

Complete Agenda

CABINET

GWYNEDD COUNCIL

DATE	Tuesday, 12th July, 2016
TIME	1.00 pm
LOCATION	Siambr Hywel Dda, Council Offices, Caernarfon, Gwynedd. LL55 1SH
CONTACT POINT	Sophie Hughes 01286 679729 cabinet@gwynedd.llyw.cymru

GWYNEDD COUNCIL CABINET MEMBERS

Members	
Dyfed Wyn Edwards	Leader
Dyfrig L. Siencyn	Deputy Leader
Peredur Jenkins	Cabinet Member for Resources
John Wynn Jones	Cabinet Member for the Environment
Dafydd Meurig	Cabinet Member for Planning and Regulatory
W. Gareth Roberts	Cabinet Member for Adults, Health and Wellbeing
Mair Rowlands	Cabinet Member for Children, 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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REPORT TO THE CABINET

12 July, 2016

Cabinet Member: Councillor Dafydd Meurig

Subject: Matter arising from the scrutiny committee - Further Efficiency Savings

Contact Officer: Dafydd W Williams – Head of Regulatory Department [Interim]

Decision sought

Approval on how to meet the savings that were referred to the Scrutiny Committee for further work before reaching a conclusion by:

1. The Department to commit to making the Pest Control Unit as self-sufficient as possible by increasing income by approximately £40,000 per annum, rather than abolishing the Pest Control Service in its entirety.
2. The Department to deliver the Step 2 Public Protection saving (£69,000) by abolishing the post of Senior Manager - Public Protection and adjust the present Senior Manager Planning and Environment post to include responsibility also for the Public Protection Service.
3. That the Department presses on to achieve £278,440 in efficiency savings, as outlined in paragraph 5.2 of this report, by way of an alternative scheme. The alternative scheme will look to opportunities to raise income levels (primarily from the efforts to introduce a new Parking Order), changes in the structure of the department as well as reducing the risks which are preventing efficiency savings already approved from being achieved.

Local Member's Opinion

Not a local matter.

1. BACKGROUND

- 1.1 As part of the exercise to find financial Savings schemes between 2015 and 2018 the Regulatory Department has submitted schemes worth £1,242,883 to the Council Cabinet and these have been approved. In addition to this, cuts of £523,000 were approved by the Council on 3rd March 2016. Details of the schemes approved by the Cabinet together with an implementation profile are included as Appendix 1 for information.
- 1.2 The Department also has four schemes which have been referred by the Cabinet for further work by the relevant scrutiny committees before reaching a conclusion, namely:
 1. **Cessation of non-statutory functions – Pest Control Services** - £67,000 [this matter dealt with in a separate report to the Scrutiny Committee].
 2. **Step 2:** A further 10% cut in the Public Protection Service budget - £69,000.
 3. **Step 3:** A yet further 10% cut in the Public Protection Service budget - £69,000.
 4. **Advertising Planning Applications** - £15,000.
- 1.3 An initial report was submitted to the Communities Scrutiny Committee on 12 January 2016 dealing with the first scheme [Pest Control Service] and it was agreed that the Department would return to the committee with a plan to make the Pest Control Unit financially self-sufficient. A further report was submitted to a joint meeting of the Communities Scrutiny Committee and the Corporate Scrutiny Committee on 16 June to submit a scheme to increase the income of the Pest Control Unit.
- 1.4 Another report was submitted to the same Scrutiny Committee which outlined a plan to address the other savings referred for further work before reaching a conclusion.
- 1.5 This report will summarise what was submitted to the Scrutiny Committee on 16 June 2016 and will outline the main conclusions for the Cabinet's consideration before reaching a decision.

2. A SUMMARY OF WHAT WAS SUBMITTED TO THE CORPORATE SCRUTINY COMMITTEE ON 16 JUNE 2016

2.1 An outline of the Department's commitments in terms of Savings and Cuts was given to the committee detailing the current situation, the relevant timeframes as well as the risks to delivering. The Scrutiny Committee welcomed this information as it provided a clearer context for them when looking at the further savings to be considered.

Savings that have been approved

2.2 It was explained that the Department had succeeded to reach the savings target for 2015-16 and savings of £470,390 had been found, and it was expected that we would meet the target of £409,810 in 2016-17 and £362,683 in 2017-18.

2.3 The risk designation associated with every savings scheme was outlined. It was explained that £85,290 was in the risk category of 'likely there will be a problem in reaching the expected saving' (amber) and £35,000 under the risk 'unlikely to be able to find the saving' (red). The risk profile to deliver the savings approved as well as the risk level is shown in Table 1.

Table 1 Risk profile of achieving approved savings

RISK LEVEL	2015-16	2016-17	2017-18	TOTAL
Achieved	£470,390	£241,910	£4,300	£716,600
Green	£0	£151,900	£174,713	£326,613
Yellow	0	£10,000	£69,380	£79,380
Orange	0	£6,000	£79,290	£85,290
Red	0	0	£35,000	£35,000.00
Total	£470,390.00	£409,810	£362,683.00	£1,242,883.00

2.4 It was explained that an additional sum of £90,000 (from the £16 million efficiency savings) had been found in the 2015-16 financial year to bring the total to £560,390, through better management of Council offices which has enabled the leasing of office space to private companies at Penrallt offices, Caernarfon.

Other additional Savings

2.5 As part of the list of schemes which have been referred for further work by the scrutiny committees, two other schemes had been included originally, namely:

- Planning Collaboration [Gwynedd and Anglesey] £50,000.
- Planning Collaboration [Gwynedd and SNPA] £50,000.

2.6 Despite this, the Head of Department has agreed that every effort will be made to seek to deliver these savings in alternative ways, but, it has not been possible to give a guarantee of this to date.

3. CUTS WHICH HAVE BEEN DETERMINED

3.1 At the Full Council meeting on 3rd March 2016 a decision was made on the cuts to Council Services.

3.2 The total cuts which directly affect the Regulatory Department is £523,400, and the exact headings, the sum and timing for each cut together with the timescale have been outlined in Table 3.

Table 2: Cuts which have been determined and timescale for the Regulatory Department

CUT	SUM	WHEN
Two posts in the Joint Planning Policy Unit	£30,000 [50% for Anglesey]	April 2018
One post in the Biodiversity Unit	£30,000	April 2017
Half the Budget of the Traffic and Projects Unit	£65,000	April 2016
20% of the footpath maintenance budget (including one post)	£110,000	£20,000 April 2016 £90,000 April 2017
One post from the Pollution Control Unit	£35,000	April 2017
One post from the Food Hygiene Unit	£36,000	April 2017
Nature Reserves Budget	£59,400	£15,000 April 2016 £44,400 April 2017
One post in the Roadworks Management Unit	£30,000	October 2016
Closure of Frondeg, Pwllheli and Beach Road, Felinheli	£60,000	Frondeg will go back to the Cabinet
One post from the Buildings Maintenance Unit	£28,000	April 2016
One and a half post from the Estates Unit	£40,000	November 2016
TOTAL	£523,400.00	

- 3.3 The cuts highlighted in blue (total of £339,000) are jobs cuts which mean that there is a need for some change in structure and responsibilities to try to reduce the impact of the cut on the Department's services.

4. HOW CAN WE DELIVER THE SAVINGS FROM THE SCHEMES THAT HAVE BEEN REFERRED FOR FURTHER WORK BY THE SCRUTINY COMMITTEES?

4.1 Four schemes were considered by the Scrutiny Committee, and this part of the report will refer to how we can deliver these savings, namely:

- **Cessation of non-statutory functions – Pest Control Services** - £67,000.
- **Step 2:** A further 10% cut in the Public Protection Service budget - £69,000.
- **Step 3:** A yet further 10% cut in the Public Protection Service budget - £69,000.
- **Advertising Planning Applications** - £15,000.

4.2 Cessation of non-statutory functions - Pest Control Services - £67,000

4.3 A report was submitted to the Communities Scrutiny Committee on 12 January 2016. The Committee was of the opinion that this was a very important service for the public and for internal operational services of the Council.

4.4 The main scrutiny output on the 12th of January, 2016 was a request to look at the options so as to make the service financially self-sufficient, rather than abolish it. It was also acknowledged that abolishing the Pest Control Unit would not lead to a saving of £67,000 anyway. The Unit's financial situation can be summarised as follows:

Costs of service provision (including central recharges and departmental costs)	£144,880
Income Target	£88,590
Financial deficit	£56,290

- 4.5 Nevertheless, it must be borne in mind that the service provision costs include a contribution towards the Council's central costs, namely £27,850. Should the service be abolished, the Council would need to re-direct these central costs to other services thus this sum would not be saved in reality. Therefore, the actual saving from abolishing the service after disregarding these costs would be:

Current financial deficit (costs less income) less	£56,290
Central recharges that would need to be re-directed to other services	£27,850
Actual saving from abolishing the Pest Control Unit	£28,440

- 4.6 Following the clear message expressed at the Scrutiny Committee in January, an assessment was made of the realistic possibility of meeting the saving of abolishing the Service [£28,440] as a minimum and seek to reach the figure of £56,290 to be entirely self-sufficient.
- 4.7 Following detailed work to consider what options are open to the Council, it is recommended that the financial deficit can be met through a combination of the following:

Review the fees of Internal contracts	£16,500
Review the fees of External contracts	£6,500
Review the fees of Responsive Service	£7,500
Attracting New Work with more effective marketing	£9,120
Total	£39,620

- 4.8 Therefore, the above-mentioned elements would result in an income increase of approximately £39,620 compared with the actual saving of £28,440 which would derive from abolishing the service. The Scrutiny Committee confirmed that this was a reasonable way of addressing the financial deficit, and they were extremely supportive of proceeding with this alternative scheme rather than abolishing the service. A request was made for a progress report within 12 months.

Step 2: A further 10% cut in the Public Protection Service budget - £69,000

- 4.9 Committee members may remember that the Senior Manager with responsibilities for the Public Protection Service retired in August 2015. At the time, the responsibility for this Service was added to the responsibilities of the Senior Planning and Environment Service Manager on a temporary basis. It was very difficult to predict whether or not this arrangement would be successful, as the field of work is a specialist one, that there were four additional Units to manage and that not much time had been given to transfer the responsibilities.
- 4.10 Despite this, the Senior Planning and Environment Service manager has coped very well with the additional duties, with staff and managers in agreement that the arrangement worked well. In light of this, arrangements have been made to make this arrangement a permanent one, and therefore the Planning and Environment Service and the Public Protection Service were merged at the beginning of February 2016. This arrangement will give a saving of the cost of employing a Senior Manager - Public Protection, and having considered the acknowledgement for undertaking additional duties, the saving of doing this is approximately £70,000. It is therefore intended to place this saving against Step 2, namely a further 10% reduction in the Public Protection Service budget - £69,000.

Step 3: A further 10% cut in the Public Protection Service budget - £69,000

- 4.11 It can be seen from Rh8 & Rh11 [Appendix 1] that efficiency savings of £194,850 have been achieved by reducing the number of staff in the Public Protection Service. This is against a target of £169,000 and therefor in excess of the target by £25,850.
- 4.12 The Department's opinion is that the figure achieved in excess of the target should go part of the way to deliver the saving in Step 3: a yet further 10% reduction in the Public Protection Service budget of £69,000. This then leaves a deficit of £43,150.

- 4.13 Whilst it is possible to consider reducing the Public Protection budget further, it is likely to be very difficult to realise this without affecting the Service's ability to maintain its statutory duty. We must also consider the cuts facing the unit, namely one food hygiene post (£36,000) and one pollution control post (£35,000).

Advertising Planning Applications - £15,000

- 4.14 Further to the new Planning Act introduced in 2015 which does not refer to changing the statutory requirements to advertise some types of applications in the press, it will not be possible to reduce the cost for advertising planning applications. Therefore, the Department's opinion is that we should try to deliver the saving through an alternative scheme.

5. ALTERNATIVE SCHEME

- 5.1 This situation is not easy, but it is felt that it is possible to deliver the savings in question by being flexible and considering the challenge in its entirety as a Department when creating alternative schemes.
- 5.2 From what has been submitted, you will see that we need to consider not only the schemes which have been referred for further work by the scrutiny committees, but also the savings which have been approved which are at risk of not delivering. These schemes are shown in Table 4. This table shows that an alternative scheme is needed to address the £278,440.

Table 3: Savings which need to be considered in alternative schemes:

SCHEME	SUM
Step 3: A further 10% cut in the Public Protection Service budget	£43,150
Advertising Planning Applications	£15,000
Savings that have been approved - amber risk level	£85,290
Savings that have been approved - red risk level	£35,000
Desire to find savings to address the deficit from two collaboration schemes disregarded (paragraph 2.5)	£100,000
	£278,440.00
Total not including the desired saving	£178,440.00

Department Staff Structure Changes

- 5.3 Section 3 of the report mentions, when discussing the cuts faced by the Department, the intention to look at minor adaptations to the structure of the Department's services to reduce the effect of cuts on services. The Department is of the opinion that it is possible to look at minor adaptations to the structure of the Department's services across all Units, including the Units which are affected by cuts as well as those which are not. It is believed that it is possible realise some of the required sum by making minor adaptations to the structure.

Increasing Income

- 5.4 It can be seen from the information about savings that have been approved (Appendix 1) that there are several schemes in which savings are found by increasing income. It is felt that there is scope to increase income by focusing more efforts on some aspects. Some more work needs to be done before committing to a figure of how much more income can be attracted by increasing efforts.
- 5.5 However, we have already gone through a comprehensive process to review our car parks which will lead to the introduction of a new Parking Order for the county. This was an extensive and complex process which included conducting a statutory consultation. These efforts will allow us to generate substantial additional income over the next year or two. The intention is to use the additional income as a contribution towards the Department's efficiency savings.

Risk Reduction

- 5.6 There is of course also scope to reduce the risks which prevent us from realising the savings which have been approved. By focusing on this over the past months, the Department has succeeded to reduce the risk of realising on several of the schemes.
- 5.7 The Corporate Scrutiny Committee accepted that adopting an alternative scheme to address the savings was a reasonable step forward. The Cabinet Member confirmed his desire and his expectation to fulfil the full saving of £278,440. It was also agreed to report to the Scrutiny Committee on the progress of the alternative scheme within 9 months.

6. RECOMMENDATION

- 6.1 The Department to commit to making the Pest Control Unit as self-sufficient as possible by increasing income by approximately £40,000 per annum, rather than abolishing the Pest Control Service in its entirety.
- 6.2 The Department to deliver the Step 2 Public Protection saving (£69,000) by abolishing the post of Senior Manager - Public Protection and adjust the present Senior Manager Planning and Environment post to include responsibility also for the Public Protection Service.
- 6.3 That the Department presses on to achieve £278,440 in efficiency savings, as outlined in paragraph 5.2 of this report, by way of an alternative scheme. The alternative scheme will look to opportunities to raise income levels (primarily from the efforts to introduce a new Parking Order), changes in the structure of the department as well as reducing the risks which are preventing efficiency savings already approved from being achieved.

Opinion of the Statutory Officers

Chief Executive:

The Regulatory Department, like every other department within the Council are facing significant challenges in realising the Efficiency Saving Strategy and the Council cuts. Clearly, circumstances change, and in some situations it is not always possible to deliver in exactly the way envisaged in the past, some two years ago in some efficiency savings cases.

It is completely reasonable therefore that the department present alternative schemes in such circumstances. In some cases these have been discussed in Scrutiny Committees to assess their effect and consequences. The important matters here are to reduce the effect on the general public as much as possible, and that the Regulatory Department can assure the Cabinet that they will deliver the targets set and the commitment made to realise all the efficiency savings and cuts that have been approved by the Council.

Monitoring Officer:

In considering and approving a schedule of efficiency savings the Cabinet need to satisfy themselves of their understanding of the possible effects and robustness of the measures. The report offers alternative solutions to meet the efficiency savings target, and accepts that some further work is required to develop some aspects. These are matters the Cabinet may balance in considering the report.

Chief Finance Officer:

Due to various reasons, some of the Regulatory Department's efficiency savings' original target may not be realised. Where other Department's have not met their departmental quantum, they have had to find alternative schemes of the same value, and this is what the Regulatory Department is presenting here.

To summarise, the affected schemes means that £340k needs to be found. Two of those schemes to the value of £109k have been confirmed, leaving £231k. Not only is the Department confident that it can achieve this and the relevant areas are outlined within the report, it's able to over-achieve by £47k to generate a total of £278k.

In truth, therefore, the recommendations propose £46k more savings than the original total with this sum available for the Council's corporate requirements.

However, a large proportion of the alternative savings proposed are from an increase in income. Where income has increased through proactive steps, the Department has a claim on those savings. On the other hand, if the income is higher due to outside trends as a result of increase in demand, that sum will be snatched by adjusting the budget.

In the circumstances, the Cabinet might possibly consider that this proposal from the Regulatory Department is an acceptable compromise.

Appendices:

A list of the Department's efficiency savings.

Ref	Plan	Contact Officer	2015/16 £	2016/17 £	2017/18 £	2018/19 £	Total £	Delivery Period	Comments
	Quantum Projects £16m		90,000	0	0		935,880		
	Efficiency Plans .5%						162,000		
	Total Plans £16m		90,000	0	0		1,097,880		
	Total Efficiency Plans 1%		0	0	0		390,930		
	Savings 2015 to 2018								
Rh1	Restructure the Service [All Units]		58,170	71,830			130,000	Ch 1/15-16 Ch 1/16-17	15/16 this has been delivered and no problem is envisaged in achieving the balance
Rh2	Flow Count/Speed [Traffic Unit]		30,000				30,000		Savings delivered
Rh3	Save Money Maintaining Bridges (1) (Refenue)				62,000		62,000	Ch 2/17-18	Need to resolve the matter with the Highways Department including agreeing a working programme to enable delivery
Rh4	Save Money Maintaining Bridges (2) (Refenue)			37,000			37,000	Ch 1/16-17	Savings delivered
Rh5							0		
Rh6	Increase in Street Works income (Streetwork Unit)		10,000	10,000	17,290		37,290	Ch 1/15-16 Ch 1/16-17 Ch 1/17-18	Even though there is an increase in income, the Trunk Road Agency are working to internalise services which means a loss of income of around £65,000 to the Streetcare Unit. Despite this, a solution is in progress in order to fully deliver the saving.
Rh7							0		
Rh8	Reduction in Management Costs - Public Protection Service		96,100				96,100		Savings delivered
Rh9	Stop non statutory functions – Pest Control Services						0		
Rh10	Increase in Market and Fair feest to recover costs			6,000			6,000	Ch 1/16-17	It may not be possible to deliver the savings as anticipated and will need to submit an alternative plan.
Rh11	Reduction of 10% in the Public Protection Service budget aspects where the Council has discretion on the level of service provision.		87,340	11,410			98,750		Savings delivered
Rh12	Rh11 -Reduction of 10% in the Public Protection Service budget aspects where the Council has discretion on the level of service provision and additional 10% [i.e. 20% in total]						0		
Rh13	Biodiversity Unit Review			30,070			30,070	Ch 1/16-17	No problems anticipated to deliver the saving.
Rh14	Joint Planning Poliy Unit				23,213		23,213	Ch 1/17-18	No problems anticipated to deliver the saving.
Rh15	Charge for Planning Advice		10,000				10,000		Savings delivered
Rh16	Advertise Planning Applications						0		
Rh18	Review of the Coed Cymru Service		8,560				8,560		Savings delivered
Rh19							0		
Rh20							0		
Rh21	Countryside and Access Collaboration [Gwynedd and SNPA]				35,000		35,000	Ch 1/17-18	This has been identified from the outset as a saving that would be difficult to guarantee without reorganisation of local government or changes in the structure of Park authorities and AHNE. The Department will be introducing an alternative plan in due course.
Rh23	Land Charges 2014 Review			12,500			12,500		Savings delivered
Rh24	Review of the use of pool cars and fleet to reduce travelling costs.			18,000			18,000	Ch 1/16-17	No problems anticipated to deliver the saving.
Rh25	Restructure the Development Control , Enforcement and Planning Support Units		36,920		59,380		96,300	Ch 1/15-16 Ch 1/17-18	15/16 has been delivered but some work is necessary to achieve the balance
Rh26	Review the work of the Rights of Way Team		74,300	10,000	10,000		94,300	Ch 1/15-16 Ch 1/16-17 Ch 1/17-18	15/16 has been delivered by cutting 2 posts but there is a need to agree on a work package to achieve the balance.
Rh27	Further reduction of 10% on Rh11 and Rh12s [total of 30%] in the Public Protection budget which addresses the function where the Council has discretion in the level of service it provides.						0		
Rh28	Increase Taxi Licensing fees to recover costs			10,000			10,000	Ch 1/16-17	Savings delivered
Rh29	DEC Certificate		7,000				7,000		Savings delivered
Rh30	Restructing the Development Unit				39,000		39,000	Ch 1/17-18	This is to be achieved 01/04/17 and no problem is envisaged.
Rh31	Restructring the Estates Unit			12,000	7,500		19,500	Ch 1/16-17 Ch 1/17-18	No problems anticipated to deliver the saving.
Rh32	Cleaning Services		20,700	15,000	4,300		40,000		Savings delivered early
Rh33	Small holing rent review				20,000		20,000	Ch 1/17-18	No problems anticipated to deliver the saving.
Rh34	Restructure the Planned Works and Safety Unit.			10,000	5,000		15,000	Ch 1/16-17 Ch 1/17-18	No problems anticipated to deliver the saving.
Rh35	Softwear Licences		5,000				5,000		Savings delivered
Rh36	Reduction in the mechanical and electrical expertise			36,000			36,000		Savings delivered
Rh37	Reduce the number of Vans		7,000				7,000		Savings delivered
Rh38	Reduce the number of Caretakers - Headquarters [Pencadlys]		19,300				19,300		Savings delivered
Rh39	Parking Review			120,000	80,000		200,000	Ch 1/16-17 Ch 1/17-18	15/16 and 16/17 have been delivered and no problem is foreseen in achieving the balance [£60k 15/16 not to be taken out – WEJ 8.3.16]
							0		
							0		
							0		
	Total of the Efficiency Savings 2015 i 2018		470,390	409,810	362,683		1,242,883		
	Cuts 2016-17 to 2017-18								
2	Reduce the number of posts by 1 from 10.5 in the Joint Planning Policy Unit.				15,000		15,000	Ch 1/18-19	No problems anticipated to deliver the saving.
17	Reduce a further post in the Joint Planning Policy Unit.				15,000		15,000	Ch 1/18-19	No problems anticipated to deliver the saving.
21	Reduce the number of posts by 1 from 2.45 in the Biodiversity Unit.				30,000		30,000	Ch 1/17-18	No problems anticipated to deliver the saving.
22	Reduce the Traffic Management Unit budget by 50%			65,000			65,000	Ch 1/16-17	

Ref	Plan	Contact Officer	2015/16 £	2016/17 £	2017/18 £	2018/19 £	Total £	Delivery Period	Comments
23	Reduce the Public Footpath budget, including 1 post from 7.2			20,000	90,000		110,000	Ch 1/16-17 Ch 1/17-18	16/17 wedi ei wireddu ac ni ragwelir unrhyw broblem gwireddu'r gweddill.
25	Reduce the number of posts by 1 from 8 in the Pollution Control Unit				35,000		35,000	Ch 1/17-18	No problems anticipated to deliver the saving.
27	Reduce the number of posts by 1 from 13.8 in the Food Hygiene Unit				36,000		36,000	Ch 1/17-18	No problems anticipated to deliver the saving.
46	Reduce the budget for maintaining nature reserves by 100%			15,000	44,400		59,400	Ch 1/16-17 Ch 1/17-18	16/17 Has been achieved and negotiations are under way with other agencies in order to generate income to support the service.
63	Reduce the number of posts by 1 from 7 in the Streecare Unit.			15,000	15,000		30,000	Ch 3/16-17	Savings delivered
C8	Close the Frondeg and Ffordd y Traeth, Feliheli Buildings.			20,000	23,330	16,670	60,000	Ch 1/16-17 Ch 1/17-18 Ch 1/18-19	The service needs to report back to the Cabinet with regards to business plan C8 [Frondeg] before moving forward to realize the saving to ensure that there are acceptable solutions to those there at the moment. It is currently foreseen that there is a possibility that the scheme will slip.
C9	Reduce the number of posts by 1 from 8.5 in the Building Maintenance Unit			28,000			28,000	Ch 1/16-17	Savings delivered
C10	Reduce the number of posts by 1.5 from 7.2 in the Estates Management Unit			16,670	23,330		40,000	Ch 3/16-17	It is anticipated there may be slippage in delivering this saving, and there is a need to change some of the structure and responsibilities to reduce the impact on the Departments services.
							0		
							0		
	Total Cuts 2016-17 i 2017-18			179,670	327,060	16,670	523,400		
	Total Savings Strategy		560,390	589,480	689,743	16,670	3,255,093		

Total Plans £16m	Delivered	90,000			
	Green	0		0	
	Amber	0		0	
	Red	0		0	
		90,000		0	1,097,880

Efficiency Plans 1%	Delivered	0	0	0	
	Green	0	0	0	
	Amber	0	0	0	
	Red	0	0	0	
		0	0	0	390,930

Total Efficiency Plans 2015 i 2018	Delivered	470,390	241,910	4,300	
	Green	0	151,900	174,713	
	Yellow	0	10,000	69,380	
	Amber	0	6,000	79,290	
	Red	0	0	35,000	
		470,390	409,810	362,683	1,242,883

Cuts	Delivered	143,000	15,000	0	
	Green	0	265,400	0	
	Yellow	36,670	23,330	0	
	Amber	0	23,330	16,670	
		179,670	327,060	16,670	523,400

THE CABINET TUESDAY, 28 JUNE 2016

Present-

Councillors: Dyfed Wyn Edwards (Chairman), Dyfrig L. Siencyn (Vice-Chair), 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), Morwena Edwards (Corporate Director), Iwan Trefor Jones (Corporate Director), Dafydd L. Edwards (Head of Finance), Iwan G. Evans (Head of Legal Service), Dylan Rhys Griffiths (Strategy and Development Manager), Gareth Jones (Senior Planning and Environment Service Manager), Hawis Jones (Strategic Planning and Performance Manager) and Dafydd Wyn Williams (Interim Head of Regulatory)

1. APOLOGIES

Cabinet Members and Officers were welcomed to the meeting.

No apologies were received.

2. DECLARATION OF PERSONAL INTEREST

Councillors Dyfrig Siencyn and Peredur Jenkins declared a personal interest in item 8 on the agenda because the report included an update on a project to establish a Welsh-medium Catchment Area School for 3-16 year olds in the catchment area of Ysgol y Gader. Cllr. Siencyn has a child at the school and is a member of the Governing Body for Ysgol y Gader and Ysgol Gynradd Dolgellau. Cllr. Jenkins is a member of the Governing Body for Ysgol y Gader and is deputy Chair of the Shadowing Body for the new catchment area school, Ysgol Bro Idris.

The Monitoring Officer advised unless there was a specific discussion on that matter, it was sufficient that they had declared an interest and that it was not a prejudicial interest.

3. URGENT ITEMS

There were no urgent items.

4. MATTERS ARISING FROM SCRUTINY COMMITTEES

Chair of the Services Scrutiny Committee, Cllr. Beth Lawton, was welcomed to the meeting by Cllr. Dyfrig Siencyn.

Cllr. Siencyn welcomed the opportunity to strengthen direct communication between the Cabinet and the Scrutiny Committee. The report presented included recommendations and observations from the Services Scrutiny Committee on four items.

Response to the report –

A. Item – Older People Accommodation Strategy

Cllr. W Gareth Roberts noted the recommendations presented by the committee and will be discussing issues surrounding the additional financial recognition required with the appropriate officers. He noted the intention to update the Scrutiny Committee following this and welcomed any further discussions.

B. Item – CSSIW (The Care and Social Services Inspectorate Wales) Annual Report 2014-15 – Work Programme

Cllr. Beth Lawton emphasised the need to nominate the members named in the report to the meeting to assist relevant officers and the appropriate Cabinet Member to draw up a brief for the strategic plan in relation to support for carers, and noted the lack of development on this work. Cllr. W Gareth Roberts noted that he will discuss the recommendations further with the Department for Adults, Health and Well-being and report back to the Scrutiny Committee following those discussions.

Cllr. Mair Rowlands requested that consideration is given to young carers when drawing up a brief for the strategic plan in relation to their support, and noted her willingness to be a part of such discussions.

C. Item – Education Service's Annual Report

Cllr. Beth Lawton noted the intention for the Education Support Services Scrutiny Committee Investigation to present a report on its work to the Cabinet Member for Education in the near future.

She also noted that arrangements have now been made for the Cabinet Member for Education to submit an interim report back to the Scrutiny Committee to see what the pattern of summer exam results will be. This will take place in September 2016.

Cllr. Gareth Thomas noted the difficulty to report on all the relevant issues in one annual report and the agreement, therefore, to split its content into two separate reports in future. He also welcomed the specific attention that the Committee will be giving to Special Education in the work programme for next year, and looks forward to working with the Committee.

CH. Item – Transport Policy – Adults, Health and Well-being Department

Cllr. Beth Lawton emphasised the lack of clarity on the appeal process, and noted the Committee's wishes to make mutually convenient arrangements with the relevant Cabinet Member and officers to discuss this further.

Cllr. W Gareth Roberts confirmed he will make the relevant enquiries and liaise with the Committee to make those necessary arrangements.

The Cabinet Member was also asked to ensure an appropriate Equality Impact Assessment is conducted, giving particular attention to any issues before presenting the policy to the Cabinet for approval.

Cllr. Dyfed Edwards thanked Cllr. Beth Lawton and the Committee for the work and welcomed the very useful discussion.

5. MINUTES OF THE MEETING HELD ON 7TH JUNE 2016

The Chairman signed the minutes of the Cabinet meeting held on 7th June 2016.

6. LLŶN & EIFIONYDD EMPLOYMENT PLAN

The report was presented by Cllr. Mandy Williams-Davies.

The report was seconded by Cllr. John Wynn Jones.

DECISION

To adopt the 'Llyn & Eifionydd Employment Plan' as a basis for directing the efforts of the Council and its partners in generating and maintaining employment in the Dwyfor area.

7. LÔN LAS OGWEN

The report was presented by Cllr. Dafydd Meurig.

The report was seconded by Cllr. W Gareth Roberts.

DECISION

To support the scheme to be implemented as part of the Regulatory Department's capital programme in 2016/17 using the grant from the Local Transport Fund and departmental funds which have been identified for this project.

8. GWYNEDD COUNCIL PERFORMANCE OVERVIEW

The report was presented by Cllr. Dyfed Edwards.

The report was seconded by Cllr. Gareth Thomas.

DECISION

To accept and note the information submitted in the report to the meeting, implementing any recommendations.

9. GWYNEDD COUNCIL CABINET FORWARD WORK PROGRAMME

The Forward Work Programme was presented by Cllr. Dyfed Edwards.

DECISION

To approve the Forward Work Programme included with the meeting papers, subject to undertaking the following adaptations:

- Cllr Dafydd Meurig not to submit 'Glyn Rhonwy Site' to the Cabinet on 12 July 2016.
- Cllr Peredur Jenkins not to submit 'Review of Ffordd Gwynedd Strategy' on 12 July 2016, but to postpone it until a Cabinet meeting during Quarter 4 of 2016/17.

The meeting commenced at 1.00 pm and concluded at 2.45 pm

CHAIRMAN

Agenda Item 6

REPORT TO THE CABINET

12 JULY 2016

Cabinet Member: COUNCILLOR PEREDUR JENKINS,
CABINET MEMBER - RESOURCES

Subject: REVENUE BUDGET 2016/17 – IDENTIFYING EARLY RISKS

Contact Officer: DAFYDD L EDWARDS, HEAD OF FINANCE

1. The decision sought

1.1 To note the financial risks which have been identified early in 2016/17 and ask the Cabinet Members and relevant heads of department to take appropriate steps regarding the matters under their management.

2. Early Conclusions regarding Departments' Budgets

2.1 The quarterly report of the latest review of the revenue budget for 2016/17 is presented here.

2.2 There is an outline of each department's position in **Appendix 1**, and brief comments relating to the main issues and areas where significant variances are forecast are in **Appendix 2** (budgets where overspending in 2016/17 is forecast on the basis of experience during the first quarter).

2.3 As it is so early in the year, not all of the expenditure trends are clear, and therefore the report for the first quarter tends to concentrate on matters that have become apparent since preparing the budget and any significant problems identified in the meantime.

2.4 Consequently, this report, which has been compiled on an exceptions basis, identifies financial risks, rather than predicting a total overspend by the Council in 2016/17. Doubtless, other budget heads will underspend and counterbalance some of the problems identified here.

2.5 It is too early to come to a definite conclusion about the probable financial performance by the end of the financial year. Nevertheless, there is already a tendency towards overspending on some expenditure headings, which suggests a risk of quite substantial overspending in several departments, including Adults, Children, Education, Highways, and Consultancy, but the assessment of the 2016/17 budget projected here is early, on an exceptions basis, and in accordance with the usual good practice here in Gwynedd, the relevant departments are taking appropriate steps to manage their budgets this year.

3. Next steps and timetable

- 3.1 The Cabinet Members and relevant heads are expected to continue to keep an eye on the matters highlighted in Appendix 2.
- 3.2 It will be reported further in more detail and with more basis to our projections having learnt from the experience of the second quarter, whilst keeping in mind that the content of this report was prepared **before** the end of the first quarter.

Local member's views

Not relevant

Opinion of the Statutory Officers

Chief Executive:

Although it is very early in the current financial year, this is the right time to attempt to identify any trends which could create financial difficulties for the Council later in the year, and get to grips with them. I approve the recommendations which are in the report, stressing the importance of firm financial management over expenditure at this difficult time.

Monitoring Officer:

Nothing to add from a propriety perspective.

Head of Finance:

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

Appendices

Appendix 1 - Outline of each department's position

Appendix 2 - Brief comments regarding the main issues

Revenue Budget 2016/17 - Summary of position by Department

	First Quarter Review		
	Overspend / (Underspend) 2016/17	Use of Other Resources	Revised Overspend/ (Underspend)
	£ '000	£ '000	£ '000
Adults, Health and Wellbeing	434	0	434
Children and Supporting Families	120	(59)	61
Education	479	(453)	26
Economy and Community	65	0	65
Highways and Municipal	216	(200)	16
Regulatory (Planning, Transportation and Public Protection)	(214)	0	(214)
Gwynedd Consultancy	122	(122)	0
Corporate Budgets	(60)	0	(60)

REVENUE BUDGET 2016/17 - FIRST QUARTER REVIEW					
Adults, Health and Wellbeing Department Summary Position	Budget 2016/17	Estimated Final Position 2016/17	Estimated Gross Overspend / (Underspend) 2016/17	Use of Other Sources	Revised Overspend/ (Underspend)
Area:-	£'000	£'000	£'000	£'000	£'000
Adult Services					
Older People's Service					
Residential and Nursing - Homes	9,981	9,850	(131)	0	(131)
Home Care	6,216	6,393	177	0	177
Other	2,999	2,939	(60)	0	(60)
	19,196	19,182	(14)	0	(14)
Physical Disability Services					
Residential and Nursing	479	502	23	0	23
Home Care	1,016	1,052	36	0	36
Other	690	689	(1)	0	(1)
	2,185	2,243	58	0	58
Learning Disability Services	14,924	14,634	(290)	0	(290)
Mental Health Services					
Residential and Nursing	1,386	1,686	300	0	300
Other	2,070	2,070	0	0	0
	3,456	3,756	300	0	300
Other Services (Adults)					
Management	424	424	0	0	0
Older People and Physical Disability Team	2,412	2,412	0	0	0
	2,836	2,836	0	0	0
Adult Services Total	42,597	42,651	54	0	54

REVENUE BUDGET 2016/17 - FIRST QUARTER REVIEW					
Adults, Health and Wellbeing Department Summary Position	Budget 2016/17	Estimated Final Position 2016/17	Estimated Gross Overspend / (Underspend) 2016/17	Use of Other Sources	Revised Overspend/ (Underspend)
Area:-	£'000	£'000	£'000	£'000	£'000
<u>Provider Services</u>					
Management and Administration	40	0	(40)	0	(40)
Residential Care Services	0	140	140	0	140
Community Care	32	112	80	0	80
Other	(72)	(92)	(20)	0	(20)
<u>Provider Services Total</u>	0	160	160	0	160
<u>Other Services</u>					
Housing Services	4,261	4,281	20	0	20
Departmental Central Services	2,801	3,001	200	0	200
<u>Total Other Services</u>	7,062	7,282	220	0	220
<u>Adults, Health and Wellbeing Total</u>	49,659	50,093	434	0	434

Adult, Health and Wellbeing Department**Main Issues:-****Older People's Services:-**

An early review of the position indicates an underspend of (£290k) by the Physical Disability Services, but an overspend of £300k on Mental Health Services following a number of new cases, and a reduction in the external income contributions towards the costs. A possible net overspend of £54k is projected on all Adult services, however it is early in the year to provide definite forecast in such a changeable field.

Provider Services:-

For the time being, the possibility of an overspend of £160k including an overspend of £140k on Residential Care due to higher staffing costs, and an overspend of £80k on Community Care due to higher travel costs.

Other Services:-

The Adults Department took definite steps last year in relation to achieving the savings scheme. From the expected target this year, there is concern about the ability to achieve £200k within the timescale.

Summary:-

The position can vary significantly, however should the current trends remain, a projected overspend of approximately £434k is likely. The Department are reviewing the related arrangements to try to respond to the developments.

REVENUE BUDGET 2016/17 - FIRST QUARTER REVIEW					
Children and Supporting Families Services Summary	Budget 2016/17	Estimated Final Position 2016/17	Estimated Gross Overspend / (Underspend) 2016/17	Use of Other Sources	Revised Overspend/ (Underspend)
Area:-	£'000	£'000	£'000	£'000	£'000
Service Management	404	404	0	0	0
Operational Services	1,864	1,944	80	0	80
Placement Services					
Out of County Placements	2,263	2,343	80	0	80
Agency Fostering	970	1,040	70	0	70
Internal Fostering	1,640	1,700	60	0	60
Other	1,448	1,518	70	(59)	11
	6,321	6,601	280	(59)	221
Post-16 Services	1,037	907	(130)	0	(130)
Specialist Services/Derwen	1,446	1,396	(50)	0	(50)
Youth Justice Services	235	215	(20)	0	(20)
Early Years Services	106	86	(20)	0	(20)
Other Services	2,159	2,139	(20)	0	(20)
Children and Families Total	13,572	13,692	120	(59)	61

Children and Supporting Families Department**Main Issues:-****Operational Services:-**

The staffing position of field workers resulting in a likely overspend of £80k, although this is a reduction from the overspend level of £177k observed in 2015/16.

Placement Services:-

Early indications suggests possible overspend of £280k on this heading this year, including £210k due to the failure to achieve savings on Out-of-County Placements, and Internal and Agency Fostering.

Post 16 Services:-

In line with the 2015/16 trend, the possibility of an underspend of (£130k) in 2016/17 on supporting schemes.

Summary:-

Early trends suggests the possibility of a gross overspend of £120k, however the Service is taking steps to control expenditure.

REVENUE BUDGET 2016/17 - FIRST QUARTER REVIEW					
Education Department Summary Position	Budget 2016/17	Estimated Final Position 2016/17	Estimated Gross Overspend / (Underspend) 2016/17	Use of Other Sources	Revised Overspend/ (Underspend)
Area:-	£'000	£'000	£'000	£'000	£'000
Delegated Schools	69,021	69,021	0	0	0
Transport	4,448	4,484	36	0	36
Redundancies and Early Retirement	348	615	267	(267)	0
Integration	140	140	0	0	0
Out-of County	992	992	0	0	0
Catering and Cleaning	391	401	10	0	10
Nursery Education	612	612	0	0	0
Education Improvement Grant	548	548	0	0	0
Management	1,659	1,639	(20)	0	(20)
Additional Learning Needs Unit	1,715	1,901	186	0	186
Inclusion Strategy	24	24	0	0	0
Further Education	219	219	0	0	0
Contribution to Joint Committees	1,587	1,587	0	0	0
ALN Joint Committee	119	119	0	0	0
Other	7,096	7,096	0	0	0
Education Total	88,919	89,398	479	(267)	212

Education Department**Main Issues:-****Transport:-**

A possible overspend of £36k on this heading due to a reduction in the receipt of income.

Redundancies and Early Retirement:-

Latest information suggest an overspend of £267k, mainly due to demographic factors in the secondary sector, namely a reduction in pupil numbers. Following confirmation of the cost in the Autumn, the Service will use a specific reserve to alleviate the position.

Additional Learning Needs Units:-

Due to the circumstances of one specific centre, and the need to make alternative provision arrangement, if the current position were to exist at the end of the financial year, £186k additional costs is forecasted for the Service.

Summary:-

In addition to using a reserve, the Department will also need to find other means to reduce expenditure and to keep control of the overall position.

REVENUE BUDGET 2016/17 - FIRST QUARTER REVIEW					
Economy and Community Department Summary Position	Budget 2016/17	Estimated Final Position 2016/17	Estimated Gross Overspend / (Underspend) 2016/17	Use of Other Sources	Revised Overspend/ (Underspend)
Area:-	£'000	£'000	£'000	£'000	£'000
Management	902	902	0	0	0
Business Support	174	214	40	0	40
Marketing and Customer Care	563	563	0	0	0
Community Regeneration	417	417	0	0	0
Skills and Enterprise	11	11	0	0	0
Strategic Projects Team	797	837	40	0	40
Strategy and Development	167	167	0	0	0
Archives	411	406	(5)	0	(5)
Museums	158	158	0	0	0
Galleries	77	77	0	0	0
Halls	278	278	0	0	0
Arts	268	268	0	0	0
Country Parks	114	114	0	0	0
Maritime	161	181	20	0	20
Youth Service	1,293	1,213	(80)	0	(80)
Healthy Communities Service - Leisure Centres	3,342	3,392	50	0	50
Sports Development	270	270	0	0	0
Libraries	1,900	1,900	0	0	0
Total Economy a Community	11,303	11,368	65	0	65

Economy and Community Department**Main Issues:-****Business Support:-**

A possible net overspend of £40k due to the loss of rental income by some business units.

Healthy Communities Service - Leisure Centres:-

Based on current trends, an income deficit of £50k is indicated.

Youth Service:-

An underspend of (£80k) is possible as the staff savings have been achieved in advance of the related savings/cuts schemes timetable.

Other:-

A net overspend of approximately £55k is forecasted, and include, an overspend of £40k on Strategic Projects, income deficit of £20k on Maritime, and an underspend of (£5k) on Archives.

Summary:-

The Service are taking various steps to clear the overspend position by the end of the financial year.

REVENUE BUDGET 2016/17 - FIRST QUARTER REVIEW					
Highways and Municipal Summary Position (including Trunk Roads)	Budget 2016/17	Estimated Final Position 2016/17	Estimated Gross Overspend / (Underspend) 2016/17	Use of Other Sources	Revised Overspend/ (Underspend)
Area:-	£'000	£'000	£'000	£'000	£'000
Highways Services (including Trunk Roads)	9,215	9,215	0	0	0
Engineering Services	449	449	0	0	0
Municipal Services					
Waste					
Waste Disposal	2,332	2,332	0	0	0
Treatment and Transfer Sites	1,650	1,850	200	(200)	0
Recycling Centres	1,249	1,249	0	0	0
Waste Collection and Recycling	3,701	3,701	0	0	0
Disposal Sites	336	352	16	0	16
Other Waste	66	66	0	0	0
Waste Sub-total	9,334	9,550	216	(200)	16
Other Municipal	3,945	3,945	0	0	0
	13,279	13,495	216	(200)	16
Municipal Works Unit	(18)	(18)	0	0	0
Highways and Municipal (including Trunk Roads) Total	22,925	23,141	216	(200)	16

Highways and Municipal Department (including Trunk Roads)**Main Issues:-****Municipal Services - Waste - Treatment and Transfer Sites:-**

There was a shortfall in the receipt of income from the sale of recyclable waste last year, and the problem continues this year, therefore a reduction of approximately £200k in income is likely. The service are looking into changing their arrangements and processes to reduce expenditure, and work with external bodies to secure better prices for the materials.

If the deficit was to continue at the end of the financial year, the Service are intending to use reserves to alleviate the position.

REVENUE BUDGET 2016/17 - FIRST QUARTER REVIEW					
Regulatory Department Summary Position	Budget 2016/17	Estimated Final Position 2016/17	Estimated Gross Overspend / (Underspend) 2016/17	Use of Other Sources	Revised Overspend/ (Underspend)
Area:-	£'000	£'000	£'000	£'000	£'000
Department Management	371	371	0	0	0
Planning Services					
Development Control	365	365	0	0	0
Other	29	29	0	0	0
	394	394	0	0	0
Street Works and Transport Services					
Forward Planning	2,503	2,503	0	0	0
Structural Maintenance	1,136	1,136	0	0	0
Road Safety	297	297	0	0	0
Traffic and Statutory Arrangements	356	356	0	0	0
Parking Services and Parking Enforcement	(1,015)	(1,229)	(214)	0	(214)
Transport	2,079	2,079	0	0	0
Other	469	469	0	0	0
	5,825	5,611	(214)	0	(214)
Countryside and Access Services	1,163	1,163	0	0	0
Joint Planning Policy Unit	304	304	0	0	0
Public Protection Services	1,868	1,868	0	0	0
Catering, Cleaning and Caretaking Services	(3)	(3)	0	0	0
Property Services	(88)	(88)	0	0	0
Regulatory Total	9,834	9,620	(214)	0	(214)

Regulatory Department**Main Issues:-****Parking Services and Enforcement:-**

Despite the changeable performance of this heading depending on changes in seasonal weather, for the time being (£214k) additional fee income is possible this year. In line with the usual practice, this (favourable) income position will be considered further in establishing the financial strategy for 2017/18.

REVENUE BUDGET 2016/17 - FIRST QUARTER REVIEW					
Consultancy Department Summary Position	Budget 2016/17	Estimated Final Position 2016/17	Estimated Gross Overspend / (Underspend) 2016/17	Use of Other Sources	Revised Overspend/ (Underspend)
Area:-	£'000	£'000	£'000	£'000	£'000
Roads and Engineering Services	50	172	122	(122)	0
Flood Risk Management Unit Services	947	947	0	0	0
Building Services	184	184	0	0	0
Consultancy Total	1,181	1,303	122	(122)	0

Consultancy Department

Main Issues:-

Roads and Engineering Services:-

It is early in the year to forecast the likely financial performance this year, with the Service awaiting confirmation on some schemes and projects. However, from the available information, an overspend position of £122k is a possibility, mainly due to the reduction of fee income.

The Service is continuing to take steps to manage the budget this year, however if this overspend situation exist at the end of the financial year, it is intended to use backup resources to alleviate the situation.

REVENUE BUDGET 2016/17 - FIRST QUARTER REVIEW					
Corporate Summary Position (Only reflecting the headings where an over/(under) spend is forecasted)	Budget 2016/17	Estimated Final Position 2016/17	Estimated Gross Overspend / (Underspend) 2016/17	Use of Other Sources	Revised Overspend/ (Underspend)
Area:-	£'000	£'000	£'000	£'000	£'000
Benefits		(60)	(60)	0	(60)
Central Departments Summary	0	(60)	(60)	0	(60)

Corporate Budgets

Main Issues:-

Benefits:-

From the early tendencies, an underspend of (£60k) is possible.

Agenda Item 7

REPORT TO THE CABINET

12 July 2016

Cabinet Member: Councillor Peredur Jenkins - Cabinet Member - Resources
Subject: Capital Programme 2016/17 – First Quarter Review
(30 June 2016 position)
Contact Officer: Dafydd L Edwards - Head of Finance

The decision sought / Purpose of the report

To accept the report on the first quarter review (30 June 2016 position) of the capital programme, and approve the revised financing as shown in part 4 of the report, that is:

- an increase of £3,276,000 in various sources to fund actual slippages from 2015/16
 - an increase of £3,459,000 in the use of grants and contributions
 - an increase of £29,000 in the use of capital receipts
 - an increase of £82,000 in the use of revenue contributions
 - an increase of £441,000 in the use of renewal and other reserves
-

1. Introduction / Summary

This technical report is presented as part of the 2016/17 budget monitoring procedure. The main purpose of the report is to present the revised capital programme and to approve the relevant financing sources. There is a summary in parts 3 and 4 of the report, with the recommendation in part 5:

Part 3: Analysis by Department of the £59.783m capital programme for the 3 years 2016/17 – 2018/19.

Part 4: An explanation of the sources of finance for the net increase of approximately £7.287m since the opening budget, with £3.276m of the increase due to slippages from 2015/16 (previously reported on 7th June 2016).

The Cabinet has the authority to adapt the capital programme. Approval is sought for the programme (part 3) and financing (part 4).

For information, there are further details on some specific schemes (the main changes per source of finance) in Appendix A.

2. Main Findings:

The main conclusions that arise from the revised position are:

- There are firm schemes in place to invest approximately £35.4m in 2016/17, with £11.1m of it being financed by attracting specific grants.
- There is an additional £3.2m of proposed expenditure having been re-profiled from 2015/16 to 2016/17 but no loss of funding was caused to the Council where schemes have slipped.

3. CAPITAL PROGRAMME 2016/17 to 2018/19

See the revised proposed capital programme below.

DEPARTMENT	END OF JUNE REVIEW				INCREASE/ (DECREASE) SINCE THE OPENING BUDGET	SLIPPAGES ADJUSTMENT	OTHER CHANGES
	2016/17	2017/18	2018/19	TOTAL			
	£'000	£'000	£'000	£'000			
Education	17,205	9,801	237	27,243	1,127	1,127	-
Finance	843	466		1,309	222	222	-
Economy and Community	1,604	931		2,535	907	(226)	1,133
Adults, Health and Wellbeing - Housing Unit	2,424	2,000		4,424	56	56	-
Adults, Health and Wellbeing - Other	302	301		603	302	220	82
Children and Families	48			48	48	-	48
Highways and Municipal	4,329	3,213	3,400	10,942	224	207	17
Corporate Support	426	255		681	88	88	-
Regulatory	7,025	2,991	52	10,068	3,328	1,582	1,746
Consultancy	1,008			1,008	985	-	985
Corporate	222	700		922	-	-	-
TOTAL	35,436	20,658	3,689	59,783	7,287	3,276	4,011

4. CHANGES TO THE SOURCES OF FINANCE

The budget for the three year programme shows an increase of £7.452m since the opening budget position. The proposed sources of financing for this are noted below:

SOURCE OF FINANCE	END OF JUNE REVIEW				INCREASE/ (DECREASE) SINCE THE OPENING BUDGET	SLIPPAGES ADJUSTMENT	OTHER CHANGES
	2016/17	2017/18	2018/19	TOTAL			
	£'000	£'000	£'000	£'000			
Supported Borrowing	6,652	6,352	321	13,325	-	-	-
Other Borrowing (including unsupported borrowing)	7,251	4,114	119	11,484	1,298	1,298	-
Grants and Contributions	11,103	4,153		15,256	3,355	(104)	3,459
Capital Receipts	1,013	835		1,848	102	73	29
Departmental & Corporate Revenue	2,408	1,644		4,052	82	-	82
Capital Fund	1,705	882		2,587	772	772	-
Renewals & Other Funds	5,304	2,678	3,249	11,231	1,678	1,237	441
TOTAL	35,436	20,658	3,689	59,783	7,287	3,276	4,011

5. RECOMMENDATION

The Cabinet is asked to:

- accept the 2016/17 to 2018/19 revised programme and
- approve the relevant sources of finance (para. 4 above).

6. Reasons for recommending the decision

It is necessary to ensure appropriate financing arrangements for the Council's plans to spend on capital, and the Cabinet must approve the capital programme and its sources of funding.

Incorporating funding via grant is a point of order, but it is also necessary to deal with situations where there has been a change in expenditure profiles between years and the value of capital receipts and contributions.

These are recommendations to ensure definite sources of funding for the 2016/17 – 2018/19 capital schemes.

7. Relevant considerations

These are technical issues regarding the financing of schemes and relevant implications and debates have already been addressed when the individual schemes were adopted.

8. Next steps and timetable

To implement the recommendations to finance the programme.

View of the Local Member

Not relevant.

Views of the Statutory Officers

Chief Executive:

Nothing to add to the report.

Monitoring Officer:

Nothing to add from a propriety perspective.

Head of Finance:

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

Appendix

Appendix A

MAIN CHANGES PER SOURCE OF FINANCING:

See below the relevant schemes that have caused the main changes to the sources of finance during the last quarter:

	2016/17 £'000	2017/18 £,000
Grants and Contributions		
<ul style="list-style-type: none"> • Caernarfon Town and Waterfront Regeneration Scheme (Economy and Community Department) – additional grant from the Government towards the Vibrant and Viable Places framework 	250	750
<ul style="list-style-type: none"> • Flood Alleviation from the A55 Scheme (Consultancy Department) - grant from the Government to divert water from the A55 to the Ogwen River in order to alleviate flooding in the Talybont Area 	985	
<ul style="list-style-type: none"> • Road Safety Grant Schemes (Regulatory Department)(see also Departmental Revenue below) - grant from the Government for road improvements in Y Ffor, Blaenau Ffestiniog and Deiniolen. 	547	
<ul style="list-style-type: none"> • Local Transport Fund (Regulatory Department), additional grant from the Government towards:- <ul style="list-style-type: none"> ○ 'Lôn Las Ogwen' Scheme (see also Other Funds below) ○ Work on the A496 access to Llanbedr airfield (Snowdonia Enterprise Zone) 	230	180
Capital Receipts		
<ul style="list-style-type: none"> • Various minor schemes 	29	
Departmental Revenue		
<ul style="list-style-type: none"> • Road Safety Grant Schemes (Regulatory Department)(see also Grants above) – match funding for road improvements in Y Ffor, Blaenau Ffestiniog and Deiniolen. 	68	
Renewals and Other Funds		
<ul style="list-style-type: none"> • 'Lôn Las Ogwen' Scheme (Regulatory Department)(see also Grants above) – match funding for this scheme from a specific reserve. 	200	
<ul style="list-style-type: none"> • Highways Provider Unit Vehicles (Highways and Municipal Department) – use of Renewal Reserve to renew a specific vehicle earlier. 	99	

Agenda Item 8

MEETING	Gwynedd Council Cabinet
DATE	July 12, 2016
CABINET MEMBER	Cllr Gareth Thomas
OFFICER	Arwyn Thomas
ITEM	Principles of an Education System that will be Fit for Purpose

1 THE DECISION SOUGHT

1.1 Authorise the Cabinet Member to consult with Governors and schools on the suitability of principles that will provide the foundations for a future education system for Gwynedd.

Approve the report on Leadership as a basis to promote discussion on a fit for purpose education system.

2 INTRODUCTION

2.1 The Cabinet Member for Education wishes to consult with Governors and schools to establish agreed principles that will be the foundation for a fit for purpose education system. Following the Cabinet and Education Scrutiny Committee's increasing and serious concerns following consultations with schools, the report on Conditions of Leadership noted several issues:

- that a considerable number of our secondary and primary schools are too small to be able to allocate enough time for headteachers, senior managers and middle managers to enable them to provide effective leadership.
- the conflicting demands on many primary headteachers where they have a substantial commitment to teaching classes alongside their management and leadership functions.
- difficulties in recruiting senior management leaders and middle managers at secondary schools.
- difficulties in recruiting headteachers for primary schools.
- lack of candidates from outside the local authority area.

3 REASONS FOR RECOMMENDATION

- 3.1 Our vision is to ensure that the children and young people of Gwynedd achieve the highest standards in order to maintain the language, culture and economy locally.

In order to promote this vision we need to look at our present infrastructure. The three key principles to consider as outcomes of any decision to reorganize individual schools are:

1. Will the leadership situation strengthen?
2. Is the quality of education as good or is there an improvement?
3. Is the quality of the learning environment and buildings at least as good or an improvement?

It is recognized by Estyn and specialists in the educational field that good leadership is the principal factor that promotes education of the highest quality. These objectives could address the greatest challenge that the primary sector faces, namely headteachers without adequate time to lead and teachers at very small schools who have to teach a broad range of pupils of various age-groups and abilities in the same class. In some instances, teachers at small primary schools teach three or four year groups in a single class and it is difficult to ensure that the work meets every pupil's requirements due to the wide range of ability that may be found across four years of learning age-groups. Likewise in the secondary sector, leaders and middle managers have very little non contact time and teachers have to increasingly teach their second and third subjects which can be outside their field of expertise. The third factor is the need to make the best use of resources in order to improve the learning environment and buildings so that we can offer the best conditions for teachers to teach and pupils to achieve the best standards.

Having an opportunity to consult on the principles will provide an opportunity for our Governors and the staff in our schools to express a view on the suitability of the principles. This will lead to establishing a policy that will plan better conditions for securing better quality in our schools.

The principles will be considered alongside the School Organisation Code 2013 which gives statutory guidance that will form the basis for any specific proposal. Any specific proposals will of course have to be produced and evaluated addressing and respecting consultative processes and impact assessments when coming to a conclusion.

4 CONTRARY COMMENTS OR OBSERVATIONS

4.1 None

5 NEXT STEPS AND TIME-TABLE

5.1 Consult with Governors, schools and the Scrutiny Committee before reporting to the Cabinet in November

6 VIEW OF LOCAL MEMBER/S

6.1 Not a local matter

7 VIEW OF STATUTORY OFFICERS

The Chief Executive:

"The report is based on an analysis of the challenges facing the education system in Gwynedd and is consistent with numerous messages that have been received by governors, head teachers, parents and Scrutiny Committee. The report seeks to outline basic important principles which will be the basis for future discussions."

The Monitoring Officer:

"When moving to establish the specific principles for addressing the school organisation framework in Gwynedd it is essential that these are created and implemented within the framework and requirements of statute and the School Organisation Code 2013."

Head of Finance:

"There is a need for agreed principles as a solid foundation to shape the education system for the future. We know that further savings must be identified in the medium term. Therefore, the Council will need to rationalise in order to realize these principles".

A FIT FOR PURPOSE EDUCATION SYSTEM FOR GWYNEDD

THE VISION

Children and young people of Gwynedd achieving the highest standards in order to support the language, culture and economy locally.

PURPOSE

Ensure that the schools and the provision equip the children and young people to achieve the highest standards and nurture the qualifications and skills that enable them to reside and prosper within the locality.

MEASURES

By 16 years of age:

- Every pupil will leave education with a suitable qualification and/or qualifications appropriate for their ability;
- Gwynedd will perform amongst the best counties in Wales across the range of key indicators.

FEATURES OF AN APPROPRIATE EDUCATIONAL SYSTEM

In a fit for purpose system, we will wish to see:

- An excellent professional workforce and leaders at every level who collaborate, assist and challenge one another;
- Excellent schools that have a viable future; and
- A collaborative management structure at a catchment and area level that will free up time for headteachers to provide effective leadership and teachers to focus on teaching.

MODERNIZING THE SYSTEM

When planning a new leadership structure, consideration must be given to creating structures that facilitate the concept of what our expectations are and the ideal of 'Ysgol Gwynedd'.

THE PRINCIPLE OF YSGOL GWYNEDD

Planning a new leadership structure is central in considerations for change and forms the basis for the 'Ysgol Gwynedd' model. In practice, it involves providing resources that have been funded and

developing the understanding of leaders that they are responsible for, and are part of, a wider school system, and not only their particular school.

A successful school system in Gwynedd will exist through having a mature, open partnership between schools, LEA officers and GwE, based on an agreed understanding of functions, system level performance and development needs. Leaders should have the time, and they are expected to, work at their school and across the 'school system' in a structured manner that has been planned to create a robust 'Ysgol Gwynedd' rather than a series of individual schools working in isolation.

The structure of such schools, if done constructively, could be regarded as gold standard with a higher status of professionalism. That should include identifying, nurturing and continuous development for the county's education leaders. An effective 'Ysgol Gwynedd' system will support this model and the LEA should also try and create partnerships amongst academic, private and other public sector bodies to add to that function. Responsibility for ensuring a very skilful leadership function will be the LEA's key success criterion and the LEA should be solely responsible for that.

When following the 'Ysgol Gwynedd' method, changes will be required in governance, and a similar method should be used where governors also have governance system responsibilities that encompass a school and system.

To achieve this, the following will be required:

- develop future leaders that have a specific focus on leading establishments;
- consider retaining the secondary sites but reduce the number of schools to six or seven at most;
- create a series of hubs or viable schools that serve as collaborative units;
- place leaders across a broader geographical area and have responsibilities across schools;
- develop unique leadership programmes in order to tie in with the new schools structure in Gwynedd;
- ensure that an appropriate and reliable IT infrastructure is implemented so as to develop leaders' responsibilities to work over more than one site and across the education system;
- review job descriptions and responsibilities of the LEA's officers when responding to any changes to the education system;
- schools appraise the services that they have received from the LEA, GwE and others.
- Careful planning and support when considering governors role in the new schools system.

The principles will be considered alongside the School Organisation Code 2013 which gives statutory guidance that will form the basis for any specific proposal. When evaluating proposals the outcomes of consultation processes and impact assessments will have to be dealt with appropriately before coming to a conclusion . . .

DEFINITION OF YSGOL GWYNEDD

General Principles

The three key principles to consider following any decision to reorganise individual schools:

1. Does the leadership situation strengthen?
2. Is the quality of education as good or is there an improvement?
3. Is the quality of the learning environment and buildings at least as good or an improvement?

Primary

The proposed education arrangements for the primary schools have been assessed on the basis of general principles, namely conditions of leadership that aim towards providing 80% non-contact time for the headteacher and try and ensure that schools have classes of no more than two age-groups. These objectives could address the greatest challenge that the primary sector faces, namely headteachers without adequate time to lead and teachers at very small schools who have to teach a broad range of pupils of various age-groups and abilities in the same class. In some instances, teachers at small primary schools teach three or four year groups in a single class and it is difficult to ensure that the work meets every pupil's requirements due to the wide range of ability that may be found across four years of learning age-groups.

Therefore, when considering any change in the catchment-area's arrangements to achieve sustainable schools with the headteacher being non-contact for 80% of his/her time, the question is asked – is there a neighbouring school with an adequate number of places for the pupils? In instances where the school size does not allow for that, appropriate consideration should be given to establishing a multi-site school so as to provide conditions of leadership that aim to offer the headteacher 80% of non-contact time.

When considering aiming towards having classes consisting of no more than two age-groups, the question is asked – is there a school or other neighbouring schools with an adequate number of places in which to transfer pupils to

If so, the school under consideration should be closed, with the pupils transferring to the other neighbouring school or schools.

If that is not possible, the other option is to consider the suitability of adapting a school or schools to allow that to happen or establish a new area school that has been purposefully planned. The objective of these options would be to offer classes of no more than two age-groups.

Secondary

When considering ideal models for the secondary sector, it is proposed that the current sites should be retained, but, in addition, ensure arrangements that would create a structure of six or seven schools at most. It will be crucial that the structure for secondary schools enable horizontal leadership across schools, provision of a broad curriculum and promote consistency of high quality teaching and learning across all schools in the county. So as to achieve that, the following features will be required:

- ideal size – leadership arrangements for headteachers to be responsible for around at least 900 pupils;
- give due consideration to the options regarding post-16 educational provision;
- provide staff with adequate time to provide leadership at every level;

- viable and robust departments and faculties;
- a broad and enriching curriculum;
- create a collaborative self-improvement system throughout schools;
- an effective strategy and governance system;
- pupil number based leadership.

Report to Gwynedd LEA on

Leadership and conditions of Leadership

Summer 2016

Introduction:

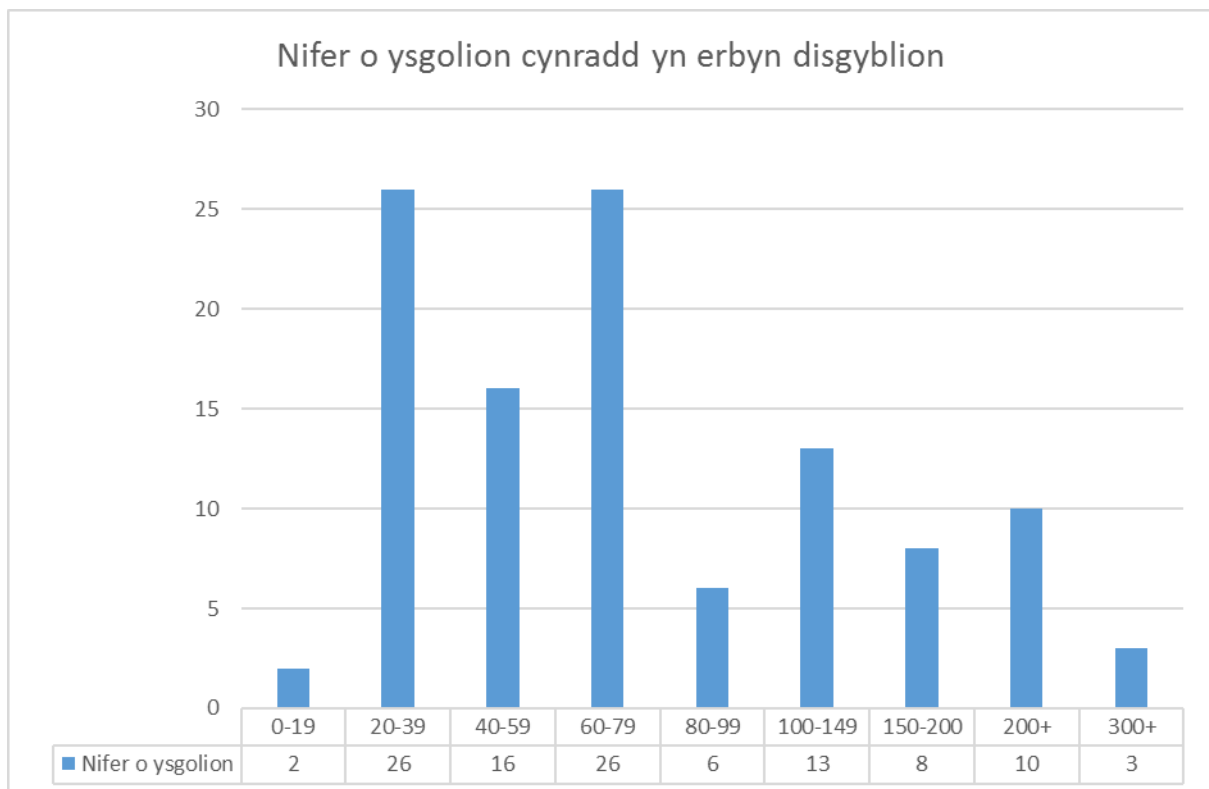
In summer, 2015, two education advisers, Leyton Jones and Alun Morgan, were commissioned by the Head Of Gwynedd Local Education Authority (LEA) to review the conditions for school leadership and school arrangements and structure within the LEA. Increasing and serious concerns raised by the LEA Cabinet and the Education Scrutiny Committee following consultations with schools had led to the review. Several issues were noted:

- that a considerable number of our secondary and primary schools are too small to be able to provide sufficient time for headteachers, senior managers and middle managers to provide effective leadership,
- the conflicting demands on many primary headteachers where they also have a substantial commitment to teaching classes alongside their management and leadership functions,
- difficulties in recruitment of senior management leaders and middle managers at secondary schools,
- difficulties in recruitment of headteachers for primary schools,
- a lack of candidates from outside the LEA area.

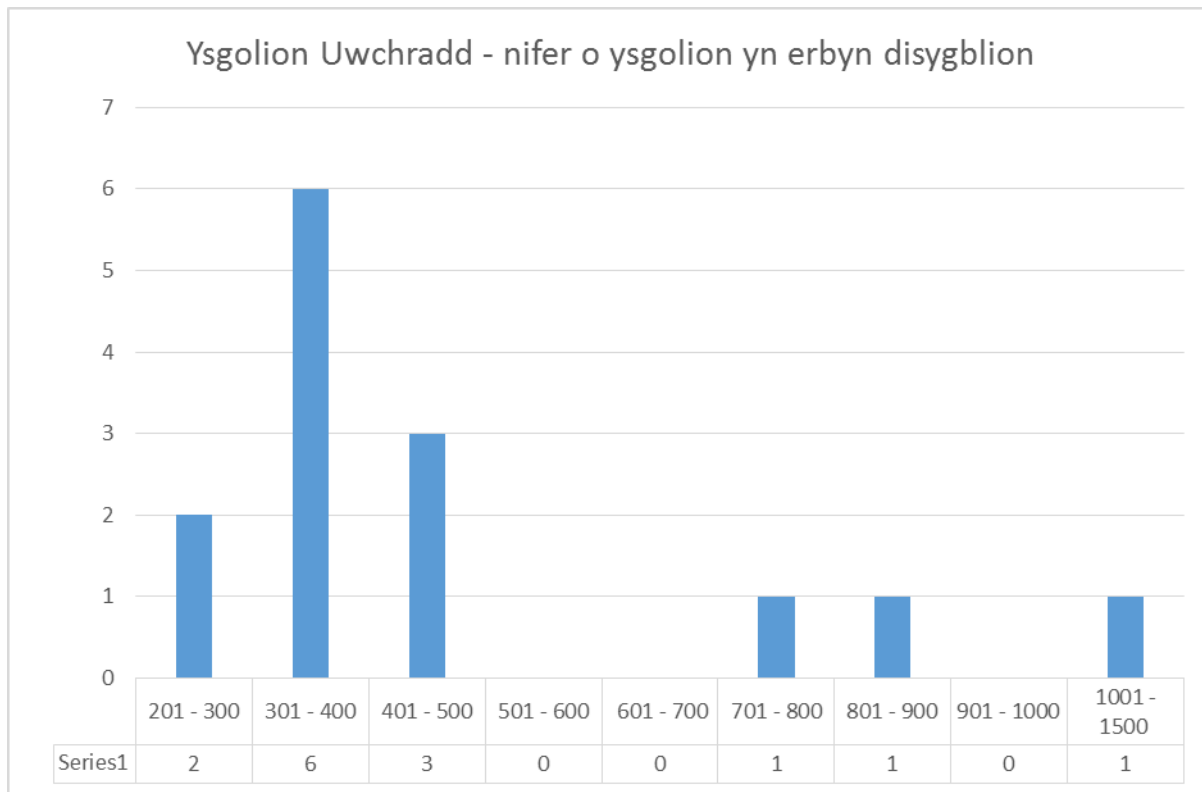
Context:

There are 95 primary schools, 14 secondary schools and two special schools in Gwynedd.

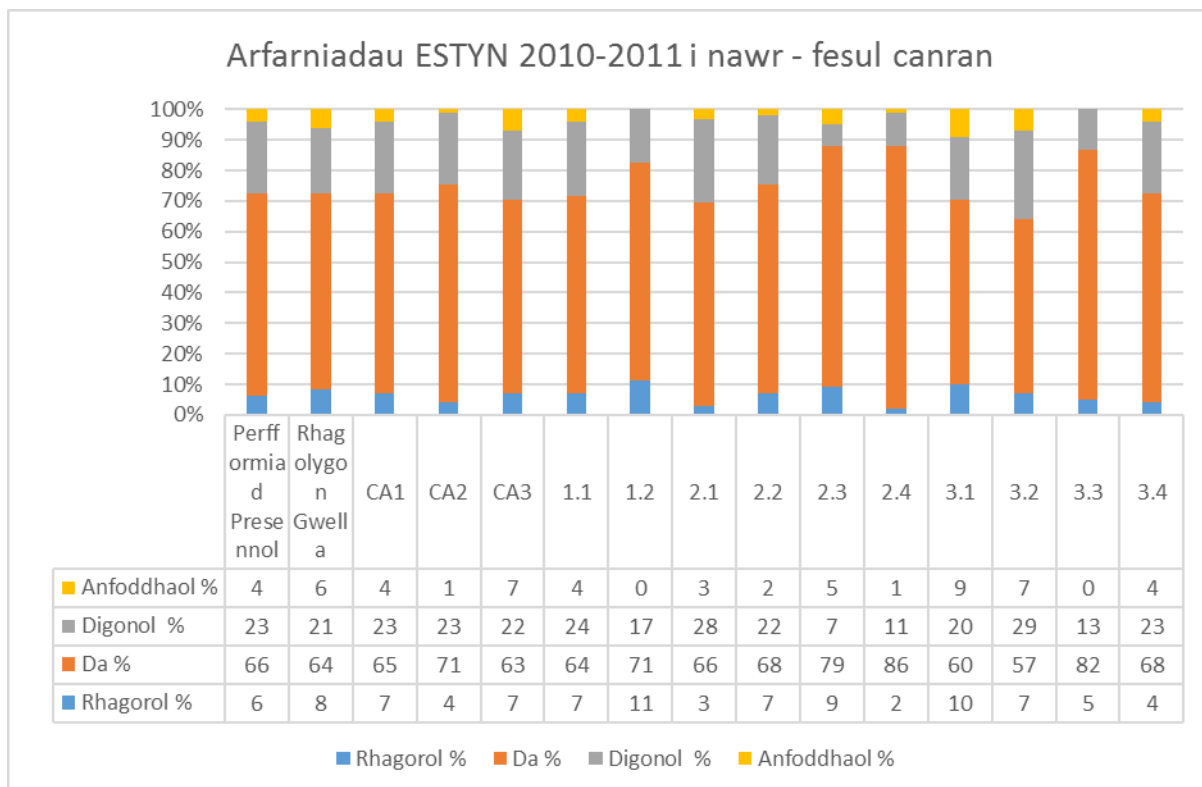
The numbers attending primary schools fluctuate as follows:



The numbers attending secondary schools fluctuate as follows:



Performance review across all sectors



Between June and November 2015, the two advisers undertook the following activities:

- LEA data analysis
- analysis of inspection reports on schools in Gwynedd from 2010 - present
- meetings with LEA officers and North Wales Education Consortium, GwE
- meeting with Gwynedd LEA Chief Executive
- meeting with Gwynedd LEA Council Leader
- meeting with Cabinet Member for Education
- meeting with two members of Gwynedd LEA Education Scrutiny Committee
- visits to three primary schools
- visits to nine secondary schools
- meeting with primary/special school Headteachers Focus Group
- meeting with Focus Group of secondary school headteachers with fewer than 500 pupils

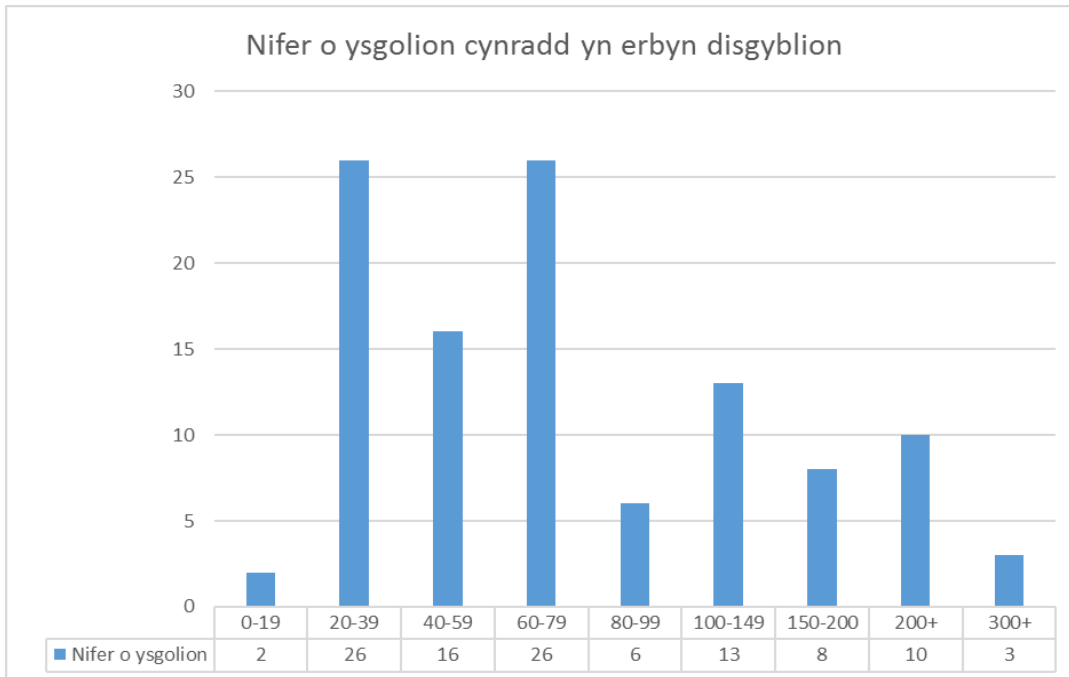
Main Findings

1. There is much good practice and some excellent leadership practice throughout the LEA's schools. Whilst recognizing that, leaders performance across the LEA varies quite considerably.
2. Recent decisions and discussions held at an LEA level focus more on school leadership and structure issues and a recognition that a significant change is required.
3. There is a clear commitment to collaboration across the LEA's school system. There is a lack of a strategy approach that encompasses all aspects of the current arrangements for collaboration and they could be substantially enhanced in accordance with the recommendations outlined in this report.
4. The current arrangements for educational provision in schools in Gwynedd are no longer appropriate and measures need to be taken to immediately address the situation. The arrangements are no longer sustainable and the view is clearly voiced of a need for change. An increasing workload, reduction in resources and higher expectations of individuals accountability and learners results have created a strong consensus that change is required.
5. The number of school leaders in comparison with number of learners in the LEA is unequal and varies across the authority.

6. Learners and parents in Gwynedd would benefit from improved provision and if the LEA structured its education expenditure around creating fewer registered schools and developed a leadership system that focusses on working across sites.
7. Many schools, especially the primary, but also some secondary, do not act as effectively as they should. Staff have to undertake too many tasks and responsibilities that they do not have the time to do to the best of their ability.
8. As the pre-conditions for effective school leadership do not exist in many schools, a considerable number of school leaders are put under considerable pressure, their morale and well-being gives cause for huge concern.
9. The LEA needs to improve its performance in identifying, nurturing and developing its current leaders.
10. There is a lack of clarity in specific aspects as to who has responsibility between schools, the LEA and GWE, (Effectiveness and Improvement Service for North Wales), and that, in some fields, has led to confusion and a lack of ownership. There have been many recent changes and it appears that practitioners are uncertain. There is greater clarity regarding accountability but confusion remains in certain fields as to whom is responsible for which aspect. Above all, there is uncertainty amongst leaders regarding support and development systems.
11. A substantial reduction has occurred in the number of central education department staff and subsequently, in the full capacity to fully cater for the requirements of the schools they serve. That is recognized by everybody who contributed to this report.

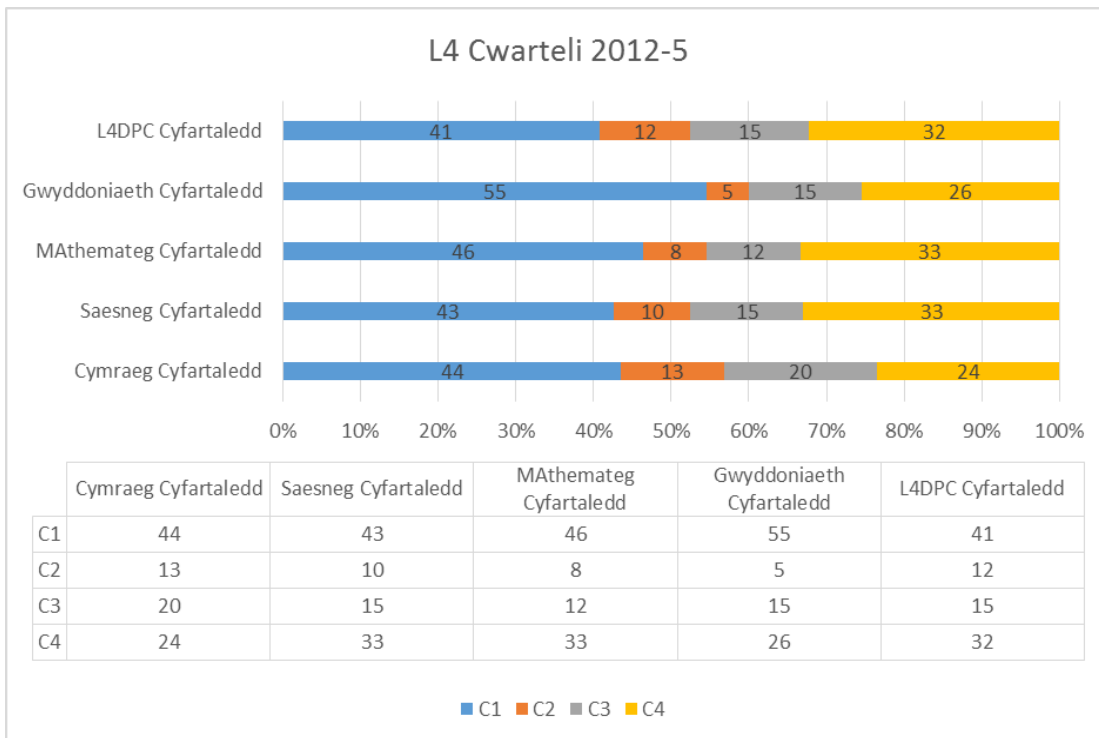
Primary Schools

The Local Authority's (LEA's) most recent data {September 2014} indicates the following:



There are fewer than 100 pupils in 69% (76 schools) of the schools.

Recent Performance – summary of performance over the last three years

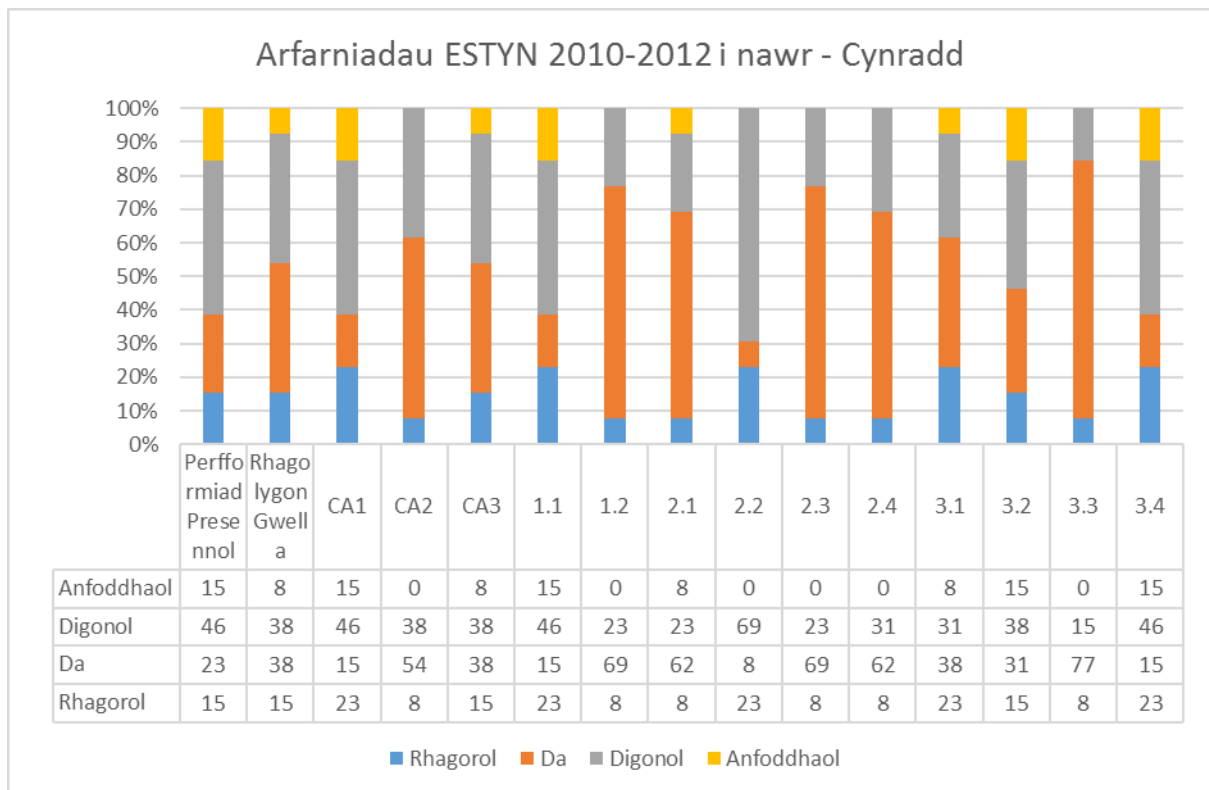


This chart indicates primary schools performance data for the last three years. The quartile level of performance of every school was calculated and converted into a percentage. For example, in Science, 55% of the quartile indicators across three years was amongst the highest 25% of similar schools (154 C1 out of a possible 282 in Gwynedd)

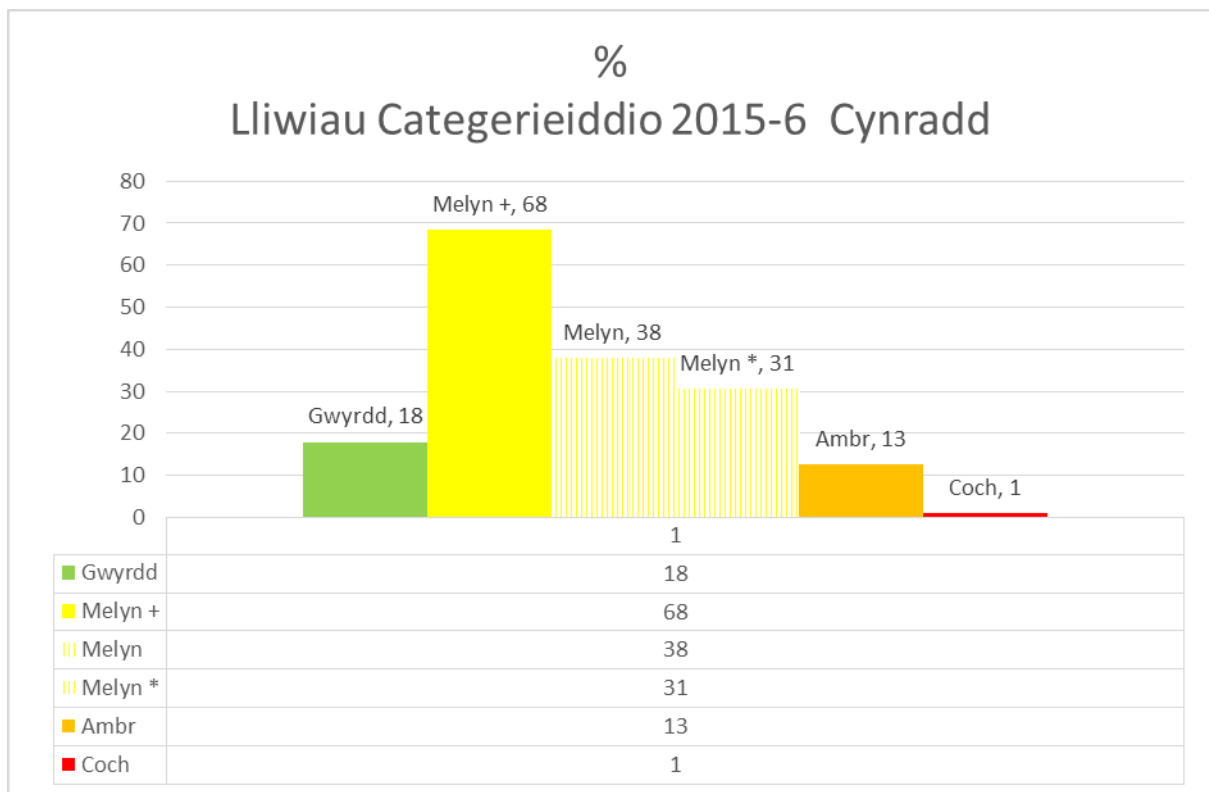
Consistent levels of performance are in quartile 1 across each of the four core subjects and Core Subject Indicator Level 4 are notable items of the chart. Note that these are not the same learner groups but, they are nevertheless, an interesting comparison.

The annex contains additional charts for further details on this aggregate.

Survey Results of % since 2001/11 up to the present



Data according to Categories



Management and Leadership in Primary Schools

In Gwynedd, there is now a range of leadership models for primary schools. These include:

- headteacher in charge of a school without full-time teaching commitment
- headteacher in charge of a school teaching a little
- headteacher in charge of a school teaching almost full-time
- headteacher in charge of two schools without any teaching commitment
- headteacher in charge of two schools teaching a little

Recently, the local authority (LEA) have been pro-active when utilizing circumstances to amend format of leadership, and sometimes at very short notice. These circumstances often arise following a headteacher's retirement or resignation and/or a reduction in pupil numbers at a school that creates doubts as to its future as a stand alone viable establishment. Occasionally, interim arrangements are made, and at other times, the aim is that they be more permanent arrangements. There is strong evidence that pupils well-being is the main driver of the LEA's decisions. There is also a clear effort to avoid the concept that there is a one size fits all solution that is suitable across the county, and, instead, the local circumstances and context receive detailed consideration.

It should also be noted that many of the changes under consideration are fairly recent or very recent. As a consequence, it is difficult to arrive at firm conclusions as to their impact on quality and standards. This is especially the case when looking at standards; this is made more complex by the small number of pupils who are often associated with this from one year to the next and the fluctuations in data that may stem from that.

Model Analysis:

1. headteacher in charge of a school and not teaching full-time

This is the school leadership traditional model, and remains common, although less so in Gwynedd than in most other authorities in Wales. To a large extent, that is due to the model being very difficult to implement in schools where there are less than 200 pupils. It has been planned so that the headteacher has adequate time for day to day management of the school and also to undertake important leadership functions such as self-evaluation, develop partnerships, entrepreneurship, an in-depth response to new opportunities in the curriculum and strategically planned improvement. The conditions also enable headteachers to widely disseminate curriculum and assessment responsibilities amongst staff. It is quite possible that this model can provide and maintain the level of effective leadership that is required in order to promote and maintain improvement.

2. headteacher in charge of a school with a teaching commitment of .5 or less

In this model, that has often been planned for schools with around 100-150 pupils, the post holder fulfils two functions that have many requirements, namely being a class teacher and manager and leader. The headteacher will also undertake a substantial range of curriculum and assessment responsibilities. Securing a good level of administrative and clerical support is often a crucial factor in reducing the inevitable pressure that stems from combining these two roles. That support is not always available. There is some risk, due to the pressure associated with the role, that it does not ensure the regular effective leadership or, to a lesser extent, the consistent high quality teaching that achieves improvement.

3. headteacher in charge of a school with a teaching commitment amounting almost to full-time

In this mode, that has often been planned for schools with fewer than a hundred pupils, the post-holder undertakes two functions that have many requirements, namely being a class teacher and manager and leader, without much time spent outside the classroom and with only a little administrative and clerical support. The headteacher will also have a demanding workload as regards curriculum and assessment responsibilities. These arrangements often lead to headteachers using the time before and after the designated school day to do administrative work and often the evenings and weekends are spent in lesson planning and marking. There is a high risk due to the pressures of the role to ensure effective level of leadership or, to a lesser extent, the consistently high quality of teaching that leads to success.

4. headteacher in charge of two schools with little or any teaching commitment

In this model, the headteacher, whose teaching time is reduced or has no teaching time, is required to collaborate with two governing bodies, be directly involved in two in service processes (INSET), collaborate with two groups of parents, implement two sets of performance management programmes and be involved with two calendars of school events and activities. This kind of leadership provides a good opportunity to provide and maintain an effective level of leadership and consistently high quality of teaching that ensures success. But there are also risk factors associated with accountability and the responsibilities of the day to day running of those schools.

The pressures felt by many primary school teachers was evident in a survey and report that was commissioned by the LEA in 2013*. 85% of headteachers responded to the survey. It was found that 48% of headteachers felt that the workload was very demanding and 43% saw it as difficult. When they were asked if the work pressures affected their health, 49% of headteachers replied that it did, and 88% said that there had been a substantial increase in the workload over the previous three years. In addition, 84% felt that the work pressure affected their ability to effectively run their schools. During the period since this survey was held, there is no evidence of a reduction in work pressure; indeed, as a consequence of the criteria used by the Welsh Government to set national categorization of schools, the pressures have almost certainly increased. This is especially true of the criteria that looks at school 'self-evaluation' of its capacity to improve leadership and teaching and learning' and 'assessment of the school's self-evaluation as regards its capacity to improve leadership and teaching and learning' and 'assessment of the school's self-evaluation through challenging advisers in the regional consortia, that is agreed with the local authority'. Whilst these are wholly valid and important expectations, the capacity of a primary school headteacher who teaches, to meet them, is, at best, limited. Another consideration is that the very recent development by the Consortium of a peer evaluation programme for those schools who perform better, will contain audit and report requirements and closing dates that will certainly place considerable additional pressures on the headteachers of those schools. It appears that the method is based on having unrealistic expectations in terms of time and capacity of that which headteachers could be expected to achieve. At a meeting held between advisers and a cross-section of primary headteachers in early October, 2015, there were clear indications that the concerns raised in the 2013 report had, if anything, intensified. Amongst some of the views expressed during the meeting were:

- the balance between responsibilities and the time available, make it difficult to achieve them
- the LEA's capacity to provide support is not as strong as was previously the case
- demands are increasing whilst a reduction is occurring in resources and capacity
- the Welsh Government, the Consortium and the LEA expect that much can be achieved in a short period with no end in sight
- ventures are introduced with little if any consultation or necessary resources

- a headteacher summed up the general feeling: “ few wish to apply for the post and those who are in the post wish to leave”.

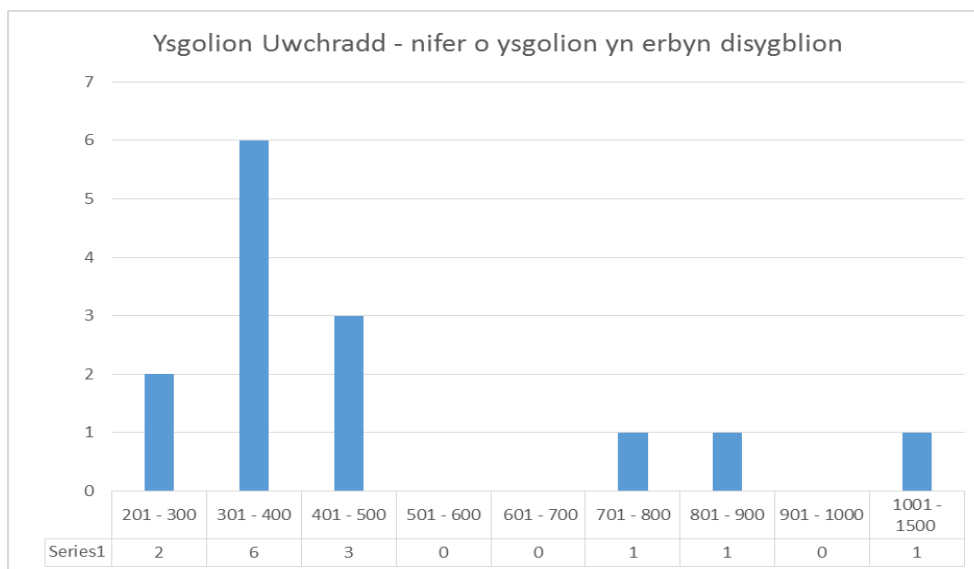
Headteachers work hard and give of their best. However, the problem in many schools, is capacity as regards the increasing demands of the post. It is very evident, with the very intensive difficulties that often stem regarding primary headteachers recruitment, and the increasing pressures on those in the post, that the current situation is unsustainable, even in the short term. The LEA therefore needs to further develop strategies to ensure that there are fewer primary headteachers but that those headteachers have the capacity to effectively fulfil their various and designated functions. That can be achieved through several ways and every suggestion should take account of local circumstances. The best way to proceed is to create collaborative Schools in the form of ‘hard’ federations¹ of schools led by a non-teaching headteacher and a single governing body. The schools within this collaborative group would retain their individual identity and every teacher would have Assistant Headteacher status with responsibility for day to day business and administration. They, together with the Collaborative School Headteacher, would be the Senior Management Team. A headteacher’s teaching commitment should not exceed half a day a week.

*** Report on Workload
Federation of Gwynedd School Headteachers (September 2013)**

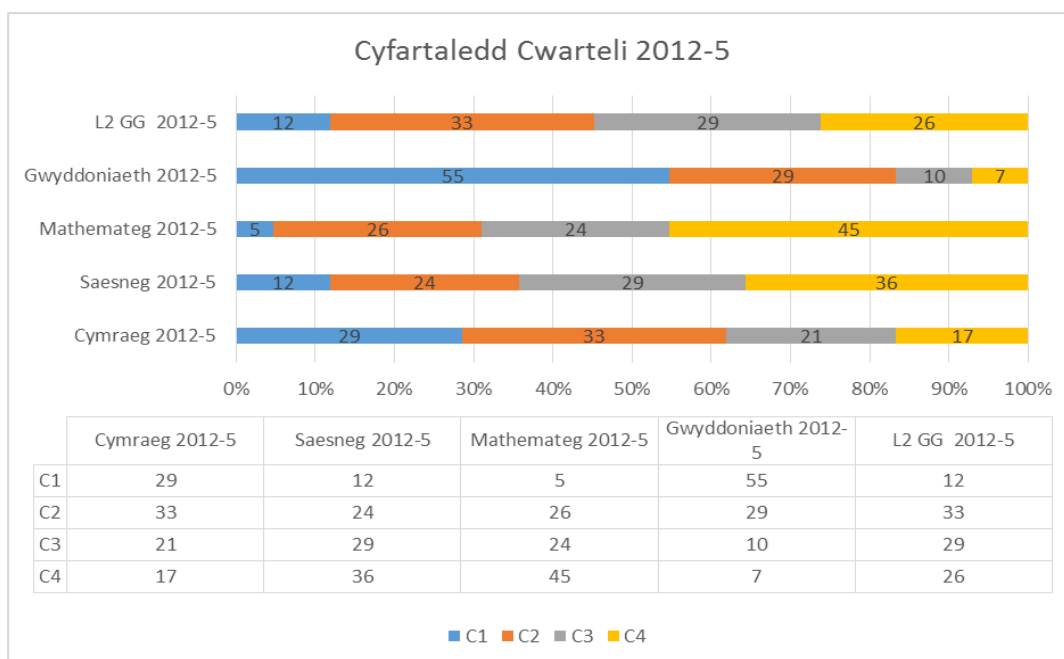
¹ The term federation describes a formal and legal agreement where a number of schools (between two and six) share governance arrangements and have a single governing body. The schools would keep their identity, their name, their ethos, their character, their budget and their own school uniform, but they could share resources, facilities and good practice. There would be strategic overview and a governing body would make decisions for the benefit of all of the schools, staff and pupils within that federation.

Secondary Schools

There are fourteen secondary schools with almost 7000 pupils. Almost 2000 of these attend two schools with the remaining pupils attending small or very small secondary schools. There are ongoing developments for reorganisation of education in the Dolgellau and Bala areas to create schools for 3-16 year olds on several sites. These are appropriate responses to a reduction in pupil numbers and surplus places in these areas.

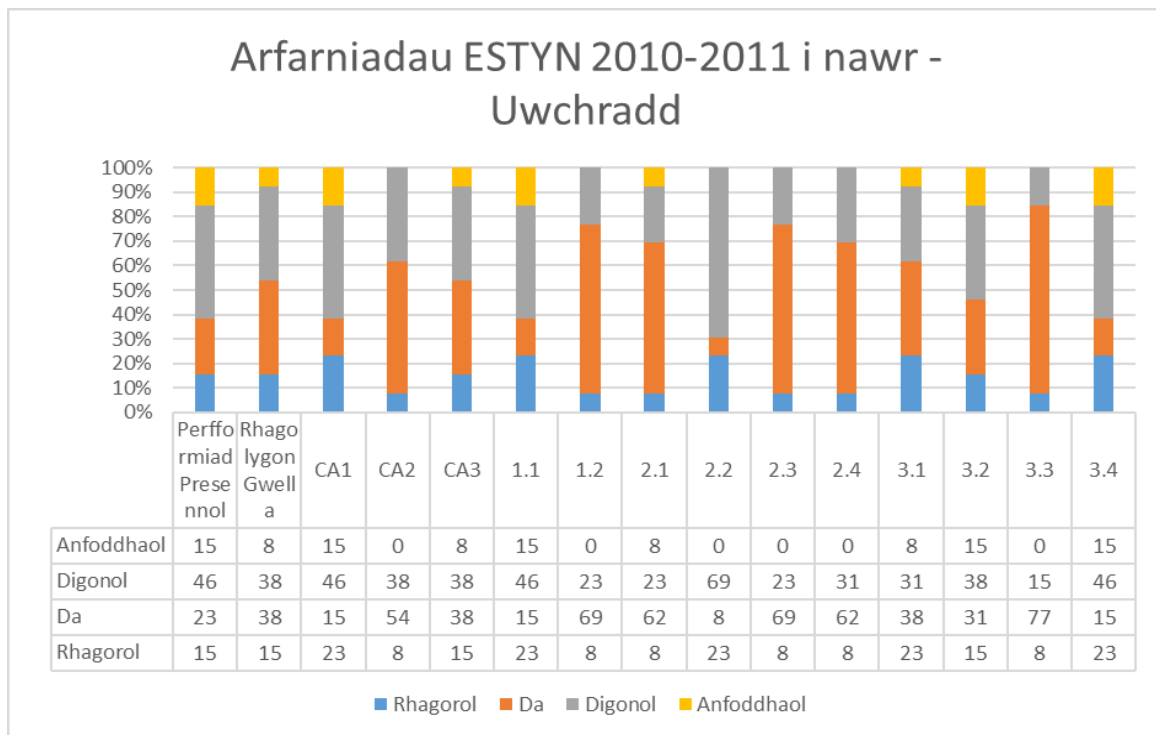


Recent performance at KS4 – summary of performance across the last three years

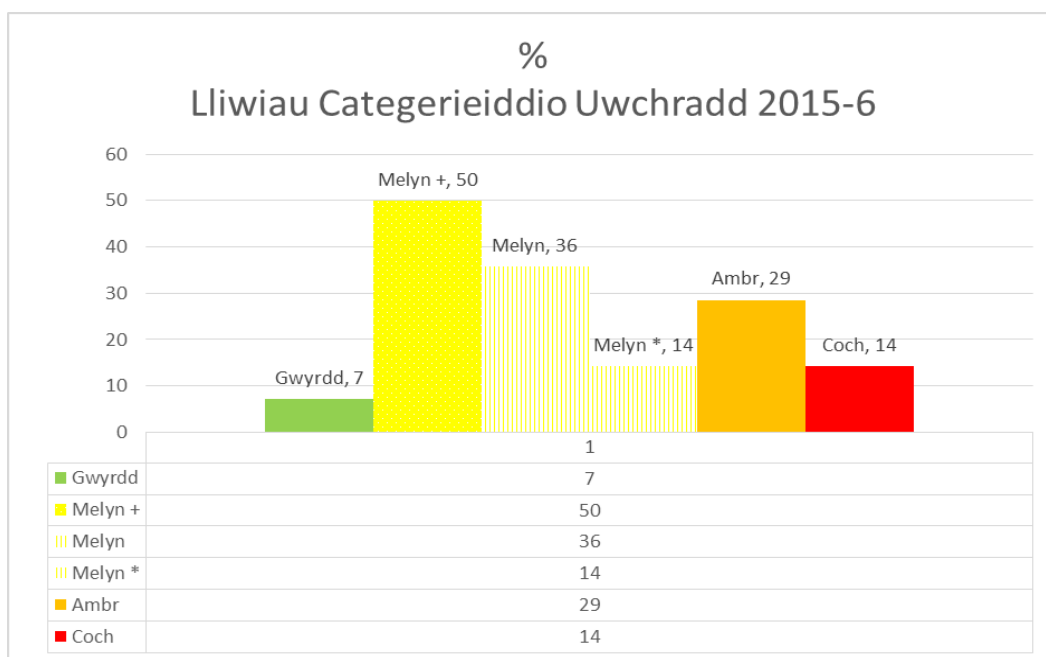


This chart shows data on how all 14 schools have performed across the past three years. The schools quartile level performance has been calculated and converted into a percentage. Notable aspects of the chart are higher quartile levels of performance in English, Mathematics and the L2 Inclusive Indicator. Of the 14 schools across three years of performance data, only twice did a school in Gwynedd feature amongst the highest 25% of similar schools in Mathematics. Neither English nor L2 Inclusive indicator of 12%, fare much better.

Survey results in % terms since 2010/11 up to the present



Categorization Data



Headteachers and the other members of their senior teams work very hard and give of their best. However, the problem encountered in many schools is capacity as regards increasing demands in both scale and complexity, of the post. The smaller schools, in particular, face a range of challenges that are difficult to surmount. In essence, they are to do with coping with a reduction in pupil numbers and increasing budgetary pressures. This often leads to the following outcomes:

- staffing reductions
- reduction in class numbers
- increase class size
- increasing use of non-specialists, including core subjects (particularly in English)
- loss of additional teaching posts such as behavioural support and young people engagement officers
- re-allocate functions and responsibilities amongst a fewer number of staff, and subsequent time and resource demands
- difficulties in developing medium term and long term planning
- LEA has less capacity to provide administrative support and administrative, legal and technical advice that is easily accessible e.g. HR/Finance
- reduce pupils options to select from to study at Key stage 4
- reduce or get rid of enrichment programmes

In addition, secondary schools voice concerns about the LEA and Consortium capacity to support them during a period of rapid change and increasing challenge. Senior managers and middle managers are strongly of the view that support and advice is not so easily available as before. One consequence is that there is very little subject linked support available for foundation subject teachers. An obvious reduction has occurred since the previous survey and since the support service, Cynnal was replaced by GwE, the School Effectiveness and Improvement Service for North Wales. This is a particular problem at smaller schools where often there is only one who specializes for every Foundation subject and he/she teaches most of or all the classes. These concerns are further voiced with a new GCSE specification presentation in core and Foundation subjects and implementation of the new Wales curriculum.

Undoubtedly, the current and new demands and requirements on Schools, alongside a continual reduction in funding and centralized support, poses a very strong threat to schools effective leadership. It is obvious that the traditional model of every small school, led by a different individual, is not viable. Difficulties are frequently encountered in recruitment of senior managers and middle managers, especially headteachers. In addition, despite the good collaboration

between schools and examples of well planned co-ordination between schools, and between schools and further education providers, these are not either systematic enough or adequately maintained so as to provide firm foundations for systematic improvement.

Other than the current re-organization developments in two areas, the options regarding current structures is either closure or merger. Gwynedd's demography and geography pose very difficult logistic issues when the closure of any current secondary school is under consideration and it is not an option that appeals to pupils, parents or the communities involved. The 'soft'² federation option is more acceptable but it may over-extend a senior management team's capacity to develop effective self-evaluation and plan medium-term and long-term improvement strategies on this basis.

Structures need to be forged that enable leaders to lead, teachers to teach and focus on learning in accordance with ambitious school improvement strategies. The most effective way forward is through direct reference to Donaldson principles to consider merger of the ten schools with fewer than 1000 pupils and that do not currently form part of re-organization plans.

'Ysgol Gwynedd'

Planning a concept of new leadership has a central role in deliberations for change and forms the basis for 'Ysgol Gwynedd' model. In practice, it involves providing resources that are funded and developing an understanding amongst leaders that they are responsible for, and are part of a wider school system, than their particular school.

A successful school system in Gwynedd will exist through nurturing a mature, open partnership between schools, LEA and GwE officers, based on an agreed understanding of functions, system level performance and development needs. Leaders should have the time, and they are expected to work at their school and across the 'school system' in a structured manner that has been planned to create a robust 'Ysgol Gwynedd' rather than a series of individual schools working in isolation.

Such a structure, if it were constructively built, could be deemed as being of a gold standard and have a higher status of professionalism. That should include identifying and nurturing leaders and continuously develop them. An effective *Ysgol Gwynedd* system would support this model and the LEA should also try and forge partnerships amongst academic, private and other public sector bodies to add to that function. The New Deal can provide much of this service but in accordance with our initial recommendation, responsibility for ensuring a highly competent leadership will serve as the LEA's success criteria, and for which the LEA should be wholly responsible.

Any new development would add to the 'Ysgol Gwynedd' method, where colleagues would work together across the system and meet various leadership programme requirements. The following examples show how that could be achieved, establishing foundations for a school self-improvement system.

- Create a shared self-evaluation, multi-school document as a means to promote integrity, note strengths and fields to develop and enable school leaders to make commissioning decisions that encompass the entire system.

² A soft federation is when one headteacher leads two or more schools but each school still has its own governing body.

- Likewise, place responsibility for how more able and gifted learners perform at Key Stage 2 in Welsh on a group of Welsh subject leaders who would monitor progress and provision.

When pursuing the 'Ysgol Gwynedd' approach, Gwynedd LEA will need to make changes in the system of governance, and an approach undertaken whereby governors also have governance responsibilities that encompass a school and system.

Recommendations

1. The LEA and its schools are committed to collaborate across GwE so as to meet local, regional and national business aims. However, the LEA and its schools need to ensure that their clear business needs are met at a local level and that regional and national developments coherently integrate with planning and actions at a local level.
2. As a general principal, the number of leaders in the Gwynedd school system, should reflect pupil numbers rather than the number of school buildings.
3. The number of registered schools should be reduced to the lowest viable number required so as to create sustainable, successful learning environments. That should be ensured through a combination of Cooperative Schools in the guise of hard federations at primary and secondary levels.

At a secondary level, it is recommended that the total number of schools be reduced to six or seven at most.

At a primary level, it is recommended that the majority of the current schools are retained and create a series of cooperative schools.

4. In accordance with the reduction in school numbers, the number of leaders should be centralized to reflect the structures of the new schools and business requirements and the business needs of the broader 'school system'.
5. Learning models should be planned to reflect the new 'school system's' requirements and in many cases, leaders should expect to be placed across broader geographical locations and have responsibilities across the school system.
6. When planning a new leadership structure, the authority should create structures that facilitate the 'Ysgol Gwynedd' method where the pre-conditions for a practical, meaningful school to school support or a self-improvement education system are naturally embedded.
7. There will be a need to plan and provide continuous support for governors' role in the reformed school system.
8. The LEA and schools, in accordance with the new school structures, should plan leadership programmes that are specifically tailored for serving as a leader at a school in Gwynedd.
9. As school leaders become increasingly responsible for more than one site and for work across the school system, the authority should ensure that the necessary ITC tools are

available and work reliably all the time. It will be crucial to have effective systems in place to promote real time Communication, as well as systems that remain rapid and explain schools' strengths and areas to develop.

10. If the LEA opts to reorganize its schools system as outlined in these recommendations, its managing change programme requires careful consideration. Relevant external support should be added to internal resources and critical audit should be a factor in the process. This is a project that could bring huge rewards but has substantial associated risks.
11. LEA officers job-descriptions and portfolios should be re-vamped in accordance with any changes to the school system. Officers should have clear functions that tally with the school system's agreed business requirements and they should have sufficient time to prudently undertake these. They should collaborate with school leaders who should have the time and should know exactly what their functions are in supporting work across the school system.
12. Schools should be more evaluative of the services that they receive from the local authority, GwE and other providers. Schools should not tolerate or accept a service or a service that is too slow or ineffective. Underperformance at a school is unacceptable and this mindset should permeate through all aspects of schools work.
13. Although this report has not focussed on curricular matters, we take the curriculum strategies that Prof Donaldson support into consideration and integration plans will interphase intelligently with our recommendations.

Agenda Item 9

REPORT TO THE CABINET

12 July, 2016

Cabinet Member: Councillor Dafydd Meurig

Subject: Off-street Parking Order

Contact officer: Dafydd Wyn Williams - Head of Regulatory Department [acting]

The decision sought/purpose of the report

Following consideration of the observations and objections received, to proceed to complete the statutory process to confirm the new Parking Order for Gwynedd.

To establish a new Local Parking Permit which will allow residents to buy an annual parking permit for the car park closest to their homes for a reduced price of £60 per annum.

Local member's views

The Order will be applicable to the whole county. Evidently, the consultation held addressed individual car parks, and local members and community and town councils were given an opportunity to respond to those proposals. The observations received have been summarised in Appendix 1.

1.0 Introduction

- 1.1 At the Cabinet meeting of 24 November 2015, consideration was given to a report which outlined the response received when consulting on the intention to create a new Parking Order for Gwynedd.
- 1.2 This means that the Council would introduce new management arrangements for 24 car parks throughout the county. 15 of these would be changed from being free car parks to ones with pay and display arrangements.
- 1.3 These changes were proposed following a review of all the car parks under the management of the Regulatory Department. A comprehensive consultation process was undertaken which led to drawing up the final list of car parks which would see a change in the existing management arrangements. The effort to create a new parking order will also lead to additional income which will contribute towards the Regulatory Department's efficiency savings targets.

- 1.4 When drawing up the Parking Strategy last year (which included a number of changes to the present arrangements including creating more pay and display car parks), consideration was given to equality matters and it was recognised that a full assessment would be required before implementing some aspects. However, introducing pay and display arrangements in more car parks does not discriminate in any way as the Council's arrangements for disabled parking will be unaffected.
- 1.5 The Cabinet resolved to adopt the recommendations and proceed to issue a final Statutory Notice of the intention to introduce the new Parking Order.
- 1.6 By now, that Statutory Notice has been issued and the period for receiving final observations or objections has closed.

2.0 Response to the Statutory Notice

- 2.1 No response was received to the proposal for 14 of the 25 location in question, namely:

Colwyn Banc, Beddgelert
Talbot Square, Barmouth
Frondeg, Pwllheli
Cei Bach, Porthmadog
Victoria Dock, Caernarfon
Pavilion Hill, Caernarfon
Dwyfor Office, Pwllheli
Old Castle Hotel, Harlech
Glan Môr Hiraël, Bangor
Cae Star, Bethesda
Pant Dreiniog, Bethesda
Main Car Park, Trawsfynydd
Y Ddôl, Nefyn
Afonfawr, Penllech, Tudweiliog

2.2 Observations were received in relation to the 10 other locations. Appendix A provides a summary of the main points raised by those who responded, together with the Department's response to each one. Our responses were limited to observations which were relevant to the proposal of creating a new Parking Order.

3.0 Conclusions following issuing the Statutory Notice

3.1 Clearly a number of the objections considered in Appendix A were common to several different areas, but in the majority of the cases the concerns expressed can be overcome.

3.2 However, consideration needs to be given to one field which had been causing considerable concern in several communities, namely the situation of residents who currently park their cars in car parks near their homes, and the concern that they will not be able to do so in the future. Several observations refer to the fact that there are no parking spaces near their houses and that they are completely dependent on being able to park their cars in the car parks closest to their homes.

3.3 Of course, there is no duty on the Council to provide free parking spaces for home-owners. However, following receiving these observations, it is believed that the Council should try to assist with such situations and to that end it is proposed that a new Local Parking Permit be established.

3.4 The Council already offers an Annual Parking Permit which allows the holder of the Permit to park in any long-stay car park in Gwynedd which is in Council ownership. The cost of the Annual Parking Permit is £125.

3.5 The purpose of the Local Parking Permit would be to offer residents of houses the right to buy a parking permit for the closest long stay car park to their homes. It would therefore be targeted specifically at those who otherwise have nowhere to park near their homes. The cost of the new Local Parking Permit would be £60 per annum or a little over £1.00 per week.

3.6 It is believed that the Council's response to the remaining objections is reasonable and therefore it is recommended to proceed to confirm the new Parking Order in accordance with the Cabinet's previous decisions.

4.0 Recommendations

- 4.1 Following consideration of the observations and objections received, to proceed to complete the statutory process to confirm the new Parking Order for Gwynedd.
 - 4.2 In response to concerns presented during the period to receive objections, to establish a new Local Parking Permit which will allow residents to buy an annual parking permit for the car park closest to their homes for a reduced price of £60 per annum.
-

Views of the statutory officers

The Chief Executive:

When the matter came before the Cabinet in November 2015, I indicated in my remarks that the consultation took place with members and local communities on the proposals before compiling the draft order. Further to this, comments have been received on the order and the report identifies the Service's response to those comments. In particular, the effort of the Service to respond to concerns about parking by residents by introducing Local Parking Ticket seems a moderate and reasonable solution to a real problem that has been identified by some residents.

The Monitoring Officer:

The report appropriately summarises the objections received following the statutory notice of the order. The Cabinet needs to consider these objectives in reaching a decision to confirm the order or not.

The Head of Finance Department:

Following a report to Cabinet on February the 19th, 2015, recommendations made following a comprehensive review of all aspects relating to parking management in the County were approved, and a number of these were implemented as from April 1st, 2015. The decision sought here is on one of the recommendations to extend the Parking Order so as to introduce new management arrangements for additional car parks within the county. This will mean that a fee can be charged for use of those car parks and at the time an additional income of £179K was estimated.

Although parking charges are a contentious issue for a number of inhabitants and elected members, extending the parking order in accordance with these recommendations would contribute further towards achieving the Regulatory Department's savings target, which in turn will contribute towards the Council's savings strategy.

Appendices

Appendix A - Summary of the Responses to the Statutory Notice, together with the Council's response

Rhodfa'r Môr Tywyn	Number of objections 2	Objections received	Regulatory Department Comments
		As a result of the parking fees, fewer tourists will visit Tywyn	There is no evidence to show the link between the number of tourists who visit a location and reasonable parking fees in those locations. The car park on Tywyn Promenade is an exception to the usual situation in several tourist communities in Gwynedd as the car park is currently free of charge. We know that tourist attractions are influenced by the appearance of the location. As the Tywyn Promenade is an attraction to the area, we will need to continue to maintain the location as an attractive place for tourists.
		Concerned that there would be an increase in parking problems in neighbouring streets therefore causing problems for local residents	Though there is no evidence from elsewhere to support this comment, it is important that the Department monitors the situation and collaborates with the community if problems arise. Also, local residents will be able to take advantage of the new Local Parking Permit
Lombard Street Porthmadog	Number of objections 7 and a petition with 27 signatures	Objections received	Regulatory Department Comments
		Using the car park as their main parking space therefore the fees would have a financial impact on them.	There is no duty on the Council to provide free parking spaces for local home-owners. However, following receiving similar observations, it is intended to offer an opportunity for those who wish to purchase an annual parking permit for the car park

		Using the car park to park during work hours therefore the fees would have a financial impact on them.	closest to their homes. This Local Parking Permit will be available for less than half the price of the usual Annual Permit, namely £60 per annum or a little over £1.00 per week. The car park is identified as a long-stay car park. If commuters so wish it is possible for them to purchase an annual permit. There are wider advantages for residents to purchase a seasonal permit as it allows them to park in any long-stay car park in Gwynedd.
		Impact on the local economy as tourists will not pay to park.	It is not considered that this is a car park which is used mainly by tourists as there are many other more suitable and popular locations in the town. Also, there is no evidence to show the link between the number of tourists who visit a location and reasonable parking fees in those locations. We know that tourist attractions are influenced by the appearance of the location and therefore we will need to continue to maintain the location as an attractive place.
		One comment expressing concern that this would increase parking problems on neighbouring streets and would therefore cause safety and traffic flow problems.	Though there is no evidence from elsewhere to support this comment, it is important that the Department monitors the situation and collaborates with the community if problems arise.
Penarlâg Dolgellau	Number of objections 6	Objections received	Regulatory Department Comments

		It is unfair that Council staff can park free of charge to go to work in Dolgellau but that other workers have to pay	This consultation does not cover the conditions of employment of Council staff. However, it is acknowledged that there is room to look into this comment further.
		The restrictions include weekends, and other times when staff do not use the car park	This comment is inaccurate - the Order does not refer to enforcement at weekends as this car park is not in use at that time.
High Street Car Park Penrhyndeudraeth	Number of objections 2	Objections received	Regulatory Department Comments
		Shoppers won't use it due to distance to the shops	The comment is not relevant to what is in question here namely imposing a Parking Order on a car park which already exists.
		The people who currently use it would park on High Street and the double-parking problem on High Street would worsen.	The Council's Enforcement Officers have the right to impose a penalty on anyone who double-parks. It is intended to introduce some spaces on High Street which restrict the time allowed for parking in order to promote turnover. If there are parking problems on High Street consideration could be given to extending the waiting restrictions further in order to promote yet more turnover.
Abereistedd Cricieth	Number of objections 14	Objections received	Regulatory Department Comments

	<p>There will be more on-street parking which will cause safety/traffic problems and visitors will park on the street which will reduce the opportunity for residents to park in front of their houses.</p>	<p>As with every other similar situation across the county, enforcement powers will be used to control irresponsible parking and deal with situations which will cause danger to the public. There is no evidence of other locations showing that visitors avoid parking in car parks and it does not happen in other locations across the county. Despite this it is important that the traffic unit monitors the situation and introduces further measures if evidence justifies doing so.</p>
	<p>The changes would increase the costs for visitors who stay in neighbouring hotels and therefore fewer visitors would choose to stay in the hotels</p>	<p>There is no evidence of other locations showing that fewer visitors come on holiday because of the need to pay a reasonable parking fee. We know that tourist attractions are influenced by the appearance of the location. As this is a desirable location for tourists, we will need to continue to maintain the location in a suitable condition.</p>
	<p>It was believed that 'long-stay' status was unsuitable for the car park as the majority of people who use the space are local residents who take their dogs for walks for short periods</p>	<p>Though it is used by some dog walkers, visitors who park for long periods are the main users.</p>
	<p>The price to park in the car park is three times more than any other car park in Cricieth despite the car park status being the same.</p>	<p>There is justification to review which Band this car park was placed in with the aim of ensuring more consistency in terms of parking prices in Cricieth.</p>

		As part of the scheme road safety measures need to be introduced to improve visibility	This Order does not change anything regarding the technical aspects of the car park, which is of course currently in use. However, we will be reviewing safety as a result of this comment.
		Issuing parking permits for resident for Queens Road in order to ensure that visitors do not take on-street parking spaces	The Parking Unit will be able to collaborate with the community to see whether a residents' parking scheme would be suitable for the area. Local residents will also be able to take advantage of the new Local Parking Permit
South Beach Pwllheli	Number of objections 2	Objections received	Regulatory Department Comments
		Introducing a charge in the car parks would mean that there would be nowhere for residents to park.	Local residents will be able to take advantage of the new Local Parking Permit if they so wish. Creating the Order will not reduce the number of parking spaces available.
		Parking is required to ensure that the car is available to transport a disabled person.	Blue-badge holders have the right to park in the car park free of charge.
Penmount Pwllheli	Number of objections 6	Objections received	Regulatory Department Comments
		Charging local people for parking is unfair as local people have to pay more council tax and also tolerate fewer public services already.	Local residents will be able to purchase a Local Parking Permit for the car park closest to their homes. This Permit will be offered for half the price of a usual Annual Parking Permit.

		The car park surface is not suitable therefore residents will be paying for a sub-standard service.	The car park is already in use of course but we will be looking at the condition of the car park and will deal with any necessary improvements.
The Black Lion Pwllheli	Number of objections 2	Objections received	Regulatory Department Comments
		Charging local people for parking is unfair as local people have to pay more council tax and also tolerate fewer public services already.	Local residents will be able to purchase a Local Parking Permit for the car park closest to their homes. This Permit will be offered for half the price of a usual Annual Parking Permit.
Y Ddôl Car Park Nefyn	Number of objections 1	Objections received	Regulatory Department Comments
		Charging at the car park will force residents to park on neighbouring roads which will cause problems on the roads network.	There is no intention to charge in this specific car park. The Order will be placed on it in order to improve control of misuse only.
Borth-y-gest Car Park	Number of objections 28	Objections received	Regulatory Department Comments
Borth-y-gest	+ A petition with		

634 signatures

Charging people to use the car park will mean that the parking situation on Ralph Street, which is already very bad, will become worse.

The Council has a residents' parking scheme and the parking unit is more than happy to consult with the residents of Ralph Street with the intention of introducing such a scheme. Also, local residents will be able to take advantage of the new Local Parking Permit.

Charging for parking will have an impact on the small boat industry

The Order will not limit the launching of small boats in the harbour.

As a result of the parking fees, fewer tourists will visit Borth-y-gest

There is no evidence to show the link between the number of tourists who visit a location and reasonable parking fees in those locations. The car park in Borth-y-gest is an exception to the usual situation in several tourist communities in Gwynedd as the car park is currently free of charge.
We know that tourist attractions are influenced by the appearance of the location. As Borth-y-gest is an attractive location for tourists, we will need to ensure that the car park is maintained as an attractive place for tourists to park.

It would be better to change the fee structure to £1 for two hours and £2 for four hours to improve the turnover in the car park.

Prices have been introduced to ensure consistency across the county but it will be possible to revise prices should evidence show that there are special circumstances in a specific location.

The scheme defines the wider area as off-street parking locations. These locations are used by residents for activities. A promise had been made that the Council would not change the car park. It will be possible for the Council to designate locations used as boat storage and grass as parking spaces without consultation in future.

There is no intention at all to extend space available for vehicles to park. The scheme with the Order notes some areas which are beyond the car park surface so that inconsiderate parking in these areas can be enforced. The Order will insist that vehicles will need to park within specific bays therefore it will be possible to take enforcement steps against any vehicle which parks on the grass and also parks in a location which obstructs access to the slipway. This is the only purpose of including wider land in the scheme.

The slipway is also used by coastguards therefore the Order will also be of assistance to them.

There is no intention to extend the existing parking space.

Introducing parking bays and signage would urbanise the area and make the area less attractive for tourists

Careful consideration need to be given to how to set road markings and signage with the aim of reducing visual impact. This has been done successfully in several conservation sites and other visually sensitive locations across Gwynedd and the rest of the country.

The Order prevents access to the slipway and Coast Path

This is not true and the Order will not prevent access in any way.

	<p>The winter period, namely the free-parking period, is four months not six months as in other car parks in Gwynedd therefore the order is not fair or consistent</p>	<p>The winter period will be four months for every car park in Gwynedd.</p>
	<p>Motor homes, mini-buses and vehicles with trailers will not be able to park in the car park therefore they will park on the street and cause traffic problems.</p>	<p>Provided the vehicle parks within a parking bay they will have the right to park in the car park. It will be possible to look at introducing some longer parking bays to ease the situation for long vehicles or vehicles with trailers.</p>
	<p>Allowing parking in the middle of the car park will restrict access to heavy vehicles and cause a health and safety risk</p>	<p>The design of the parking bays will need to comply with the usual design requirements which ensure easy and safe traffic flow.</p>
	<p>Buses will not be able to turn in the car park entrance</p>	<p>There will be no change to the arrangements for public transport.</p>
	<p>Introducing charges at the car park will mean that more cars will park on the neighbouring streets which will prevent older people from having a convenient place to park their cars.</p>	<p>Though there is no evidence from elsewhere to support this comment, it is important that the Department monitors the situation and collaborates with the community if problems arise. Also, local residents will be able to take advantage of the new Local Parking Permit.</p>

	<p>People will refuse to pay to park and will therefore park inconsiderately and will prevent access to the emergency services</p>	<p>There is no evidence from elsewhere to suggest that people will not use the car park and the Local Parking Permit will possibly be of assistance. However, we will need to ensure that enforcement powers are used to deal with inconsiderate parking if it develops into a problematic situation.</p>
	<p>The Council has not consulted with the community in relation to other areas included in the Order.</p>	<p>The Council has consulted on many occasions and this is what has led to the opportunity to submit this comment.</p>
	<p>No report included regarding the traffic flow effect or the effect of charging a fee for parking in Borth-y-gest.</p>	<p>In this case, there is no justification to commission a specific report as there is no significant change to the traffic system or the number of off-street parking spaces. We will monitor any effects carefully in the early days and will commit to respond to situations of concern if there is evidence to support that.</p>
	<p>A regulated environment would be damaging to the village</p>	<p>There is no evidence of this from similar locations in the rest of the county. There is no intention to create an oppressive environment, rather using reasonable enforcement methods when there is clear justification to do so.</p>