internal migration**

Only a small number of internal migration within Gwynedd occurs when compared with the population. A small increase has been seen during the last decade, increasing from 110 people migrating into Gwynedd in 2001-2002 to 130 people in 2012-2013<sup>6</sup>.

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<sup>6</sup> Stats Wales

## **Current provision**

### **Housing tenures and condition**

In terms of tenures in Gwynedd, data from the 2011 census was looked at and it became apparent that 26.4% of households in Gwynedd house people aged 65+ only, 21.6% of Arfon households, 30.6% of Dwyfor households and 26.4% of Meirionnydd households.

According to data<sup>7</sup> regarding the tenures of Gwynedd housing, 76% of people aged 65 and over are owners/occupants, 13% are owned by the local authority, 6% are owned by housing associations and 5% are privately rented.

Our data shows that 1,659 of people aged 65 and over live in homes without central heating, which corresponds to 6.82% of the older population.

The suitability of some houses make it difficult to have the provision of appropriate medical provisions / beds.

### **Existing Sheltered Housing and Extra Care Housing provision in Gwynedd**

- The Gwynedd Housing Partnership has a total of 24 Sheltered Housing schemes, which include 689 individual units.
- 3 of Gwynedd's Housing Partners own Sheltered Housing schemes in Gwynedd. Cartrefi Cymunedol Gwynedd is the largest provider with 13 schemes, 10 by the Cynefin Group and 1 by the North Wales Housing Association.
- In terms of location, Arfon is the area with the most Sheltered Housing Provision with 10 schemes and 194 (47%) units, Meirionnydd has 9 schemes and 173 (42%) units and Dwyfor has 5 schemes and 46 (11%) units.
- 2 Extra Care Housing schemes are in operation in Gwynedd, with 30 units at Awel y Coleg in Bala and 42 units in Cae Garnedd in Bangor. There will be a 40 unit scheme in Porthmadog by the end of 2017.

Many of the Sheltered Schemes offer security and peace of mind to its tenants and family members. This is mainly due to warden services being made available as well

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<sup>7</sup> Office for National Statistics

as some schemes hosting social activities for their residents. Supporting People Grant provides a vital funding for these schemes. Currently, Supporting People budgets which are administrated to Local Authorities are facing substantial cuts, as much as 10% during 2014-15. Whilst preserving front line services is paramount no assurance can be given that sheltered schemes will not be immune from further cuts in the future. This Strategy offers an unique opportunity to work with our Housing Partners to pursue a different model in Gwynedd.

Developing Extra Care Housing has been included as an aim within the **Council's Strategic Plan**. We are collaborating with the Cynefin Group and North Wales Housing Association to develop homes that are suitable for busy older people, adapting the support as their needs change as they age. We will work together to develop and consider other options in terms of developing and funding provision for the future in other areas, including looking at Sheltered Housing that belongs to Housing Associations.

Extra Care Housing is still seen as a relatively new concept in Gwynedd, the two current schemes have proved popular with it's residents but promoting the aims and potential benefits remain a challenge. One thing is clear; being able to offer the same level of on site complex in terms of size and provision of activities for residents will be challenging. Again, this Strategy offers an opportunity to develop a extra care 'light' approach in Gwynedd by utilising existing stock of sheltered schemes and smaller more bespoke facilities within rural areas.

#### **A summary of the existing Residential and Nursing care provision in Gwynedd**

- There are 37 Residential and Nursing Homes in Gwynedd. There are 26 homes within the private sector, and 11 homes which are part of the Council's internal provision
- Nursing care is provided by the private sector only, and 16 homes include Nursing beds
- 16 homes are located in the Arfon area, 11 in Dwyfor and 8 in Meirionnydd
- There is a total of 1,108 residential or nursing beds in Gwynedd; 790 beds within the private sector and 318 beds within the council's homes

- There are 539 residential beds, 95 EMI residential beds, 356 nursing beds and 118 EMI nursing beds
- On 31 July 2014, 94% of the residential and/or nursing beds in Gwynedd were full. There were 68 surplus beds available within the County
- There were no surplus Residential or EMI Nursing beds in the Meirionnydd area on 31 July 2014
- There were 49 (6%) surplus beds within the private sector and 19 (6%) surplus beds within the Council's homes.

At the end of 2013/14, an average of 25.59 people per 1,000 of the population of people over 65 years old were supported in a residential or nursing home. Wales' average was 19.84.

### **Other Local Authorities**

As part of our research, data from nearby local authorities was looked at, comparing the accommodation stock that exists within them. In general, Anglesey and Conwy provide many more SH and ECH units or residential and nursing beds for older people in Gwynedd and Ceredigion.

Across the entire age range that was looked at (65-74, 75-84 and 85+) Ceredigion offers more Sheltered Housing units, with Gwynedd offering more Extra Care Housing Units and residential and nursing beds.

## **Engagement and collaboration with partners and stakeholders**

### **Engagement with key partners**

Following a presentation to the **Gwynedd Housing Partnership** which outlined our intention in creating this strategy, they expressed interest in being involved with the project from the beginning, working with us to identify strategic results and to form solutions and an action plan as part of the strategy.

Also, all **Gwynedd Community Councils** were contacted, and 9 Councils sent a response. The results of a questionnaire which was recently distributed by Felinheli Community Council<sup>8</sup> was received.

Several organisations that were relevant to this work were also contacted. A useful report from the **RNIB Homes for People with dementia and sight loss** was received, and specific guidelines were received via email from the **Alzheimer's Assocation** offering observations on adaptations to provide for people with dementia. These can be seen in Appendix B and Appendix C. Also, a response was received from **Canllaw**, which focusses on enabling vulnerable older people to live safely and independently in the community.

### **Engaging with existing and potential service users**

As part of our engagement work, focus groups were arranged with **Age Cymru** area forums in Gwynedd, the **Gwynedd Older People Council** and the **Gwynedd Core Disability Equality Group**.

### **Main messages from the engagement work**

-a vast majority of those who took part in the focus groups noted that their existing home was suitable for their needs now, with several stating that adaptations had been made to make them suitable.

-several acknowledged that it is likely that their current homes would not be suitable should their health deteriorate.

-the main barriers that were identified was a large garden, maintenance costs, stairs at the home and a bathroom on the first floor.

-there was a consensus amongst the groups that making the decision to move from your existing home was a very difficult one, as several had lived in their current homes for years.

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<sup>8</sup> See all observations that were received in Appendix A.



-only a small few had considered their accommodation situation for the future, with acknowledgement that people often were not willing to take it seriously until it became a problem.

-most of those who took part believed that they would prefer to move to Extra Care Housing rather than a Residential Home

-several were concerned about dementia provision within the county, and this was most prominent in Meirionnydd.

-in general, people's wishes were to stay as close as possible to their current homes, as they had a network of people and a community there.

-it became clear that people were unaware of the accommodation options that exist in Gwynedd, and were also unaware of the preventative services that are offered.

-need to consider the needs of older people with disabilities when planning new developments.

-it was interesting to note that some from the area of Bangor had considered Extra Care Housing in light of publicity regarding the new development in the area.

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-the response of several Community Councils discussed the need for affordable one/two bedroom single storey housing (especially in the rural area of Dwyfor).

-the Community Councils emphasised the importance of having a range of accommodation options on a local scale, so that people do not have to move to a strange location.

-several drew attention to the provision of suitable accommodation for people with dementia within the county.

## Identify specific areas

When analysing the data, it became clear that some areas were at the top in several fields, and therefore these areas were looked at in more detail, looking at how the 65-74, 75-84 and 85+ age groups (percentages and numbers) stand at present, an estimate for the future and the trends of the past. Also, the constitution of the homes of people aged 65+ in these areas was looked at, predictions of dementia numbers, accommodation stock in these areas and travelling distances to residential and nursing homes.

When looking at population data only, there were 10 LSOAs<sup>9</sup> at the top, but when we added and compared more data, 8 LSOAs were consistently at the top of the list. The 8 LSOAs were:

- Tywyn 1
- Porthmadog (West)
- Aberdaron Botwnnog and Tudweiliog
- Dyffryn Ardudwy, Llanbedr,
- Aberdyfi Brynchrug and Llanfihangel,
- Llanbedrog and Abersoch
- Llanbedr
- Caernarfon (Menai)

It is possible to combine some of the areas geographical:

- Dyffryn Ardudwy and Llanbedr
- Tywyn and Aberdyfi, Brynchrug and Llanfihangel
- Aberdaron, Botwnnog, Tudweiliog and Llanbedrog and Abersoch

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<sup>9</sup> Local Super Output Area

## **Main messages**

### **1. Support individuals to stay in their homes as long as possible**

What we hope to achieve is:

- Encourage people to consider and to plan their accommodation wishes sooner
- Make older people's homes appropriate for them to be able to stay in their homes when suitable and possible
- Promote the use of equipment and possible adaptations e.g. telecare equipment
- Retain respite care provision / temporary beds within the County

### **2. Ensure suitable accommodation for Gwynedd's older people**

In line with supporting older people to stay in their homes, we are going to ensure that there is a range of accommodation options available for Gwynedd's older people.

What we hope to achieve is:

- Ensure that full use is made of the Sheltered Housing provision that exists in the County
- Increase the Extra Care Housing or similar provision within the county
- Reduce the need for beds in the County's residential homes by implementing on the above. Following a likely increase in demand, it will be necessary to consider increasing the general nursing accommodation provision

- Following a likely increase in demand, it will be necessary to research increasing the EMI nursing care accommodation provision

### **3. Find specific geographical areas where it is likely that the demand will be high**

What we hope to achieve is:

- Investigate the possibility of creating specific plans to the following areas in light of being identified as areas to prioritise in terms of developing accommodation options:
  - Dyffryn Ardudwy and Llanbedr
  - Tywyn and Aberdyfi, Brynchrug and Llanfihangel
  - Aberdaron, Botwnnog, Tudweiliog and Llanbedrog and Abersoch

Hold a discussion with partners to discuss and co-plan accommodation provision within the County

### **4. Ensure that Gwynedd's older people are aware of the accommodation options that exist within the County and that accessible information is available.**

What we hope to achieve is:

- Improve the quality and provision of information by ensuring that accessible information is available for people regarding all accommodation options for the older people of Gwynedd along with accommodation adaptations.
- Collaborate with relevant partners to form and distribute this information

## Action Plan February 2016 – February 2017

In order to develop an action plan which is achievable and inclusive the following is recommended as the first action:

- Arrange a discussion session with Gwynedd Housing Partnerships to discuss the main messages with them
- Hold a discussion with partners within the health field

The action plan is an example / discussion point on formulating the comprehensive action plan:

<b>Aim</b>	<b>Action</b>	<b>Responsible Officer / Group</b>	<b>Timetable</b>	<b>Progress</b>
<b>Support individuals to stay in their homes as long as possible</b>				
Increase awareness of options for older people amongst professional staff within health and care	Promote choices for older people	Frontline officers	Continuously	
Ensure that Extra Care Housing provision is available in Arfon, Dwyfor and Meirionnydd	Ensure that Porthmadog's Extra Care Housing Scheme is built in to the timetable	Hafod y Gest Operational Group	Until Hafod Y Gest has been allocated	Work to commence on site February 2016 with work programme in place for the Operational Group
Offer the warden service that Housing Associations have to individuals within the widespread community	CCG to lead on impact assessment	Deputy Director CCG	To be decided by CCG	
The role of health and social services, namely step-up-step-	Strategic Health and Housing 2025 Group	Strategic North Wales		

down provision / intermediate care and co-commissioning		Group 2025		
Telecare - that the appropriate type of equipment is offered in order to maintain independence	Vision review of Telecare by Canllaw	Canllaw	Present report in June	
Offer a 'move to smaller properties' scheme in cooperation with the Housing Associations and Canllaw	Housing Officers within Housing Association encourage older tenants to move to sheltered housing or ECH Develop a business case to provide a Commercial move on service in the County by Canllaw	Social Landlords and Canllaw		Receive statistics on a yearly basis
<b>Find specific geographical areas where it is likely that the demand will be high</b>				
-Conduct further research to the areas with the highest density of older people	Housing and Social Services to identify 3-4 areas of priority with the intention of collating data qualitative data on service demand in the area	Commissioning Officer and Strategic Housing Manager	Within 1 month	
Identify options in terms of provision in the areas that have the highest density	Establish a task and finish group to identify areas of priority for provision in the future	Housing Partnership	Report to Housing Partnership within 6 months	
<b>Ensure suitable accommodation for Gwynedd's older people</b>				
Create a position statement in terms of housing and care provision in the County	Task and Finish Group to create a position statement	Accommodation Board and Housing		

		Partnership		
Create a service standard and principles for sheltered housing in the County, based on the Extra Care Housing model	To synchronize standards across the Housing Association	Housing Partnership	Within 3 months	
Nursing / EMI care accommodation provision	Regional work occurring to establish a commissioning hub that will give guidance on how we can influence the private market in some areas	Regional Group	Every 2 months	
<b>Ensure that Gwynedd's older people are aware of the accommodation options that exist within the County and that accessible information is available</b>				
Ensure that information regarding accommodation options e.g. SH and ECH is available for Gwynedd's older people	Review and update the information sheet	Housing Partnership	Within 3 months	Information sheet available and shared with relevant groups / organisations

# FULL EQUALITY IMPACT ASSESSMENT

## 1) ASSESSMENT AUTHORS

Elliw Llŷr

## 2) PARTNERS

Who are your partners when starting or changing this policy / plan / practice? They will need to be included when undertaking this assessment.

Comissioning Unit, Adults,Welfare and Health Dept  
Community Councils in Gwynedd  
Members of the Gwynedd Older Peoples Forum

## 3) DATE ASSESSMENT BEGUN

February 2016

## 4) DATE ASSESSMENT COMPLETED

March 2016

## 5) AIMS AND OBJECTIVES OF THE POLICY / PLAN / PRACTICE

Note why the policy / plan / practice is necessary. Note what the Authority hopes to achieve.

Support individuals to remain at homes as long as possible

Ensure suitable housing for older people in Gwynedd

Identify areas where there might be a high demand

Ensure that Gwynedd's older people are aware of the housing options which exist in the County and that information is available



## **6) PARTICIPATION AND CONSULTATION**

Have you consulted regarding the change in policy / plan / practice? What was the result? Remember it is a statutory requirement to consult with the people who will be affected.

Community Councils  
Members of the Gwynedd Older Peoples Forum  
Gwynedd Housing Partnership

## **7) EVIDENCE AVAILABLE**

The evidence can be based on local, regional or national evidence, e.g. the service's data or regional equality statistics or a national report.

Comprehensive data report based on national and local information which provides information on the demand on care, age ranges of older people and which services are required when

## **8) GAPS IN EVIDENCE**

Note any gaps in evidence and explain how you intend to fill them.

Further work on residents income and how many would be able to fund care services themselves / provide support on their own

## 9) RELEVANCE AND EFFECT

The relevance of the policy / plan / practice to the general equality duty and to each one of the equality groups (protected characteristics) must be shown. The real or likely effect must be clearly notes. It is possible that not every characteristic will be relevant or be affected.

### 9a)

<b>Equality Act General Duty</b>	<b>Relevance</b>	<b>The real or likely effect</b>
<b>Removing illegal discrimination, harassment and victimisation</b>	Positive	Opportunity for people to contribute to society by maintaining their independence by maintaining their home which is suitable for them
<b>Promoting equal opportunities</b>	Positive	Opportunity for people to contribute to society by maintaining their independence by maintaining their home which is suitable for them
<b>Foster good relations</b>	Positive	Promoting people to remain within their communities and maintain their social and family contacts

9b)

<b>Characteristics</b>	<b>Relevance</b>	<b>The real or likely effect</b>
<b>Race</b>	none	The assessment does not identify any issues which could have a negative impact
<b>Disability</b>	Positive	Promoting people to remain within their communities and maintain their social and family contacts
<b>Sex</b>	Positive	The assessment does not identify any issues which could have a negative impact
<b>Gender reassignment</b>	Positive	The assessment does not identify any issues which could have a negative impact
<b>Sexual orientation</b>	none	The assessment does not identify any issues which could have a negative impact
<b>Religion or belief</b>	none	The assessment does not identify any issues which could have a negative impact
<b>The Welsh language</b>	none	The assessment does not identify any issues which could have a negative impact
<b>Age</b>	Positive	Acknowledges that t suitable home helps an older person to maintain their independence
<b>Pregnancy and maternity</b>	none	The assessment does not identify any issues which could have a negative impact
<b>Marriage and Civil Partnership</b>	none	The assessment does not identify any issues which could have a negative impact

## 10) ADDRESSING THE EFFECTS

a)	<b>Note any possible effects from an equality perspective</b> Purpose of the Strategy is to provide advice and services which enable older people to live independently as long as possible within their indigenous communities
b)	<b>What steps can be taken to lessen or improve these effects?</b> None identified
c)	<b>Is it necessary to reconsider the proposal?</b> no

## 11) ARRANGEMENTS FOR MONITORING AND REVIEWING

What steps will you take to review the policy / plan / practice once it has been adopted? Although the above assessment recognised the possible effect, it must be remembered that the full effect will not be seen until the policy is implemented

Yearly action plan reviewed

## 12) DECISION

Present to Cabinet for approval 15.3.16

# Agenda Item 7

## REPORT TO THE CABINET 15/03/2016

**Cabinet Member:** Councillor Ioan Thomas

**Subject:** Financial Model to increase the supply of affordable housing

**Contact officer:** Eiliw Llŷr

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### **The decision sought**

In order that strategic projects are achieved to address the housing need within the County, to move ahead with loan provision, which has appropriate charges or security and proportionate conditions which is to be prescribe in consultation with the Head of Finance and Head of Legal Services for each individual scheme

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### **Views of the local member.**

*Not a local matter*

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### **1. Introduction**

The Cabinet acknowledges that the Council can contribute strategically to provide more housing for specific groups of people within Gwynedd. This alternative model of increasing the supply and speeding up the number of affordable housing so that more is achieve than currently via Social Housing Grant.

Within the strategic plan 2015-17 we have stated our desire to review how we ensure that there is sufficient supply of suitable housing for the needs of residents in Gwynedd and this financial model responds to this aspiration.

The 4 areas that have identified and agreed that we should intervene are:

#### **1.1 Older people / Care Agenda**

The principles of Ffordd Gwynedd aspire to transform the way services are provided for people with care needs and historically the Council has identified 'problems' for example (increase expenditure in the care services) which could be alleviated by doing more in within the housing /

accommodation area. We believe that there is a business case to improve the supply of housing so that expenditure in other areas can be mitigated.

As part of the agenda to regulate demand/ response to the Social Services Act it is imperative to remember that:



### 1.2 Homelessness

The lack of suitable accommodation continues to exist which means the Council spends around £100k on 'unsuitable temporary accommodation'. There is an opportunity to work with our partners to ensure suitable housing with support within identified areas of need. A recent report by the Services Scrutiny Committee identifies the good work which is carried out by the service and acknowledges investment is required on the current hostel which the Council own.

### 1.3 Housing Register

Currently, there are 1,993 of applications (i.e. families / individuals) on the Common Allocations Register (April 2015) which are waiting for what is defined as 'suitable housing', coupled with the figure of 500 houses which are allocated annually by the Housing Associations.

Lack of supply in certain areas

There is a barrier in certain circumstances and areas where developments do not move ahead naturally, this is due to lack of confidence in the financial situation. Therefore, in certain areas there is a lack of suitable housing for people wishing to stay locally.

Information from the Common Allocations Register highlights the need in specific areas. The financial model would increase the number of units to rent social, many will be tenure neutral, which has the option of buying into within time.

As part of the response to the lack of supply in rural areas the Community Land Trust offers the opportunity to develop a small cluster of properties so that people within their community can purchase / part own their homes. Initial scoping work has shown that it is possible for the model to work in rural areas across Gwynedd.

This includes belts of land which would not possibly be attractive to developers to move forward as the planning conditions would mean that there would be a reduction in the open market values.

## 2. Reasons for recommending the decision

The 4 tables below offer a solution to the above matters. The table below summarizes the types of schemes the financial model could finance and the benefits of doing this:

<b>Scheme</b>	<b>I. Extra Care Housing (ECH) or variation on the model</b>
<b>Characteristics</b>	For residents over the age of 55 years old in the main
<b>Cost</b>	Around £8 m (42% would be private finance by the Housing Association) Cost of developing an additional scheme to the current 3 ECH Cost per unit £200,000 with 58% of contribution by the Council
<b>No. of Units</b>	40 units based on extra care schemes It would be possible to have different models or less units
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• Residents over 55 years old and people with disabilities</li> <li>• Tenants of social housing which want to move to a smaller property</li> <li>• Owner occupiers and renters who want to move to a smaller property</li> </ul>
<b>Problem to be resolved</b>	Recognition that a higher rate of older people are living longer which will mean a dependency on the Council for care services during times of serve cut backs Challenge of offering care across a vast area Overdependence on traditional models
<b>Benefits to the Council</b>	<ul style="list-style-type: none"> <li>• Offer an alternative to residential care</li> <li>• Cost per unit less than residential care</li> <li>• Centralization of care in one location</li> </ul>

	<ul style="list-style-type: none"> <li>• Prevent dependency on care services and design means less cost</li> <li>• Promote and maintain a person's independence</li> </ul>
<b>Other considerations</b>	<ul style="list-style-type: none"> <li>• extensive research which proves that ECH reduces isolation and the need for additional services</li> <li>• Feeling of neighborhood and tenants supporting each other to reduce/ prevent dependency</li> <li>• Positive result on behalf of the tenant which reduces the dependency on social and health care</li> <li>• Extra Care 'lite' model is an option with a reduction in capital cost and possibly more suitable for an area which is less densely populated / rural</li> </ul>
<b>Effect of not investing</b>	<ul style="list-style-type: none"> <li>• Demands on care services continue and increases</li> <li>• Evidence base for the Older People's Accommodation Strategy demonstrate that certain areas will show an increase in demand for care and health services especially those over 85 and require services 3 times a day</li> </ul>
<b>Examples of model sin other areas</b>	<p>2 ECH schemes opened in Gwynedd with a 3<sup>rd</sup> to be developed in Porthmadog</p> <p>Housing Partners are experienced in completing another scheme</p>
<b>Financial / Legal Considerations</b>	<p>Housing Association would build and manage the scheme.</p> <p>The Council would be responsible for the cost of care services</p> <p>Possible to offer a loan as well an element of grant for developing the scheme as it is a high cost scheme and a contribution from the Council would be required (capital or land)</p>

There is potential to adapt the model which would vary the scheme cost if an Extra Care Scheme is required ( this requires further work within our Older People's Accommodation Strategy) other options such as Extra



Care 'lite' could be an option or the potential to adapt and improve sheltered housing schemes within certain communities.

<b>Scheme</b>	<b>II. Expand and Adapt provision for Homeless People</b>
<b>Characteristics</b>	Provide housing and support in accordance with Housing Act 2014
<b>Cost</b>	£700k (with 42% private finance from Housing Association) Cost per unit £100,000 with 58% contribution by the Council)
<b>No. of Units</b>	7 units
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• Vulnerable Single people and families which are threatened with homelessness</li> <li>• People in a state of emergence which would be difficult to place in other areas and require stability</li> <li>• People require support to move onto suitable accommodation</li> </ul>
<b>Problem to be resolved</b>	<ul style="list-style-type: none"> <li>• Present provision of hostels in Deiniolen and Corris require modernization (condition and quality of properties)</li> <li>• Capital costs to the Council currently around £2,000</li> <li>• Potential to save on revenue costs to the Council including void costs</li> <li>• Saving in maintain Private Sector Leasing</li> <li>• Need for emergency accommodation for vulnerable single persons</li> <li>• Supporting People provision has and will most likely deteriorate further leaving a funding gap</li> </ul>
<b>Benefits to the Council</b>	Offer an alternative model with regards to supported housing Outsourcing the service/ build to a Housing Association
<b>Effect of not investing</b>	<ul style="list-style-type: none"> <li>• Need to upgrade current provision with no resource designated</li> <li>• Reduction in Supporting People budget which means providing less support than is currently available</li> </ul>
<b>Examples of model sin other</b>	Hostel provision varies with some LAs providing hostels whilst other work in partnership with a Housing

<b>areas</b>	Association
<b>Financial / Legal Considerations</b>	Housing Associations have experience of offering housing and supported services to vulnerable people and managing hostels

<b>Scheme</b>	<b>III. Community Land Trust (CLT)</b>
<b>Characteristics</b>	A scheme which would enable the smaller development of 4-7 houses within rural villages. It would ensure suitable housing for local people whilst supporting rural communities viability
<b>Cost</b>	Commitment of initial loan of up to £3.5m to establish a CLT (a business case has been developed to establish a CLT) Cost per unit £128,000
<b>No. of Units</b>	<ul style="list-style-type: none"> <li>• Sum identified permits developing 24 new homes within 3 rural communities within a short period</li> <li>• After the units have been occupied and sold the investment would be released and recycled allowing the finance of more units in the future without the need for further investment</li> </ul>
<b>Cost of unit</b>	£128,000 cost per unit with finance being recouped once units are sold and recycled to develop more units
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• People who are unable to afford to buy on the open market</li> <li>• Targeting the squeezed middle which is not deemed eligible/ priority for social housing, on middle income bracket but unable to save a deposit</li> <li>• Note that up to 57.9% of the population of Gwynedd have been priced out of the market</li> </ul>
<b>Problem to be resolved</b>	<ul style="list-style-type: none"> <li>• Assist those who are unable to purchase a home within their local communities</li> <li>• Offer a model which works with the community to identify and resolve housing need and to keep young people within their communities</li> <li>• Residents stakeholders in the scheme</li> <li>• Difficulty with self-build schemes and realizing smaller schemes with communities</li> </ul>
<b>Benefits to the</b>	<ul style="list-style-type: none"> <li>• Establish a self-maintaining model which targets</li> </ul>

<b>Council</b>	<p>rural areas where there is enthusiasm to take part</p> <ul style="list-style-type: none"> <li>Local Development Plan take into consideration the CLT model within the Affordable Housing policy</li> </ul>
<b>Effect of not investing</b>	<p>Not able to respond to the needs of people wanting to stay in their communities</p> <p>The scheme can be adapted to include any demography within a community, for example, it could be a specific scheme for older people it could also offer loans to self builders to complete smaller sites</p>
<b>Examples of models in other areas</b>	<p>Cornwall Council have developed a successful model which has similar social/ economic characteristics to Gwynedd</p>
<b>Financial / Legal Considerations</b>	<ul style="list-style-type: none"> <li>The CLT would be an umbrella entity with the Council as one of the main stakeholders of the scheme</li> <li>Grwp Cynefin would provide the expertise from a management and build perspective as well as promoting the CLT on the ground via the Rural Housing Enabler</li> <li>There will be a need to draw/ consider legal documents for each scheme</li> </ul>

<b>Scheme</b>	<b>IV. Empty Properties Back into Use</b>
<b>Characteristics</b>	<p>Targeting efforts in specific areas as well as concentrating on the specific type and size of property based on evidence</p>
<b>Cost</b>	<p>£200,000</p> <p>Cost per unit £7,000 (with the potential to recycle some schemes)</p>
<b>No. of Units</b>	<p>An additional 30 units could be secured based on the above sum</p> <p>There is potential to adapt the sum depending on the level of investment and the ambition of the Council to increase the number of affordable units</p>
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>Residents within communities are housed within existing properties</li> <li>Applicants on housing register are able to rent homes</li> </ul>

	<ul style="list-style-type: none"> <li>• Young people who wish to establish a home but are unable to obtain a mortgage</li> <li>•</li> </ul>
<b>Problem to be resolved</b>	<p>Gwynedd has the highest level of empty properties in Wales</p> <p>Resource which is wasted</p> <p>Potential to rent/ sell or sell onwards to Housing Association</p> <p>Cost of build from new as well as time to complete new units</p>
<b>Benefits to the Council</b>	<ul style="list-style-type: none"> <li>• Applicants from Housing register or homeless are offered a tenancy</li> <li>• Opportunities to develop new build can be restrictive</li> <li>• Able to give conditions to owners that a person from the housing register or homeless person is offered the tenancy. This condition is in place for 5 years</li> </ul>
<b>Relevant considerations</b>	<ul style="list-style-type: none"> <li>• Management stays with Council for 5 years</li> <li>• Improves the appearance of the property which is a social problem</li> <li>• Local companies carry out work which promotes the local economy</li> </ul>
<b>Effect of not investing</b>	<p>Empty properties remain empty. A resource which is wasted and deteriorates further</p> <p>Housing Register remains the same/ increases</p>
<b>Examples of models in other areas</b>	<p>A successful scheme currently exists in Gwynedd ac considered to be progressive on a Welsh level</p> <p>Expertise and experience has been developed locally which can expand and respond</p>
<b>Financial / Legal Considerations</b>	<p>Arrangements in place to replicate current agreements and claims on property</p> <p>Policies and procedures developed and mature enough to be expanded</p>

### 3. Relevant considerations

#### 3.1 Why should the Council intervene in this area?

In a period of reduction of capital finance from WG and reduction in Council resources the model offers a supply on different levels to provide housing. The conditions will be set on the basis:

- I. A charge and loan condition which is proportionate to the level of loan required
- II. Loan charges on any loan which is authorized would be sufficient to service the loan as well as satisfy state aid implications. It is anticipated that this would be at a minimum of 0.5% above PWLB rate
- III. The duration of the loan would vary according to the scheme, a loan could be for short term for CLT and then recycled whilst other loans to develop Extra Care Housing would be on a longer term, up to 25 years
- IV. The Cabinet gives power to the Senior Housing Officer to implement with the approval of the Head of Finance and Head of Legal Services
- V. Emphasis that any scheme is viable and affordable

#### **4. Next steps and timetable**

Below states the priority to move ahead with the schemes:

##### **I. Community Land Trust (CLT)**

There is a need for up to £3.5 m to establish the Community Land Trust with the intention of targeting three areas, which are:

- Bethesda- 8 units at a cost of £1.1m with units being sold
- Penygroes – 12 units at a cost of £1.511 m with the units being sold
- Waunfawr – 4 units at a cost of £0.5m with 4 units being sold

Each scheme would be assessed individually and funds released for each scheme. The schemes would be subject to planning consent.

Below gives an example of how the model would work:

- Land purchased by Grwp Cynefin
- Council provides loan and first charge on the land (loan would be given to Grwp Cynefin as opposed to the CLT until the CLT has been established with assets)
- Grwp Cynefin completes the units – build cost around £128,000 per unit
- Units are sold between 70-100% of open market value
- Loan with interest repaid to the Council
- Loan recycled for the next scheme
- Equity within the units is recycled to create CLT

##### **II. Empty properties back into use**

The Council already offers loans on empty properties with the intention that this scheme can increase the number of empty properties back to use. The intention is to provide loans to encourage renovation of properties.

There would security on behalf of the Council with charges and / or interest rates which are proportionate the loan.

### **III. Provision for Homeless Service**

These schemes are subject to further work to identify areas where supported housing and services are appropriate with regards to demands on service. When this project progresses the Council will need to assess the requirement for charges or guarantee and an appropriate interest rate.

### **VI. Extra Care Housing**

These schemes are subject to further work to identify areas which would be suitable to offer a model similar to Extra Care Housing. The Older Peoples Accommodation Strategy will provide focus to this work. Again there will be a need for the Council to assess the requirement for charges or guarantees and an appropriate interest rate.

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## **Views of the Statutory Officers**

### **The Chief Executive:**

It is almost a cliché now to say that adequate and suitable housing is one of the essentials of a viable and sustainable society. Another fact is that the Council's ability to contribute in this area has shrunk considerably in recent years as the level of resources available from the Welsh Government has significantly reduced. The recommendations in this report are an attempt to respond to needs on the one hand and resource constraints on the other. I approve.

### **The Monitoring Officer:**

The report gives appropriate background and consideration of the reasons for financing the specific projects through loans. It is noted that appropriate conditions will be placed on any loan which will include financial security for the Council by way of first charge where this is considered necessary. Prior to authorising any specific loan a full financial assessment will be required of the borrower, to enable the Council to place appropriate conditions which would be commensurate to the risk at the time. No further comments to add in relation to propriety.

### **The Head of Finance:**

The report presents four different schemes, in which the Council can make a difference in terms of housing provision in the county by arranging loans. When lending significant sums, we must ensure a full refund in a timely manner. The recommendations and the report identify the need for assurances by the charge and /or other suitable conditions with each case.

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## **Appendices**

*Appendix 1 – Work Programme to Establish a Financial Model*

## Appendix 1

### Work Programme to Establish a Financial Model

	<b>Action</b>	<b>Responsibility</b>	<b>Timetable</b>
1.	Agree Heads of Terms and agreement loan	Finance Unit, Legal Unit and Housing Associations	End of March 2016
2.	Approve Community Land Trust Business Case	Finance Unit, Legal Unit and Housing Associations	End of March 2016
3.	Establish Community Land Trust	Cyngor Gwynedd and Grwp Cynefin	March – October 2016
4.	Approve Business Plan for Empty Properties back into use	Cyngor Gwynedd and Housing Associations	End of May 2016
5.	Identify area which requires Extra Care Housing	Cyngor Gwynedd and Housing Associations	End of March 2017



<b>MEETING</b>	<b>Cabinet</b>
<b>DATE</b>	<b>15 March 2016</b>
<b>TITLE</b>	<b>Strategic Equality Plan 2016-20</b>
<b>PURPOSE</b>	<b>To approve the Gwynedd Council Strategic Equality Plan</b>
<b>AUTHOR</b>	<b>Councillor Ioan Thomas</b>
<b>CONTACT OFFICER</b>	<b>Geraint Owen, Head of Corporate Support</b>

## **1 The decision sought/purpose of the report**

- 1.1 The purpose of this report is to submit the Strategic Equality Plan 2016-20 for approval.

## **2 Introduction**

- 2.1 The purpose of Gwynedd Council's Strategic Equality Plan 2016-20 is to reduce inequality between people who have equality characteristics and the rest of society. The plan has been prepared in accordance with the duty which has been set by the Equality Act 2010 on public authorities in Wales to produce and publish a Strategic Equality Plan, and to consult with the public as part of that.
- 2.2 A draft version of the plan was approved for consultation by the Cabinet on 19 January 2016.

## **3 Relevant Considerations**

### **3.1 The plan**

The plan notes our Equality Objectives and the steps we will take to realise them. These objectives are based on:

- Internal information
- Voice and participation
- Data on equality characteristics

### **3.2 The plan:**

- 3.2.1 Demonstrates the emphasis we place on receiving the comments and opinions of people who share equality characteristics and to respond to that which they are telling us when we plan our services.

- 3.2.2 Highlights that we are concentrating on permeating equality matters to the day to day work of the Council in order to provide services which make a difference to people who share equality characteristics.
- 3.2.3 Draws attention to the improvements that we want to make in order to ensure equality impact assessments which are consistent and of the highest standard.
- 3.2.4 Is consistent with the six regional objectives which have been agreed as part of the work of the Council with the North Wales Public Sector Equality Network.

### **Other matters**

- 3.3 The Equality Impact Assessment which has been prepared alongside the plan demonstrates the positive impact of the plan on the people of Gwynedd.
- 3.4 The progress of the plan will be monitored as part of the Council's usual performance management work. In accordance with the requirements of the act, we will publish an annual report which will demonstrate the progress that we will have made towards delivering our four objectives.

### **Consultation**

- 3.5 Consultation was carried out with the following groups of stakeholders between 19 January and 1 March 2016:
- Third Sector and the Voluntary Sector
  - Specific consultation groups, e.g. Older People Group
  - The public, through the press and social websites
  - Council staff, through the intranet
- 3.6 Twenty three responses were received, and everyone is thanked for taking the time to consider the plan and for their comments.
- 3.7 The following comments were received on the specific objectives in the plan:

Objective 1: To improve our arrangements to discover and use input from people who share equality characteristics

There was agreement that our engagement arrangements should be strengthened, face to face communication in particular.

Objective 2: To improve our equality impact assessment arrangements

The comments supported continuing to improve our arrangements in this context.

Objective 3: To reduce the difference between elected member representation and the county's population characteristics

The respondents were of the opinion that circumstances which enable good representation of Gwynedd's population characteristics should exist.

Objective 4: To identify any pay differences and to act to reduce them

There was support for this objective and an opinion that it needed to be tackled

- 3.8 There is a general opinion throughout the comments that the principle of treating everyone the same rather than drawing attention to differences should be embraced. The respondents were also of the opinion that what we learn through Objectives 1 and 2 above should be used to inform the decisions we make.
- 3.9 The plan was discussed with the Corporate Scrutiny Committee at its meeting on 4 February 2016, and the good work in creating the plan was acknowledged.
- 3.10 To summarise, it can be reported that the comments demonstrate that there is a strong will to reduce inequality in Gwynedd.

#### **4 Reasons for Recommending the Decision**

- 4.1 The Cabinet is asked to approve the Strategic Equality Plan 2016-20.

#### **5 Next steps and timetable**

- 5.1 Following approval of the report, it will be published and communicated using various methods, including social media. The plan will also be available in a variety of formats and languages on request.

#### **6 Appendices List/Bibliography**

Appendix 1: Strategic Equality Plan 2016-20

Appendix 2: Equality Impact Assessment Strategic Equality Plan 2016-20

## **Views of the statutory officers**

### **The Chief Executive:**

Nothing to add on this plan which has been scrutinised by the Corporate Scrutiny Committee. Obviously, as the Scrutiny Committee stated, as I understand, it will be necessary to monitor progress on implementation in this field carefully.

### **The Monitoring Officer:**

The original plan was adopted in 2012 for 4 years in accordance with the statutory duties of the Council under equality legislation. The report reports appropriately on the results of the consultation and it is necessary to provide appropriate attention to these results together with all other relevant matters. The plan is an important part of addressing the Council's duties under the Equality Act 2010 and I support the recommendation.

### **The Head of Finance Department:**

I welcome this comprehensive Strategic Equality Scheme, which meets the relevant statutory requirement. I am satisfied that the Strategy and its implementation plan are focussed on changing attitudes and behaviours, and that there are no additional financial requirements for achieving this.

I therefore support the decision sought.

# Gwynedd Council Strategic Equality Plan 2016-20



**Further information**

Strategic Planning and Performance Unit  
Corporate Support Department  
Gwynedd Council  
Council Offices  
Shirehall Street  
Caernarfon  
Gwynedd  
LL55 1SH

E-mail: [strategicplanningandperformance@gwynedd.gov.uk](mailto:strategicplanningandperformance@gwynedd.gov.uk)

Phone: 01286 679 708

**For a copy of this document in large print, Braille, on audio tape or in another language, contact Delyth Gadlys Williams on 01286 679 708**



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## Purpose of the Equality Plan

The purpose of Gwynedd Council's Strategic Equality Plan 2016-20 is to reduce inequality between people with equality characteristics and the rest of society. Those characteristics are:

- Age
- Gender reassignment
- Sex
- Race – including ethnic or national origin, colour or nationality
- Disability
- Pregnancy and maternity
- Sexual Orientation
- Religion or belief – including non-belief
- Marriage and civil partnership

*(Equality Act 2010)*

What Gwynedd Council wants to do is to place the people of Gwynedd at the centre of everything we do. Appropriate arrangements to ensure equality is of vital importance in order to do that. It will not be possible to provide a consistent service to all otherwise.

Although the previous Equality Plan has now been in place for four years, we are aware that there is room to improve on our internal arrangements in order to ensure that equality is at the heart of everything the Council does.

It is also important to note that this new plan is being written during a difficult time when Gwynedd Council has to make significant cuts to services. At a time like this, it must be acknowledged that some groups of people are affected more than others. It is very important that we are aware of this and do everything possible to reduce those effects.



## How are we going to act?

We believe that the best way of promoting equality and reduce the effects of cuts on people with various equality characteristics is to listen to their opinion and experience before we act. Our intention therefore during the coming four years is to prioritise that, strengthening the way in which we receive and use the contributions of people who have specific equality characteristics. It will be possible for this information to lead us generally in the work but also we will ask for input to policies, projects and specific ways of working. We believe therefore that we will be able to identify ways of making a real difference to people with these characteristics.

We have set objectives to help us to do that, in accordance with our duty in accordance with the Equality Act 2010. We are also identifying what we can do to work towards those objectives. It is important that the plan is flexible to respond to the changes which will happen during the next four years. More importantly, we must be ready to respond to the feedback we will be receiving from people with specific equality characteristics. It is only by being flexible that it will be possible for us to be innovative and provide effective and efficient services which will meet the needs of the people of Gwynedd.

We already have services which protect the most vulnerable people in society. These include arrangements to ensure the safeguarding, fairness and independence of vulnerable individuals such as children in care, older people, disabled children and people. We are working to improve outcomes for the children and people of Gwynedd by improving education standards, promoting the economy and work to prevent poverty. Preventative work, e.g. services for young offenders, promoting healthy living, Ageing Well Strategy, Domestic Violence Strategy is also part of the Council's day to day work.

Since procedures, projects and strategies are already available in these field we will not be addressing them in detail in this plan. Information is already available on these, e.g. in the Council's Strategic Plan. Our intention, rather, is to strengthen our way of working in order to ensure that the input and aspirations of the people of Gwynedd are given fair consideration in our work and that the effect on people who share the equality characteristics is considered. This will be a way in which to identify any barriers or gaps and allow us to work more effectively and efficiently.

Also it is important that the fields of equality are not confined to any specific project or service. It should rather permeate through the Council's work, e.g. mental health considerations is not only a matter for the Mental Health Team, but also a matter for the whole whole Council.

In order to ensure that equality is embedded throughout the Council, each Head of Service will identify any equality matters and include them in the service's Business Plan. These matters are expected to be set on the basis of evidence, in particular input by people who share equality characteristics. Progress will be monitored and managed throughout the year.

## Assessing Impact on Equality

An important method of ensuring that the voice of people with equality characteristics receives fair consideration is Equality Impact Assessments. Assessing impact in this way is a way to ensure that we identify any inequality and work to reduce its impact. It is already necessary for any such assessment to be made on any policy which is submitted to the Cabinet and Council on any change to practice which affects people. One of the essentials of impact assessments is to ensure input by people who share equality characteristics.

When looking at the impact assessments which are being completed we have identified that the standard is inconsistent and that the work of developing them is not always completed appropriately. We are therefore prioritising improving the standard of our Equality Impact Assessments as one of our objectives over the next four years.

## Regional Objectives

The Council is a member of the North Wales Public Sector Equality Network (NWPSSEN). The network has identified six objective to work towards:

- i. Address health inequalities
- ii. Address unequal outcomes in education to maximise individual potential
- iii. Address inequalities in employment and pay
- iv. Address inequalities in personal safety
- v. Address inequalities in representation and voice
- vi. Address inequalities in access to informaiton, services, buildings and the environment.

As noted in point 3, the Council has strategies, procedures and projects which respond to the above. We feel that the best way to work towards these objectives locally is to strengthen the working arrangements. This will embed the awareness of equality needs deeper within the Council's day to day work, improving our response to the above objectives. We will look at how our work weaves into these objectives more specifically in the annual reports on the plan.

## Gwynedd Council Objectives 2016-20

We note below the four objectives that Gwynedd Council will work towards over the next four years. We have decided on these objectives on the basis of a range of evidence including:

### **a) Internal information**

Unfortunately, our contact with some specific groups has lapsed. This is particularly apparent with the Disability Core Group which has shrunk substantially in membership. Our intention therefore is to look anew at our arrangements, creating contact with specific groups and establishing an Equality Core Group to represent each characteristic.

When looking at the impact assessments which have been completed, we identify that there is room to improve on their consistency and their development. There is also a need to improve the way in which we use the input received in order to ensure that the opinion and aspirations of the people of Gwynedd is given fair consideration when we plan our work.

We have also identified that the information we have on our workforce's equality characteristics needs to be improved. Whilst accepting that people do not need to share information with us it is important that this information is as complete as possible so that we are able to reduce any inequality or barrier that comes to light.

We have also identified the need to create a situation which reduces any barriers which prevent people with some equality characteristics from attempting to become a member of the Council.

### **b) Voice and participation**

We have received input from a number of sources. A regional engagement day was held with various stakeholders to discuss our regional objectives.

The Council has collected information on people's priorities through the Her Gwynedd opinion seeking exercise, which included meeting with older people's groups, young people and disabled people. This information has been used when creating the objectives below but it will also be used when planning our work in the future.

Ensuring the input of different groups is one of the objectives of this plan and therefore will play an important part not only when establishing the objectives but in all of the Council's work over the next four years. We hope that the people of Gwynedd will help us to discover innovative and appropriate ways of working.

We have decided on this objective because the people of Gwynedd have told us time after time that this is a priority for them. They have said that they feel that decisions have been made before they can provide an opinion on them. It is extremely important that the Council continues with the work of including people in order to ensure the trust of the people in its work. It should be noted that we do not necessarily mean formal consultations here, although that those have a role to play,

but also to have information on the aspirations and opinion of different groups which are affected by our work on a daily basis.

Officers and managers within the Council have also noted that they have discovered ways of improving services as a result of public input, e.g. weekly collection of baby nappies as a result of changes to refuse collections every three weeks, alternative ways of providing care.

We are also eager to receive opinion on these plan and objectives. Should you wish to provide comments, the contact details are on the front page.

### **c) Data on equality characteristics**

The Council collects local, regional and national data on equality data in order to receive an improved picture of needs. This information is published on the Council's website.

The Equality and Human Rights Commission has also published "Is Wales Fairer?" in December which looks at the condition of equality and human rights in 2015. This information will also inform our work, e.g. it notes "There is[sic] been little evidence of improvement in political representation in the last five years, with women, disabled people, young people, ethnic minorities, religious minorities and lesbian, gay, bisexual and transgender (LGBT) people remaining under-represented at all levels of politics in Wales."

In addition to providing information to use in order to decide on our objectives, the above data will help us when deciding on more specific work during the next four years.

<b>Objective 1</b>	<b>To improve our arrangements to discover and use the opinion of people who share equality characteristics</b>
Why have we decided on this field?	Listening to people is important in order to ensure that the services we provide are appropriate for them. There is enough anecdotal evidence to demonstrate that the people of Gwynedd feel that this is a priority. We are aware that our contact with some groups has lapsed, e.g. the decline of the Disability Core Group
Which equality groups does it affect specifically?	Every one
How are we going to do this?	<ul style="list-style-type: none"> <li>• To strengthen the Council's contact with specific groups and to establish an equality core group and share the information from the group throughout the Council.</li> <li>• To share information from opinion seeking exercises on the Council's intranet so that it is available to all.</li> <li>• To strengthen the equality element in the Engagement Handbook on the basis of good practice in order to ensure that services are reminded of the benefit that comes from receiving the opinion of people with equality characteristics, as well as the duty to do so.</li> </ul>
What is the timetable?	Continuous, with the work on establishing the core group and the Consultation Booklet taking place in 2016-17
What results do we want to see?	<ul style="list-style-type: none"> <li>• That there are new strong contact arrangements between the Council and characteristic groups and individuals. That those groups feel that the Council is listening to their views.</li> <li>• That each service has the necessary information to collect and use the contribution of individuals and groups in accordance with their duty under the Equality Act 2010 by ensuring that there is a range of information available on the intranet.</li> <li>• To identify innovative and appropriate ways of work by receiving the specialist opinion and input of groups and individuals with equality characteristics.</li> </ul>

<b>Objective 2</b>	<b>To improve our equality impact assessment arrangements</b>
Why have we decided on this field?	Although impact assessment arrangements have been developed as part of the previous Strategic Equality Plan, we have identified, from the assessments that we have seen, that there is room to improve their consistency and development. The Equality and Human Rights Commission together with the Older People's Commissioner emphasise the importance of such assessments.
Which equality groups does it affect specifically?	Every one
How are we going to do this?	<ul style="list-style-type: none"> <li>• To provide support and training to officers to ensure that they have information about their duty towards people with equality characteristics. This should include ensuring that impact assessments are part of the development of any policy, project or procedure before any decisions are made.</li> <li>• To ensure that the messages that come from seeking the input of groups and individuals with protected characteristics are shared throughout the Council for inclusion in impact assessments.</li> </ul>
What is the timetable?	Continuous
What results do we want to see?	<ul style="list-style-type: none"> <li>• A workforce which is aware of our duty to engage and assess impact under the Equality Act 2010 and the benefit that emanates from that, so that assessing impact becomes a natural part of working.</li> <li>• Continuous improvement to create more effective and efficient services by identifying the impact on various groups and to reduce any unfair outcomes.</li> </ul>

<b>Objective 3</b>	<b>To create the circumstances for people from different backgrounds to represent the people of Gwynedd by standing in an election to become an elected member</b>
Why have we decided on this field?	The Equality Commission has identified that further work is required in the field since there has not been much improvement in political representation by individuals with equality characteristics over the past five years. The Local Government Act (2012) also places a duty on us to increase diversity.
Which equality groups does it affect specifically?	Every one
How are we going to do this?	<ul style="list-style-type: none"> <li>• To undertake a local review to identify the elements which are a barrier to individuals to stand in an election to become a local councillor</li> <li>• To act (where possible) on the results of the above) to move barriers</li> <li>• Various methods to raise awareness of the people of Gwynedd of democracy and the opportunities to represent as a local councillor</li> </ul>
What is the timetable?	2016/17 – 2017/18
What results to we want to see?	To increase diversity amongst the individuals standing in the May 2017 elections



<b>Objective 4</b>	<b>To identify any employment and pay inequalities and to take action to reduce them</b>
Why have we decided on this field?	<p>The most recent pay audit has demonstrated that the Council has acted to ensure that basic pay is equal. What requires attention is to identify if there are barriers preventing any group from receiving opportunities to develop within the work.</p> <p>At the moment only 46% of staff have disclosed information about equality characteristics. Whilst accepting the rights of the individuals not to disclose, more complete information would make it easier for us to identify inequalities.</p>
Which equality groups does it affect specifically?	More complete information would improve the understanding of each characteristic, but it is expected to affect the fields of sex and disability more specifically
How are we going to do this?	<ul style="list-style-type: none"> <li>• A campaign to close gaps in the equality characteristics data</li> <li>• To complete a pay audit</li> <li>• To act on the basis of evidence from the pay audit and any other relevant information</li> </ul>
What is the timetable?	<ul style="list-style-type: none"> <li>• To start the campaign to close gaps in June 2016</li> <li>• The remainder of the work will be completed during the lifetime of the plan</li> </ul>
What results do we want to see?	<ul style="list-style-type: none"> <li>• To obtain more information on the equality characteristics of members of staff in order to identify barriers</li> <li>• To reduce any inequality on the basis of evidence collected</li> </ul>

## Further information

### a) Profile of Gwynedd

75 Elected Members sit on Gwynedd Council. The Council is responsible for providing a wide range of public services for 122,273 residents, including: education and schools, social services, leisure centres, libraries, planning services, highways, waste management, public protection, youth services and economic development.

Since 2011, Gwynedd's population has increased by 0.6% (750 people). This compares with an increase of 0.9% 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 95 Primary Schools, 14 Secondary Schools and 2 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 2014, approximately 6.9 million visitors came to Gwynedd, creating £975 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 2015, the median household income in Gwynedd (£22,458) was 8% below the figure for Wales (£24,271) and 28% lower than the figure for Britain (£28,696).

In 2015, the median price for a house sold in Gwynedd was £145,000 which is an increase of 9.8% 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%.

More information about the Council and its services can be found on the website - [www.gwynedd.gov.uk](http://www.gwynedd.gov.uk)

## **b) Training and Development**

Training has been provided for staff on impact assessments and very good responses were received in terms of feedback and numbers. The Council also has an equality e-learning module for staff and members.

Since we are identifying the importance of embedding equality in everything that we do, particularly during the challenging period that we are facing, we will shortly be reviewing training and development needs.

## **c) Legislation**

When preparing this plan, the Council has followed the unstatutory guidance of the Equality and Human Rights Commission which provides guidance on how we should respond to the duties of the Equality Act 2010.

Another field of work over the next four years will be to ensure that we look to the future and improve the social, economic, environmental and cultural well-being in order to create a Gwynedd in which we all want to live (the Well-being of Future Generations Act will have effect in April 2016). We intend to weave this work with the work on equality.

## **d) Publication**

The Strategic Equality Plan will be published and circulated using various methods. It will be available to members of the public in a number of formats and languages on request. Please contact the address at the beginning of the document.

## **e) Monitoring**

When facing the challenges of the next four years it is of vital importance that we monitor progress against the four objectives and decide on different ways of working. We will publish an Annual Report which will demonstrate the steps that we as a Council will have taken over the twelve months to work towards achieving our four objectives.

# Summary

Gwynedd Council is pleased to present a draft of the Strategic Equality Plan 2016-20 for consultation.

The aim of the plan is to reduce inequality to people with equality characteristics in accordance with the Equality Act 2010 namely age, gender reassignment, sex, race, disability, pregnancy and maternity, sexual orientation, religion or belief (including non-belief), marriage and civil partnership.

Gwynedd Council wants to place the people of Gwynedd at the centre of everything we do. Ensuring appropriate arrangements to ensure equality is of vital importance in doing so. It will not be possible to provide a consistent service for all otherwise.

We are aware that there is room to improve our internal arrangements in order to ensure that equality is at the heart of everything that the Council does. We believe that the best way, at a difficult time such as this, to ensure fairness is to listen to the relevant people before action is taken. Our intention therefore during the next four months is to strengthen the way in which we receive and use the opinion and comments of people who have various equality characteristics.

We have Rydym wedi set four objectives, based on internal evidence, opinion and data in order to do so:

- Objective 1 To improve our arrangements to discover and use the opinion of people who share equality characteristics
- Objective 2 To improve our equality impact assessment arrangements
- Objective 3 To create the circumstances for people from different backgrounds to represent the people of Gwynedd by standing in an election to become an elected member
- Objective 4 To identify any employment and pay inequalities and to take action to reduce them

The Strategic Equality Plan will be published and circulated using a variety of methods. It will be available for members of the public in a variety of formats and languages on request. Please contact the address at the beginning of the document.

When facing the challenges of the next four years it is of vital importance that we monitor progress against the four objectives. We will publish an Annual Report which will demonstrate the steps which we as a Council will have taken over the twelve months to work towards achieving our four objectives.

## EQUALITY IMPACT ASSESSMENT STRATEGIC EQUALITY PLAN

### 1) ASSESSMENT AUTHORS

Delyth G Williams, Policy Officer

### 2) PARTNERS

Who are your partners when starting or changing the policy / plan / practice? They will need to be included when undertaking this assessment.

- People who share equality characteristics
- Groups who represent people who share equality characteristics

### 3) DATE ASSESSMENT BEGUN

8 October 2015

### 4) DATE ASSESSMENT COMPLETED

7 January 2016

### 5) AIMS AND OBJECTIVES OF THE POLICY / PLAN / PRACTICE

Note why the policy / plan / practice is necessary. Note what the Authority hopes to achieve.

The purpose of the 2016-20 Strategic Equality Plan is to reduce inequality between people with equality characteristics and the rest of society. The intention is to do so by setting objectives that will ensure that the voice of people with those characteristics is given fair consideration. It is also important to ensure that equality is mainstreamed throughout the work of the Council.

## 6) PARTICIPATION AND CONSULTATION

Have you consulted regarding the change in policy / plan / practice? What was the result? Remember it is a statutory requirement to consult with the people who will be affected.

We have received input through a number of sources. A regional engagement day was held with various stakeholders to discuss our regional objectives.

The Council has collected information regarding people's priorities through Gwynedd Challenge, an opinion gathering exercise, which included a meeting with groups of older people, young people and disabled people. This information has been used in forming the following objectives but also will be used in shaping of our future work.

Information from previous engagements has also been used.

We now intend to have a consultation period, with widespread advertising and contact with specific groups.

## 7) EVIDENCE AVAILABLE

The evidence can be based on local, regional or national evidence, e.g. the service's data or regional equality statistics or a national report.

Our evidence has come from a variety of sources including

- Engagement - see above
- The Council's internal information
- Data on equality characteristics

There is more information on this data in the plan.

## 8) GAPS IN EVIDENCE

Note any gaps in evidence and explain how you intend to fill them.

We have identified gaps in evidence in the Plan and identified methods to correct this e.g. collecting information on the equality characteristics of the workforce.

**9) RELEVANCE AND EFFECT**

The relevance of the policy / plan / practice to the general equality duty and to each one of the equality groups (protected characteristics) must be shown. The real or likely effect must be clearly notes. It is possible that not every characteristic will be relevant or be affected.

**9a)**

<b>Equality Act General Duty</b>	<b>Relevance</b>	<b>The real or likely effect</b>
<b>Removing illegal discrimination, harassment and victimisation</b>	Positive	The Plan intends to respond to these duties and will therefore have a positive impact.
<b>Promoting equal opportunities</b>	Positive	The Plan intends to respond to these duties and will therefore have a positive impact.
<b>Foster good relations</b>	Positive	The Plan intends to respond to these duties and will therefore have a positive impact.

9b)

<b>Characteristics</b>	<b>Relevance</b>	<b>The real or likely effect</b>
<b>Race</b>	Positive	The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.
<b>Disability</b>	Positive	The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.
<b>Sex</b>	Positive	The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.
<b>Gender reassignment</b>	Positive	The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.
<b>Sexual orientation</b>	Positive	The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.
<b>Religion or belief</b>	Positive	The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.
<b>The Welsh language</b>	Positive	The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.
<b>Age</b>	Positive	The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.
<b>Pregnancy and maternity</b>	Positive	The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.
<b>Marriage and Civil Partnership</b>	Positive	The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.



**10) ADDRESSING THE EFFECTS**

<b>a)</b>	<p><b>Note any possible effects from an equality perspective</b></p> <p>The plan and the objectives have a positive effect from an equality perspective.</p>
<b>b)</b>	<p><b>What steps can be taken to lessen or improve these effects?</b></p> <p>Monitoring and reviewing, see below.</p>
<b>c)</b>	<p><b>Is it necessary to reconsider the proposal?</b></p> <p>No</p>

**11) ARRANGEMENTS FOR MONITORING AND REVIEWING**

What steps will you take to review the policy / plan / practice once it has been adopted? Although the above assessment recognised the possible effect, it must be remembered that the full effect will not be seen until the policy is implemented

Bydd Adroddiad Blynnyddol yn cael ei gwblhau yn flynyddol i nodi'r gwaith fydd wedi ei gyflawni yn ystod y flwyddyn ac i adnabod unrhyw fylchau

An annual report will be completed yearly to note the work which has been completed and to recognise any gaps

**12) DECISION**

Submit to Cabinet for approval for public consultation on its contents.

# Agenda Item 9

<b>MEETING</b>	<b>Cabinet</b>
<b>DATE</b>	<b>15 March 2016</b>
<b>TITLE</b>	<b>Gwynedd Council 2015-16 Performance Overview - the fields of Care; Poverty, Deprivation, Economy and Community; Environment</b>
<b>PURPOSE</b>	<b>To accept and note the information in the report</b>
<b>AUTHOR</b>	<b>Councillor Dyfed Edwards</b>
<b>CONTACT OFFICER</b>	<b>Geraint Owen, Head of Corporate Support Department</b>

## **1.0 Introduction**

- 1.1 In accordance with the Council's performance management system, an overview of the Council's performance thus far in 2015/16 is submitted. This report focuses on Care, Poverty, Deprivation, the Economy, Housing, and also on the Environment, which is included in the portfolios of the following Cabinet members:

Councillor Gareth Roberts  
Councillor Mandy Williams-Davies  
Councillor Ioan Thomas  
Councillor John Wynn Jones  
Councillor Dafydd Meurig

- 1.2 The report addresses the transformational plans included in the Strategic Plan and draws attention to the performance measures that are important to the people of Gwynedd and reflect the Council's day to day work.

**Contact:**  
01286 679868  
01286 679490

[cabinet@gwynedd.gov.uk](mailto:cabinet@gwynedd.gov.uk)



## **2.0 Reasons for recommending the decision**

In order to ensure effective performance management.

## **3.0 Main messages**

- 3.1 The projects deliver in accordance with the milestones that have been set.
- 3.2 In the field of Property, where a Ffordd Gwynedd review was undertaken, a change was seen in the performance measures used to manage performance. This in turn improves the information that officers have about their performance and enables them to analyse more thoroughly to improve the performance of the service.
- 3.3 Measures show a development to become measures that focus more on putting the people of Gwynedd at the centre, e.g. Property and Parking measures.
- 3.4 There is evidence that positive opinions are received from customers and that officers investigate how services could be improved based on observations from customers who are unsatisfied with the service received.

## **4.0 Strategic Plan Projects**

Brief progress reports are submitted below on the Strategic Plan's projects for 2015/16, in the fields of Care, Poverty, Deprivation, Economy, Housing. The projects are in the ownership of the individual Cabinet members and it should be noted that there are no projects in the Environment field (which is included in the portfolio of Councillors John Wynn Jones and Dafydd Meurig).

**Contact:**

01286 679868

01286 679490

[cabinet@gwynedd.gov.uk](mailto:cabinet@gwynedd.gov.uk)



**Care**  
**Councillor Gareth Roberts**

**G1 Care Challenge**

**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 communication and awareness raising programme has already commenced with various stakeholder groups. The Department is in the process of appointing a 'Well-being Manager' and we have now received most of the national materials that are associated with the act - such as the code of practice etc. Therefore on this basis, the Cabinet Member expects to see substantial progress in terms of the project's well-being elements over the coming months. Although discussion work has already commenced with communities, an application has been made requesting a detailed work programme asking when and where we will be visiting over the coming months.

**G2 Integrated Working Project, focusing on what counts for individuals**  
**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).**

This project is achieving as expected in terms of the milestones and timetable, but the Cabinet Member has challenged the original timetable of delivering the project and the project leader will be considering this. Obviously, there are risks associated with trying to drive such a culture change too quickly; however, the Cabinet Member believes that the possibilities should at least be explored. Cabinet Members visited Ysbyty Alltwen on 23 February 2016 in order to have a taste of the experiences of employees who are associated with the project.

**Contact:**  
01286 679868  
01286 679490

[cabinet@gwynedd.gov.uk](mailto:cabinet@gwynedd.gov.uk)



**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 purpose of this project is to act on restructuring the department.**

Appointments to deliver Milestone 1 (Senior Management Tier) have been made and the basic context for the Management Tier is also in place. However, the final arrangements to complete this part of the structure cannot be put in place due to external influences. Part of the structure is jointly funded by the Health Board although their support is accepted in principle, they have not made a formal commitment thus far that would enable the Council to establish a permanent structure. The timetable for achieving this part has been extended from April 2016 to October 2016. However, this slippage is not necessarily going to have an impact on achieving the last step namely a broader structure by December 2016, but it affects staff uncertainty for the future and this could have a detrimental impact on service delivery.

**G4 Older People Accommodation Strategy**  
**The purpose of this project is to ensure agreement on the Older People Accommodation Strategy and use it for the purposes of holding developmental discussions with partners.**

The strategy will be submitted in its final version to the Cabinet on 15 March 2016. After submitting the strategy to the Cabinet, the project will be completed. However, it is expected that the strategy will be implemented as part of project T9 - Housing Supply Strategy.

**G5 Extra Care Housing (Porthmadog)**  
**The purpose of this project is to build Extra Care Housing in Porthmadog.**

The work of demolishing buildings on the former Hafod y Gest site will commence during March. Despite the slippage in the original timetable, the Cabinet Member is confident that we will have achieved what was promised by the end of the strategic plan's period.

**Contact:**  
01286 679868  
01286 679490

[cabinet@gwynedd.gov.uk](mailto:cabinet@gwynedd.gov.uk)



## **G6 Frondeg**

**The purpose of this project is to ensure clarity on the Frondeg site and make a decision on the way forward.**

The original purpose of the project was to ensure clarity on the Frondeg site and make a decision on the way forward. At a meeting of the Cabinet on 19 January 2016, following a period of formal engagement and consultation, it was decided to develop a new accommodation model for adults with learning disabilities on the Frondeg site, and bring the current use of the building to an end once the new development would become available.

By March 2017, we will have agreed on an active partner, e.g. a housing association, to collaborate in partnership to develop the new accommodation model. It is anticipated that the site will be transferred to that partner by autumn 2017. During the next few weeks, new milestones will be set to ensure that it is possible to measure the progress of the work.

## **G7 Internal Provision**

**The purpose of this project is to decide how we will run the Provider Service (that provides care services) and act on that.**

Initial options have been discussed, and further work has been commissioned which includes a financial assessment. This will possibly in time lead to setting additional milestones based on the work programme.

### **4.1 Poverty, Deprivation, Economy, Housing**

#### **Councillor Mandy Williams-Davies**

##### **T1 High Value and Quality Jobs**

**The purpose of this project is to create the conditions in order to generate high value and quality jobs in the county.**

The most significant sectors to Gwynedd in terms of creating high value jobs have been identified, namely the Energy, Digital, Creative and Research and Development sectors. A network of businesses within the creative industries sector has been established, along with another three networks on a joint basis with the Digital Gwynedd programme. Work is continuing with the education sector and the post-16 Consortium, and as a result the post-16 Education Consortium has worked with Bangor University and is now working towards offering an A/AS Level course within the field of Computing. In addition, we are collaborating with Menter Môn and Bangor University, through the LEADER provision (rural development programme) to offer work placements within local digital companies for undergraduates and school pupils.

**Contact:**

01286 679868

01286 679490

[cabinet@gwynedd.gov.uk](mailto:cabinet@gwynedd.gov.uk)



The new phase of Llwyddo'n Lleol is being developed under the North STEM heading, and a full business plan will be submitted to the European Social Fund. The aim of the project is to increase the number of 11-19 year old young people who study STEM subjects, namely, Science, Technology, Engineering and Mathematics, and raising awareness of the job opportunities and self-employment opportunities that will exist within the sectors across the region.

Work to attract investments to sites at Trawsfynydd and Llanbedr is maintaining momentum, and the work of the Snowdonia Enterprise Zone now has a clear focus on attracting a small reactor to Trawsfynydd, and to support the development on the Llanbedr site as a centre of excellence for unmanned aeroplanes. We are continuing to work closely with Welsh Government to monitor the climate policy that steers the work. A lobbying plan for both sites is continuing to be implemented successfully.

We are continuing to feed discussions regarding opportunities that will derive from the Energy Island programme, in order to get the best for the residents of Gwynedd.

The project is expected to deliver in accordance with the programme by the end of the year.

## **T2 Keeping the Benefits Local**

**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.**

In terms of the category management aspect (namely purchasing services on a strategic basis), the structure of the People Category team (which will focus on services in the field of care) has been established, and a work plan is in the process of being designed. Initial workshops with officers from the Environment and Corporate categories have been held and the work of analysing the percentage of time on procurement work has been undertaken. This is essential basic work to push the Keeping the Benefits Local agenda. It will allow the Council to have an overview of the local market, identifying ways of maximising the local benefit.

**Contact:**  
01286 679868  
01286 679490

[cabinet@gwynedd.gov.uk](mailto:cabinet@gwynedd.gov.uk)



The work of identifying and reducing the obstacles of local suppliers has led to updating business support documentation and targeting and offering specific support for Food Contracts and the field of Care and Construction. Meetings with providers and suppliers mainly from the fields of Care and Construction (which includes the Council's highest expenditure) have been held. A questionnaire is included on the Council website in order to receive the observations and concerns of the market regarding tendering processes and requirements. There is a list of potential upcoming tendering opportunities on the Council's Procurement website along with guidelines on tendering processes and requirements and information about common errors in tendering and where to receive support.

The project is expected to deliver in accordance with the programme by the end of the year.

### **T3 Digital Gwynedd**

**The purpose of this project is to support the efforts made to transform the use made of technology by Gwynedd businesses, services and residents by ensuring that there is a provision of up-to-date broadband across the county.**

The Ofcom Infrastructure Report 2015 shows that 93% of Gwynedd properties can have access to superfast broadband with 65% able to receive a speed of >30Mbps. Over 50,000 Gwynedd homes and businesses can receive broadband.

To support Gwynedd businesses, a £12.5m national scheme has been approved by the Wales European Funding Office (WEFO). This is a scheme that supports businesses to take advantage of superfast broadband. The scheme is delivered via a Business Wales agreement and has commenced since January 2016.

A scheme is also in the pipeline to develop the digital resilience of Gwynedd residents (funded by the Big Lottery, and is one of four areas across the UK). A Project Co-ordinator for Gwynedd and a local Digital Champions Facilitator are now in place and are following the associated work programme.

Work is ongoing to create a clear plan to market and share real examples of digital opportunities for Gwynedd businesses.

The project is expected to deliver in accordance with the programme by the end of the year.

**Contact:**  
01286 679868  
01286 679490

[cabinet@gwynedd.gov.uk](mailto:cabinet@gwynedd.gov.uk)





#### **T4 Supporting the rural economy**

**The purpose of the project is to create the conditions to strengthen Gwynedd's rural economy and encourage local enterprises to establish and develop in order to maintain employment across Gwynedd's communities.**

The final draft of the Llŷn and Eifionydd Employment Plan has been formulated and an operational programme is being drawn up to respond to it.

We have secured a budget worth over £4 million for the LEADER programme up to 2020, through the Welsh Government's Rural Development Plan. A brand for LEADER in Gwynedd has been established – Arloesi Gwynedd Wledig ([www.arloesigwyneddwledig.com](http://www.arloesigwyneddwledig.com)). Research / development work via LEADER is being undertaken within a range of further fields including:

- joint working space for businesses
- public wi-fi service in rural villages
- electric cars infrastructure in visitor centres
- crowdfunding
- the biggest Welsh business awards in the world

Work is also ongoing to promote opportunities that derive from the Welsh Government's Rural Communities Development Fund for Gwynedd community organisations.

The project is expected to deliver in accordance with the programme by the end of the year.

#### **T5 World Heritage Site**

**The purpose of this project will be to create an economic benefit of Gwynedd's rich heritage.**

An application to UNESCO, the United Nations' educational, scientific and cultural organisation, for a world heritage site status is still being developed, a technical evaluation has been formulated and submitted to the UK Government and we are awaiting a response. A website is in the process of being developed and an engagement plan/communication strategy has been adopted in order to promote pride and work in the communities. In addition, a comprehensive lobbying strategy has been drawn up and is being implemented.

**Contact:**  
01286 679868  
01286 679490

[cabinet@gwynedd.gov.uk](mailto:cabinet@gwynedd.gov.uk)



The business planning process has commenced as part of a regional application from Visit Wales that targets European funding for the Glannau Menai programme. The first steps have been submitted to WEFO. Strategic developments continue to develop alongside the financial applications. Following a successful application for Welsh Government resources, the Caernarfon Town Centre Loans Fund worth £700k has been established and launched.

The project is expected to deliver in accordance with the programme by the end of the year.

### **T6 Improving access to employment for the people of the county and responding to barriers**

**The purpose of this project will be to facilitate and implement a package of projects in order to support vulnerable individuals into work. It is a regional project (North Wales) and Gwynedd has been contributing towards commissioning the work.**

One way of addressing poverty is to improve access to employment for people. Therefore, the purpose of the project is to facilitate and implement a package of projects in order to support vulnerable individuals into work.

Strong governance arrangements have been established for the project. As part of this, a Gwynedd Employment Group has been established with the aim of collaborating/sharing information and good practice among projects.

Trac 11-19 year old focusses on a purposeful provision for the individual, using a varied and flexible curriculum, focussing on the individual's needs, providing suitable support with a key worker and using an alternative tailored curriculum.

Work is ongoing, but there has been a slippage in the timetable by WEFO since the last time we reported and we are now awaiting a formal approval to proceed with the project in February.

The aim of Trac 16-24 is to target vulnerable groups of young people who have a range of barriers preventing their engagement. A Regional Business Plan has been submitted to the Welsh Government. We are awaiting confirmation from the Welsh Government to commence "period 1" of the scheme for three years in April.

**Contact:**  
01286 679868  
01286 679490

[cabinet@gwynedd.gov.uk](mailto:cabinet@gwynedd.gov.uk)



Conwy Council is leading on the OPUS scheme and Gwynedd is collaborating with Conwy and Anglesey Councils. The emphasis is on improving skills and preparing people for employment. Through the work, there will be an attempt to tie-in with TRAC schemes and collaborate with Anglesey on the autism element. There is an aim of supporting 500 people over the period of the plan (60 into work, 100 to obtain a qualification and approximately 150 to volunteer). A Regional Business Plan has been submitted to WEFO in the hope that the plan will be operational at the beginning of April.

The Communities for Work scheme has received WEFO's approval and preparations are ongoing to be operational by April. The purpose of this scheme is to contribute towards the aim of tackling poverty by means of sustainable employment. It focusses on residents from the cluster of Gwynedd Communities First areas. The project is expected to deliver in accordance with the programme by the end of the year.

**Councillor Ioan Thomas**

**T7 Working together against poverty**

**The purpose of this project will be to adopt and implement a Tackling Poverty Strategy in Gwynedd on a joint basis with partners.**

A piece of work was commissioned to identify and define poverty in Gwynedd today, to map interventions and to identify a direction for the future. The commission confirms that the poverty pattern in Gwynedd is complex, but that in essence it depends on the state of the economy. Specifically, the poverty pattern in Gwynedd is affected by Multiple Dimensions of Poverty (i.e. communities that are affected by many different types of poverty), poverty in employment and rural poverty.

A specific session has been arranged with Cabinet members in March to consider the recommendations and implications of adopting the strategy. Following this, the strategy will be submitted to a meeting of the Cabinet. The milestones that have been set thus far have been delivered, and the project's operational elements are already progressing well in terms of activities on financial competencies, digital inclusion and economic inclusion.

**Contact:**  
01286 679868  
01286 679490

[cabinet@gwynedd.gov.uk](mailto:cabinet@gwynedd.gov.uk)



## **T8 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 business case will be submitted to the Cabinet on 15 March 2016. There has been a slippage in terms of submitting the business case to the Cabinet and one of the main reasons for this is that four very different schemes are in question, and terms per scheme needed to be confirmed. Despite the slippage to submit the business case, it is likely that it will be possible to start operating in April - especially the more mature schemes such as 'Establishing Affordable Housing for Gwynedd residents in rural areas'.

### **5.0 Measures**

- 5.1 Developmental work** - The work of units across the Council of re-defining their purpose from the perspective of our citizens has made progress. Measures are starting to show a change so that they ensure that the right things are being measured. This work will continue.

The measures that specific attention should be drawn to them in order to highlight the performance are listed below. A complete list of the measures of relevance to the fields discussed in this report are submitted in Appendix I.

### **5.2 Care**

#### **Councillor Gareth Roberts**

SCA/001 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75+.

It appears that the delay is more of a problem in the link between Tywyn Hospital than in any other location in the county. Although a lack of capacity was given as a reason, the Cabinet Member has requested for this to be analysed further in order to try to see whether or not anything specific could be done to improve the situation.

**Contact:**  
01286 679868  
01286 679490

[cabinet@gwynedd.gov.uk](mailto:cabinet@gwynedd.gov.uk)



SCA/007 - Percentage of clients with a care plan on 31 March whose care plans should have been reviewed that were reviewed during the year.

The main reason for the lower performance in this measure is the lack of capacity in some areas. The situation is more complex in Meirionnydd and the Head of Department has confirmed that he is doing what is possible to address this. Recent appointments have been made in order to try to respond to the shortage in question. Gareth Roberts has clearly noted that he is eager to see the performance of this important measure increasing as soon as possible.

SCA/019 - Of the adult protection referrals completed during the year, the percentage where the danger has been controlled (with the exception of those who have refused intervention)

This measure is key in terms of ensuring that our safeguarding arrangements work as they should. The performance of this measure should be 100%, and it has now been confirmed that the six cases which brought the figure down to 94% have been controlled but that it had not been originally recorded correctly. Following the check, it can be reported that the performance is performing 100% in terms of this measure.

### **5.3 Poverty, Deprivation, Economy, Housing**

#### **Councillor Mandy Williams-Davies**

5.3.1 The field's measures thus far meet the ambition.

5.3.2 The measures Caff07 - Percentage of the Council's procurement expenditure that goes to companies within north Wales (if the head office has a postcode within north Wales) and Caff08 - Percentage of the Council's procurement expenditure that goes to companies within Wales (if the head office has a postcode within Wales) have been developed to be able to note more accurately where our expenditure is focussed.

**Contact:**  
01286 679868  
01286 679490

[cabinet@gwynedd.gov.uk](mailto:cabinet@gwynedd.gov.uk)



### **Councillor Ioan Thomas**

#### **5.3.3 Strat6 - Number of affordable units secured for Gwynedd**

Although the number of affordable units secured for Gwynedd is lower compared to last year (46 compared with 97) we continue to perform quite well. It is anticipated that we will be performing much lower on this measure next year due to the substantial financial investment in the Porthmadog Extra Care Housing, which then means that no resources will be left to develop anything else. However, progress is anticipated again in the measure when the Extra Care Units will be completed. Note that the number of units reported in 2014/15 includes 42 Cae Garnedd units and therefore, explains the substantial variation from year to year.

5.3.4 TAI 05 - Performance is lower compared to last year in terms of 'Number of individuals/couples/families who have benefited as a result of affordable housing provision', and this corresponds with the tendency seen in the 'Strat6' measure above. The TAI 05 measure reports on the number of individuals rather than the number of units. The reason for the variation between this year and past years is therefore the same as what has been noted above in terms of the Cae Garnedd development.

#### **5.3.5 DAT04 - Several houses on the Housing Leasing Scheme**

Although we have failed to reach the target by three, the Housing Service is satisfied with the numbers that we have. The trend over recent years shows that numbers have reduced but we know that more properties are not required either.

## **5.4 Environment**

### **Councillor John Wynn Jones**

5.4.1 STS/006 - Percentage of cases of fly tipping on relevant land which is cleared within five working days of the time that they are reported.

Performance remains consistent, but it is important to note that there has been an increase in the cases of fly tipping, and that this is an increasing pattern across the UK. The products tend to be bulky e.g. tyres or fridges, and traditionally this is done by traders as they are not allowed to use the Council's recycling centres.

The matter is being addressed by the service that is part of a joint group with Natural Resources Wales which is considering loaning hidden mobile cameras in order to install them in locations where there are regular incidents of fly tipping.

**Contact:**  
01286 679868  
01286 679490

[cabinet@gwynedd.gov.uk](mailto:cabinet@gwynedd.gov.uk)



5.4.2 WMT/009 – Percentage of urban waste collected by the Local Authority and prepared for reuse, recycling or composting.

We are confident that we will reach the national target of 58% by the end of the financial year. The impact of changes in Arfon will become apparent at the end of Quarter 4. The service is monitoring the situation regularly in order to ensure that we meet the target. It is also encouraging to report that the total food waste has substantially increased in the three areas.

5.4.3 PB51 - Percentage of commercial recycling/composting levels

Performance is still encouraging. Traders now pay more if they do not recycle, and this has meant that performance is increasing. Discussions continue on service fees, and they will increase with inflation this year. New legislation came into force in January 2015 across Wales which means that traders are responsible for recycling their own waste. Information of the new duty has been sent to traders.

5.4.4 PB60- Maximum tonnage of landfilled biodegradable waste (landfill allowance)

We continue to work within the allowance and it is anticipated that it will be approximately 94% by the end of the financial year, and therefore, we will avoid a substantial fine.

#### **Councillor Dafydd Meurig**

5.4.5 Staff members of the regulatory service continue to have an input into the measures, including carers, parking and cleaning officers. As a result, a number of measures have been identified which measure against the purpose of the units.

5.4.6 Eiddo 2 - Percentage of maintenance support desk customers satisfied with the service received.

Since the previous quarter, performance has deteriorated slightly and the service has set up a white board in order to keep a record of observations that arise, to discover patterns and respond to obstacles. This shows that there is a culture of identifying and addressing obstacles.

5.4.7 Eiddo 7– Percentage of users who are satisfied with new buildings or adapted buildings.

Currently, this measure reports a performance of 100% but in order to get the best from the data discussions have been held noting that it would be more beneficial to measure satisfaction within the first two years, and not immediately after the building has been completed. This would give people an opportunity to use the building for its purpose and make a more accurate assessment of their satisfaction.

**Contact:**

01286 679868

01286 679490

[cabinet@gwynedd.gov.uk](mailto:cabinet@gwynedd.gov.uk)

- 5.4.8 PLA/004b - Percentage of all other planning applications determined within 56 days and how quickly they are determined on average.  
Cases that exceed the time limit are noted on a white board in order to identify any obstacles and patterns in the data. A decision has also been made to report on this as two measures, one for the percentage of those within the time limit and the other for the average time.
- 5.4.9 PLA005 - Percentage of enforcement cases that were resolved within 12 weeks of being received during the year  
A discussion was held on the measure at the performance meeting and it was noted that negotiating is the best solution rather than enforcement, and the right outcome is important for both sides. Detailed analysis work is being undertaken on the measure, and the number of days taken to come up with a resolution will give an idea of the average time cases take.

## **6.0 Conclusion**

- 6.1 The performance of projects that transform Council services is in accordance with the milestones and timetable.
- 6.2 The Council's day to day performance is encouraging and focusses on improving services for the people of Gwynedd by developing meaningful measures and responding where areas for improvement are identified.

## **7.0 Recommendation**

To accept and note the information in the report.

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### **Views of the statutory officers**

#### **The Chief Executive:**

The report is self explanatory. Nothing to add.

#### **The Monitoring Officer:**

No comments to add from a propriety perspective.

#### **The Head of Finance Department:**

Nothing to add from a financial propriety perspective.

**Contact:**  
01286 679868  
01286 679490

[cabinet@gwynedd.gov.uk](mailto:cabinet@gwynedd.gov.uk)





\* = A lower figure is an improvement

## Appendix 1 - Measures

### Care - Councillor Gareth Roberts

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
OED003 - Enablement - Percentage of cases that have received a period of enablement who leave without a care package	46%	54%	45%	Improvement	54%	Performance as expected.
OED019 - Number of users of adults services who receive direct payments	-	95 (Q3)	114 (Q3)	Improvement	129 (Q3)	This has already met the annual target
SCA/001 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	1.16	1.55	1.05	Maintain*	1.5	There were 7 delayed cases in November, compared with 9 in the previous 7 months. Of these 7 cases, 6 had occurred in Ysbyty Tywyn, and a lack of capacity had been noted as a problem. There were 3 cases in December. The target for the year has already been missed. And with 3 further months to report on, it is projected that the end of year performance will be between 1.53 - 2.04.
SCA/002a - The proportion of older people (65 years old or over) receiving assistance to live at home per 1,000 of the population aged 65 and over.	46.53	46.21	45.07	Improvement*	44.1	The performance of this measure is as expected. This measure is relatively traditional according to the services counted, and this year will be the final year that we will report on it nationally.

\* = A lower figure is an improvement

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
SCA/002b - The proportion of older people (65 years old or over) that the authority assist in care homes per 1,000 of the population aged 65 or over on 31 March.	24.69	25.59	24.15	Improvement*	23.1	The performance of this measure is as expected - with a lower proportion of older people being placed within care homes. This is the final year that this will be collated nationally, but despite weaknesses in the measure, it is useful for us to see if we are placing fewer people in residential care as a proportion of the population.
SCA/002b (Local) - The proportion of older people (65 years old or over) that the authority assist in care homes per 1,000 of the population aged 65 or over on 31 March except those who fund themselves.	-	20.08	18.48	Improvement*	17.8	The performance of this measure is as expected and corresponds with the trend of the above national measure. This version is a local one and differs from the national one as it does not count self-funders.
SCA/007 - Percentage of clients with a care plan on 31 March whose care plans should have been reviewed that were reviewed during the year.	77%	85%	83%	Maintain	78%	Inconsistent performance across Gwynedd has caused the slippage. Arfon is 91%, Dwyfor is 86% and Meirionnydd is 68%. Older People performance is 82%, Learning Disabilities is 67% (e.g. LD Arfon 59%, LD South Gwynedd 78%).
SCA/019 - Of the adult protection referrals completed during the year, the percentage where the risk has been controlled (not including those who have refused intervention)	-	-	-	Improvement	94%	The performance is 94.2% rather than 100% due to 6 unmanaged cases. Comments follow a further investigation in the cover report.

\* = A lower figure is an improvement

**Poverty, Deprivation, Economy, Housing - Councillor Mandy Williams-Davies**

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information	Comments
Caff06d - The Council's expenditure percentage with local businesses	40.35	40.33	40.42	Improvement	40.48 six month estimate	
Caff07 - Percentage of the Council's procurement expenditure going to companies within North Wales (if the main office has a postcode within North Wales)	57%	58%	54%	Improvement	Report on 2015-16 figures during quarter 1 2016-17	
Caff08 - Percentage of the Council's procurement expenditure going to companies within Wales (if the main office has a postcode within Wales)	61%	61%	58%	Improvement	Report on 2015-16 figures during quarter 1 2016-17	
ACH03 - Percentage of customers who are happy with the service Archives	97	97	98	Maintain	Annual Measure	
Celf06 - Percentage of customers who are happy with the service Museums and the Arts	-	-	-	Setting a baseline	Annual Measure	
TMGC4 - The economy benefits from supporting high profile and strategic events	£4,994,155.4	£4,666,626	£4,814,867	Willing to see a reduction	Annual Measure	
Uchel 07 - Number of high value jobs created	-	-	34	Improvement	22	We are in the process of verifying figures which have the potential to add 10+ posts to this measure by the end of 2015/16.

\* = A lower figure is an improvement

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information	Comments
PENECON01 - Number of posts created with the assistance of the Economy and Community Department	-	New to 2014-15	234.5	Satisfied to see a reduction	56.5	Reduction in achievement as expected in light of completing several significant plans such as the Local Investment Fund and the Rural Development Programme.
PENECON02 - Number of businesses supported in Gwynedd by the Economy and Community Department	-	92	67	Satisfied to see a reduction	46	Reduction in achievement as expected in light of completing several significant plans such as the Local Investment Fund and the Rural Development Programme.
GD01 - Number of communities (geographical / of interest) using technology in a new / pioneering way.	-	-	-	Improvement	Annual Measure	
GD02 - Number of individuals who have received assistance to go on-line / for personal use	-	-	-	Improvement	Annual Measure	
YRE1 - Number of the County's businesses that report that they use technology (e-business / e-commerce) as a result of Digital Gwynedd interventions	-	-	-	Improvement	Annual Measure	

\* = A lower figure is an improvement

**Poverty, Deprivation, Economy, Housing - Councillor Iain Thomas**

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
CD12.01 - Develop arrangements to comply with the Department of Work and Pensions' plans when Universal Credit will be introduced in Gwynedd between September and November 2015, including suitable training for staff and compliance with the Supply Partnership's Contracts.	-	Yes	Yes	Maintain	Yes	There are specific dates by now, namely for the commencement of Universal Credit in Gwynedd on 26.10.15. Regular meetings are being held with the Department for Work and Pensions, and we succeeded in agreeing upon and signing a Partnership Contract with the DWP to provide assistance for residents.
CD12.03 - The time (number of days) taken to process new claims for Housing Benefits and Council Tax Benefit.	21.03 (Q3)	21.77 (Q3)	15.23 (Q3)	Maintain*	16.95	We are hopeful that we will be able to continue to perform on this level for quarter 4, and also for the following year.
CD12.04 - The time (number of days) taken to process changes in Housing Benefits and Council Tax Benefits	3.79 (Q3)	5.20 (Q3)	3.62 (Q3)	Maintain*	6.27	We are hopeful that we will be able to continue to perform on this level for quarter 4, and also for the following year.
LCL/001b - Number of visits to public libraries during the year per 1,000 of the population	5040	5301	4199	-	Annual Measure	Information will be submitted in June.
LLYF05 - Percentage of users who score the service of their libraries as very good or good	97.7	95.5	96	Maintain	Annual Measure	Information will be submitted in June.
DAT01 Number of long-term (6 months or more) empty properties in the County that have been brought back into use	35 (Q3)	43 (Q3)	59 (Q3)	Maintain	48	Less has been completed than Q3 last year (48 compared with 59) but the ambition this year is slightly lower, and the measure has met the target.

\* = A lower figure is an improvement

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
DAT04 Number of housing on the Housing Leasing Scheme	61 (Q3)	56 (Q3)	57 (Q3)	Maintain	55	Although we have missed the ambition by 3, the Housing Service is satisfied with the numbers up to now. The trend over the years indicates that numbers have slipped but also there is no need for more properties. Increasing this figure can lead to an overspend. One other property in the pipeline in January but no demand for more.
PSR/002 The average number of calendar days taken to issue a Disabled Facilities Grant	298	242	311	Improvement*	270	The performance is as expected.
PSR/004 The percentage of private sector dwellings that had been empty for more than six months on 1 April which were returned to occupation during the year as a result of direct action by the local authority	-	4.17% (Q3)	2.09% (Q3)	Improvement	4%	The performance is as expected.
Strat6 Number of affordable units secured for Gwynedd	-	43 (Q3)	97 (Q3)	Maintain	46	Although this measure's performance is lower than last year (46 compared with 97), we are continuing to perform relatively well. This year's ambition is slightly lower, and the measure has achieved the target.

\* = A lower figure is an improvement

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
TAI 03 The number of smaller units secured in the county in areas of need as a result of: Affordable housing provision, the provision for bringing empty houses back into use	-	No data	86 (Q3)	Maintain	40	The measure is seen as a 'activity data' and not as a formal ambition which needs to be met. This measure is associated with Strat6 and TAI 05 and therefore follows the same pattern.
TAI 05 Number of individuals/couples/families that have benefited as a result of: the provision of affordable houses	-	No data	132 (Q3)	Maintain	79	The performance is lower compared with last year, and this corresponds with the trend seen in the Strat6 measure above.

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### Environment - Councillor John Wynn Jones

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
THS/011a The percentage of main roads (class A) which are in poor condition	4.40	4.40	3.50	Maintain*	Annual Measure	
THS/011b The percentage of roads (class B) which are in poor condition	4.40	4.70	3.70	Maintain*	Annual Measure	
THS/011c Percentage of roads (class C) which are in poor condition	7.50	14.70	14.2	Maintain*	Annual Measure	
THS/009 Number of average calendar days taken during the year to repair all faults in street lamps	2.40	2.70	3.50	Maintain*	Annual Measure	

\* = A lower figure is an improvement

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
PB8 Percentage of incidents of dangerous damage to roads and pavements which were repaired or made safe within 24 hours of the time that they were reported.	97.00	97.20	97.00	Maintain	Annual Measure	
PB9 Percentage of safety inspections completed within the specified time	98.00	98.30	98.00	Maintain	Annual Measure	
STS/005a Measure of Streets' Cleanliness and Appearance	71.88	73.5	70.65	Maintain	76.11	Quarter 3 based on the internal and external inspection.
STS/005b Percentage of highways and relevant land inspected which have high or acceptable hygiene standards	94.12	93.5	94.3	Maintain	96.42	Q3 based on the internal and external inspection.
STS/006 Percentage of fly tipping incidents on relevant land cleared within 5 working days of the time they were reported	93.8	97.3	96.5	Maintain	96.00	Estimate based on Q1 and Q2.
PB15 Percentage of graffiti/posters which hide traffic signs and cause dangers, cleaned/ cleared within 24 hours of the time that they are reported	100	100	100	Maintain	100	
PB16 Percentage of racist/delinquent graffiti/posters on Council property, cleaned/cleared within 5 working days of the time that they are reported.	100	100	100	Maintain	100	
WMT/004 Percentage of urban waste sent to landfill	47.31	45.94	43.33	Improvement*	36.1	The figures for Quarter 3 are estimates.
WMT/009 Percentage of urban waste collected by the Local Authority and prepared for reuse, recycling or composting	51.18	54.3	55.25	Improvement	58.22	The figures for Quarter 3 are estimates.



\* = A lower figure is an improvement

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
PB51 Percentage of commercial recycling/composting levels	27.3	30.79	35.45	Improvement	42.81	The figures for Quarter 3 are estimates.
PB60 Maximum tonnage of landfilled biodegradable waste (landfill allowance)	20695	19650	18603	Improvement*	18061 (96% of the allowance)	The figures for Quarter 3 are estimates.
PB56 Percentage of Waste calls addressed the first time	No data	94.5	95	Improvement	96.28	
PB57 Percentage of Municipal calls addressed the first time	No data	92.6	91.3	Improvement	95.98	
PB58 Percentage of Highway Maintenance calls addressed the first time	No data	86.70	90.00	Improvement	94.99	
PB59 Percentage of Customer Satisfaction Survey satisfied with Department's response	No data	No data	94.1	Maintain	Annual Measure	
Eiddo9 - Percentage reduction in the level of carbon emissions generated by Council activities	15.1	24.8	26.1	Maintain	Annual Measure	
Eiddo10 - Percentage reduction in carbon dioxide emissions in the non-domestic public buildings stock.	17.98	30.76	30.3	To be established	Annual Measure	Collecting information on gas, electricity, oil and propane for approximately 800 buildings is an enormous task, and information on one part of the year does not give us a reliable picture to learn from. Therefore, this measure is counted annually.
Proceeds against the target	New measure	New measure	New measure	Improvement	End of year projections: £71,400	

\* = A lower figure is an improvement

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
CC1 - Capacity (kWh) of electricity the Council can generate from renewable sources in its own buildings	-	-	303230	Improvement	Annual Measure	
CC2 - Capacity (kWh) of heating the Council can generate from renewable sources in its own buildings	-	-	343720	Maintain	Annual Measure	
CC3 - Percentage of change in carbon emissions associated with business journeys (excluding occasions which are out of our control).	-	2	11.1	Maintain	Annual Measure	

\* = A lower figure is an improvement

**Environment - Councillor Dafydd Meurig**

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
Eiddo1 - Time (in days) taken to respond to a request for maintenance work	12.6	11	9	Willing to see a Reduction*	8.00	Performance remains very good.
Eiddo2 - Percentage of maintenance help-desk customers satisfied with the service received	-	-	97.5	Maintain	94.70	Although it remains high, the percentage of those satisfied has reduced. 7 out of 131 responded 'dissatisfied', compared with 3 out of 157 when it was reported upon in Quarter 2. Manager has spoken with the 7 to understand better and has investigated every individual case. We keep a record of the comments on the wall to see whether they arise again or whether they are one-off problems. Arrangements that have been in place with our contractors for many years have just come to an end before Christmas. Therefore, it is difficult to get to the root of all cases as some of the contractors no longer work for the Council.
Eiddo3 - Percentage of Council buildings categorised as 'Good' or 'Acceptable'	93.1	96	96	Maintain	Annual Measure	
Eiddo4 - Percentage of buildings with appropriate safety systems in place to enable the use of the building for service provision	-	-	-	Setting a Baseline	63	This is the first time that we have reported on this measure following presenting this measure as part of the Ffordd Gwynedd review. Until the first full cycle of inspections have been completed, it will be difficult to fully understand the performance. The first cycle of inspections indicate

\* = A lower figure is an improvement

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
						many things that need attention before it can be stated that "appropriate safety systems are in place". Without presenting the new procedure, we would not have been able to identify the problems until something went wrong.
Eiddo5 - Number of customers who are satisfied that the service they received was efficient and purposeful	-	-	-	Setting a Baseline	100%	The response to the new system that was introduced as a result of the Ffordd Gwynedd review has been excellent. We were seeking to address the problems highlighted by our customers during the review and the comments we are receiving confirm that we are succeeding thus far: "excellent, great, glad to see that one visit encompasses it all. The reporting form is user friendly and governor friendly too. Thank you " "To tell you the truth, I cannot think how you would improve the service we received from you this year. It was very professional and hassle-free. I would like to thank you for the support. " "The report was much better, more user friendly, more information, more detail (the smiley face was good)"
Eiddo6 - Percentage of new buildings (or alterations) supplied within the timetable and the budget	100	79	88.2	Improvement	100%	
Eiddo7 - Percentage of users happy with their new buildings or adapted buildings	100	100	100	Maintain	100%	

\* = A lower figure is an improvement

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
Eiddo11 - Percentage of customers satisfied with the service received from the Property Development Unit during the project	-	-	-	Setting a Baseline	New measure - arrangements being set	
Eiddo 8a - Income from disposing of properties that are available for the Council to re-use	£871,000	£1,551,000	£1,967,000	Willing to see a reduction	£469,185	We are achieving as we would hope on the measure. By now, we have attracted a better income than expected and are close to achieving our ambition.
Eiddo8b - Percentage of leases reviewed in a timely manner	-	-	-	Setting a Baseline	New measure - arrangements being set	
Eiddo12a - Cost per head for Caernarfon Office space	-	-	-	Setting a Baseline	New measure - arrangements being set	
Eiddo12b - Staff satisfaction with their office space i.e. is it suitable to be able to complete their work?	-	-	-	Setting a Baseline	New measure - arrangements being set	
Eiddo 13a - Site manager satisfaction with the cleaning / caretaker service	-	-	-	Setting a Baseline	New measure - arrangements being set	
Parcio4 - Percentage of appeals to the independent adjudicator which are approved	-	-	-	Improvement	58	12 appeals were submitted to the Adjudicator and 7 of those were approved. Most of which involved parking on Castle Square in Caernarfon. We also receive many step 1 challenges (a challenge for the Council before it is submitted to the

\* = A lower figure is an improvement

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
						Adjudicator) on matters involving Castle Square. We are in the process of reviewing the existing arrangements to see whether it is possible to make the situation clearer for users.
Parcio5 - Percentage of appeals to the Council which are approved	-	-	-	Setting a Baseline	New measure - arrangements being set	This is a new measure which was introduced during this quarter. As the date is being held by the WPPP it has been difficult to have informed knowledge in order to measure accurately. We are currently establishing arrangements to be able to report during Quarter 4.
Parcio03 – Percentage of customers stating that they are satisfied with the level of service	-	-	-	Improvement	70.27	The percentage has slightly increased. A great extent are observations received which are along the same lines i.e. requesting free parking, prices are too high. Some also request a new tariff that would offer parking for half an hour rather than having to pay for an hour. The lowest fee at present in a short-term parking area is £1 for up to an hour. Following receiving these comments we will consider the implications and practicality of introducing a half hour tariff.
PLA004b Local - Percentage of all relevant planning applications decided within 56 days and how quickly they are decided upon on average.	-		-	Setting a Baseline	80.9% - 33 days	288 applications, and 233 decided within 8 weeks - 80.9% Average number of days: Applications within 8 weeks - 33 days. Applications over 8 weeks - 143 days. Average decision time on all applications - 51 days which is faster than Q2.

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\* = A lower figure is an improvement

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
National Measure: PLA004b Percentage of all relevant planning applications determined within 8 weeks	73.13	72.86	76.44	Maintain	Annual Measure	
PLA006b Local - Percentage of affordable houses approved with planning applications for housing.	-	-	-	Setting a Baseline	46%	56 houses approved with 26 affordable through a 106 or at least affordable.
National Measure: PLA006b Number of affordable housing units as a percentage of all new housing units provided during the year through the planning system.	30	41	50	To be established	Annual Measure	
PLA005 - Percentage of enforcement cases solved within 12 weeks of receipt during the year	85.1	69.5	71.43	Maintain	69.50%	Increase on Q2 performance 95 complaints and 66 closed within 12 weeks - 69.5%. Average number of days: Complaints within 12 weeks - 23 days. Complaints over 12 weeks - 581 days. All complaints - 193 days.
PLA002 - Percentage of planning applications determined that were approved	95.56	94.76	93.28	Maintain	90.30%	Increase on Q2 which indicates positive planning with 288 applications and 260 of those being approved - 90.3%
Cynllunio01 - Percentage of customers who stated that they were satisfied or very satisfied with the level of the Planning service	-	-	-	Setting a Baseline	90.90%	22 responses, including 20 who were satisfied with the service which reflects the satisfaction of most customers who were enquired.
GyC02 - Percentage of customers who responded to a survey and said that they were pleased with the service level.	96	97	97	Maintain	98	Positive feedback from most customers enquired, 56 questionnaires have been completed thus far. More questionnaires are being created for Q4.

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\* = A lower figure is an improvement

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
GyC03 - Percentage of Service Requests received responded to within the target.	92	92	95	Maintain	91	Performance is consistent with 5444 of 6011 requests received responded to within the target.
GyC05 - Percentage of Service Requests resolved within 6 months of the date the request was received.	93	93	92	Improvement	88	Increase on Q2 with 5755 of 6558 requests being closed within 6 months of receiving them.
GyC07 - Percentage of Air Pollution Processes businesses open to an inspection during the year.	100	100	100	Maintain	63 (in line with the profile)	23 of the 32 businesses have been inspected, but 3 have not been recorded due to recording problems. (actual performance is 72%).
GyC22 - Percentage of non-complying businesses who sell goods with an age restriction who are now complying	86	86	94	Maintain	77	Progress on Q2 as 33 of the 43 businesses have conformed to age restricted goods retail regulations.
GyC23 - Percentage of the responses to requests for services relating to stray dogs made within 24 hours.	96	78	92	Maintain	86.92	This is lower than the target but still acceptable, with 226 of 260 requests received being responded to within 1 working day.
GyC25 - Percentage of identified new businesses that were subject to a risk assessment visit or that returned a self-assessment survey during the year	-	New to 2014-15	90	Maintain	78	Increase on Q2 with 417 of 518 new businesses receiving risk assessment visits. (Some businesses opening and closing prior to visit).
GyC26 - Percentage of high risk businesses open to an inspection that has received a review.	-	New to 2014-15	100	Maintain	73 (in line with the profile)	On target to achieve 100% for the year, with 492 of 674 high risk inspections being delivered. 51 inspections were not possible due to businesses closing down or changing risk.
PAM9a - Percentage of food establishments in the system which achieve a food hygiene standards 4/5 rating	-	91	93	Improvement	92	Performance continues to be very good for the food establishments within the scoring system, with 1652 of 1792 food establishments attaining a score of 4 or 5.



\* = A lower figure is an improvement

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
PPN/007 - Percentage of the significant breaches that were corrected through intervention from Public Protection	87.5	92	88	Improvement	71	Increase on Q2 with 285 of 403 cases being corrected by intervention.
PPN/009 - Percentage of food establishments who 'broadly comply' with food hygiene standards.	95.42	97.49	97.2	Improvement	97.42	Performance continues to be very good with 2113 of 2169 food establishments broadly complying
Cludiant01 - Percentage of public transport journeys monitored (buses) which are within the reliability limits (bus timings)	-	-	New to 2015-16	Setting a Baseline	100	8 out of 8 services monitored were within the punctual boundaries. Officers have been focussing on undertaking a bus review and therefore have not been fully monitoring services as usual. The data does not include monitored education services.
Cludiant02 – Percentage of customers stating that they are satisfied with the level of service	-	-	New to 2015-16	Setting a Baseline	50	Staff have been focussing on the bus review rather than collecting customer satisfaction data. Of the comments on services managed by the Council, 67% are happy with the service. It is clear that there is more dissatisfaction on unmanageable commercial services. Of the people who were dissatisfied with the service, 60% was based on commercial services.
THS/007 - Percentage of older people (60 years old or over) who are holders of discounted bus tickets.	84.7	84.6	80.3	-	Annual Measure	
Traffig01 - Percentage of customers stating that they are satisfied with the level of service	-	-	New to 2015-16	Setting a Baseline	100	Positive outcomes in terms of those who have responded.

2014-15

\* = A lower figure is an improvement

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information - Quarter 3	Comments
GStryd01 - Percentage of customers who responded to a survey and said that they were satisfied with the level of service	-	-	New to 2015-16	Setting a Baseline	97.50	Positive outcomes in terms of those who have responded.
Parcio01b - Percentage of attendees who have learned to be safer on the roads as a result of the lesson/training	-	-	New to 2015-16	Setting a Baseline	100%	<p>Various lessons were held during this period namely cycling training, kerbcraft and general road safety. The feedback received from customers was excellent and stated that the trainers were professional and very patient and that the children had been lucky to benefit from such training and to have the opportunity to learn lifelong skills and to cope with challenging situations. It was stated that the children who took part in the training had greatly enjoyed and that the sessions had been fun and that consistent communication had always existed. In addition to holding training, the unit held 2 valuable campaigns namely Anti Drink Driving and also Older Drivers.</p> <p>A great deal of customers stated that the campaigns were excellent and a good idea. Positive comments were also received about the officers involved with the campaign, namely that they had brought attention to the information and presented it to customers well. Following the Older Drivers campaign many names were received to attend the training.</p>

# Agenda Item 10

## REPORT TO THE CABINET

Tuesday 15/03/2016

**Cabinet Member:** Councillor William Gareth Roberts

**Subject:** The effect of the Social Services and Wellbeing (Wales) Act 2014 on the Adult Services Charging Policy.

**Contact officer:** Meilys H. Smith, Senior Business Manager, Adult, Health and Wellbeing Department.

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### The decision sought

1. Confirm that Gwynedd Council will exercise the discretion given to it by the Social Services and Wellbeing (Wales) Act 2014, to charge for Adult Care Services from the 6/04/2016.
  2. Adopt the new Adult Services Charging Policy, effective from 6/04/2016.
  3. Approve the care services fees for 2016/17.
  4. Give the Adult, Health and Wellbeing Department permission to begin a consultation in May 2016 on the changes required to the charging policy.
- 

### Views of the local member.

Not a local matter

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### 1. Introduction

- 1.1 On 6 April 2016 the framework for financial assessment and charging under the Social Services and Wellbeing (Wales) Act 2014 will come into force. This framework will apply from that date and as a result Local Authorities will need to decide to use their discretion, or not, under the Act to charge for care services. It will replace the existing framework that Authorities use and make the decision to charge for care services a matter of discretion for Local Authorities.
-

The Adult Services recommend that the Council agrees to use the discretion allowed by the Act, and continue to charge for residential and non-residential services in accordance with the arrangements that are already in place.

- 1.2 A new charging policy has been written to incorporate the present charging arrangements into the Act's new statutory framework. The Adult Services recommend that the Council adopts this new policy so that the present charging arrangements can continue beyond 6 April 2016.

See the new Charging Policy in Appendix A

- 1.3 The Adult Services has identified the need to make changes to the Charging Policy. The lack of time available to consult on any changes before the 6/04/2016 means that it is necessary to continue with the present arrangements beyond the 6/04/2016. This will give the Adult Services an opportunity to undertake a formal consultation process over the next few months with a view to making the necessary changes that are needed to update the charging policy and allow the Service to raise additional income and reconcile sections of the policy with the policies of other North Wales Authorities.

## **2. Reasons for recommending the decision**

- 2.1 Charging for residential and non-residential services is an essential source of income for Adult Services that is equivalent to approximately £10 million each year. If the Council does not exercise its discretion to charge for services, and does not adopt the charging policy then the Adult services will have no right to continue collecting this income beyond 6 April 2016.

As a result of adopting this policy, there will be no operational changes to the way that charging and financial assessments are conducted. There will be no effect on the service user.

- 2.2 In accordance with the annual requirement to review standard charges for service users of residential and non-residential care the following changes are recommended for 2016/17.

- 2.3 Residential/ Nursing Care

The table below shows the changes that are recommended to the residential and nursing fees. The changes reflect exactly the changes that are intended to the standard fees that are paid to the providers. Note that there is no change to the standard charge for Gwynedd Council Care Homes. No justification can be derived from cost of running this service that would justify an increase to the standard fee.

Not increasing the fees for service users in Private/ Independent care homes would result in a difference between the fee that is paid to the providers and the fee that is charged to the service users. Over time this would result in a substantial loss of income for Adult Services.

<b><u>Tabl Ffioedd Gwasanaethau Preswyl a Nyrsio – Residential &amp; Nursing Care Fees Table 2016/17</u></b>	
<b>Ffi Safonol Cartrefi Preswyl Cyngor Gwynedd</b> <i>Standard Fee Gwynedd Council Care Homes</i>	£581.28 yr wythnos/ per week Dim newid/ <i>no change</i>
<b><u>Cartrefi Gofal Preifat ac Anibynnol/ Private and Independent Sector Care Homes</u></b>	
<b>Categori gofal/ Category of Care</b>	
Preswyl (yn cynnwys dibyniaeth uchel) <i>Residential (including high dependency)</i>	Cynnydd o/ <i>an increase from</i> £465.90 i/ to £483.46 yr wythnos/ <i>per week</i>
Preswyl – dementia/EMI <i>Residential – dementia/EMI</i>	Cynnydd o/ <i>an increase from</i> £509.72 i/ to £532.07 yr wythnos/ <i>per week</i>
Nyrsio <i>Nursing</i>	Cynnydd o/ <i>an increase from</i> £523.83 i/ to £546.27* yr wythnos/ <i>per week</i>
Nyrsio – dementia/EMI <i>Nursing – dementia/EMI</i>	Cynnydd o/ <i>an increase from</i> £549.00 i/ to £573.58* yr wythnos/ <i>per week</i>
* Dim yn cynnwys cyfraniad y Bwrdd Iechyd/ <i>Not including the Health Board Contribution.</i>	

2.4 The table below lists the non-residential fees that are proposed for 2016/17. There is no change from the fees that were in effect in 2015/16.

At the time of presenting this report the fees payable to the suppliers of non-residential care services had not been set for 2016/17. As a consequence it is not possible to propose any change to the fees charged to the service users.

As it is the intention of the Adult Services to review the Charging Policy again early in the new financial year (May 2016). It is intended that the non-residential care fees will be reviewed again at this time to reflect any changes in the fees paid to the suppliers.

<b><u>Tabl Ffioedd Gwasanaethau Dibreswyl- 2016/17</u></b>	
<b><u>Non Residential Fees Table- 2016/17</u></b>	
<b>Math o Wasanaeth/ Type of Service</b>	<b>2016/17</b>
Gofal Cartref/ <i>Home Care</i>	<b>£14.35*</b> yr awr/ <i>per hour</i>
Gofal Cartref- Oriau Nos/ <i>Home Care- Night Time Hours</i>	<b>£14.35*</b> yr awr/ <i>per hour</i>
Llety gyda Chymorth/ <i>Assisted Living Accommodation</i>	<b>£14.35*</b> yr awr/ <i>per hour</i>
Taliadau Uniongyrchol/ <i>Direct Payments</i>	£11.35 yr awr/ <i>per hour</i>
Teleofal Pecyn Sylfaenol/ <i>Telecare Basic Package</i>	<b>£3.30</b> yr wythnos/ <i>per week</i>
Cynllun Lleoli Oedolion/ <i>Adult Placement Scheme</i>	Dim- Yn cael ei adolygu <i>No charge- Review in progress</i>
Cynhaliaeth mewn Gofal Dydd/ <i>Sustenance at Day Care Centres</i>	£4.20 y dydd/ <i>per day</i>
<ul style="list-style-type: none"> <li>• * Mewn amgylchiadau prin bydd y Cyngor yn gallu negodi contractau rhatach gyda darparwyr gofal. Os bydd cost y gofal yn rhatach na £14.35 yr awr bydd y defnyddiwr gwasanaeth yn talu'r raddfa ratach.</li> <li>• * <i>In some rare circumstances the Council may be able to negotiate cheaper contracts with care providers. If the cost of the care is cheaper than £14.35 per hour the service user will be charged at the cheaper rate.</i></li> </ul>	

2.5 Permission is requested to consult on changes to the charging policy given the opportunity presented to Adult Services to make changes following the arrival of the Social Services Act. A number of matters in the previous policy have needed changing for some time, some of which are connected with savings plans\* that have already been agreed by the Cabinet. Other matters need changing from the viewpoint of simplifying the policy and reconciling arrangements that are operational with other Local Authorities in North Wales. Some of the changes are listed below:

- Adopt the minimum requirements of the Welsh Governments regulations in relation to 'minimum income amounts' for non-residential care, rather than continue with the present Gwynedd Council policy of allowing a higher disregard for service users under pension age\*.
- Charge interest on all deferred charges contracts in accordance with the new rights given by the Act.
- Remove the right of service users in residential care homes to not pay for their care during 'holiday' absences.

In addition, although that it will not lead to a need to change the policy, we will consult on the intention to charge a flat rate fee on all recipients of Telecare services.

### **3. Relevant Considerations**

The requirement to conduct an equality impact assessment has been recognized and an assessment has been completed. See Annex B.

The findings of the assessment concluded that there would be no impact on service users in relation to the adoption of the new policy from 6/04/2016. However, it is the intention of Adult Services to complete a full equality assessment before consulting on the proposed changes to the charging policy in May.

### **4. Next Steps and Timetable**

- April 2016- Finish identifying all the changes to the charging policy that are required.
- May 2016- Consult on the changes.
- July 2016- Present the new policy to the Cabinet for approval.
- August- Implement the amended policy.

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## **Views of the statutory officers**

### **The Chief Executive:**

Clearly, the change in the legislative context means that now the Council has more discretion. However, as the report notes, the charging arrangements provide a vital source of income to the Adult Services. In the current financial context, it would be disastrous for the delivery of services if Adult Services had to manage without the income.

Clearly, as the report states, further consultation is needed about this decision and the required changes to the policy.

### **The Monitoring Officer:**

The report specifically identifies the need for the Council to act on this basis to protect our ability to raise fees in response to a situation where new legislation comes into force. This is recognized in the report and the intention to do further work to establish a long-term plan. There is also a direct link between this report and the setting of the independent and private care home fee levels so it is important to ensure this will be undertaken in the proper order. I will provide further guidance at the meeting.

### **The Head of Finance:**

The report discusses fees payable to the Council by users of residential and non-residential services. The policy will be reviewed in early 2016-17. A separate Decision Sheet will discuss the fees payable by the Council for care providers. I confirm that the calculation of residential and nursing care fees are logical and appropriate budgetary provision is in place for payment to providers.

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## **Appendices**

### **Appendix A- Charging Policy for Adult Care and Support Services**



Charging Policy Adult  
Care



## Appendix B- Equality Impact Assessment



Annex B- Equality  
Impact Assessment

## REPORT TO CABINET

16.3.2016

**Cabinet Member: Councillor Dafydd Meurig**

**Subject: Property Asset Management Plan**

**Contact Officer: Dafydd Gibbard, Senior Corporate Property Manager**

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### **Decision sought**

That the Council adopts the Asset Management Plan and the Property Policies in Appendices A and B to strengthen and support what has already been achieved through the Corporate Property Strategy.

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### **Local member's opinion**

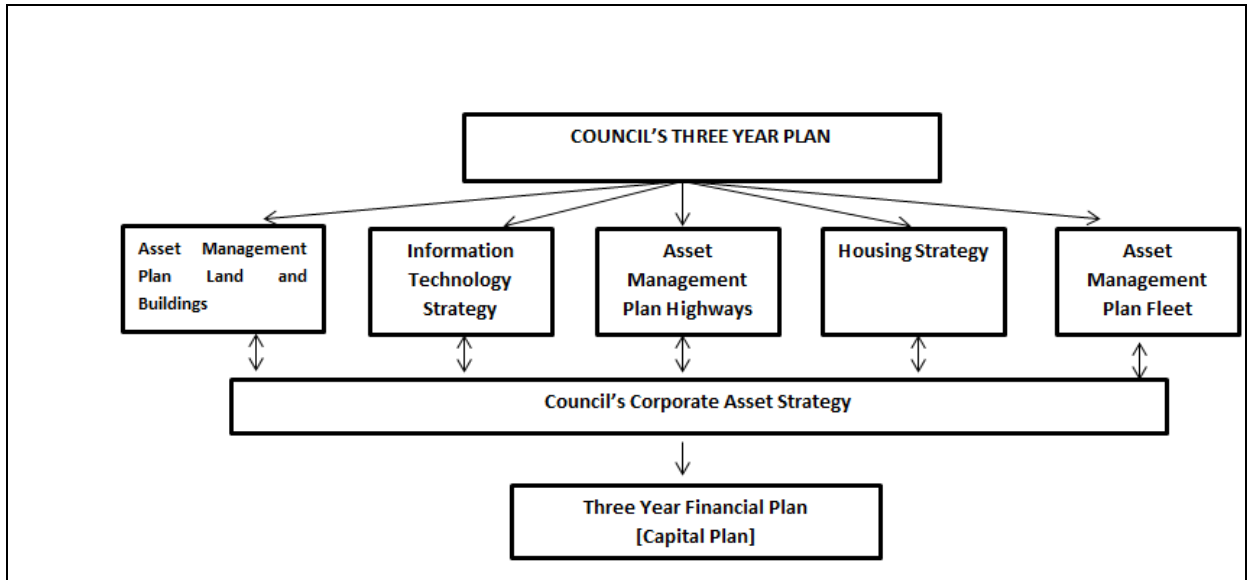
Not a local matter

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### **1.0 Introduction**

- 1.1 The purpose of this Property Asset Management Plan is to show the Council's strategy and action plan for managing land and buildings to support service provision to Gwynedd residents.
- 1.2 In October 2009, the Council adopted a Corporate Asset Strategy for the period 2008/09—2018/19. For the first time, following a comprehensive prioritising process by all the Council members, the Council formed a medium term strategic plan setting out all its capital spending priorities and identifying funding sources. It also states which buildings will be disposed of during the period with the aim of diverting capital receipts to contribute towards funding the Council's capital spending priorities.
- 1.3 It is the Strategy which prioritises all of the Council's capital expenditure and deals with the funding issues. Therefore, this property Asset management plan does not look at financial aspects.

1.4 The Strategy is a corporate one and refers to all the Council’s assets across its range of Departments including Property, Highways and Infrastructure, Information Technology, Grants etc. and shows clearly that a specific Asset Management plan is required for all the work areas forming part of it. The purpose of this report is to introduce the Property Asset Management Plan which can be seen in Appendix A.



1.5 The above diagram shows the relationship between the Corporate Asset Strategy, this Property Asset Management Plan and the Plans and Strategies for other relevant areas. It also shows the direct relationship with the Financial Strategy. The Capital Programme has evolved directly from the Asset Strategy. The Disposal Programme has also evolved directly from the Asset Strategy and (apart from a contribution of 20% up to a maximum of £20,000 which goes to the relevant Department) the capital receipts of disposing of property is diverted back to fund the Strategy.

1.6 In 2003, the Assembly Government announced that every Authority should prepare and adopt a Property Asset Management Plan outlining a strategy for providing suitable buildings for providing services to the public.

1.7 In response to this, the Council's original Asset Management Plan was adopted in 2004. Now, the Council is required to update that Plan, especially as the Corporate Asset Strategy has set the pace for the period in question.

1.8 Whilst reviewing this Plan, the opportunity was taken to review our Policies and Action Plans for specific areas in order to ensure that they remain current and fit for purpose. These can be seen in Appedix B.

2.0 RECOMMENDATION

- 2.1 That the Council adopts the Property Asset Management Plan and the Property Policies in Appendices A and B to strengthen and support what has already been achieved through the Corporate Property Strategy.
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### **Statutory officers' opinion**

#### **Chief Executive:**

Members will recall the extremely detailed work undertaken by Members and others some years ago to establish and reconcile the Council's assets requirements.

This Plan updates and brings together the Council's current policy perspective in respect of its property portfolio, its purpose and how it intends to manage the estate and i recommend it for the Cabinet's attention. Essentially, all of our property is a resource which supports service delivery and this should be bourne in mind when ensuring that the proper policies are implemented.

#### **Monitoring Officer:**

As noted in the report, it is time to review the Property Asset Management Plan. No other comments from a propriety perspective.

#### **Head of Finance:**

This report deals with the Property Asset Management Plan and sets out the detail relating to the Council's operational arrangements for managing its land and Property to support service delivery for the people of Gwynedd. Seperately, the Council also has a comprehensive Assets Strategy which includes not only property, but all of the assets managed by all other Council Services, and also incorporates the financial implications. Recently a comprehensive review has also been undertaken which will be the subject of a separate report to the Cabinet in the near future.

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## **Appendices**

Appendix A – Property Asset Management Plan

Appendix B – Property Management Policies.

# Property Asset Management Plan



**2015/16 - 2018/19**

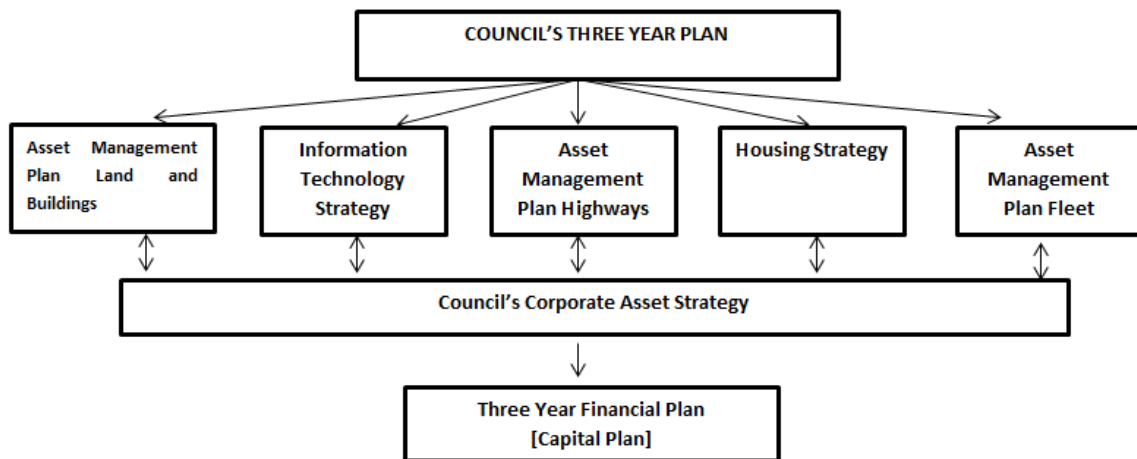


## 1.0 INTRODUCTION AND POLICY CONTEXT

1.1 The purpose of this Property Asset Management Plan is to set out the Council's strategy and action plan for managing land and buildings to support service provision to Gwynedd residents.

1.2 In October 2009, the Council adopted a Corporate Asset Strategy for the period 2008/09—2017/18. For the first time, following a comprehensive prioritising process by all the Council members, the Council formed a medium term strategic plan setting out all its capital spending priorities and identifying funding sources. It also states which buildings will be disposed of during the period with the aim of diverting capital receipts to contribute towards funding the Council's capital spending priorities.

1.3 The Strategy is a corporate one and refers to all the Council's assets across its range of Departments including Property, Highways and Infrastructure, Information Technology, Grants etc. and shows clearly that a specific Asset Management Plan is required for all the work areas which form part of it.



1.4 The above diagram shows the relationship between the Corporate Asset Strategy, this Property Asset Management Plan and the Plans and Strategies for other relevant areas. It also shows the direct relationship with the Financial Strategy. The Capital Programme has evolved directly from the Asset Strategy. The Disposal Programme has also evolved directly from the Asset Strategy and (apart from a contribution of 20% up to a maximum of £20,000 which goes to the relevant Department) the capital receipts from disposing of property are diverted back to fund the Strategy.

1.5 In 2003, the Assembly Government announced that every Authority should prepare and adopt a Property Asset Management Plan outlining a strategy for providing suitable buildings for delivering Services to the public .

- 1.6 In response to this, the Council's original Asset Management Plan was adopted in 2004. Now, the Council is required to update this Plan, especially as the Corporate Asset Strategy has set the pace for the period in question.
- 1.7 Whilst reviewing this Plan, the opportunity was taken to review our Policies and Action Plans for specific areas in order to ensure that they remain current and fit for purpose. These can be seen in the Property Management Plan.

## 2.0 THE COUNCIL'S PROPERTY PORTFOLIO

- 2.1 The Council owns mainly operational property in order to directly provide Services. It also owns and uses non-operational Properties to promote the Council's policies and aims. The non-operational property generates an annual revenue income of about £1 million to the Council.
- 2.2 At present the Council owns 946 buildings on 512 sites across the county. The total area of the estate is 272,000m<sup>2</sup>, which is 9<sup>th</sup> in size amongst the local authorities of Wales. The scattered nature of Gwynedd's settlements mean that we have many more buildings on more sites than a number of other authorities with a greater population. At the beginning of the Disposal Programme established by the Corporate Asset Strategy in 2009 /10, the total area of our buildings was 357,000 m<sup>2</sup>. We have therefore seen a reduction of 24% over the last five years. It is mainly disposal of non-operational property that has led to this reduction and it means that we use a smaller and more efficient building estate for service provision.

2.3 Amongst other things, the buildings in the Council's ownership include:

Primary Schools	102	Museums	8
Public conveniences		Youth centres	7
Smallholdings	42	Tourist Information Centres	6
Community Centres	18	Waste Disposal Sites	6
Depots	17	Special Schools / Units	6
Libraries	15	Day Centres – Learning Disability	4
Secondary Schools	14	Multi Storey Carparks	4
Sites with Industrial Units	15	Day Centres - Elderly	3
Residential Homes - Elderly	11	Theatres / Cinemas	3
Houses	18	Archives	2
Leisure Buildings	21	Residential Homes – Learning Disabilities	2
Harbour / Marine Buildings	8	Childrens' Home	1
		Gypsy Site	1

2.4 The Council also own 540 areas of land which include amongst other things:



Car parks	115
Public Open Spaces	94
Industrial sites	20
Cemeteries	17
Grazing land	23
Leisure Facilities	13
Sewage Treatment Sites	11
Nature Reserves	8
Former refuse site	6

2.5 The Assets Valuation 2015 valued our property portfolio at £205 million.

2.6 The nature of the properties mean that a substantial part of the portfolio are specialist buildings designed for a specific purpose. Buildings which are similar to each other are rare examples. The portfolio has evolved from properties that were in the ownership of three former District Councils, the former Gwynedd County Council and buildings purchased or built during the period of Gwynedd Council, from 1996 onwards. Generally, the properties are old and very few modern, new, buildings are part of the portfolio. The need to ensure that the property is fit for purpose, in an acceptable state, efficient in its energy use and meets with a multitude of statutory requirements is a constant challenge with a portfolio of this nature and a drain on the Council's financial resources.

2.7 In order to maintain the estate, the Council reserves the following main revenue budgets (15/16)

Maintenance	£1.9M
Rates	£3.2M
Building insurance	£0.4M
Electricity	£1.7M
Gas / oil	£1.2M
Water	£0.7M
Total annual revenue	£9.1M

### 3 PURPOSE OF THE COUNCIL'S PROPERTY

3.1 In the light of the above, the principal purposes of the Council's property assets are:

- provide property of an acceptable standard and fit for purpose to provide basic services.
- make the most of the resources available to provide basic services by ensuring an efficient property portfolio.

3.2 In order to help us achieve our purpose, we have highlighted the following as our main operational principles:

- i. Take every sensible opportunity to reduce the size of our portfolio with the aim of ensuring that we use that few buildings as possible to provide Services to Gwynedd residents.
- ii. We will not procure new property if there is suitable space already in Council ownership. Procuring new property will be the last option and only after receiving confirmation that the service cannot be provided without the property in question.
- iii. Take every opportunity to ensure that our present portfolio is managed as efficiently as possible and paying special attention to density of use, running costs and carbon emissions.
- iv. Use every possible opportunity to reduce our energy use, to consider renewable energy and improve buildings' use of energy in accordance with the aspirations noted in our Carbon Management Plan.
- v. Co-operate with Council Departments to review their use of property. We will use asset management data to support strategic reviews which could lead to opportunities to reduce the size of our property portfolio.
- vi. Co-operate with other partners in the public and third sectors to identify opportunities to share property. We will also be open to considering transferring assets to other bodies if that would be of benefit to Gwynedd residents.
- vii. Co-operate on development opportunities to with Housing Associations and private developers if opportunities arise which will benefit the Council or will further the Council's objectives.
- viii. Co-locate Council services where possible and we will ensure that we use as little as possible of office space for our administrative activities.
- ix. Ensure that the properties we use are in an acceptable condition for providing services. We will aim to eliminate repairs and maintenance accumulation and strive to avoid accumulation in future.
- x. Give precedence to ensure our buildings are secure and meet with statutory requirements in terms of safety and condition.
- xi. Strive to ensure that access to buildings complies with the Disability Access Act where that is practically possible.
- xii. Manage leases on our buildings proactively and try and maximize the income from property in order to reinvest it in service provision.

3.3 Already, the Corporate Assets Strategy has imposed a definite direction and financial plan to support the above. This new Property Assets Management Plan deals with the details in terms of our land and buildings.

## 4 MANAGING THE PROPERTY PORTFOLIO

- 4.1 The Council has stated that every property in its ownership is a corporate asset. The work of managing it efficiently is retained centrally with the Corporate Property Service in the Regulatory Department.
- 4.2 The responsibility for political decisions is delegated by the Cabinet to the relevant Cabinet Member for property matters, except for matters strategic in nature or in cases where selling property for less than its market value is considered in accordance with General Disposal Consent (Wales) 2003. Specific matters will be scrutinized by the Services Scrutiny Committee as required and specific matters will also receive attention from time to time by the Audit Committee.
- 4.3 The Government's asset management guidelines asks Local Authorities to identify an individual within the Authority who is qualified (a member or the Royal Institution of Chartered Surveyors - RICS) to lead on Property Asset Management within the organisation. Gwynedd Council has identified the Senior Corporate Property Manager to undertake this requirement. The Council also appoint professionally qualified staff to a number of other key roles in the Service, promote continuous professional development to all staff and has undertaken a Planning Workforce exercise in looking towards the future.
- 4.4 The Council has already adopted specific policies / plans for the following areas and they are to be regarded as appendices to this Plan and numbers 1-5 can be seen in the Property Management Policy Document. The remainder have already been approved individually by the Cabinet or the Health and Safety Committee.
1. Property Disposal Policy
  2. Disposal Policy for less than best consideration
  3. Schools Afteruse Policy
  4. Letting Policy for less than market rent
  5. Property Procurement Policy
  6. Carbon Management Plan (1 and 2)
  7. Asbestos Policy
  8. Asbestos Management Plan
  9. Fire Policy
  10. Fire Risk Management Plan
  11. Legionnaire's Disease Management Plan
  12. Radon Management Plan
- 4.5 All Council property data as well as statutory documentation are kept on one corporate system with access to every service as required.
- 4.6 The Property Service is fully committed to incorporating Ffordd Gwynedd in every aspect of our work. Two units have been amongst the first in the Council to go through a comprehensive exercise to redesign the way we provide our services. The redesigning has led to a more efficient way of working, to clear and robust arrangements of securing best value and annual savings of over £150,000. Most importantly, securing property fit for purpose for service delivery to the people of Gwynedd is central to all of our activities.

## **5 MANAGING THE PORTFOLIO AND FULFILLING PROPERTY OWNER PURPOSE**

5.1 The Council's buildings are used by the public to receive services, such as education, care and statutory services. They are used for leisure, accessing information and to promote the economy. The Council has statutory responsibilities towards the users of these buildings and it aims to fulfil the two purposes noted in 2.3 above in the different areas as follows:

Work area	What has been accomplished?	What we aim to accomplish during the life of this Plan?	Medium / long term aims	How will we measure our success?
<b>Estates and Asset Management</b>	<p>Whilst forming the Corporate Asset Strategy, the purpose of owning every individual building within the portfolio was challenged. The capital investment in, and the revenue cost of, every building was considered. The fields where the Council wished to invest were prioritised and every building surplus to requirement identified with the capital receipts contributing towards the cost of investing in all our corporate assets. The investment we would face were we to continue ownership was a core consideration in forming the Strategy.</p> <p>We continue to assess the Investment required annually and highlight buildings which perform badly and asses the options to manage the situation.</p> <p>The disposal programme since establishing the Strategy has led to £11 million of capital receipts to reinvest. Achieved the expected capital receipts to fund the Strategy every year since its inception.</p> <p>The policy of using the capital receipts reviewed. Now, 20% of capital receipts up to £20,000 is retained by the relevant Service with the balance used to contribute to financing investments in the Corporate Assets Strategy.</p> <p>The Council's leases are managed centrally with timely rent reviews.</p> <p>A programme of non-domestic rates appeals (jointly with Anglesey and Conwy) has led to continuous annual revenue savings of £185,000 to Gwynedd (and once and for all savings of £426,000).</p> <p>A series of completed local property reviews have led to more efficient use of assets by co-locating activities. This</p>	<ul style="list-style-type: none"> <li>• Support the departments to acheive efficiency savings and cuts.</li> <li>• Contribute to the success of the Assets' project of the Local Service Board.</li> <li>• Prepare a programme of district property reviews and implement those that offer the best opportunities.</li> <li>• Support services to conduct service property reviews.</li> <li>• Prepare a programme of land disposal after assessing the portffolio.</li> <li>• Keep reviewing rents to reflect market value</li> <li>• Incorporate management of industrial units and enterprise centres as part of the unit's daily work (subject to the results of a review of the present arrangements by the Savings Realising Panel)</li> <li>• Office space in Pwllheli and Dolgellau reviewed.</li> <li>• Plan to vacate and relocate users of</li> </ul>	<ul style="list-style-type: none"> <li>• Have considered the possibility of conducting a property review in every district.</li> <li>• Another full excercise of challenging ownership of every building by considering running costs and the cost / benefit of being the owner of every property.</li> <li>• Every property surplus to requirement disposed of.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of customes satisfied with the service received</li> <li>• Total capital receipts available to re-invest in the Council's priorities (the Corporate Asset Strategy subject to specific annual sums of capital receipts to fund expenditure).</li> <li>• Percentage of leases reviewed promptly.</li> <li>• Staff satisfaction with their office space</li> <li>• Costs per head for offices</li> <li>• Site Managers' satisfaction with the Cleaning / Care service</li> </ul>

	<p>has led to revenue savings and capital receipts.</p> <p>Reviews conducted on specific areas of property e.g. industrial units, smallholdings, by establishing operating principles for efficient management in future.</p> <p>Review of offices in Caernarfon has been completed which led to new rental income to the Council of about £150,000. A number of offices emptied / disposed of recently including Brown House, Bristol House and the Lawnt, Dolgellau, Victoria Chambers, Palace Street and Galeri Caernarfon. Area offices also closed and in the process of being disposed of. Flexible working introduced to some staff in Dolgellau with guidelines and support provided to the rest of the Council's Services.</p> <p>First step of the review of all land completed, opportunities identified to dispose and generate capital receipts.</p> <p>Every property registered on ePims national system so as to maximise opportunities to make efficient use of property jointly with other public agencies. At present, we play a key part in the Local Services Board project and co-operate with Anglesey and Conwy Councils on several property management projects.</p> <p>Have made full use of Lottery funds (Community Assets Transfer Fund) with 4 out of 18 properties transferred to community care in Wales taking place in Gwynedd, e.g. Harlech Swimming Pool and former Bryn Llywelyn Home for Elderly, Llanffestiniog. Have used statutory powers where appropriate to facilitate schemes where community, environmental or economic benefits accrue from disposing property at less than market value e.g. school buildings after use schemes, Affordable Homes schemes.</p>	<p>Canolfan Frondeg Pwllheli / Ffordd y Traeth Office, Felinheli (subject to the Cuts strategy)</p>		
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	<p>Relevant Property Policies have been adopted for the areas of property procurement and disposal.</p> <p>Investment programme completed to ensure disabled access (in accordance with DDA) to our main buildings and a sum reserved for further improvements as required in future.</p>			
<p><b>Safety</b></p>	<p><b>Asbestos</b> – asbestos review conducted, asbestos register available for all buildings and all asbestos inspected annually in accordance with statutory requirements. “Licence to work” regime implemented before any work can begin on material containing asbestos. Any work arranged outside of the Property Service will have to present an application for consent (C1) before starting work. Asbestos identified as being in poor condition will be disposed of.</p> <p><b>Fire</b> – fire risk assesment and action plan completed for every site every three years with annual inspections in accordance with statutory guidance. Work programme completed to respond to significant risks and to prioritise reactive fire precaution work on the basis of risk. Council policy is to concentrate on measures which protect the lives of users rather than protect the building. We invest to solve substantial risks only.</p> <p><b>Leigionnaire’s Disease</b> – Leigionella risk assesments completed on every site and responsive work to reduce risk done when identified. Monthly water quality and temperature monitoring arrangements in place for high risk buildings.</p> <p><b>Radon</b> – step 1 inspections completed for every buiding. Monitoring work completed for high risk sites with every result within the statutory theshold.</p> <p><b>Site Managers</b> a Site Manager has been appointed for</p>	<ul style="list-style-type: none"> <li>• Maintain the present mangagement arrangements to meet statutory requiriements and ensure the safety of users of our buildings.</li> <li>• Programme the disposal of high risk or poor quality asbestos so as to avoid emergency responsive situations and reduce risk to users.</li> <li>• Continue to deal with substantial fire risk.</li> <li>• Improve the quality of fire inspections and make them less of a burden for site managers.</li> <li>• Introduce water quality and temperature monitoring arrangements to reduce the risk of Legionnaire’s Disease on all relevant sites.</li> <li>• Conduct radon level monitoring work on all medium and high risk sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain the curent management arrangements to meet statutory requirements and to ensure the safety of our buidings.</li> <li>• High and medium risk asbestos disposed of safely.</li> <li>• The expenditure requirement on asbestos and fire reduces substantially</li> <li>• Effective Legionella moitoring arrangements in place.</li> <li>• Radon risks reduced as far as ressoanably</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of buildings with safety systems of acceptable standard to enable services to be provided.</li> <li>• Percentage of customes satisfied with the service received</li> </ul>

	<p>every building and they are aware of their responsibilities and receive formal training from the Council. They receive a quarterly Property Bulletin with the latest news on property management within the Council.</p> <p>A formal arrangement is in place which insist that Site Managers have to present an application for consent before any substantial work is carried out on a building in Council ownership. This enables the Service to ensure that any work is necessary, is arranged safely and in such a way that gives value for money.</p>	<ul style="list-style-type: none"> <li>• Introduce all new arrangements following the Ffordd Gwynedd exercise.</li> <li>• Contracts in place for the vast majority of cyclical work.</li> </ul>	possible.	
<b>Maintenance</b>	<p><b>Reactive</b> – The work unit has been through the Ffordd Gwynedd exercise. Arrangements by now are very efficient with the maintenance “job” completed in 10 days on average rather than 89 under the old arrangements. Customer satisfaction constantly near 98%. Help desk 24/7/365 deal with about 8,000 calls annually. Mobile working arrangements in place. Orders sent straight from site and invoices processed electronically. Two officers appointed to do repair work ourselves for a trial period. Conducting a trial of managing sites and repairs and maintenance work on behalf of secondary Schools. A framework of contractors being established on competitive terms for minor work. Historical overspend now under control. One corporate reactive maintenance budget under the central control of the Property Service.</p> <p><b>Cyclical</b> – The unit has been through a Ffordd Gwynedd exercise which has led to a completely new working procedure, which is being established. Every element in buildings which require servicing and testing has been recorded with procedures established to keep the information current. Cyclical contracts are beginning to be established for some of the elements by moving away from the historical method of arranging the work by inefficient, fragmented means. Statutory servicing and</p>	<ul style="list-style-type: none"> <li>• Maintain the standard of service and the present level of customer satisfaction – proposed cuts could affect our ability to do this.</li> <li>• Continue to build on the success of Ffordd Gwynedd intervention and ensure that the principles are central to the entire service.</li> <li>• Add to the team of internal repairs and maintenance officers if the initial trial period is successful.</li> <li>• Adopt the minor works contractors framework</li> <li>• Establish cyclical contracts for the remainder of the buildings’ essential elements.</li> <li>• Continue to establish new arrangements which follow from the Ffordd Gwynedd exercise on the Cyclical</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain the standards of service and the present level of customer satisfaction – proposed cuts could affect our ability to do this.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of days it takes to complete a piece of reactive repairs and maintenance work</li> <li>• Percentage of customers satisfied with the service received.</li> <li>• Percentage of buildings in good or acceptable condition</li> </ul>



	<p>testing requirements being addressed.</p> <p><b>Programmed</b> – the condition of every property surveyed annually with reactive work prioritised according to the effect on service provision from the building. Survey results have contributed to forming the Corporate Asset Strategy and the Capital Programme that has derived from it. The Council has prioritised capital resources to ensure that the repairs and maintenance backlog does not deteriorate in future and, at the same time, has adopted a programme of investing in the historical backlog – which has led to a considerable improvement over the last five years with the percentage of buildings in good or acceptable condition now over 96%. However, 88% of these are in the “acceptable” category and the risk is that they could fall into the next category. Were we to become complacent, we could see this situation change very quickly.</p>	areas.		
<b>Energy Conservation</b>	<p>Reducing our carbon emissions is a priority for the Council and we have implemented a 5 year Carbon Management Plan. The Plan included a series of single projects between 2010 and 2015. At the end of the plan we had achieved a reduction of 31% in our carbon emissions from buildings compared with the baseline year of 2005 / 06.</p> <p>We have installed 500kW photovoltaic panels on 54 of the Council’s buildings. These include 30 Primary Schools; 12 Secondary Schools; 4 Leisure Centres; 2 Offices and 6 Residential Homes. We are looking at a financial benefit to the Council of almost £2 million over the life of the panels, which is the next 20 years.</p>	<ul style="list-style-type: none"> <li>• Maintain and improve the level of emission reductions realised up to now.</li> <li>• Complete the projects programme in the second Carbon Plan aiming at realising the predicted savings.</li> <li>• Continue to help other services to reduce their use of energy.</li> <li>• Introduce formal monitoring and targeting arrangements for buildings that use the most energy.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to reduce our use of energy at every opportunity.</li> <li>• Draw up further Carbon Plans for the future.</li> <li>• Introduce formal monitoring and targeting arrangements for every building of substance.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage reduction in carbon emissions</li> <li>• Percentage reduction in carbon emissions from buildings only.</li> </ul>

	<p>We have also completed a number of more traditional projects with each one creating energy savings and financial saving for many years e.g.</p> <ul style="list-style-type: none"> <li>• Upgrading lighting (savings of £1,781,000 over 20 years);</li> <li>• Insulating heating pipes (£877,460 over 20 years);</li> <li>• Upgrading Boilers (£721,460 over 20 years);</li> <li>• Upgrading Heating Controls (£1,004,160 over 10 years);</li> <li>• Insulating walls (£522,216 over 30 years);</li> <li>• Install Voltage Controlling Units (£3,185,760 over 30 years);</li> <li>• Raise awareness in order to promote the effective use of buildings and equipment (£160,248 over 3 years);</li> <li>• Joint heating and energy units (CHP) in swimming pools (£952,680 over 20 years);</li> <li>• IWEMS (<i>'Integrated Water and Energy Management System'</i>) in swimming pools (£348,620 over 20 years);</li> </ul> <p>We have worked the Sbarci and Fflic schools' plan. We had to get to grips with changing people's mind frame in order to succeed. Whilst collaborating with the schools we came across examples of constant over use. We succeeded in supporting schools to save energy during a period when they are more dependent on information technology equipment and also where a number of kitchens are being upgraded which increases the use of electricity in the schools.</p> <p>A number of projects in the Scheme involved reducing our use of electricity. As a result of this reduction the</p>	<ul style="list-style-type: none"> <li>• Continue with the efforts to avoid being part of the Carbon Reduction Commitment (CRC) by continuing to use less than the threshold (assuming that the threshold will not be changed)</li> </ul>		
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	<p>Council does not use enough electricity to have to pay the energy tax that came into force in 2010 called 'Carbon Reduction Commitment', until at least 2018. This has led to savings of £1.75 million over the period.</p> <p>Our yearly savings from realising Carbon Plan projects is now £770,000. We have invested a once only sum of £3.7 million to achieve this but the cumulative savings since 2010 – 11 are already £2.2 million. More importantly, we have made carbon savings which are imperative for protecting our environment for the people of Gwynedd.</p> <p>The second Carbon Plan (up to 2020 / 21) has been adopted and we are starting on new projects this year. Our ambition is to see our reductions reach 40%. It means a commitment to invest a further £3.3 million on energy saving plans which will lead to continuous yearly revenue savings of £645,000.</p> <p>The use of energy is a core consideration when assessing procuring new property, new builds or undertaking renovation / upgrading work.</p>			
<p><b>Development</b></p>	<p>The Property Development Unit brings all the other units' objectives together when undertaking a building project, whether a totally new build, an extension or a refurbishing project for an existing building.</p> <p>In order to ensure the best possible building for providing service, our goal is to ensure that any investment in a capital project leads to a building which is efficient to run</p>	<ul style="list-style-type: none"> <li>• Finish the Band A Programme Schools for the Twenty First Century.</li> <li>• Help to prepare Band B application Schools for the Twenty First Century.</li> <li>• Revise the unit's staffing</li> </ul>	<ul style="list-style-type: none"> <li>• Build on the success of Band A with a programme of new schemes in Band B.</li> <li>• Continue to improve our management of</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of buildings completed within budget and on time.</li> <li>• Percentage of customers happy with their new buildings.</li> </ul>

	<p>and maintain, which meets with all the statutory safety and environmental requirements (including EPC A and BREEAM), is fit for purpose and in good condition.</p> <p>Since 2011 we have built or renovated substantially 7 primary schools under the programme Schools for the Twenty First Century. We are at present conducting further projects at 4 junior schools, one Life Long school (3 – 19) and one Special School with a residential respite unit. The programme in its entirety will be an Investment of £36 million by 2018. Projects up till now have won a number of national awards CEW, RICS, RTPI.</p> <p>We are also undertaking a substantial number of other capital projects e.g. Gwynedd Gallery and Museum, Bangor Language Centre, a number of Flying Start units, dealing with substandard buildings (Vic Hallam), renovating farmhouses following floods, upgrading facilities in care homes etc.</p> <p>Every project is managed by a competent and experienced Client Officer who represents the client and ensures that every development meets with the Council's aspirations to provide buildings fit for the purpose of providing services.</p> <p>A procedure of keeping a risk register jointly with the contractor is used on every scheme and at the end of the scheme a lessons learnt exercise is held in order to feed into the next scheme.</p> <p>Frameworks have been established to appoint design consultants and teams and Contractors for schemes over</p>	<p>structure to reflect the work load at the end of the present programme and to create efficiency savings.</p> <ul style="list-style-type: none"> <li>• Ensure that we continue to develop new buildings that meet with our aspirations to provide buildings which meet the standards to provide services by learning lessons from the projects being carried out at present.</li> <li>• Ensure that we continue to improve our management of building schemes by aiming to complete as many as possible within budget and on time.</li> </ul>	<p>building schemes.</p>	<ul style="list-style-type: none"> <li>• Percentage of customers happy with the service received.</li> </ul>
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	<p>the OJEU notch.</p> <p>A procuring process has been established and refined following inspections of completed schemes. A procurement strategy is drawn up at the beginning of every individual scheme. A variety of methods of procurement are used including traditional full design, a design and building pack (D&amp;B) or early input from contractors (ECI). We use the Council's Sustainable Procurement Tool with the goal of ensuring the best possible economic and social benefits for the County when procuring building schemes. Have won Wales and Britain Constructing Excellence for sustainable procurement.</p>			
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5.1 As well as using the measures outlined above to ensure we achieve our purpose, we are also an active member of the property groups of the Consortium of Local Authorities in Wales (CLAW), Association of Chief Estates Surveyors (ACES) and the Assets group CPIFA and use yearly bench marking data to compare our portfolio's performance with the authorities in the rest of Wales. We contribute to the National Assets Working Group (NAWG) and Building Excellence Wales (CEW)/

5.2 We have been very successful in obtaining revenue savings through effective management of our estate and through introducing working methods based on Ffordd Gwynedd principles. Our efficiency savings include roughly:

- Reduction in energy use - £770,000
- Maximise the density of use in offices and let what is surplus to requirements - £100,000
- Rates appeals and reduction in general running costs - £185,000
- Ffordd Gwynedd Exercise (Maintenance Unit) - £100,000
- Efficiency savings 11/ 12 – 14 / 15 – £280,000
- Efficiency savings 15 / 16 onwards – £214,000

**A rough annual revenue savings total (11 / 12 until 17 / 18) of £1,649,000**

(In addition to this £645,000 of further savings are identified in the second Carbon Plan which will be realised between now and 20 / 21).

**6 SERVICES' ASSET PLANS**

6.1 This is a Corporate Asset Management Plan. The objectives and strategies of this Plan are therefore relevant to all of the Council's property. The Council does not prepare different plans for individual Services' property, but rather includes all the individual priorities within this one combined plan.

6.2 The Corporate Property Service leads or gives help to a number of individual Services to conduct their property reviews. The main recent / current Property Service Reviews can be summarised as follows:

Service	Review	Update / Conclusions
Education	Schools	<p>Schools Organisation Plan based on a number of secondary schools' catchment reviews. Reviews have been completed in Bro Dysynni, Y Gader, Y Berwyn and part of the Dyffryn Nantlle catchments. Attention is also given to buildings in vulnerable condition by prioritising them in the programme e.g. Glan Cegin and Groeslon. The number of primary sites will have reduced from 107 to 89 by 2018. By that time we will have built or completely renovated 11 schools.</p> <p>The Senior Corporate Property Manager is part of the Schools Organisation Programme Board and part of the public consultation meetings. Property matters get due attention before coming to a</p>

		<p>decision. Statutory Investment data, condition and requirements are used in every consultation.</p> <p>The next step will be to move on to Band B of the Schools in the 21st Century Programme where the emphasis will be more on the condition of buildings.</p>
Education	Special Schools	<p>Ysgol Pendalar was a new build in 2007 and deals with the demand in the North of the County. A review of the rest of our arrangements has identified a need for a new Special School to serve the South of the County as Ysgol Hafon Lon is too small. Finance has been secured for a new school from the Schools in the 21st Century programme and the building work has begun. A number of the present Special Educational Needs units will be incorporated in part of the new development by centralising expertise and making better use of buildings. It will also include a new residential respite care unit. Following completion of the development, the Council's strategy for the middle / long term will have been achieved in this field.</p>
Property	Offices	<p>The density of use of Headquarters has been reviewed leading to the housing of 4 tenants from the private sector which will produce income of around £150,000 a year. We will continue to review the use as a result of any staff cuts and the success of the flexible working plans. Satellite offices in a number of buildings have been closed leaving only the Headquarters and Penrallt offices in Caernarfon.</p> <p>Dolgellau – satellite offices (3 sites in the Centre of town) have been closed and staff relocated to the main Cae Penarlag Office. Part of that site has also been pulled down. We will review the density of use there again in two years' time following the cuts exercise.</p> <p>Pwllheli –option to close Frondeg Office as part of the possible cut proposals. If this is included in the final package we will have to relocate around 40 staff to the other office at Ffordd y Cob. If Frondeg is not closed we will conduct a density of use review exercise on the two sites.</p> <p>The only other 'office' building is the Canolfan Gyswilt in Penrhyndeudraeth – the efficiency of the site has received attention and we will need to look at this again in the next year.</p>
Property	Smallholdings	<p>A Strategic Review has been held by the Members' Working Group of the Smallholdings estate. It was concluded that they play a key role in offering opportunities for individuals to start in the agricultural industry and that they bring income to the Council. It was concluded that we need to aim to introduce modern terms (FTB) at every opportunity. We will be conducting rent reviews over the next year. The staff resource</p>

		given to manage the estate is very small and the method of management is a reactive rather than proactive considering the other priorities of the Service.
Adults, Health and Wellbeing	Residential Homes - Elderly	The Property Service has been supporting a Strategic Review and is part of the Accommodation Programme Board. Three homes have been closed and the sites disposed of. Extra Care Housing has been developed in partnership with Housing Associations.
Adults, Health and Wellbeing	Residential Homes – Learning Disabilities	Until recently the Council had three homes. Extra Care Units have now been developed on the site of Pant yr Eithin and the home has closed. A consultation is being held at present on the future of Frondeg home with the model of Extra Care being an option. The Property Service is leading on developing a viable capital plan with a Housing Association using other nearby assets as part of one composite plan.
Economy and Community	Libraries	Review ongoing where data on the condition of buildings has been a consideration. Collaborating at present on improving and uniting provision in other buildings at Bala and Porthmadog.
Economy and Community	Industrial Units	The number of units has halved since the Corporate Assets Strategy was established in 2009. Have concentrated on disposing of those in the worst condition whilst retaining units in better condition which can continue to produce rental income for many years.  A review of the estate management arrangements is being held at this time, jointly with the Economy and Community Department.
Economy and Community	Enterprise Centres	The Council has three Enterprise Centres. It has been decided to dispose of Canolfan Maenofferen and a buyer has been identified. Discussions are being held on the future of Mentec and Intec and a review of the present tenancy and management arrangements will need to be held within the next two years.
Property	Housing and housing development sites	A flourishing partnership exists with the Housing Associations. Development opportunities are offered in the Strategic Housing Partnership with every Association given an opportunity to express interest. We are collaborating at present to dispose of and redevelop three strategic sites in Caernarfon and have succeeded in attracting a VVP grant to facilitate the work.  Single houses in the Council's ownership have been reviewed and have been included in the disposal programme where possible.
Highways and Municipal	Public toilets	A review has been completed and a number of toilets have been noted as surplus to requirement. These are on the disposal programme and a number already been sold.
Corporate Property	Commercial property	All Commercial property has been reviewed and the purpose of remaining owners challenged. Where a fair income is produced and there are no substantial spending obligations, they will continue in our ownership. Otherwise, we have already decided to dispose of them. We



		will need to hold a further review of these in about three years to ensure no new sensible disposal opportunities have come to light.
Economy and Community	Leisure Facilities	The future of Leisure centres is dependant to a large degree on the decisions on cuts. Following that we will assist with a review.
Economy and Community	Museums, galleries and cinemas	The County's main museum and gallery is about to relocate from its present unsuitable home to a substantial redevelopment (with grant sponsorship) to the old Bangor Town Hall. Neuadd Buddug in Bala has been reviewed and is about to be transferred temporarily to a local Group. Further reviews will follow any decisions on cuts in this field.
Children	Child Care	The Children's Service has a number of locations that are used to facilitate parental contact with children or offer care. The Property Service has helped with a review of some of these arrangements. One location is now empty and needs to be disposed of and discussions are underway on other locations.

## 7 PROGRESS REVIEW

7.2 We will continue to use national benchmarking data to compare our performance with other authorities.

7.3 We will need to review our arrangements once again at the end of the cuts process which is underway at this moment and consider whether there are further opportunities to reduce the size of the estate or to improve its efficiency.

7.4 The Cabinet Member with responsibility for Property matters will receive a regular update on the progress against the priorities identified and progress can also be challenged by the Scrutiny Committee Services as required.

# Property Management Policies



**March 2016**



## **CONTENTS**

1. Property Disposal Policy
2. Disposal Policy for less than best consideration
3. School Afteruse Policy
4. Letting Policy for less than market rent
5. Policy and Strategy for Procuring Property

# **1. PROPERTY DIOPPOSAL POLICY**

## **1. Introduction**

This policy states the procedure to be adopted to dispose of property surplus to requirement and underutilised property.

Gwynedd Council has designated every property as a corporate resource. It recognises that the Authority may have property that is of no assistance in providing services or that does not meet the non-operational portfolio's objectives (property that is not retained for the purpose of direct service provision)

The need to justify retaining such property is a basic principle of good asset management.

The Council will continue to identify property that is surplus to requirement or property that is underutilised and, wherever possible, can be disposed of.

## **2. Definition of Property Surplus to Requirement / Underutilised Property**

It is believed that the Council does not require a property if:

It doesn't contribute to the Council's function of providing services

No possible strategic purposes or refurbishment / redevelopment in the future can be identified

Another site is identified which could be used to provide a more cost effective service

It is believed that a property is underutilised if:

- The income raised from the site is less than could be obtained from:
  - Utilising it for another purpose
  - Disposing of the property and investing the income
  - Intensifying its present use
- Part of the property is empty and is likely to be empty for the foreseeable future

## **3. Identifying Sites for Disposal**

It is possible to identify sites for disposal as follows:

- They have been identified for a specific use in the Local Development Plan
- By the Service Department declaring that specific sites are no longer required
- By accepting applications from developers, the Council's public partners or individuals to purchase for a specific purpose
- Following an area Property Review
- By constantly checking the Assets' Register

#### **4. Methods of Disposing of Property**

The Senior Manager - Corporate Property will be responsible for adopting the most appropriate method of disposing of property.

However, in order to fulfil its duty under Section 123 of the Local Government Act 1972 and the policy adopted by the Council under the title "Disposal of Land for Less Than its Market Value", the Council must realise the best price it can reasonably obtain for each property declared surplus to requirement. It is only under exceptional circumstances that the provisions in General Disposal Consent (Wales) 2003 can be considered.

Therefore, Council policy is to dispose on the open market so that every interested party has the opportunity to purchase, to ensure the best price and to show transparency.

There are also pieces of land that only have only one possible buyer because of their size, nature and location. Offering these on the open market would be a waste of time and resources. Indeed, doing so would more than likely lead to only one offer for a derisory sum. In such cases, it is suggested that the property should be disposed by private treaty to the one possible buyer. Even then, specific consent must be obtained in every single case. The property will be disposed of at Market Value.

In some circumstance the Council may require land to be disposed of for a specific purpose, for example in order to increase employment. In such cases, the agreed proposed use should be defined in detail and appropriate planning permission obtained before the property is offered on the open market. Every party which satisfies the conditions should have an opportunity to procure the property.

It is possible under some circumstances that the Housing Service will require land to be sold to a Registered Social Landlord to develop accommodation to meet local housing needs. In such circumstances it is considered that the Council is in partnership with the Registered Social Landlord and usually the Council will retain the right to appoint tenants for the accommodation. In such a situation the land will be disposed of directly to the Registered Social Landlord at a price to be determined by the District Valuer who will be acting on behalf of both parties.

#### **6. Land Compulsory Purchased**

Generally, when land surplus to requirement is believed to have been purchased under compulsion, or under threat of compulsion, that land should be offered, in the first instance, to the original owners or their successors.

There are exceptions to this requirements, for example, agricultural land bought before 1935, land that has changed in character, has been developed or is part of a larger site and would decline substantially in value were it divided.

If the original owner has no interest in buying the property or if it is not possible to agree terms within two months, the Council can dispose of the property on the open market.

#### **7. Marketing Strategy**

The Senior Manager - Corporate Property will be responsible for implementing the marketing strategy, either internally or through external bodies.

All costs associated with any possibility of disposing of property (even if these costs do not lead to an actual disposal) will be set against the Service Department / or the proportion allowed of the final capital receipt. These costs include marketing and valuation costs, security and energy costs when the property is not in use and any other costs to facilitate disposing of the property.

**8. Constitutional consent**

The Senior Manager - Corporate Property will prepare a Decision Notice for the consideration of the Cabinet Member with responsibility or Property matters, unless it is a case of selling for less than market value.

**9. Capital Receipts**

Following a capital receipt from disposing of a property, 20% will go to the Service (up to a maximum of £20,000) and the balance to the corporate pot to fund the priorities of the Corporate Asset Strategy.

Services will have the opportunity to apply to use a higher proportion of any capital receipt through the capital requests route or by seeking specific consent from the Cabinet.

**12. Revenue Savings**

These are the savings that property users would, ordinarily, have to pay for annually from budgets for property that have now been disposed of. They include:

- Energy costs – electricity, gas, water etc.
- Rates
- Testing firefighting equipment and portable appliances
- Site management costs – caretaker, cleaner, land maintenance etc.

The revenue savings accruing from disposal of property will be recycled in accordance with the Council's Efficiency Savings policy.

It should be noted that any repairs and maintenance savings will not be considered as savings but rather will be reinvested in the remainder of the Council's property portfolio.

## **2. POLICY FOR DISPOSING OF PROPERTY FOR LESS THAN THE BEST CONSIDERATION**

### **1.0 BACKGROUND**

The General Disposal Consent (Wales) 2003 which came into force on 31 December 2003 provides general consent which removes the requirement for Local Authorities to obtain specific consent from the Assembly for the wide range of lands that are sold for less than the best consideration. Authorities have consent in circumstances where the undervaluation is not more than £2 million and removes the requirement for authorities to seek specific consent for any disposal at an undervalue where the authority considers that the disposal is in the interests of the economic, social or environmental wellbeing of the whole or any part of its area, or any or all persons resident or present in its area. It is the Local Authority that considers whether any particular building or land which is to be sold meets these criteria or whether specific consent is still required under the Local Government Act 1972.

When considering whether or not land should be sold for less than best consideration, the Authority should seek the opinion of a professionally qualified valuer about the likely sum of the undervaluation. Additionally, legal advice should be sought on whether the property or land that is being disposed of falls within the terms of the consent. The Government advises that it might be useful for Councils to inform the auditor appointed of any legal advice it may receive and the steps it proposes to take.

Local Authorities must be able to show that they are acting reasonably in agreeing to dispose for less than market value; it is unlikely that prospective buyers, buyers who believe they have been wronged or who have been unsuccessful (or even local residents) will accept the decision in all cases. Being able to show reasonableness and that the relevant policies have been considered will be fundamental.

### **2.0 LOCAL POLICY CONTEXT**

One of the Council's fundamental policies is to provide Services of the best possible quality within the resources available to meet the requirements of Gwynedd residents. An important element of this is obtaining best value when disposing of property surplus to requirement in order to be able to divert capital receipts towards funding priorities identified in the Corporate Asset Strategy. Consequently, when any sale for less than market value is proposed, it must be shown that economic, social or environmental benefits accrue directly from the sale that could not be realised without disposing at a reduced price.

It is considered that disposals at less than market value will be rare exceptions.

### **3.0 STATE AID**

Any disposal for less than market value will have to conform with the European Commission's rules on state aid. In disposing of land for less than the best consideration, Authorities subsidise the owner, developer and / or occupier of the land. When this occurs, Authorities must ensure that the nature and sum of the subsidy conform with state aid rules. Failure to do so will mean that the aid is illegal.

### **4.0 OPERATIONAL PROTOCOL**

1. Any disposal for less than the best consideration will be referred for consideration by the Council's Cabinet.
2. The Senior Manager – Corporate Property's report to Cabinet should outline clearly what the hypothetical financial loss would be to the Council and what environmental, economic or social benefits would accrue to the Council from reducing the selling price.
3. The report to the Board must contain sufficient information and show the justification to enable Members to come to a conclusion whether the disposal will be a proper use of the Disposal Consent, considering the Council's trusteeship duties to ratepayers.



### **3. Afteruse of Schools Surplus to Requirements**

- Obviously, any scheme which considers the future of property sites could lead to the conclusion that sites will be surplus to the Council's requirements for service provision in future.
- In such cases, the process for considering the future of these sites is shown clearly in the Council's property disposal policies.
- These policies, to a very large extent, have been based on the statutory requirements which every Local Authority faces. Specifically, Section 123 of the Local Government Act 1972 states clearly that the Council must obtain the best consideration that can reasonably be obtained for the ratepayers' benefit. This means that the Council's policy to meet this requirement is to dispose of all properties surplus to requirements on the open market. This enables the Council to make every reasonable attempt to secure the best consideration and means that every potentially interested party will have the opportunity to submit offers in an open and transparent manner.
- But, securing the best consideration does not mean offering on the open market in all cases. In some cases, because of the nature or location of the property, it will appear that only by selling to one specific purchaser can the Council secure the best terms e.g. only one purchaser has access to the land, combining the Council's land with land of a nearby owner would lead to a substantial increase in its value etc.
- In such cases, the Council can dispose of land directly without offering it on the open market subject to receiving of a report from the Senior Manager – Corporate Property confirming that the terms of sale represent the best value to the Council and ratepayers.
- In other cases, the Council will wish to dispose of property in order to facilitate strategic objectives, e.g. providing affordable homes, and in such cases the Council can dispose directly without offering on the open market subject, again, to receiving a report from the Senior Manager – Corporate Property confirming that the terms of sale

represent the best value to the Council and ratepayers. Usually, such disposals will be to the Council's partners working towards the same strategic aims e.g. Housing Associations in cases of providing Affordable Homes.

- In addition to this, in special cases, when there is evidence to support such cases, it is possible for the Council to dispose of property at less than the best financial value. The General Disposal Consent (Wales) 2003 gives statutory consent to Local Authorities to dispose in this way if there is robust evidence proving that the disposal would lead to direct economic, social or environmental benefits which could not otherwise be realised without disposing for a sum which is less than market value.
- It is a matter for each individual Authority to consider whether the economic, social or environmental benefits outweighs the financial loss of disposing at less than market value. The Council's external auditors must be informed of all such cases.
- Consequently, the Council's policy is to consider such requests on the basis of a business plan to be provided by the proposer. Only by assessing the business plan can the Council consider:
  - whether the economic, social or environmental benefits outweigh the financial loss, that is, the difference between the open market value and the price offered in the particular case under consideration.
  - whether the applicant's plan is viable.
  - is it possible to realise the economic, social or environmental benefits without disposing at less than market value?

The above, therefore, confirms that it is possible for the Council to dispose of school sites surplus to requirements for less than the best terms, but only under specific circumstances and following receipt of a business plan justifying clearly the financial loss. A report will be submitted to the Council's Cabinet in every such case.

#### **4. LETTING PROPERTY FOR LESS THAN MARKET RENT**

- 1.1 Requests are made to the Council from time to time by organisations leasing property from the Council for reductions or rescindment of rent. These organisations can include registered charities, community / town councils and community organisations.
- 1.2 The work these organisations do is appreciated, they often operate under strict financial conditions and often apply for a reduction in the rent payable to the Council.

#### **2. PRESENT POLICY**

- 2.1 One of the Council's main objectives is to provide services of the highest quality within the resources available in accordance with the taxpayers' wishes. An essential part of this is ensuring the best possible income when letting Council assets so as to contribute towards Council budgets to make this provision.
- 2.2 There is a duty on officers of the Property Service to adhere to this policy to ensure that the Council receives the best possible profit for the asset.

#### **3. DEVIATING FROM THE POLICY**

- 3.1 When applications for reductions are received, it is suggested that the following policy be adopted:
  - (a) The Property Section agrees a rent corresponding to open market rent. It is the Service responsible for the Property that receives the rent.
  - (b) That the application for a reduction is forwarded to the Service associated with the activities of the user to consider the request i.e. the relevant Department can make up the difference in accordance with that Service's procedure for operating grants.

#### **4. CONCLUSION**

- 4.1 Accepting the above proposals will ensure that the Council receives a fair rent for the property in an open and responsible way whilst enabling organisations to operate their services with less of a financial commitment.
- 4.2 The policy will enable correct financial accounting as support for organisations will appear as expenditure rather than being hidden as a reduction in the income received from assets. This will show that the Council supports organisations as well as receiving fair rents from assets.
- 4.3 It can be arranged that organisations pay net sums to the Council, that is the difference between the rent payable and the subsidy received from the Authority.
- 4.4 It will be necessary to consider Departmental budgets if the policy is adopted to ensure that the effect on the budget as a whole is neutral.
- 4.5 All Council Departments were consulted when this policy was being considered originally. It was prepared jointly with the Internal Audit Service.

## **5. PROPERTY PROCUREMENT POLICY AND STRATEGY**

### **1.0 Property Asset Management Plan**

- 1.1** Gwynedd Council's strategic foundations for managing all property used for operational purposes or for non-operational purposes are the Corporate Asset Strategy and the Property Asset Management Plan.
- 1.2** The principal aims of the Property Asset Management Plan are:
- provide property of acceptable standard and fit for purpose in order to provide basic services.
  -
- 1.4** It is necessary, therefore, that any request for a new property should have been identified in the Corporate Plans or that a clear and unambiguous business plan has have been shown since then.

### **2.0 Property Procurement Operational Process**

- 2.1** This process is relevant to the procurement of every kind of property, including purchasing freehold or taking on a new lease.
- 2.2** The Service wishing to procure property will forward initial instructions to the Corporate Property Unit which will verify the request against the Corporate Asset Management Plan.
- 2.3** If the requirement for the property in question has been identified in the Asset Management Plan the Service will be required to present a strategic and operational justification for procuring the property and, if a reasonable justification cannot be provided, it will not be possible to proceed with the request.
- 2.4** In instructing the Corporate Property Unit the Service will be required to provide a concise brief of their requirements (type of property, size, nature of the use, location, timetable etc).
- 2.5** The Corporate Property Unit will consider, as a first step, whether a property already in Council ownership will meet the Service's requirements,
- 2.6** If no fit for purpose property is available, or if property cannot be adapted, the Property Unit will examine all possible options available on the local market. The Property Service will consider which procurement method and which legal interest would represent the best value to the Council, based on the specific requirements of each individual case.
- 2.7** The Service wishing to procure the property will be responsible for all the costs associated with purchasing / leasing, including any ancillary costs such as consultants fees, revenue costs, legal costs etc.

- 2.8** The Service should not open negotiations directly with property owners so as not to undermine the Council's ability to secure best value in all cases.
- 2.9** Following investigating the market, the Corporate Property Unit will present initial options to the Service and, following their confirmation / further instructions, the Unit will open negotiations with the owner with the intention of agreeing terms, subject to contract and to the Council's constitutional consent.
- 2.10** It will not be possible to proceed with any property procurement if terms cannot be agreed, which, in the opinion of the Senior Manager – Corporate Property, represent the best value to the Council. Delegated authority is available to procure any property by compulsory purchase if required and if there is a legal basis.
- 2.11** If acceptable terms can be agreed, the Council's Legal Unit will be instructed to complete the purchase once the constitutional consent has been received.

### **3.0 Constitutional / Statutory Matters**

- 3.1** The constitutional authority to procure any property generally rests with the Cabinet Minister with responsibility for Property matters following receipt of a decision notice from the Senior Manager – Corporate Property.
- 3.5** In every case, the Service will be required to ensure that adequate funds are available for every once and for all costs and for recurring costs associated with the procurement.

## REPORT TO THE CABINET

15.03.2016

**Cabinet Member: Councillor Dafydd Meurig**

**Subject: Sale of the Former Hendre School Site, Caernarfon**

**Contact officer: Dafydd Gibbard**

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### **The decision sought**

*To use powers under General Disposal Consent (Wales) 2003 to sell the former Hendre School site in Caernarfon directly to Cartrefi Cymunedol Gwynedd (CCG) for less than market value to ensure the provision of social, economic or environmental benefits.*

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### **Local member's views**

#### **Councillor William Roy Owen:**

*"I support the recommendation, and welcome the opportunity to co-operate with Cartrefi Cymunedol Gwynedd to realise a housing development on the site, which will offer a higher than usual percentage of affordable housing. A new development would also improve the visual amenity of the site, which has become an eyesore in recent years."*

#### **Councillor Endaf Cooke:**

*"Whether or not we decide to sell today, the site will one day be developed for housing. It is important that local residents have an opportunity to voice their opinion on the development, and I have concerns regarding the impact of traffic on this area of the town. The cabinet should satisfy themselves that the price is fair under the circumstances."*

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## 1.0 **Introduction**

- 1.1 *Following the relocation of Hendre School to a new school site, the former school site has been vacant since 2012. A planning brief prepared by the Planning Service declares the suitability of the site for a housing development.*
- 1.2 *Following discussions at the Strategic Housing Partnership, a request has been received by CCG as a Registered Social Landlord to purchase the site for a residential development which would provide a higher than required percentage of affordable housing. An Economic Viability Assessment prepared by CCG shows the requirement to purchase the site for a sum not exceeding £600,000, in order for the development to be financially viable.*
- 1.3 *Based on this assessment, the Welsh Government is willing to release grant funding prior to the end of the current financial year, provided there is a formal agreement in place by the Council to sell the site to CCG.*
- 1.4 *Following receipt of a favourable decision by the Council, CCG will be able to claim the grant, proceed to submit a planning application, and upon securing planning permission, complete the purchase. This process should be completed by the end of the current calendar year.*

## 2.0 **Reasons for recommending the decision**

- 2.1 *In order to ensure best value for its assets in accordance with the provisions of Section 123 of The Local Government Act 1972, the traditional method of disposing of Council property is by advertising on the open market and inviting competitive tenders.*
- 2.2 *In 2011, prior to demolition of the former school buildings, the Council together with a National Agent marketed the site on the open market. Private developers showed little interest in the site, and only one tender was submitted for a sum of £221,000. Since then, the school buildings have been demolished by the Council at a cost of approximately £100,000.*
- 2.3 *Following receipt of a declaration of interest in the site from CCG, and in accordance with the usual protocol when transferring assets*



- between semi-public bodies, the Council commissioned the District Valuer to provide an open market valuation based on the planning brief. It is noted in the planning brief that the site would be suitable for approximately 42 units, with a requirement for a percentage of approximately 35% of those units to be affordable housing.
- 2.4 It is difficult to be certain when considering the value of the site, as we cannot predict the impact of possible archaeological remains on the development costs. Due to the close proximity of the site to Segontium Fort, conditions will be attached to any planning permission, requiring the site to be closely monitored whilst excavation work takes place. When developing the new Hendre School on a nearby site, the Council incurred costs amounting to approximately £220,000 in connection with the archaeological aspects.
- 2.5 Until work on the site begins, there is no way of ascertaining the cost implications connected to archaeology. This uncertainty creates nervousness among prospective purchasers, and was a key factor leading to the low value of the tender received when the site was marketed in 2011.
- 2.6 Taking the above into account, the District Valuer is of the opinion that the market value of the site for a residential development providing 55% affordable housing is anywhere between £675,000 and £930,000.
- 2.7 Given that CCG's economic viability assessment shows a requirement for the site to be purchased for no more than £600,000, they are not in a position to offer the price determined by the District Valuer. Therefore, in order to accept CCG's offer, the Council must be satisfied that there is justification for selling the site for a sum between £75,000 and £330,000 less than market value.
- 2.8 The General Disposal Consent (Wales) 2003, gives the Council the legal right to sell for less than market value in cases where social, economic or environmental benefits are provided.
- 2.9 It is considered that selling directly to CCG would facilitate the following benefits:-
- Provide a percentage of approximately 55% affordable housing (23 units) which is significantly higher than the 35%

*likely to be provided by a private developer in accordance with planning policy.*

- As opposed to a private developer, all of the affordable housing (23 units) would be social rented housing. Current waiting lists provided by Gwynedd Council's Housing Options Team (December 2015) confirms the need for social rented housing in the area. Furthermore, the Council's Strategic Housing Unit have identified the former Hendre School site on the backup programme for receiving social housing grant, stressing the need for social rented housing in the area. It is believed that the majority of private developers would wish to sell the affordable units. It should be borne in mind that social housing rents are lower than the rent payable for a privately rented house. This will of course impact upon the viability of a development by a social landlord.*
- In accordance with the terms of the contract between CCG and the successful contractor, the contractor would be required to provide training, through a combination of apprenticeship opportunities and paid work.*
- CCG would undertake to encourage the main contractor to use local contractors and sub-contractors. In addition CCG would encourage and facilitate relationships between the main contractor and the local further education colleges, and also with local support services such as the Jobcentre Plus, in order to promote employment and training opportunities within the area.*

*2.10 Cabinet members must carefully evaluate the social, economic and environmental benefits against the possible reduced capital receipt.*

*2.11 When considering this matter, the fact that the Council has previously marketed the site for sale as a residential development site and that the highest tender received was significantly lower than the offer currently being made by CCG cannot be ignored. Members should also be aware that we have not received any interest in the site since the marketing campaign in 2011.*

*2.12 Therefore, despite the District Valuer determining that the value of the site is greater than the amount CCG can offer, there is no*

*guarantee of when, if ever the Council would attract a similar offer from another developer.*

### **3.0 Next steps and timetable**

- 3.1 *The Property Service will proceed to instruct the Legal Service to commence the process of transferring the site to CCG, with a view to completing the sale during the current calendar year.*
- 3.2 *A favourable decision by the Cabinet will enable CCG to complete their claim for the Welsh Government grant prior to the end of the current financial year, in order to proceed to purchase the site as soon as possible.*
- 3.3 *Cabinet members should be aware that the whole of the capital receipt generated from this site has already been committed as part of the funding package for the new Hendre School.*

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### **Views of the statutory officers**

#### **Chief Executive:**

*“Care must be taken in disposing of land in this way, and the obvious social benefits that would arise should the development be realised, should be balanced against the financial loss to the Council in disposing for less than market value. However, as noted in the report, and confirmed by the Head of Finance, there is uncertainty regarding the Council’s ability to secure “market value” for the site. Therefore, the situation is that the Council has an opportunity to secure income, and benefit from a much needed housing development, which will include the key affordable housing aspect.”*

#### **Monitoring Officer:**

*“It is noted in the report that the Council can dispose of property in any manner deemed appropriate provided the value is not less than the best that can reasonably be obtained (Section 123 Local Government Act 1972). The Council is permitted to sell for less than best value in*

accordance with the General Disposal Consent (Wales) 2003 provided the Council is of the opinion that the disposal is in the interests of the economic, social or environmental wellbeing of the area, part of the area, or any persons resident or present in the area. In arriving at the recommendation, the report evaluates the relevant factors, however it must be ensured that these elements are realised when transferring the land. As the development provides for a proportion of open market housing, it must be ensures that the benefit in terms of the provision of social housing resulting from the sale, is proportionate to the reduction offered."

**Head of Finance Department:**

*"The true market value of any property is the amount that someone is willing to pay for it. Although the District Valuer states that the land's value lies between £675,000 and £930,000, the exercise undertaken in 2011 showed that the amount that a potential developer would be willing to pay is significantly lower than this. I am not convinced that adequate changes have occurred in the property market or local circumstances to suggest reasonably that the Council could currently receive more for the land than the proposal under consideration.*

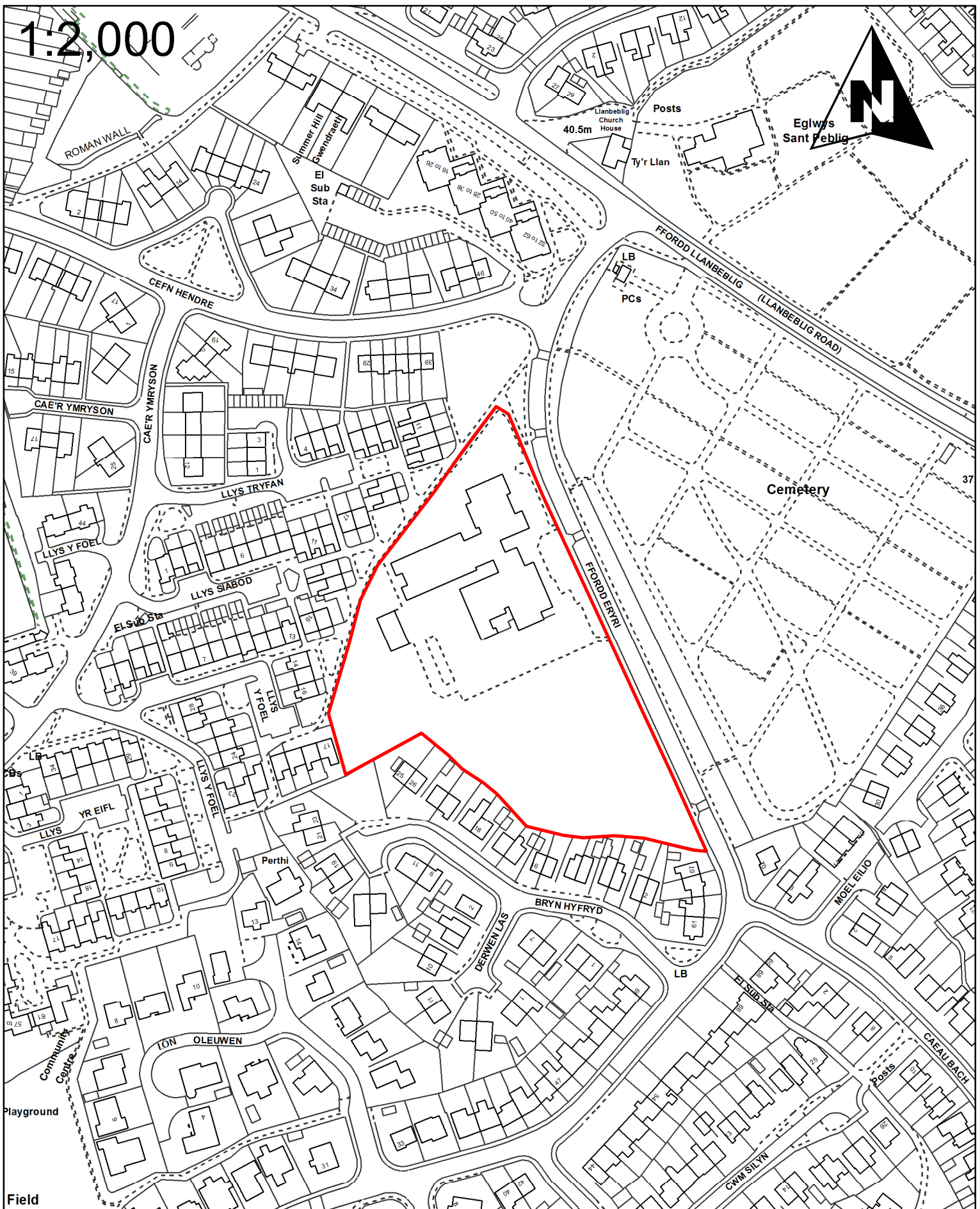
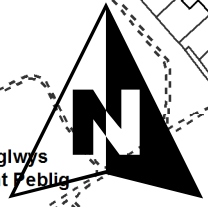
*Because of the social and economic opportunities resulting from this sale, and because it is not likely that a delay would give the Council the opportunity to attract a significantly higher amount for the land, there is no reasonable financial justification for rejecting this proposal. I agree with the interpretation of the General Disposal Consent (Wales) Regulations 2003 that is outlined in the report, and therefore a decision to accept the offer would be financially appropriate."*

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**Appendices**

Site Plan

1:2,000



# Agenda Item 13

## FORWARD WORK PROGRAMME

### GWYNEDD COUNCIL CABINET

Date of discussion at the Cabinet	Items to be discussed	Cabinet Member
<b>Quarter 1 2016/17 – 1 April – 30 June 2016</b>		
<b>12 April</b>	Gwynedd Council Performance Overview	Dyfed Edwards
	Information Technology Strategy	Peredur Jenkins
	Cyngor Gwynedd's Readiness Assessment for the Social Services and Wellbeing (Wales) 2014 Act	W Gareth Roberts
<b>3 May</b>		
<b>7 June</b>	2015/16 Final Accounts – Revenue Out turn	Peredur Jenkins
	2015/16 – 2017/18 Capital Programme	Peredur Jenkins
<b>28 June</b>	Review of Funds	Peredur Jenkins
	Gwynedd Council Cabinet's Forward Work Programme	Dyfed Edwards
<b>Items to be discussed in Quarter 1 2016/17 but no date set as yet</b>		
	Commissioning Adult Services	W Gareth Roberts
	Ageing Well Action Plan	W Gareth Roberts
	Parking Matters	Dafydd Meurig
	Consultation on the Strategy for Library Services	Ioan Thomas

<b>Date of discussion at the Cabinet</b>	<b>Items to be discussed</b>	<b>Cabinet Member</b>
	Gwynedd Council's role in the field of Renewable Energy	John Wynn Jones
	Defeating Poverty Strategy	Ioan Thomas
	Educational Principles and Area Structures	Gareth Thomas
<b>Quarter 2 2016/17 – 1 July – 30 September</b>		
<b>12 July</b>	Review of the Ffordd Gwynedd Strategy	Dyfed Edwards
	2016/17 Revenue Budget – Identifying Early Risks	Peredur Jenkins
	2016/17 Capital Programme – First Quarter Review	Peredur Jenkins
<b>26 July</b>		
<b>13 September</b>		
<b>Items to be discussed in Quarter 2 2016/17 but no date set as yet</b>		
	Gwynedd Youth Service Model	Mair Rowlands
	Business Model for the Future for Ymgynghoriaeth Gwynedd Consultancy	John Wynn Jones