

# Complete Agenda

# CABINET

## GWYNEDD COUNCIL

<b>DATE</b>	Tuesday, 4th October, 2016
<b>TIME</b>	1.00 pm
<b>LOCATION</b>	Siambr Hywel Dda, Council Offices, Caernarfon, Gwynedd, LL55 1SH
<b>CONTACT POINT</b>	Sophie Hughes 01286 679729 cabinet@gwynedd.llyw.cymru

### GWYNEDD COUNCIL CABINET MEMBERS

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

## AGENDA

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## THE CABINET, TUESDAY 13 SEPTEMBER 2016

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### **Present -**

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

### **Also present-**

Morwena Edwards (Corporate Director), Iwan Trefor Jones (Corporate Director), Dafydd L. Edwards (Head of Finance Department), Sioned Eirian Williams (Head of Economy and Community Department), Thomas Hywel James (Principal Librarian), Hawis Jones (Strategic Planning and Performance Manager), Eleri Llewelyn Owen (Temporary Project Manager), Arwyn Thomas (Head of Education Department) and Catrin Thomas (Senior Community Learning Manager)

### **1. APOLOGIES**

Cabinet Members and Officers were welcomed to the meeting.

Apologies were received from the Chief Executive, Dilwyn Williams and the Monitoring Officer, Iwan Evans.

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

Councillor Gareth Thomas declared a personal interest in Item 7 "The Libraries Service's "More than Books" Strategy" as a relative of his was employed by the Libraries Service. He withdrew from the meeting during the discussion on this item.

### **3. URGENT ITEMS**

There were no urgent items.

### **4. MATTERS ARISING FROM THE OVERVIEW AND SCRUTINY**

There were no matters arising from overview and scrutiny.

### **5. MINUTES OF THE MEETING HELD ON 12 JULY 2016**

The Chairman signed the minutes of the Cabinet meeting held on 12 July 2016.

## **6. GROWTH VISION FOR THE ECONOMY OF NORTH WALES**

The item was submitted by Cllr Mandy Williams-Davies.

The item was seconded by Cllr Gareth Thomas.

### **DECISION**

To approve the "*Growth Vision for the Economy of North Wales*" as a basis for holding discussions with the UK and Welsh Governments about the "*Growth Deal*" application for the region.

### **DISCUSSION**

The document "*Growth Vision for the Economy of North Wales*" was welcomed by a great number of the Cabinet Members with the aspiration to collaborate and build a relationship amongst several authorities strongly noted.

The need to ensure benefits for North-West Wales specifically was stressed, by making great efforts to attract investment to the area. The Cabinet Member responsible confirmed that Gwynedd was a priority and that it was hoped that the availability of expertise in the County would strengthen with time as we ensure better co-ordinated discussions and collaboration. Iwan Trefor Jones added that the aim was to ensure that growth was dispersed across North Wales in order to ensure that the benefits were spread out.

A concern was noted that there was not obvious reference to collaborating with Welsh Government and the need to strengthen the relationship between the Government and North Wales was stressed. Iwan Trefor Jones confirmed that continued discussions were being held with the Ministers, Mark Drakeford AM and Ken Skates AM, and that there was a desire to strengthen the relationships between the Westminster Government and the Wales Office in London.

It was explained that the next step would be to hold further discussions with the UK Government and Welsh Government in the hope that the Chancellor would give his support to the principle in his statement on 23 November 2016.

## **7. THE LIBRARIES SERVICE'S "MORE THAN BOOKS" STRATEGY**

Cllr Gareth Thomas declared an interest and he withdrew from the meeting.

The item was submitted by Cllr Ioan Thomas.

The item was seconded by Cllr Dyfrig Siencyn.

### **DECISION**

To adopt the "More than Books" Strategy for Gwynedd Council's Libraries Service.

## **DISCUSSION**

It was noted that there was a duty on the Council following the UK Government's cuts and the Council's decision to cut 25% of the book buying budget to operate within the available budget.

It was emphasised, in particular considering the difficult financial situation, that the Strategy meant being able to provide a service for the residents of Gwynedd that will be sustainable in the future. It was acknowledged, however, that although the strategy was a County one which meant that the provision would change for everyone across the County, that the impact would be felt more in some communities.

It was acknowledged that a general reluctance towards the changes to the provision had been obvious; however, upon discussing the matter further, the majority of areas were willing to hold further discussions and negotiate the details. Specific support was expressed to the references to strengthening the Mobile Library service and its value was noted, in particular in the most rural areas of the County.

It was noted that Porthmadog Library, which was now located in Glaslyn Leisure Centre, was a positive example of how another Council-owned asset could be used to maintain the provision, and although this part of adaptation was not possible in each area, it was confirmed that the Cabinet Member and the Officers were looking into any opportunities arising.

The strategy was welcomed as a way forward and it was noted that discussions were yet to be held in some communities. Gwynedd's partners and residents were thanked for their willingness to collaborate, and to the Officers for their work.

## **8. MOVING TOWARDS EDUCATION AREA OFFICES**

The report was submitted by Councillor Gareth Thomas.

The report was seconded by Cllr Dyfrig Siencyn.

## **DECISION**

To approve implementing an Education Area Offices model.

To approve the request for costs of approximately £275,000 from the Authority for the Head of Finance in consultation with the Head of Corporate Support and the Cabinet Member for Resources, to confirm the total as a result of the outcomes of the appraisal of staff's posts.

To approve the creation of a Service Level Agreement by the Corporate Support Department and the Education Department in relation to Human Resources to define the nature of the service.

## **DISCUSSION**

The Head of Education, Arwyn Thomas, explained that more support was required on a more local level in order to assist Head Teachers to lead their schools and release them to do so, and support teachers to focus on educating, which in turn would lead to improving the standard of education for the children of the County.

The proposal was welcomed and it was emphasised that there had been excessive pressure on the schools, Head Teachers and Governors for some years without sufficient central support and that there was a need to invest in order to strengthen the education of the pupils.

It was noted that schools could often be competitive and it was emphasised that there was a need to promote collaboration and sharing good practice.

The Chief Finance Officer, Dafydd Edwards, explained that should the Cabinet approve the request for costs, the budgets would need to be reviewed in order to obtain the one-off amount, and it would have to be reclaimed from the balances should departments overspend. However, it was hoped that the Education Department, in turn, would make savings in order to fund the costs in the future.

It was noted that the great successes of our schools in the Summer 2016 results set the context for strengthening our structures and encouraging further improvement. All pupils and staff in the County were congratulated on their hard work throughout the year.

## **9. NEW ARRANGEMENTS OF THE ADDITIONAL LEARNING NEEDS AND INCLUSION SERVICE IN GWYNEDD AND ANGLESEY**

The report was submitted by Councillor Gareth Thomas.

The report was seconded by Cllr Mair Rowlands.

## **DECISION**

1. To adopt a single Common Additional Learning Needs and Inclusion Strategy for Gwynedd and Anglesey which will address the needs of pupils and young people in an effective and efficient manner to be implemented by September 2017.

2. To join in a formal partnership with the Isle of Anglesey County Council to implement the Strategy and adopt a new governance structure referred to in this report, which will replace the Gwynedd and Anglesey Special Educational Needs

Joint-Committee (SENJC).

3. To delegate permission to the Head of Education Department in consultation with the Head of Legal Department and Head of Finance Department to agree and complete a Formal Agreement with the Isle of Anglesey County Council for the partnership.

4. To delegate permission to the Head of Education Department in consultation with the Head of Legal Department and Head of Finance Department to complete an Agreement / memorandum of understanding for the interim period before signing the official Agreement, which will state the commitment of both authorities to implement the new procedure, and will allow the work that is needed in order to reach that point to be carried out.

## **DISCUSSION**

It was explained that very positive discussions had been held with the Isle of Anglesey Council to adopt a joint strategy that would in turn allow the two authorities to reach the appropriate pupils much sooner. It was explained that a similar report would be submitted to the Anglesey Executive in the near future for its approval.

The collaboration highlighted between both authorities was welcomed, along with the opportunity available here to create expertise and career opportunities as well as share the challenges.

A question was asked about the scrutiny and performance measuring system as we collaborated with Anglesey and Arwyn Thomas confirmed that the Heads of Education Departments in Gwynedd and Anglesey, along with the appropriate Cabinet Member/Portfolio Holder would scrutinise daily; however, there would be an opportunity for Gwynedd scrutinisers to call the matter in should they see the need to do so. It was confirmed that this joint Service would be accountable to both authorities.

Cllr Gareth Thomas thanked the Officers from both authorities for their work and willingness to collaborate.

## **10. REPORT ON THE WORK OF THE STRATEGIC SAFEGUARDING CHILDREN AND VULNERABLE ADULTS PANEL**

The report was submitted by Cllr Mair Rowlands.

The report was seconded by Councillor Gareth Thomas.

## **DECISION**

To accept the report submitted on the work of the Strategic Safeguarding Children and Vulnerable Adults Panel.

## **DISCUSSION**

The progress seen in awareness and referrals made by front-line staff under the **D1** project was highlighted and this suggested that efforts to raise awareness had proved successful.

It was emphasised that the field of safeguarding children was much more mature than the field of safeguarding adults as this work was newer. However, it was noted that work was under-way to build on our arrangements in the adults field and it was hoped that further information could be presented for the attention of Cabinet Members soon.

It was noted that Gwynedd was one of the first Counties to put internal safeguarding arrangements in practice and, whilst acknowledging that work was yet to be done to ensure that our arrangements were clear and robust, and more effective within the adults department, Morwena Edwards emphasised that the Council had done successful work to date.

Cllr John Wynn Jones emphasised how effective the safeguarding training he had received as a school Governor in his ward had been. Other Members agreed that safeguarding was much more at the forefront of their minds by now.

A question was asked on how the Council intended to deal with the use of technology and Morwena Edwards noted that efforts were being made to raise the awareness of users of technology and ensure that parents and teachers were aware of the risks and that they had the skills to manage the issue. It was noted that there was no obvious answer to the risks of using technology but that a lot of collaboration was taking place with the Police in order to share best practices.

A question was asked as to whether or not the Council satisfied the regional work taking place effectively and influencing local level action. It was acknowledged that it was more difficult to ensure the work on a regional level and that the arrangements reaching us under the direction of Welsh Government and the Home Office could overlap; however, it was noted that the Council was satisfied that the regional arrangements strengthened the agenda.

## **11. GWYNEDD COUNCIL PERFORMANCE REPORT 2015/16**

The item was submitted by Cllr Dyfed Edwards.

The item was seconded by Cllr Gareth Thomas.

## **DECISION**

To approve the Gwynedd Council Performance Report 2015/16 and to recommend its adoption by the Full Council.

## **DISCUSSION**



Pride was taken in the fact that Gwynedd Council had appeared amongst the highest for effective performance in comparison with other Councils and the visual and comprehensible report created to underline that performance was welcomed. It was reiterated that Gwynedd Council was amongst the best in Wales in the field of education, and it would take great pride in that.

It was noted that the real proof would be the experience of the citizens and the feedback given about this when reporting to the Residents' Panel was welcomed.

It was acknowledged that there was room to improve in many fields but that Gwynedd Council's performance was good on the whole.

It was emphasised that it would be a very useful document for Members of the Council to use in their communities. It was asked whether or not it would be possible to receive some of the images used in the report for the purposes of using them to communicate key messages and ensure an understanding of the challenges facing the Council and its ability to deal with them. It was agreed that all possible methods of communicating the message needed to be considered, acknowledging that everyone did not use Information Technology.

It was confirmed that the Cabinet was satisfied that the report was a fair and balanced reflection of the Council's performance. All Council staff were thanked for their commitment to the work.

## 12. PERFORMANCE REPORT: CABINET MEMBER FOR THE ENVIRONMENT

The report was submitted by Cllr John Wynn Jones.

The report was seconded by Cllr Dafydd Meurig.

### DECISION

To accept and note the information in the report.

### DISCUSSION

Reference was made to the performance measure **WMT/004 Percentage of urban waste sent to landfill** where it was noted that the Mechanical Biological Treatment facility had been broken since April and a question was asked about why it had not been repaired earlier. Cllr John Wynn Jones noted that he would ask for an explanation as appropriate.

Reference was made to the performance measure **PB59 Percentage of Customer Satisfaction Survey satisfied with Department's response** and a question was asked as to why no data had been recorded. It was suggested that it could be as a result of the high percentage noted for the measure **PB57 Percentage of Municipal calls addressed the first time**; however, Cllr John Wynn Jones confirmed that he would seek clarity on this.

Reference was made to the figures in the report noting the number of missed waste/recycling collections, and it was asked whether or not there was a pattern behind this. As the measure was new and under development, Cllr John Wynn Jones noted that it was early days but that the department was currently looking at this. It was added that GPS technology in lorries means that they could track that they have been on appropriate journeys, and this is a step forward.

Reference was made to measure **THS/011c Percentage of roads (class C) which are in a poor condition** and a question was asked, considering the cuts facing the department, whether or not it would be possible to maintain the figure noted for 2015-16 or whether or not the roads are very likely to deteriorate gradually. The risks were acknowledged and Cllr John Wynn Jones confirmed that the department would monitor this figure to ensure that they did not lose control of it.

Cllr John Wynn Jones was thanked for his work.

### **13. PERFORMANCE REPORT: CABINET MEMBER FOR PLANNING AND REGULATORY**

The report was submitted by Cllr Dafydd Meurig.

The report was seconded by Cllr Mandy Williams-Davies.

#### **DECISION**

To accept and note the information in the report.

#### **DISCUSSION**

Cllr Dafydd Meurig drew attention to the substantial progress in the measure **PLA/004b - Percentage of all other planning applications determined within 56 days and how quickly they are determined on average**, noting that he was very pleased with the result.

Reference was made to measure **Cludiant02 – Percentage of customers stating that they are satisfied with the level of service** and it was noted that the figure of 43% was not satisfactory. Cllr Dafydd Meurig explained that the measure took into account the routes that the Council subsidised and commercially-run routes. The transportation unit did not have any control over the commercial routes and therefore this could skew the figures. He confirmed that he had requested for the department to consider these separately in the future.

Reference was made to the measure **Parcio4 - Percentage of appeals to the independent adjudicator which are approved** Concern was expressed that the figure of 100% suggested that the fee had been unreasonable from the start. It was confirmed that Cllr Dafydd Meurig had raised this matter and was currently awaiting a response.

Reference was made to measure **Eiddo2 - Percentage of maintenance help-desk customers satisfied with the service received over the past 6 months** and a question was asked as to whether the department made any subsequent use of the data. It was confirmed that the department regularly asked customers for the reasons why they were not satisfied with the service and attempted to learn lessons from that. It was added that the Cabinet Members held regular performance management meetings and that this was a way of ensuring that a discussion took place and that messages reached the Heads.

Reference was made to measure **Eiddo6 - Percentage of new buildings (or alterations) supplied within the timetable and the budget** The Department was congratulated on the substantial progress to 100% on this measure.

Cllr Dafydd Meurig was thanked for his work.

#### **14. PERFORMANCE REPORT: CABINET MEMBER FOR HOUSING, CUSTOMER CARE AND LIBRARIES, DEPRIVATION AND EQUALITY**

The report was submitted by Cllr Ioan Thomas.

##### **DECISION**

To accept and note the information in the report.

##### **DISCUSSION**

Cllr Ioan Thomas referred to the project **T7 Working together against poverty** He noted that poverty was a Welsh Government priority and that the Council needed to address the agenda. It was noted that he was not completely comfortable that the Cabinet would be able to ensure that it understood the implications for various departments/portfolio fields. Consequently, Cllr Thomas intended to discuss with the relevant Cabinet Member and Officer to consider what exactly the department did to address the agenda. This would allow for the Cabinet to ensure that plans are submitted and enable them to monitor their success.

When referring to the project **T9 - Housing Supply Strategy** and the provision for homeless individuals, Cllr Ioan Thomas noted that the relevant Scrutiny Committee had noted that further consideration was needed in the field and that further developments needed to be encouraged as there was a relatively high demand for the provision.

Concern was expressed regarding measure **Gofal Cwsmer CYSCW02 Percentage of phone calls that are answered within 15 seconds across the Council** as it was reducing. A question was asked whether or not the fact that outgoing calls from Council offices all displayed the Galw Gwynedd phone number rather than the phone number of the officer who had attempted to call caused problems. It was added that staff needed to be trained to transfer their

phone lines and ensure a response. It was noted that the work was in progress at present but that it was premature to report on it.

Cllr Ioan Thomas was thanked for his work.

## **15. PERFORMANCE REPORT: CABINET MEMBER FOR ECONOMY AND COMMUNITY**

The report was submitted by Cllr Mandy Williams-Davies.

### **DECISION**

To accept and note the information in the report.

### **DISCUSSION**

The Cabinet Members welcomed the opportunity recently had to meet Prof. Dermot Cahill from Bangor University and noted the value of the presentation received.

Reference was made to the pilot scheme to provide public Wi-Fi in Aberdaron under the project **T3 Digital Gwynedd** and noted that data was being recorded there regarding the type of service users and that this allowed businesses to use it to target customers when needed.

When discussing Festival No.6, it was emphasised that there was a need to differentiate between the hugely successful festival and the difficulties encountered as a result of the parking arrangements. It was noted that such festivals were currently very popular, but that there was a need to borne in mind that the interest could deteriorate in future, and thus there was a need to focus on a broad range of events.

When discussing the measures, the number of jobs created with the department's support was welcomed and a question was asked regarding whether the department had information on the nature of the posts and the sectors they were in. Cllr Mandy Williams-Davies noted that some of them were in the technology field in Parc Menai. She added that a reduction had been seen in the figures as a result of a lack of resource within the department, but that it was important to focus on the potential to create jobs now and consider the best possible ways of doing so.

Cllr Mandy Williams-Davies added that she was eager to look at the day to day experience of customers and businesses that need advice from the department and she would discuss the possibilities further.

Cllr Mandy Williams-Davies was thanked for her work.

## **16. GWYNEDD COUNCIL CABINET'S FORWARD WORK PROGRAMME**

The forward work programme was submitted by Councillor Dyfed Edwards.

### **DECISION**

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

- Cllr Dyfed Edwards would not be submitting the item 'Strategic Plan 2017/18' on 4 October 2016.
- Cllr Dafydd Meurig would not submit the item 'Implications of the Council's Decision to close Frondeg, Pwllheli & Felinheli Offices' on 4 October 2016, but it would be deferred until the Cabinet meeting on 1 November 2016.

It was noted that a request had been received to discuss Leisure issues in Harlech and Ardudwy but that discussions on the way forward were ongoing at present.

The meeting commenced at 1.00pm and concluded at 3.50pm.

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**CHAIR**

## CABINET REPORT

04 October 2016

**Cabinet Member:** Councillor Mandy Williams-Davies  
Economy and Community Cabinet Member

**Subject:** IMPLICATIONS OF THE EUROPE REFERENDUM RESULT  
FOR GWYNEDD

**Contact Officer:** Dylan Griffiths,  
Strategy & Development Manager, Economy & Community  
[dylanrhysgriffiths@gwynedd.llyw.cymru](mailto:dylanrhysgriffiths@gwynedd.llyw.cymru)

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### Decision sought

That the Council consider the implications to Gwynedd residents and organisations following the United Kingdom's decision to leave the European Union; agreeing to monitor the effects of the decision on the county during the period to come.

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### Local Member's opinion

*Not a local matter.*

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### Introduction

1. On 20 February the UK Government announced their intention to hold a referendum to decide whether or not the UK should remain or leave the European Union.
2. At its meeting on 12 May Gwynedd Council stated that it was of the opinion that Gwynedd residents would benefit more by remaining a member of the European Union (see <http://bit.ly/2d8UCXh>).
3. On 23 June 2016, 51.9% of UK electors voted in favour to leave the European Union. 52.5% of Welsh voters voted to leave but a substantial number of Gwynedd voters (58.1%), voted to remain within the European Union.

### Reasons for recommending the decision

4. The decision noted above is recommended in light of the range and substance of the possible implications of the UK electorate's decision.

5. As the UK has been a member of the European Union for over forty years, European policies, rules and legislation have been widely integrated into Gwynedd inhabitants and organisations daily activities, from conserving the environment to human rights and from the economy to trading standards. (A useful research paper on the process and possible implication for policy areas devolved to Wales has been prepared by the National Assembly following the outcome of the referendum - see <http://bit.ly/28RsdGA>).
6. The true effects and implications of the UK's decision will not be known for some time. To date the UK Government have not formally informed the European Council of their intention to withdraw from the Union; once this has happened there will be a period of 2 years to negotiate an agreement on the terms for leaving the Union.
7. To lead the work the UK Government has established a Secretary of State and Department for Exiting the European Union (<http://bit.ly/2aKoyuA>).
8. In Wales, the First Minister has established a team of officers within the Welsh Government and announced an Expert Advisory Group to ensure the best interests of Wales in the discussions (see <http://bit.ly/2coVhXK>). The First Minister has outlined 6 priorities:
  - Protecting jobs;
  - Full involvement for the Welsh Government in discussions on UK withdrawal;
  - Continuing access to the single market for goods and services;
  - Security of funding budgeted under EU programmes until 2020;
  - Long term revision of the Block Grant from the UK Government;
  - A new post-Brexit relationship between Devolved Governments and the UK Government.
9. The Welsh Local Government Association has also been active in the period since the referendum. A representative of the Association (Councillor Phil Bale, Leader of Cardiff Council and WLGA Spokesman on European Matters) is a member of the First Minister's Expert Advisory Group and most recently a delegation from the Association visited Brussels to help to ensure local government maintains its strong voice in future negotiations to shape the relationship between Wales and Europe.

### **Relevant Considerations**

10. As highlighted, there are a range of areas which could be impacted by the process of withdrawing the UK from the European Union; but it's very

uncertain what the scope of the changes will be and when they will become apparent.

11. In light of this, it is impossible at present to provide a clear picture of the implications for Gwynedd; however, some of the main areas which may be affected are highlighted below:

#### Financial uncertainty

12. There will be a great uncertainty and nervousness in the International financial markets just before and after the UK's decision. The uncertainty leads to a significant slump in the value of the pound immediately after the decision, but the situation has stabilised since and the likelihood of a recession has receded for the time being.
13. However, uncertainty and volatility in the markets is likely to persist, which in turn will affect the context for the activities of the Council's activities and those of Gwynedd residents and businesses in coming years. This could impact upon the cost of borrowing money, the value of investments, the exchange rate and in turn public sector budgets and the willingness of the public sector and businesses to invest.
14. The Council will be required to monitor and plan its financial forecasts whilst keeping a close eye on the external context over the period to come.

#### Legalisation

15. The referendum result in itself does not have a direct impact on legalisation. However, historically the European Union has set the policy framework for a very wide range of areas including many devolved to Wales.
16. A large proportion of UK legislation (including legislation by the National Assembly for Wales) is prepared under the powers within Section 2(2) the European Communities Act 1972 and it's likely that the legalisation will be repealed when the UK leaves the European Union; this will result in secondary legalisation which is based on these powers being lost if no alternative arrangements are in place.
17. A major part of European legalisation is in the form of directives which are enshrined in UK legalisation. These regulations may remain as they are for time being, but should there be variation over in areas such as the quality of goods or procurement this could impact upon businesses' ability to trade in Europe.
18. As the process of disengaging the UK from Europe proceeds, there will clearly be a discussion on whether powers are devolved to the National Assembly or to Westminster.



## Economic Development

19. The uncertainty and volatility is in turn likely to increase the challenge in developing Gwynedd's economy, with companies being more careful when considering investment. The Council will need to work hard with its local and regional partners – via the North Wales Economic Ambitions Board – to maintain and develop business confidence and to encourage and support inward investments.
20. Leaving the European Union could also impair the economy's ability to attract and maintain a sufficient labour supply, especially within sectors which recruit from overseas such as health, care, construction and tourism; possibly leading to a shortage of employees within sectors which are important to the county's prosperity
21. Historically Gwynedd has benefited very significantly from European programmes to support the economy. Since the turn of the millennium more than £302 million has been invested in Gwynedd, including £158 million of European funds which have supported hundreds of local businesses and created some thousands of jobs.
22. In the current funding period (2014 – 2020) the Council is involved in implementing a number of projects in the county including: TRAC (£2.1m including £1.4m from a European programme) which supports young people at risk of withdrawing from education system and the labour market; Arloesi Gwynedd Wledig (£5.1m, including £4.3m from a European programme) which encourages innovating by businesses and rural communities and OPUS (£1.5m which including £1.2m from a European programme) which will support vulnerable individuals to prepare to return to work. A summary of the projects that have received European funding from the 2007 - 2013 and 2014 and 2020 programmes to date is at Appendix 1.
23. The county is also in the process of targeting substantial funding to implement a number of projects including completing the redevelopment of the centre of Caernarfon, attracting young people to high value sectors and developing infrastructure to ensure the success of Snowdonia Aerospace Centre in Llanbedr. Of course, the county also benefits from a number of regional and national projects that have received European funding.
24. The decision that the UK will leave the European Union has created uncertainty about the future of European programmes in the period to 2020. On August 13, the UK Government Treasury confirmed that they will guarantee any commitments to projects approved before The Chancellor's Autumn Statement and agree arrangement for commitments made after the Statement. (see <http://bit.ly/2b3rqlu> and the First Minister's response <http://bit.ly/2d9hA0d>). Although the

statement does not fully address the need the commitments do meet the short term concerns. It is anticipated that further details on the future of European funding programmes will be included in The Chancellor's Statement on 23 November.

25. In the medium / long term, leaving the European Union does create uncertainty about what funds will be available for projects to develop the economy and we will need to continue to monitor the situation. We will also need to Influence the Welsh Government and the UK Government to ensure the same level of Investment in developing the rural economy and the economy of West and the Valleys, including working together with our partners to implement the North Wales Economic Ambition Board's Vision for Growth.

### Agriculture

26. Agriculture continues to be a hugely significant sector for Gwynedd in social, cultural and economic terms. There are 1,620 farms in the county which constitute 188,000 hectares (74% of Gwynedd's total area) and the industry represents 1.1% of the county's Gross Value Added (2014).
27. Agriculture receives substantial support from European funds, through the Common Agriculture Policy (CAP). It is estimated that Gwynedd Farmers receive €30 million a year of direct payments via Pillar 1 of the CAP; in addition agriculture benefits from programmes such as Farming Connect to support the development of farm businesses and Glastir, which provides additional payments in return for environmental conservation.
28. With regards to direct payments, in the short term the Treasury has guaranteed a continuation of the present arrangements until 2020 and, by the same token, Farming Connect has been underwritten by Whitehall as a result of their 13 August statement. However, schemes such as Glastir have already been impacted, with the Welsh Government unwilling to sign any new contracts with Farmers which will run past 2020; this change is bound to have a disproportionate impact on the industry in areas such Gwynedd which make substantial use of the Glastir scheme.
29. Many in the food and agriculture field will hope to see a decrease in their administrative and regulatory burden following the result to leave the European Union, together with increased digression for institutions to buy local food and drink.
30. In the medium to long term, there is uncertainty regarding the continuation and the form of support payments to the industry as well as access to the single market across Europe.

### Higher Education

31. Higher Education establishments are substantial beneficiaries of the UK's membership of the European Union and as a result of the presence of Bangor University in the county, any implications for the sector from leaving the Union is important to Gwynedd.
32. Historically the University has benefitted from support from the European Structural Funds for developing and renovating their facilities, such as the successful development of the Management Centre (£12m); the Marine Science School's new centre in Menai Bridge (£24m) and most recently the construction of the Pontio centre (£47m).
33. The University also leads or is a partner with other Welsh universities in many projects which have received funding from the European Structural Funds including the KESS programme which places graduates to local businesses, HPC Cymru which supports access to high performance computer technology and the Wales Centre for Behavioural Change.
34. The University's academics and students also benefit from access to the European Union's research and development programmes – under the Horizon 2020 agenda – which provides opportunities to collaborate with higher education establishments across the continent.
35. In 2016 alone, Bangor University will £11.6m in income from various EU funds. The University is currently involved in over 30 projects which receive European support including 21 research projects under the Horizon 2020 agenda, equating to approximately half the University's research income.
36. As noted previously, the Treasury has provided some certainty in the short for projects benefitting from European funds (including the Horizon 2020 programme), but there is still uncertainty in the medium/long term. There is also a risk that leaving the European Union will impact on the UK Universities appeal to students from abroad.

### **Timetable and next steps**

It is clear that there are substantial and wide-ranging implications for Gwynedd from the result of the referendum to leave the European Union; but until the formal discussions between Europe and the UK Government start, the scale and breadth of those implications will remain unclear.

Once the UK Government notifies the European Council formally of its intention to leave the European Union, there will be a period of 2 years to negotiate an agreement on the terms for leaving the Union.

During the negotiation period it will be very important that officer's throughout the Council monitor the situation and be aware of the obligations

of any changes that may arise. In the meantime, It is crucial that the Council continues to play a full part, via the WLGA, in ensuring the best for Gwynedd's inhabitants and businesses by influencing to the best of our ability to ensure that the Welsh Assembly and the UK Government, maintain the same level of investment in the development of the rural economy and the economy of West Wales and the Valleys, including collaborating with our partners to realise the North Wales Economic Ambition Board's Vision for Growth.

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### **Statutory Officers' opinion**

#### Chief Executive:

"Clearly, the full Council expressed their opinion on the merits of remaining part of the European Union. However, now the decision has been made it is important that the Council identifies any possible negative effects to safeguard our inhabitants from them, as far as possible, and also that the Council is awake to any opportunities that may arise as a result of the changes."

#### Monitoring Officer:

"No comments regarding propriety"

#### Finance Officer:

"Section 21 of the report notes that Gwynedd has benefited from £158m of European funds since the turn of the millennium. In light of the United Kingdom's referendum on membership of the European Union and the result of the vote to leave, there is considerable uncertainty regarding the continuation of such support.

Whilst the impact of a lack of funding on communities and jobs in Gwynedd is the primary concern, I will also be supporting the Pensions Committee to monitor the impact on the Pension Fund's various investments.

Although the stock market has rallied since the immediate slump following the referendum, it is difficult to anticipate the long term impact. In addition a direct impact on the value of the pound and UK interest rates has been seen and a slump in the value of property."

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### **Appendices**

Appendix 1    Projects that have received European Funding: 2007 – 2013 and 2014 – 2020 programmes

### **Information sources / background information**

'The Referendum on Membership of the European Union'; Gwynedd Council report and minutes, 12 May 2016 ' <http://bit.ly/2d8UCXh>

'Research Briefing: Wales and the EU: What does the vote to leave the EU mean for Wales?', National Assembly for Wales Research Service, 24 June 2016 <http://bit.ly/28RsdGA>

UK Government, Department for Exiting the European Union website <http://bit.ly/2aKoyuA>

Welsh Government Statement 'Work underway to shape Wales' future relationship with Europe 09 August, 2016 <http://bit.ly/2coVhXK>

Letter from UK Government Chief Secretary to the Treasury to Secretary of State for Exiting the European Union, regarding European Funding, 12 August 2016 <http://bit.ly/2b3rqlu>

First Minister of Wales' response to UK Government Chief Secretary to the Treasury's letter to Secretary of State for Exiting the European Union, regarding European Funding, 13 August 2016 <http://bit.ly/2d2RxrX>

PROJECTS THAT HAVE RECEIVED EUROPEAN FUNDING  
 2007 – 2013 and 2014 – 2020 programmes

2007 – 2013 programmes (expenditure until 2015)

Project	European funds for Gwynedd (£M)	Total for Gwynedd (£M)
Potensial* (support to young people in danger of disengagement)	8.1	13.5
Gwynedd a Môn Learning Partnership* (support for the education system to respond to employers' needs)	1.0	0.6
Llwyddo'n Lleol* (promotion of entrepreneurship among young people)	2.1	3.1
Pont Brewed (new bridge over the Dwyryd River)	9.0	19.6
Plas Heli (National sailing academy and events centre in Pwllheli)	4.3	8.9
Blaenau Ffestiniog Strategic Regeneration (enhancement of the physical environment of the town)	3.1	4.5
North West Wales Physical Regeneration* (enhancement of Caernarfon town centre and Bangor city centre)	4.2	8.4
Wales Coast Path* (national footpath along the coast)	2.1	2.4
Our Heritage*	0.4	1.5

Project	European funds for Gwynedd (£M)	Total for Gwynedd (£M)
(development of heritage based tourism)		
Snowdonia Centre of Excellence (development of outdoor activity tourism in Meirionnydd)	2.1	4.0
Coastal Tourism* (development of a coastal tourism centre in Aberdaron)	1.5	3.4
Green Seas* (improvements to beach facilities)	0.1	0.3
Improvements to the A470 (highway improvements in Blaenau Ffestiniog)	7.0	13.3
New Work Connections * (support to work for individuals with mental health challenges)	0.9	1.9
Shaping the Future* (support for workers at Trawsfynydd and Wylfa power stations)	1.1	2.0
North West Wales Local Investment Fund* (financial support for small and medium sized businesses)	1.2	2.6
Nant Gwrtheyrn Centre (develop access and facilities at the Language Centre)	2.0	2.6
Pontio (art and innovation centre at Bangor University)	2.0	2.6
Centre for Behavioural Change (specialist centre at Bangor University)	1.0	1.8
Gongl Meinciau Centre	0.7	1.7

Project	European funds for Gwynedd (£M)	Total for Gwynedd (£M)
(enterprise centre in Botwnnog, Pen Llŷn)		
Welsh Rural Development Plan* (programme to support rural communities and businesses)	5.4	7.9
	59.3	106.6

\* Regional project

*2014 – 2020 programmes (as at 19 September 2016)*

Cynllun	European funds for Gwynedd (£M)	Total for Gwynedd (£M)
TRAC 11-24* (support for young people at risk of disengagement from education)	1.4	2.1
OPUS* (support for vulnerable individuals to prepare to return to work)	1.2	1.5
Arloesi Gwynedd Wledig (LEADER) (encouraging innovation by rural businesses and communities)	4.3	5.1
	6.9	8.7

\* Regional project



# Agenda Item 7

## REPORT TO CABINET {4th October 2016}

**Cabinet Member: Councillor Mandy Williams-Davies / Councillor Mair Rowlands**

**Subject: Harlech & Ardudwy Leisure Enterprise**

**Contact Officer: Sioned E. Williams, Head of Economy and Community**

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### **The decision sought**

Commit to a financial contribution to “Harlech & Ardudwy Leisure” towards the swimming pool by –

- prejudging a successful application for additional permanent funding of £6,000 from 2017/18 onwards as part of the joint financial package with the community councils.
  - ask the Head of Finance to assign £20,000 from the 2016/17 budget, during the second quarter review, so as to release a one off payment in 2016/17 to the enterprise for the period up to 31<sup>st</sup> of March 2017.
- 

### **Local Member’s Opinion**

The following is noted as Councillor E. Caerwyn Roberts’ opinion:

“I support the submitted proposal for a one off contribution of £20,000 and an annual contribution of £6,000 to allow this enterprise to establish a financial assistance package with the support of six local community council. The support from the community councils will secure an important asset for the benefit of local residents within the town of Harlech and its surrounding communities.

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### **1. Introduction.**

1.1 Presented is an application for a financial contribution for Harlech and Ardudwy Leisure Enterprise towards supporting Harlech Swimming Pool in partnership with six local community councils.

### **2. Background**

2.1 In its meeting of the 16 of December 2008, the Board of Gwynedd Council decided to plan for the transfer of Harlech Swimming Pool to an independent Trust. Between December 2008 and July 2009 work was carried out on an Options Appraisal and Business Plan for the transfer of the pool.

2.2 In its meeting of the 14 July 2009 the Board of Gwynedd Council approved the transfer of Harlech Swimming Pool to The Harlech and Ardudwy Leisure

Trust. In addition to this the Board agreed to undertake emergency work (at a cost of approximately £80,000) to repair pipes and the water filtration system at the pool to facilitate the transfer. The enterprise was finally transferred in December 2010.

2.3 At the meeting of the 14 July 2009 the Board also agreed to approve a financial support package for the Trust until April 2011. The majority of the £220,000 was released and utilised to meet both the running and employment costs during the period between July 2009 and April 2011.

2.4 Since December 2010 – March 2014 the Trust have succeeded in attracting over £1million of capital investment to the enterprise for the upgrading work and for the expansion of the facilities at the pool (café, climbing wall) and Revenue funds of £300,000 from the Big Lottery Fund to contribute towards the running costs of the enterprise.

2.5 The Trust presented an application to Gwynedd Council for financial assistance at the beginning of 2014. It was presented to the Council's cabinet on the 29 of April and at the time it was decided to delegate the authorisation to the Head of Economy and Community to support the enterprise with a payment of £21,094 in the short term in order to allow time and the opportunity for Cabinet Members to receive a written report and to fully consider this matter at its next meeting on the 20<sup>th</sup> of May 2014.

2.6 Harlech and Ardudwy Leisure's request for financial assistance was discussed by Gwynedd Council's Cabinet at its meeting of the 20<sup>th</sup> May 2014. It was agreed to support Harlech and Ardudwy Leisure with a contribution of £135,000 over the coming three years:-  
£60,000 in 2014-15 (less short term payment in 2.5)  
£45,000 in 2015-16  
£30,000 in 2016-17

2.7 Over the last 4 years the enterprise has put in place a financial strategy that has reduced costs, mainly through the rationalisation of staffing and energy usage; and also by increasing income through a marketing campaign aimed at attracting more users to the pool/climbing wall and the café including the targeting of the visitor market; expanding the activities that are available at the centre, and constantly reviewing pricing and opening hours. In addition to this the enterprise has also put in place a fund raising initiative which includes a community lottery, contributions from 'friends' of the pool, corporate sponsorship and a programme of community events including Rock Ardudwy and themed evenings in the café.

### **3. The Present Situation.**

- 3.1 The enterprise is now on its 5<sup>th</sup> year of trading, and by now user patterns and trends for the enterprise are pretty constant. Historical performance and financial forecasts show that the enterprise costs around £300,000 a year to run with employment and energy costs being the main items. Some £200,000 of the income to meet those costs comes from the operational/commercial side of the enterprise, being the swimming pool, climbing wall and café; the remaining £100,000 originates from fund raising activity and grants.
- 3.2 The Council's financial contribution, although reducing annually, has been instrumental to the income that comes from grants and fund raising. The financial assistance package from the Council will come to an end at the same time as the enterprise's financial year end in November 2016.
- 3.3 As part of the regular reviews between the Council and the enterprise it became clear in early 2016 that the enterprise couldn't be self-sustaining on its commercial income alone, and that its dependency on grant funding and fund raising is a risk.
- 3.4 The enterprise has identified the need to raise £106,000 annually through fund raising activity and grants to maintain it. The enterprise's Directors have already committed to raise £50,000 themselves through specific fund raising activities but they do need to secure the remaining £56,000 through a more constant and long term funding stream.
- 3.5 The enterprise is facing closure at the end of November 2016 if there is no way of agreeing a stable arrangement in terms of funding.
- 3.6 If the enterprise were to close it would lead to:-
- The loss of 17 jobs (full time and part time) in an area where there are few employment opportunities
  - Depriving residents of 55,000 user sessions per year
  - The loss of 13,750 user sessions during the six week summer holiday period
  - Depriving users of the climbing wall of 5,000 sessions
  - The loss of swimming lesson provision for the pupils of the five primary schools along the Arduwy coast (Talsarnau to Barmouth)
  - Depriving 13,750 user sessions annually for those aged over 60 years of age
  - The loss of a community resource in the town, which could lead to another derelict building in Harlech
  - The loss of an all-weather attraction in an area that relies on the tourist industry
  - The loss of a healthy living and well-being asset for local residents, in particular older age groups and parents with young children under the age of 5 years

3.7 The Enterprise, with the support of Gwynedd Council Officers, has worked on a plan to present to the Community Councils in the area and Gwynedd Council asking them to contribute towards maintaining the enterprise in the long term.

#### 4. The Plan

4.1 The enterprise, with the support of Gwynedd Council Officers, has developed a plan that raises £56,000 annually through a package of contributions from the local Community Councils by increasing the precept.

4.2 The enterprise has been presenting the proposal, looking at options and conducting local discussions with the following Community Councils Barmouth, Dyffryn Ardudwy and Talybont, Harlech, Llanbedr, Llanfair and Talsarnau between April - August 2016.

4.3 The funding model favoured by the Community Councils to date is set out as follows:

<b>Council</b>	<b>Sum</b>
Barmouth	£ 6,711
Dyffryn Ardudwy	£ 9,742
Harlech	£18,424
Llanbedr	£ 3,799
Llanfair	£ 7,544
Talsarnau	£ 3,772
Gwynedd	£ 6,000
<b>Total</b>	<b>£55,992</b>

4.4 A breakdown of this increase on the precept is available in appendix 1, and a map of the community councils involved are marked in red on the map in appendix 2.

4.5 All six Community Councils have declared willingness to move forward dependent on receiving the same response from the remaining Councils. Each Council will present the item for formal resolution at their meetings in September and October 2016.

4.6 The package with the Community Councils is also dependent on a contribution of £6,000 per annum from Gwynedd council to support them.

4.7 If the Community Councils are in agreement the arrangements would be operational from the 1<sup>st</sup> of April 2017.

4.8 With Gwynedd Council's present contribution coming to an end at the end of November 2016, and there being a budget deficit of £20,000. In order to allow the enterprise to trade until the new precept plan comes operational in April 2017 there would be a need for a one off payment of £20,000 for the enterprise to bridge the period from December 2016-March 2017.

## 5. Conclusions / Recommendation

5.1 Commit to a financial contribution to "Harlech & Arduwy Leisure" towards the swimming pool by –

- prejudging a successful application for additional permanent funding of £6,000 from 2017/18 onwards as part of the joint financial package with the community councils.
- ask the Head of Finance to assign £20,000 from the 2016/17 budget, during the second quarter review, so as to release a one off payment in 2016/17 to the enterprise for the period up to 31st of March 2017.

## 6. Relevant Considerations.

### 6.1 Main Risks

The main risk to the success of this scheme is the enterprise's ability to maintain the user level and resultant income streams to ensure its sustainability. The enterprise's Business Plan and forecasts for the period from 2016-17 onward are based on the trends of the last four years. This financial package in partnership with the Community Councils' is critical to realising that Business Plan.

## 7. Next steps and timetable

The six Community Councils to approve their offers in their September meetings	September 2016
Cabinet / Gwynedd Council Cabinet Member to decide on approving a financial package	October 2016
A one off bridging payment of £20,000 from Gwynedd Council to Harlech and Arduwy Leisure	November 2016
Gwynedd Council is advised of the six Community Councils' increase in the precept	January 2017
First payment of the precept plan made by the Community Councils and Gwynedd Council (50% of the total)	April 2017
Second payment of the precept plan made by the Community Councils and Gwynedd Council	October 2017

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## **Views of the Statutory Officers**

**The Chief Executive:** “This is a good example of a community taking responsibility for a facility where the Council can no longer do so, and obtaining help from local councils in order to fulfil their aim. The Council is trying to encourage such thinking across the county, and the comparatively small contribution being asked for in comparison to other funding streams is a way of showing that we will be flexible in facilitating such schemes. The £20,000 on off contribution is required to ensure that the initiative can get off the ground. I therefore believe that this is a package that we should approve assuming that the cabinet is willing to commit to approve the £6,000 permanent bid as part of next year’s budget setting arrangements.”

**The Monitoring Officer:** “The report recommends a contribution towards the revenue financial package for Harlech swimming pool for the future. Arrangements must be in place to ensure that this proposal becomes operational, and that the various financial commitments are formalised.”

**The Head of Finance:** “Subject to the 6 community councils contributing towards the funding model outlined in 4.3 of the report, this proposal will realize the majority of the original efficiency savings identified. Therefore, if the Cabinet are supportive of the proposal, then we will co-operate to contribute in accordance to the decision.”

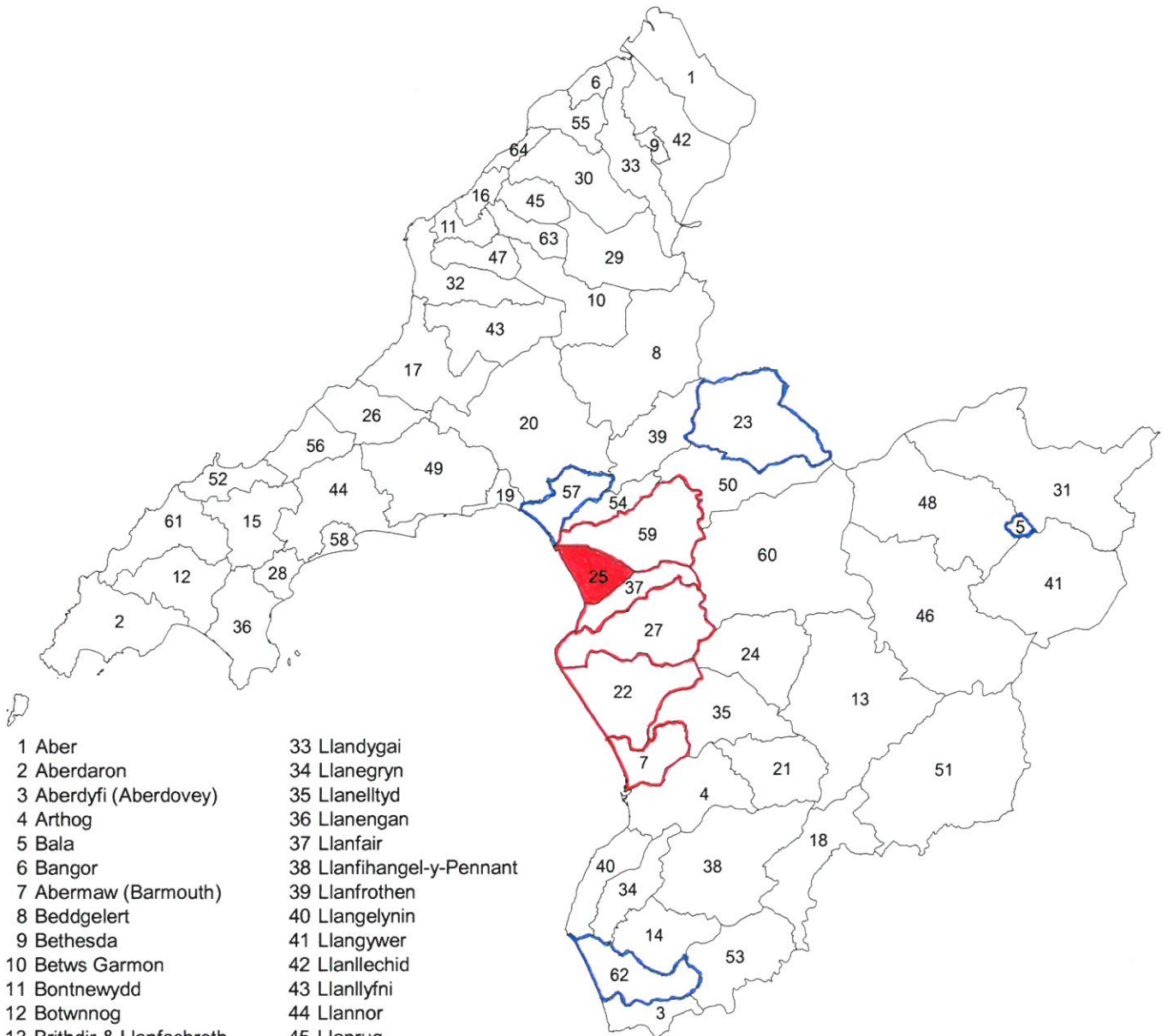
**Appendix 1 - Breakdown of Precept Package**

**Appendix 2 - Map of participating community councils**

Appendix 1 - Breakdown of Precept

	Tax Base 2016/17	Community Council Precept 2016/17	Community Council BAND D equivalent	Contribution Amount	Additional Tax Rate (Band D)	Tax increase (%)	Council
Bermo	1,085.90	52,000	47.89	£6,711	£6.18	12.91%	Abermaw
Dyffryn Ardudwy	788.20	20,000	25.37	£9,742	£12.36	48.71%	Dyffryn Ardudwy
Harlech	745.00	17,000	22.82	£18,424	£24.73	108.38%	Harlech
Llanbedr	307.34	11,000	35.79	£3,799	£12.36	34.54%	Llanbedr
Llanfair	305.07	7,000	22.95	£7,544	£24.73	107.77%	Llanfair
Talsarnau	305.16	10,000	32.77	£3,772	£12.36	37.72%	Talsarnau
				£6,000			Gwynedd
				£55,992			Total

# Cymunedau - Gwynedd - Communities



- |                            |                           |
|----------------------------|---------------------------|
| 1 Aber                     | 33 Llandygai              |
| 2 Aberdaron                | 34 Llanegryn              |
| 3 Aberdyfi (Aberdovey)     | 35 Llanelltyd             |
| 4 Arthog                   | 36 Llanengan              |
| 5 Bala                     | 37 Llanfair               |
| 6 Bangor                   | 38 Llanfihangel-y-Pennant |
| 7 Abermaw (Barmouth)       | 39 Llanfrothen            |
| 8 Beddgelert               | 40 Llangelynin            |
| 9 Bethesda                 | 41 Llangywer              |
| 10 Betws Garmon            | 42 Llanllechid            |
| 11 Bontnewydd              | 43 Llanllfni              |
| 12 Botwnnog                | 44 Llannor                |
| 13 Brithdir & Llanfachreth | 45 Llanrug                |
| 14 Bryn-Crug               | 46 Llanuwchllyn           |
| 15 Buan                    | 47 Llanwnda               |
| 16 Caernarfon              | 48 Llanycil               |
| 17 Clynog                  | 49 Llanystumdwy           |
| 18 Corris                  | 50 Maentwrog              |
| 19 Criccieth               | 51 Mawddwy                |
| 20 Dolbenmaen              | 52 Nefyn                  |
| 21 Dolgellau               | 53 Pennal                 |
| 22 Dyffryn Ardudwy         | 54 Penrhyndeudraeth       |
| 23 Ffestiniog              | 55 Pentir                 |
| 24 Ganllwyd                | 56 Pistyll                |
| <u>25 Harlech</u>          | 57 Porthmadog             |
| 26 Llanaelhaearn           | 58 Pwllheli               |
| 27 Llanbedr                | 59 Talsarnau              |
| 28 Llanbedrog              | 60 Trawsfynydd            |
| 29 Llanberis               | 61 Tudweiliog             |
| 30 Llanddeiniolen          | 62 Tywyn                  |
| 31 Llandderfel             | 63 Waunfawr               |
| 32 Llandwrog               | 64 Y Felinheli            |





# Agenda Item 8

## GWYNEDD COUNCIL CABINET



### Report to a meeting of Gwynedd Council's Cabinet

**Date of meeting:** 4 October 2016

**Cabinet Member:** Councillors Ioan Thomas, W Gareth Roberts, Mair Rowlands

**Contact Officer:** Iwan Evans, Swyddog Monitro  
Geraint Owen Pennaeth Cefnogaeth Gorfforaethol  
Morwena Edwards, Cyfarwyddwr Gwasanaethau  
Cymdeithasol

**Title:** The Council's Complaints and Service Improvement Reports

#### 1 DECISION SOUGHT

To accept the reports.

#### 2 BACKGROUND

##### The Corporate Complaints Procedure

2.1 The Council's new Corporate Complaints Procedure requires an annual report to be presented to the Cabinet, which will crystallize the lessons learned over this period and showing how they have contributed to improving the way services are delivered.

##### The Social Services Complaints Procedure

2.2 The Council also has a specific complaints procedure to deal with complaints relating to Social Services. Under this procedure the Director of Social Services is reequred to produce an annual report on how complaints are handled and investigated within the service. It also includes a summary of lessons learned and actions taken in respect of the complaints received.

##### The Ombudsman

2.3 If the complainant remains dissatisfied, having followed the Council's complaints procedures may refer the matter to the Public Services Ombudsman for Wales can investigate the complaint if it is felt appropriate. In addition to publishing the Annual Report of the Ombudsman will send an annual letter to every authority individually.

2.4 By looking at these three elements together, it is possible to offer a picture to members of the situation across the Council of the manner complaints are handled and how lessons can be learnt from them so as to improve services. It was therefore decided that it was appropriate to submit these documents together to the Cabinet.

Three documents are submitted to the Cabinet's attention:

- The Annual Report on the Corporate Complaints Procedure 2015/16
- The Annual Report of the Director of Social Services 2015/16
- The Ombudsman's Annual Letter 2015/16

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**Views of the local member:**

Not a local issue.

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**Views the statutory officers**

**Chief Executive:**

There are several important aspects to any complaints arrangements. Firstly, it is necessary for the process of receiving feedback and listening to complaints to be easy, but the emphasis should also be on trying to resolve issues and learning lessons by, among other things, looking for significant patterns in complaints. The reports before us offer a picture of how the Council does this.

Although there is room for improvement in some areas, such as, perhaps, slowness of response in some cases as the Ombudsman's letter states, in general, I believe that the reports show that we are an open council that is keen to respond to concerns and seeks to respond positively to improve services. "

**The Monitoring Officer:**

The reports provide an opportunity for the Cabinet to take an overview of the performance and to be assured in relation to the arrangements for responding to complaints

**The Head of Finance:**

Nothing to add from a financial propriety perspective.

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## **Appendicies**

Appendix 1 - The Annual Report on the Corporate Complaints Procedure 2015/16

Appendix 2 - The Annual Report of the Director of Social Services 2015/16

Appendix 3 - The Ombudsman's Annual Letter 2015/16

<b>Committee:</b>	<b>CABINET</b>
<b>Date:</b>	<b>4 October 2016</b>
<b>Title:</b>	<b>Annual Report on the Council's Complaints Procedure</b>
<b>Author:</b>	<b>Cllr Ioan Thomas</b>
<b>Liaison Officers</b>	<b>Iwan Evans, Monitoring Officer Geraint Owen, Head of Corporate Support Department</b>

## **Background**

1.1 This is the first annual report since the Council's Complaints Procedure came into force on 1 April 2015. The purpose of the report therefore is to take an overview on the operation of the Council's corporate complaints procedure between 1 April 2015 and 31 March 2016.

1.2 The procedure adopted by the Council is in accordance with the Model Concerns and Complaints Policy and the Guidance published by the Welsh Government, and produced under the guidance of the Public Services Ombudsman for Wales. This is advantageous as it is consistent with the complaint procedures of other public bodies, making the submission of a complaint easier for members of the public across public organisations.

1.3 The procedure was adopted by the Cabinet with the following aims:

- Providing a specific benefit for the citizen by focusing on the solution rather than the process. It will allow for complaints to be dealt with more swiftly, by removing one step of the current process which is fairly labour-intensive and lengthy.
- It will allow complaints which involve more than one department to be better coordinated, and will enable the coordination of complaints which involve external agencies or partners.
- By establishing a central, comprehensive database, it will be possible to keep an overview of the pattern of complaints and to learn lessons as an organisation.
- It is anticipated that the procedure will be better aligned with the Council's new culture of empowering staff to make decisions and to deliver one of the work streams of the "Gwynedd Way" project.

## **2. The Procedure**

2.1 A complaint is defined as:

- an expression of dissatisfaction or concern
- either made in writing or verbally or by any other means of communication
- made by one or more members of the public
- it is in relation to how the Council has acted or failed to act
- or it is regarding the standard of service provided
- and there is a need to respond to it.

A complaint is not:

- an initial request for service, such as informing about a faulty street light
- an appeal against a decision that has been 'made appropriately'
- a way of seeking a change in legislation or a policy decision that 'has been made appropriately'
- a way for lobbying groups/organisations to promote their case.

This procedure is not relevant to users of social services as there is a statutory procedure for them. Schools also operate their own complaints arrangements.

2.2 There are two stages to the new procedure, namely:

### **Informal Resolution**

2.3 This stage offers the complainant an opportunity for informal contact in the place where the service is provided in order to seek to resolve complaints either as the concern arises or very soon thereafter. The core idea here is that dealing with complaints is an integral part of providing services and staff are always encouraged to consider if the complaint can be resolved immediately.

2.4 The aim of the procedure is to provide a system which is simple, flexible and focuses on seeking the most appropriate outcome for individuals and services. The arrangements allows the Council to deal with concerns in a far more proactive way by focusing on people's needs, namely, resolving the problem and not focusing on the complaints procedure itself.

### **Formal investigation**

2.5 If it is not possible to resolve the complaint informally, the complainant can refer the complaint for a formal investigation. "*Investigate once, investigate well*" is the principle of this step of the process. Emphasis is placed on one investigation to deal with the concerns raised thoroughly. Usually, an investigation is conducted by an officer in the department at a sufficiently high level and he/she is independent from the source of the complaint. Occasionally, this will be inappropriate and the complaint will be investigated by an officer who is independent from the department in question. In contrast to informal resolutions, every formal complaint is recorded centrally.

2.6 The complainant could take his/her complaint to the Ombudsman if he/she is not satisfied with the Council's formal response.

2.7 As part of the new procedure, the Complaints Coordination Team was established. The team consists of a Service Improvement Officer, located in the Corporate Support Department and this is a means of providing advocacy to ensure an answer for complainants. This officer has responsibility for coordinating a response to every complaint that is not resolved in the informal stage, receiving complaints on the phone and through the Council's website and providing assistance to complainants and services. Also in the team is the Senior Solicitor in the Legal Department who is responsible for decision-making on investigations involving the most complex cases and providing specialist support for the Service Improvement Officer.

2.8 The Monitoring Officer is responsible for the Complaints Procedure and for ensuring that it is implemented appropriately.

2.9 Contact points have also been established in every department and complaints from Galw Gwynedd and the Service improvement Officer are referred to them so that they are referred to the appropriate officer for attention.

### **3. Lessons Learnt**

3.1 One of the main reasons for introducing the new procedure was to enable the Council to use information regarding complaints to improve the way it provides services and to do so more effectively. By establishing a comprehensive central data-base, it is possible to take an overview of the complaints pattern and learn lessons as an organisation.

3.2 Overview reports are submitted to the Corporate Management Team and the Cabinet Member in order to ensure continuous improvement.

3.3 In addition, a procedure has been established whereby the Service Improvement Officer will provide a Service Improvement Form to a department if she is of the opinion that an investigation into a complaint has identified the need to improve procedures in order to provide a better service. She will also monitor progress to ensure that the steps are implemented.

3.4 **Review of the Process** - Meetings are planned with services to find out if they need assistance or training in relation to any aspect of complaints handling, and to obtain feedback on the effectiveness and efficiency of the process.

3.5 **Raising Awareness** - Following comments received by the Service Improvement Officer, we are looking at ways in which to raise the awareness of the complaints procedure among the public by, for example, the Council's website, appropriate literature and a message in Gwynedd News.

To raise awareness amongst Council staff, we are in the process of creating pages on the Council's intranet. The intention, in addition to explaining the procedure, is to share good practice, to celebrate successes and to provide case studies.

Arrangements are also being made for the Departmental Contact Officers to visit Galw Gwynedd to sit in on telephone calls. By doing this they will be better able to see how Galw Gwynedd works and

they will be given an opportunity to discuss ways to make improvements within their services in light of the experiences of Galw Gwynedd staff

#### 4. Performance

4.1 Every formal complaint is recorded centrally and below are the figures for the numbers of formal investigations to complaints during the year.

##### **Formal Complaints 2015/16**

Quarter 1 28  
Quarter 2 22  
Quarter 3 15  
Quarter 4 16

**Total 81**

##### **Informal Resolutions 2015/16**

Complainants are encouraged to contact the service provider directly in the first instance to seek an informal resolution. There is no need to record every complaint or problem that is resolved informally and it would not be practical to do so without creating a specific reporting programme. Therefore, it is not possible to report comprehensively on the numbers. However, the Service Improvement Officer records those which are sent to her in the first instance, rather than to the services and these are the figures seen below.

Quarter 1 42  
Quarter 2 34  
Quarter 3 33  
Quarter 4 25

**Total = 134**

4.2 The number of formal complaints per service are analysed as follows:

<b>Service</b>	<b>Number of formal complaints</b>
Planning	9
Highways	6
Waste	12
Municipal	1
Leisure	4



Democracy	0
Social Services ( <i>outside the social services statutory procedure</i> )	1
Consultancy	4
Revenue	2
Housing	4
Parking	7
Transportation	4
Property	2
Licensing	5
Elections	0
Education	2
Benefits	2
Audit	0
Trunk Road Agency	2
Public Protection	5
Economy Development	0
Registration	3
Customer Contact	1
Language	1
Income	1
Legal	1
Maritime	2
Corporate Support	0

4.3 It must be noted that the number of complaints received by a service does not necessarily reflect the standard of service provided and these results cannot be considered on their own. The nature of the services provided greatly influences the results. Amongst the factors that could have an influence on the figures are the number of direct contacts made with customers, the public profile of the service or if an individual has other formal means of righting a wrong or submitting an appeal. As a general observation in order to set

the context, the number of daily service provision contacts there are between the Council's Services and the public, compared to the number of complaints, must be borne in mind.

4.4 However, work is ongoing to develop methods of further analysis of the nature of the complaints received to obtain more meaningful information regarding the standard of service provided for the public.

4.5 Under the new procedure it is possible to monitor the time taken to investigate and respond to formal complaints. The target to respond formally is 20 working days. Should this be impractical, e.g. if the complaint is extremely complex, the situation will be explained to the complainant.

	<b>Under 20 days</b>	<b>Over 20 days</b>
Quarter 1	21	7
Quarter 2	18	4
Quarter 3	12	3
Quarter 4	14	2
<b>Total</b>	<b>65</b>	<b>16</b>

4.6 Therefore, it can be seen that 80% of investigations were completed within the deadline over the year. Although it is too early to come to a definite opinion, the general trend seen above suggests that the performance in terms of responding promptly has improved.

## **5. Ombudsman Cases**

5.1 A complainant can refer his/her complaint to the Ombudsman if he/she is dissatisfied with the Council's formal response. A summary of the statistics from the annual reports of the Ombudsman are seen below:

	<b>2015/16</b>	<b>2014/15</b>
<b>No Investigation</b>	<b>23</b>	<b>24</b>
<b>Settlements</b>	<b>4</b>	<b>3</b>
<b>Reports</b>	<b>2</b>	<b>1</b>
<b>Total number of cases closed</b>	<b>29</b>	<b>33</b>

## 6. Service Improvement Plans

6.1 To assist the Council to learn from complaints, a procedure has been established whereby the Service Improvement Officer will provide a Service Improvement Form to a department if she is of the opinion that an investigation into a complaint has identified the need to improve procedures in order to provide a better service. She will also monitor improvement to ensure that the steps are implemented.

6.2 The following are examples of Plans implemented:

Area	Summary of the Complaint	Service Improvement
Planning and Galw Gwynedd	Not happy with the procedure where information must be provided for Galw Gwynedd rather than being able to contact the Planning Service.	A review of the procedure conducted as a consequence of several complaints about this system.
Highways	A complainant felt that she was not informed about what was happening with her complaint	Establish better arrangements to update customers.
Waste	When investigating a complaint about the lack of bin collection, it was discovered that the individual had complained several times about the same problem.	Establish a procedure on the computerised system for customer contact management to identify when an individual has complained several times about the same issue.
Registration (Marriages)	Incorrect and incomplete documentation included in a ceremony pack for a couple.	A review conducted by an independent officer from the service of the service and all ceremony documents.  The supervision procedure within the service was revised to ensure quality and to identify training requirements.
Registration (Marriages)	Failed to obtain access to a wedding venue.	Review the list of emergency contacts. Establish a new procedure of confirming prior arrangements with owners of buildings. Arrange

		appropriate training.
Income	A final demand was sent although the individual had paid the invoice.	Establish an arrangement to check the situation prior to sending such a notice and after receiving confirmation from other services for payments that have been received.
Public Protection	An individual failed to pay for a licence by means of 'chip and pin' in Siop Gwynedd.	The process of allowing such a payment has already commenced but this was formalised by means of a service improvement plan.
Public Protection	An individual continues to receive another business's bills along with his own despite informing the service.	The specific situation has been resolved and arrangements strengthened to ensure that it will not be a situation that will happen again.
Leisure	Individuals had complained that they had not been informed of the changes in the arrangements for paying for swimming and gymnastics lessons.	The wording of the standard letters that are sent was changed. A refund was made to the customers affected by the shortcomings in the original communication.

## **7. Advice and Guidance**

7.1 Work has been undertaken on introducing the procedure together with offering advice and guidance for departments. Thus far, along with the advice given on individual cases, the following has been achieved:

- The Complaints Coordination Team visited every departmental management team to introduce the new procedure
- A meeting of departmental contact points was held.
- A presentation has been given to the Senior Managers Group
- Guidelines and guidance for staff have been produced - a leaflet on good practice when dealing with complainants, examples of response templates, guidance on the standard of responses

7.2 This work will continue and the following activities are already ongoing:

- Hold meetings with departments to gather feedback on the implementation of the procedure to seek improvement
- Identify where customer care skills need to be developed and arrange appropriate training
- Raise awareness of the procedure and promote it amongst staff via the Council's intranet.
- Raise public awareness of the procedure by means of the Website and Newyddion Gwynedd.

## **8. Feedback from complainants**

8.1 Along with receiving observations from complainants on the standard of service received, or the manner in which their complaints were dealt with, the Service Improvement Officer will also contact a sample of complainants to ask them about their experience of using the procedure.

8.2 The following are examples of the responses received:

*"I am pleased to report that my whole experience of bringing the problem to the attention of Gwynedd Council and all subsequent actions was excellent. The new web site is a pleasure to use; the response was quick, direct and polite; action was taken swiftly, and the final result was both reasoned and reasonable"* (Waste Service)

*"Thank you for the update and the positive news which I am sure will be welcomed... that there is a willingness on the part of the council to deal with this matter"*

*"Many thanks for sorting out our issue so quickly"* (Waste)

"Thank you for your response this morning, I am very much impressed at the speed at which you have implemented an investigation into this matter".(Service Improvement Officer, Waste Service)

The complainant appreciated a telephone call from the officer and his letter confirming the conversation. He was much happier with the situation and wished to thank the officer. (Housing)

A complainant telephoned to thank the officer for contacting him and dealing with the issue so quickly and so professionally (Trading Standards, Service Improvement Officer)

Thank you to the street lighting department for maintaining such a good service (Municipal)

*"Thank you so much for your prompt reply and sympathetic consideration of my complaint...I appreciate you taking an interest"* (Municipal)

*"Congratulations to everyone who took the trouble to reply so promptly to my complaint ... I would be grateful if you could send my thanks for the response and for including the answers from everyone..." (Leisure)*

## **9. Conclusions**

9.1 2015/16 was a year of establishing a new procedure, whilst continuing to develop and at the same time ensuring that individual complaints receive their due attention.

9.2 As no corporate recording procedure had been established under the previous complaints procedure, the comparative figures cannot be examined. Neither can too many conclusions be drawn from the figures of one single year. Nevertheless it can be seen from the quarterly statistics that the number of formal complaints has been reducing. It is likely that the emphasis on dealing with complaints in accordance with the principles of seeking an informal resolution has contributed to this. Also, the important daily work undertaken by the Team in promoting the resolution of complaints, as part of providing and maintaining a high quality of service for the citizen, cannot be ignored.

9.3 The pattern of response times is also heartening and we are definitely of the opinion that the coming of the Service Improvement Office has greatly contributed to this. This function did not exist previously. The fact that there is a specific officer in place to ensure that departments respond promptly to complaints, that the officer is able to advise members of the public and officers on implementing the procedure and identify opportunities to resolve complaints promptly and informally has proved to be beneficial. There was also seen a reduction in the time taken to provide information for the Ombudsman and being able to provide more detailed information in response to enquiries from his officers.

9.4 The work of offering guidance and assistance to services continues, with the emphasis placed on ensuring a culture where staff are empowered to resolve complaints and take responsibility for them.

9.5 We will also continue with the work of developing methods of gathering and analysing information to enable the Council to learn lessons from complaints, including the good practice acknowledged in the Council, to ensure continuous improvement in the manner in which services are planned and provided.

<b>NAME OF SCRUTINY COMMITTEE</b>	<b>Services Scrutiny Committee</b>
<b>DATE OF MEETING</b>	<b>27 September,2016</b>
<b>TITLE OF ITEM</b>	<b>Annual Report on the handling of complaints by Adult, Health and Well-being Department and the Children and Family Support Department for 2015-2016</b>
<b>PURPOSE</b>	<b>To present an overview of the complaints received during 2015-2016</b>
<b>AUTHOR</b>	<b>Margaret Kenealy Jones, Workforce Support Manager</b>

## **1. Introduction**

- 1.1 In accordance with the Social Services Complaints Procedure (Wales) Regulations 2014 and the Representation Procedure (Wales) Regulations 2014 which came to force on the 1 August ,2014 it is a requirement on the Director of Social Services to produce an annual report on the performance of the handling and investigation of complaints within the service. The report is produced by the Customer Care Officers on behalf of the Director of Social Services.
- 1.2 The purpose of this report is to provide information on the numbers and reasons for the complaints received during the year and to include their resolution by the two Departments – Adult, Health and Well-being Department and the Children and Family Support Department. Also it includes a summary of the lessons learned and actions taken in relation to the complaints it received.

## **2. Context**

- 2.1 Throughout the year all complaints are handled by the Customer Care Officers within the Customer Care and Information Unit.

## **3. Access to the Complaints Procedure**

- 3.1 When a person contacts the Customer Care Officer they invariably have an issue concerning the Departments' service and usually the making of a complaint is their last resort. Therefore the team's focus is on ensuring easy access to the Complaints Procedure so that they are aware of their right to be heard. To this end information regarding the complaint process is well publicised and accessible in a variety of formats e.g. leaflets, online and Easy Read. All information is available in Welsh and English so that the complainant can choose their preferred language. Other arrangements such as braille or other languages can be provided. Advocacy or other support is available to the complainant in their preferred language to assist during the progress through the Complaints Procedure. Information leaflets are continually being revised and updated by the Customer Care and Information Unit.



<b>Language of choice by Complainant to make an enquiry/complaint during 2015-2016</b>			
	<b>Welsh</b>	<b>English</b>	<b>Total Complaint</b>
Enquiries and Informal Complaint	53	94	<b>147</b>
Stage 1	22	27	<b>49</b>
Stage 2	0	0	<b>0</b>
Ombudsman	0	1	<b>1</b>
Corporate Complaint	4	2	<b>6</b>

#### **4. Matters recorded as Enquiries**

- 4.1 The aim is to respond to each complaint with fairness, impartiality and respect so that the individual has confidence that their complaint will be dealt with professionally and also in a positive rather than a negative manner. Matters are often dealt with as enquiries or informal complaints when the individual chooses not to follow a Complaints Procedure. An example of this would be a letter from a Member of Parliament or local Councillor who wishes to express dissatisfaction or needs a specific answer to a question.
- 4.2 By responding positively at this early stage of a complaint/enquiry some issues can be resolved effectively without implementing the Complaints Procedure since there is an option to clear up any misunderstanding or respond to enquiries. This is clearly the best outcome for all involved.

<b>TABLE 1. Enquiries and Informal Complaints received 2015-2016</b>								
	<i>Adults</i>	<i>Provider</i>	<i>Children and Families</i>	<i>Business</i>	<i>Housing</i>	<i>External Provider</i>	<i>Cross-service</i>	<b>Total</b>
<i>Solicitors</i>	6		5	2			1	14
<i>Ombudsman</i>			1					1
<i>Local members</i>	7	1		1				9
<i>Members of Parliament or Assembly Members</i>	12	2	7	2	1	1		25
<i>Users</i>	7		3			1		11
<i>Relative</i>	26	8	19	4		1		58
<i>The Public</i>	9	1	5	1		2	1	19
<i>Foster Carer</i>			1					
<i>Other Agent</i>	7							7
<i>Disabled Parking Spaces Applicants</i>	1							1
<i>Other counties</i>								
<i>Social Worker</i>								
<i>Older People's Commissioner</i>								
<i>Welsh Language</i>								

<i>Commissioner</i>								
<i>Information Commissioner</i>								
<i>Provider</i>								
<b>Total</b>	<b>76</b>	<b>12</b>	<b>41</b>	<b>10</b>	<b>1</b>	<b>5</b>	<b>2</b>	<b>147</b>

## **5. Stage 1 – Social Services Statutory Complaints Procedure – Local Resolution**

- 5.1 Every effort is made to resolve the complaint to the satisfaction of the complainant and the Service. Obviously a resolution is the best outcome for all involved and this can be achieved by investing time and effort at an early stage. However if the complainant makes the decision to make a formal complaint then the usual approach is to arrange a telephone or face-to-face contact with the complainant or with a representative of the complainant in an attempt to resolve the matter. Over the years, the Customer Care Officers have successfully managed to establish close working links with the teams, managers and the legal section as a means of discussing and resolving issues and this is reflected in the low number of complaints reaching Stage 2 of the Complaints Procedure.

## **6. Stage 2 – Social Services Statutory Complaints Procedure – Formal Investigation**

- 6.1 By successfully following the ethos of focusing on early and local resolution and on tackling issues quickly and effectively it has reduced the need to reach Stage 2 – formal investigation of the Complaints Procedure in order to resolve issues. It is understood that Gwynedd is in the forefront in this regard across North Wales and this reflects the dedication of the Customer Care Officers in this matter.

## **7. Complaint referred to the Public Services Ombudsman**

- 7.1 If a complaint is not resolved at Stage 2 then the complainant has the right to complain to the Public Services Ombudsman for Wales or the Welsh Language Commissioner or the Equality and Human Rights Commission depending on the nature of the complaint.
- 7.2 There were 2 Ombudsman enquiries during the year. The first enquiry was received during the second quarter of the year for the Children and Family Support Department. The Ombudsman had discussions with several relevant Managers within the Department over the phone; following this he decided that he would not be investigating the complaint. The second enquiry related to the Adults, Health and Wellbeing Department. Following the provision to the Ombudsman of further evidence surrounding the complaint, the Ombudsman has decided to investigate certain elements of the complaint. The result of the Ombudsman's investigation has not yet been received.

<b>TABLE 2 Social Services Statutory Complaints Procedure 2015-2016</b>								
	<i>Adults</i>	<i>Provider</i>	<i>Children and Families</i>	<i>Business</i>	<i>Housing</i>	<i>External Provider</i>	<i>Cross-service</i>	<b>Total</b>
<i>Stage 1</i>	18	9	14	4		1	3	49
<i>Stage 2</i>								
<i>Ombudsman</i>	1							1
<b>Total</b>	<b>19</b>	<b>9</b>	<b>14</b>	<b>4</b>		<b>1</b>	<b>3</b>	<b>50</b>

## 8. Adherence to the Statutory Complaints Procedure Response Time-scale

- 8.1 The Local Authority is obliged to provide information on its performance in the handling and investigation of complaints within the timetable stated in the Regulations and Guidance.

<b>TABLE 3 Social Services Statutory Complaints Procedure Response Performance 2015-2016</b>						
<b>Stage 1</b>						
<i>Complaints received within 12 months of the incident</i>	<i>Complaints received 12 months after the incident</i>	<i>Acknowledged within 2 days</i>	<i>Discussion to reach resolution within 10 days</i>	<i>Informed of Resolution within 5 days</i>	<i>Respond time is extended</i>	<i>Average days extended</i>
49	0	49	38	42	11	10
<b>Stage 2</b>						
<i>No. acknowledged in 5 days</i>	<i>No. Response received in 25 working days</i>		<i>No. delayed in exceptional circumstances</i>			<i>No. Completed within 6 months</i>
0	0		0			0

## 9. Gwynedd Council Complaints Procedure

- 9.1 Complaints regarding matters that are outside the remit of the Social Services Complaints Procedure are dealt with under the Gwynedd Corporate Complaints Policy. These complaints will involve other duties of the Departments e.g. Housing. Not all the complaints will be directed to the Customer Care Officers as some might be addressed directly to the service.
- 9.2 Examples of general complaints are:- a neighbour complaining about the way a care provider parked their car; a member of the public complaining about the Housing Service's decision that they were ineligible for social housing; a private home owner asking for advice on central heating and boiler repairs.

<b>TABLE 4 Corporate Complaints Procedure - Complaint received 2015-2016</b>								
	<i>Adults</i>	<i>Provider</i>	<i>Children and Families</i>	<i>Business</i>	<i>Housing</i>	<i>External Provider</i>	<i>Cross-service</i>	<b>Total</b>
<i>Stage 1</i>	2		1	2	1			<b>6</b>
<i>Stage 2</i>								
<i>Ombudsman</i>								
<b>Total</b>	<b>2</b>		<b>1</b>	<b>2</b>	<b>1</b>			<b>6</b>

## 10. Learning Lessons and Trends Identified - see Appendix 1

- 10.1 A quarterly report to present the complaints performance is presented to the Management Team of the Adult, Health and Well-being Department and the Head of Children and Family Support Department. This presents an opportunity to analyse each complaint and to discuss and learn from them so as to improve the service they offer.
- 10.2 Both Management Teams include the lessons learnt in their revised work plans and any training needs are identified.
- 10.3 **Complaints Trends - Children and Supporting Families Department**
- 10.3A **Parents' Expectations** – The pattern of previous years has continued, namely complaints stemming from the difference between parents' expectations and what the Service delivers within its responsibilities. This is mainly in the child protection field where there is dissatisfaction regarding an action and decision by the Service in terms of their children's cases. This then leads to complaints aimed at individual staff representing the Service. Often, these complaints also include a complaint regarding the attitude of the worker but the investigations into the complaints usually discover that the Worker and the Service had acted appropriately in accordance with legislation.
- Example* – Father contacted by letter, not happy that his daughter had received a Social Worker visit without his consent. He also noted that the Service had labelled him in a letter as a dangerous person to his daughter. The father wanted this information changed and deleted immediately. The Service responded explaining the situation fully to the father, that they did have the right to visit his daughter without his knowledge if needed to be able to make an unbiased assessment. The Service also checked the system and could not find any information recorded that the father was a dangerous person to his daughter. Following this full explanation the father was happy and understood the reasons behind the visit. The complaint was closed.
- 10.3b **Complainants** – During this year we have received numerous complaints from the same individuals. The individuals in questions will receive a response and will return within a couple of weeks with a slightly different issue they would like to be addressed. They will also contact through different channels, for example

Solicitor or the Local Member of Parliament.

*Example* – A parent has been in contact herself regarding the hours of support work her son receives. As she is unhappy with the response, she contacted her Solicitor and her Local MP. In this case, as the Service had only recently received Access to the child in question they had not been able to produce a comprehensive assessment of needs and therefore the hours agreed during the summer period was based on the information provided by the parent directly. The Service are in the process of working with the family to complete a comprehensive assessment of the child's needs in order to ascertain the amount of support needed. This has been closed as a complaint, and is now an operational matter being monitored by Senior Managers.

10.3c **Service Provision** – During the year we have received quite a few complaints regarding Service Provision. Parents unhappy that they are not receiving any support from the Department.

*Example* – Parent complaining that they are not receiving any support from the Department, the parent had a meeting with the Service Manager and the Clinical Psychologist to discuss the complaint. Unfortunately in this case the child did not reach the criteria for Service, and the complaint is closed. Another example is a father complaining that the Service had not provided his daughter with a suitable placement. The parent in question had a meeting with the Senior Operational Manager – Resources, the Social Worker and a representative from the Education Department. During this meeting, the parent was able to discuss all his concerns and the Service was able to provide him with face to face response. It had been difficult to identify a suitable foster placement who could meet his daughter's needs fully. During the meeting the Service was able to inform the father that a suitable placement had been identified. Following the meeting, the parent was happy with the conclusion and the complaint was closed.

10.4 **Complaints Trends - Adults, Health and Well-being Department**

10.4a **Lack of Home Care provision in the South Meirionnydd area** – During the year, especially in quarters 1 to 3, we received several complaints and enquiries from Service Users, Relatives and Local Members/Members of Parliament about the difficulties experienced by some service users in obtaining Home Care provision in the South Meirionnydd area. The Tywyn area was especially problematic and included reported difficulties with delayed discharge of patients from Tywyn Hospital due to lack of available Home Care.

*Example* – At the end of quarter 3, the enquiries and complaints received about this issue were escalated to the Senior Business Manager during a meeting of the Senior Management Team. Since the end of quarter 3, we have had no further complaints or enquiries about this issue.

10.4b **Communication and Engagement issues within the Department** – Several enquiries and complaints were received by families of service users and the

Local Member of Parliament who attend the Manton Workshop. They complained about the way that the decision to cease using the current premises was communicated to them and about a lack of consultation with the Service Users and their families. Several complaints were also received in connection with changes implemented to individual care packages assessed by the Learning Disability Team, and about poor communication in explaining how these decisions had been arrived at. The complaints were mainly concerned with reductions in the weekly hours provided to individual service users and the way that these changes had been assessed. A major review, and subsequent implementation, of the way that the Department consults stakeholders about major changes in service provision commenced and is currently ongoing.

- 10.4c **Concerns about care in Care Homes being run by the Provider Unit –** Several concerns and complaints were received, from mainly relatives of Service Users, about the some aspects of care provided in establishments under the management of the Provider Unit. The number of complaints in this area increased during 2015/16, with 9 complaints received compared to 4 during 2014/15.

*Example – A relative complained that a Service User had not been given her correct medication whilst receiving respite care at a Council-run care home. This was not noticed until the Service User had returned home and the relative had checked her medication. An internal investigation of the incident by Senior Managers commenced immediately. This resulted in procedures for the recording and administering medication at the home to be reviewed and the staff involved were warned as to their future conduct. The relative received a written reply to their complaint, which included a full apology and explanation of the circumstances surrounding the incident. The letter also included details of the investigation that followed, and reassured the complainant that steps have been taken to reduce the probability of such an incident happening again.*

## **11. Training and Awareness for Staff**

- 11.1 An important part of Customer Care duty is to provide training for staff regarding the Complaints Procedure so that staff are fully aware of the procedure and are confident of their role within it. To ensure that training reaches all staff the training delivery will move away from the traditional workshop session to a e-Learning Module. This should improve accessibility and reduce the associated costs of holding traditional sessions. Hopefully this will be introduced during the summer months.

## **12. Other duties**

- 12.1 The Customer Care and Information Unit not only deals with complaints and enquiries but also with requests for information in response to the Freedom of Information Act 2000 and the Data Protection Act 1998. These requests can be from the Police, Solicitors, Local Authorities as well as from individuals. In

accordance with these Acts there are definite timetables to adhere to. In many cases the circumstances of these requests involve information regarding children's work which is very time consuming. The decision on what information is appropriate for release is skilful work and at times emotionally challenging. The Unit's role in dealing with requests for information, as outlined above, involves staff being required to spend large amounts of time on some of the more complex requests that we receive. This means that significant numbers of staff hours are used to ensure that the requests for information are answered within time.

<b>TABLE 5. Application for information during 2015-2016</b>	
Freedom of Information Act 200 Request	<b>184</b>
Data Protection Act 1998 Request	<b>171</b>

### 13. Expressions of Gratitude - see Appendix 2

- 13.1 It is also important to acknowledge and record the expressions of gratitude that have been received from our service users and their families.

<b>TABLE 6. Expressions of Gratitude during 2015-2016</b>							
<i>Adults</i>	<i>Provider</i>	<i>Children and Families</i>	<i>Business</i>	<i>Housing</i>	<i>External Provider</i>	<i>Cross-service</i>	<b>Total</b>
25	46	94	2	0	1	0	<b>168</b>

### 14. Work Plan for 2016-2017

- 14.1 Create and introduce an introductory course on the Complaints Procedure for all level of staff by using the e-Learning Module whilst continuing to offer training by conventional means to those that do not have access to IT. Liaise and update the private sector via the Joint Partnership Forum regarding this development.
- 14.2 Review all information leaflets and Policy to ensure compliance with the new Social Services and Well-being Act 2014 and More than Words Strategy and continue to develop Easy Read versions.
- 14.3 Develop a Facebook page for the Fostering Service and Foster Parents to improve communication.
- 14.4 Develop and improve the Social Services information on the Council's web site.
- 14.5 Develop the IT system RESPOND to improve the monitoring and implementation of lessons learnt following a complaint.

- 14.6 Continue to improve the Department's Newsletter to staff and start including updates on the Complaints Procedure, Data Protection and Freedom of Information.



## APPENDIX 1 – EXAMPLES OF COMPLAINTS AND REPRESENTATIONS DURING 2015/16

Ref	Short Description	Category	Stage	Unit / Team	Outcome
<b>Children and Family Support Department</b>					
GC/2975-15	Parent wanted to complain that she had not been contacted by the Service as promised. Also wanted to complain that she was not going to receive service as her son did not meet the criteria.	Service Provision Staff Performance	Stage 1 Complaint	Derwen Service	The Service and the Health Board held a meeting with the complainant to discuss all the matters. This was followed up with a letter confirming what had been discussed and the Service Manager is keeping an eye on the situation. Complaint has been closed. The view of the Management Team was that parents often have strong views regarding entitlement to services and therefore have high expectations. It is understandable that they may want to complain where their expectation isn't met.
GC/2587-15	Parent wanting to make a formal complaint regarding the behavior and attitude of the Social Worker. Felt that the Social Worker was raising her voice unnecessarily.	Staff Performance	Stage 1 Complaint	Children's Team	The Team Manager tried to contact the parent on several occasions to try and discuss her complaint. Unfortunately she was unable to get hold of her over the phone; the Senior Manager therefore sent a letter with a full explanation of the situation. The Team Manager has followed this up and understands that the parent is now working well with the Social Worker. The view of the Management Team is that it can be difficult to respond to these types of complaints as there will always be a difference of perspective between what the parent believed happened and the social workers reports.
GC/2640-15	Father contacted wanting to make a complaint against a Social Worker. Doesn't feel that he is being informed fully and the mother is. Also feels that the Social Worker doesn't view things from his point of view and feels that his children are suffering because of this.	Staff Performance	Stage 1 Complaint	Intake Team	The Team Manager contacted the father by phone, she listened to his concerns and discussed at length. The father understood that the Service is taking his view into account and was happy following the conversation. He did not wish to take his complaint further. The Service sent him a letter confirming the discussion by phone to close the complaint.  The Management Team could see that this complaint highlights the importance of sharing information with both parents and the difficulties and challenges facing social workers when managing parents when they have separated and how this impacts on the children.
GC/3027-15	Parent wanted to make a formal complaint against a Social Worker. Didn't feel that the Social Worker was doing her job; felt her voice was very	Staff Performance	Stage 1	Team 16+	The Social Worker discussed the matter with the family. She explained that she is hard of hearing in one ear, this result in her raising her voice on occasions without realizing. Family was happy following this explanation and the complaint was resolved. The Management Team could see that communication is an

## APPENDIX 1 – EXAMPLES OF COMPLAINTS AND REPRESENTATIONS DURING 2015/16

	aggressive and that she raises her voice.				integral element to the work. Particularly in complex cases where individuals are anxious and may not agree with interventions.
GC/2917-15	This complaint was made through an advocate; the complainant was a young individual who was expecting a baby at any point. She wanted to make a complaint regarding a recent case conference; she was not informed by the Social Worker in due time of the date and time of the conference. Also the report was only made available to read an hour before the meeting.	Staff Performance Service Provision	Stage 1 Complaint	Children's Team	<p>As the complainant was in the late stages of pregnancy, the Team Manager said he would visit her once the baby was born to discuss her complaint. The Team Manager spoke with the complainant and found that she was happy and did not want to proceed with her complaint at all.</p> <p>The Team Manager sent a letter addressed to the complainant through the advocacy service confirming that we would close the complaint, but noting if in the future she would like to reopen her complaint the Team Manager is more than happy to visit her to discuss the matters with her directly.</p> <p>The Management Team could see the importance of ensuring that social workers are familiar with the AWCPP in relation to case conferencing, expectations and timescales and being aware of the impact of decisions being made upon individuals.</p>
GC/2741-15	Young Person wanted to make a complaint. He felt that he was constantly lie to regarding how long he had to wait before moving placement. He wanted the Social Workers to tell him the truth from the start.	Staff Performance	Stage 1	Children's Team	<p>Letter sent directly to the young person from the Senior Operational Manager giving him a full explanation to the situation. The letter noted that he is welcome to contact his Social Worker at any point if he had any questions.</p> <p>The Management Team could see the benefit of ensuring that CYP feel that they have an avenue to voice their concerns and ensuring that CYP are actively involved and engaged with all aspects of their care planning, whilst being realistic about what is possible.</p>
GC/2297-15	Young Person in care made a complaint through his advocate. He wanted to remain living in Gwynedd so he could promote contact with his family and friends in the area.	Service Provision	Stage 1	Children's Team	<p>A letter was sent to the young person through the advocate to explain the current situation. It was a very difficult situation and the Department had a duty to make a decision in the best interest of the individual. The Department was going to arrange for the Team Manager to go and visit the individual in placement; however the advocate contacted the Department stating that the young person was happy in the placement and did not wish to complain further. The complaint was therefore closed.</p> <p>The Management Team felt the role of the IRO is critical in ensuring that all parties are working towards the same goal and this could be seen in this case.</p>

## APPENDIX 1 – EXAMPLES OF COMPLAINTS AND REPRESENTATIONS DURING 2015/16

Adult, Health and Wellbeing Department					
GC/2531-15	Older Person wished to express his view that the home care service that he received from our In-House Provider was not up to the standard that he expected. As a result, a request was made to waive the charges for this service.	Staff Performance / Financial	Stage 1	Provider Unit / Income and Welfare Unit	Letter sent to the complainant by the Service Manager to explain the Department's view that the care he received was not sub-standard and that payment was due. The Customer Care Officer and a Senior Social Worker visited the complainant at his request to discuss the matter further. Full payment was received following the explanation given at the meeting.
GC/2734-15	Family of an Older Person made a complaint about an alleged accident that had occurred at the Older Person's home whilst a carer from the In-House Provider was in attendance. As a result of the incident, the Older Person was admitted to hospital for an extended period and is now a resident in a nursing home. Family are asking for the Older Person not to contribute financially towards the costs of his care at the nursing home as they believe that the Council is at fault and that he would still be at home had the incident not occurred.	Staff Performance	Stage 1	Provider Unit	The matter has been the subject of an investigation by the Council's Health and Safety Team and they have concluded that the exact circumstances of the incident cannot be established. Therefore, no liability for the incident can be accepted by the Council. Letter issued to the complainant to explain the Council's position.
GC/2939-15	The family of a Service User, who attends the Manton Workshop at Caernarfon, complained about the way that the Department chose to communicate the decision to close the current building to the families concerned.	Communication	Stage 1	Learning Disability Team (Adults)	Letter issued by the Head of Service to explain the circumstances surrounding bringing use of the Manton building to an end and to apologise for the way that the decision was communicated.  A major review, and subsequent implementation, of the way that the Department consults stakeholders about major changes in service provision commenced and is currently ongoing.

## APPENDIX 1 – EXAMPLES OF COMPLAINTS AND REPRESENTATIONS DURING 2015/16

GC/2656-15	Older Person from South Meirionnydd wished to complain that an increase in the hours of home to be provided had not been implemented because of a lack of available timeslots arising from staff shortages.	Service Provision	Stage 1	Older People's Team / Commissioning	Letter issued by the Senior Business Manager to explain that home care provision was limited in the Older Person's geographical area and to ensure that her case had been given priority status.
GC/2977-15	Family member wished to complain on behalf of her parent about the assessment of needs carried out by the Enablement Officer. As a result of the assessment, it was decided that the parent did not meet the criteria for the installation of a stair lift, and that incorrect information had been provided about the qualifying conditions for Attendance Allowance.	Access to Services	Stage 1	Older People's Team	Letter issued by the Area Manager to explain how the Enablement Officer came to her decision about the current needs in her assessment. Also apologised for the incorrect information provided about the qualifying conditions for Attendance Allowance.
GC/2984-15	Family carer complained on behalf of an Older Person who had recently been at Plas Pengwaith for respite care. The carer discovered on the Older Person's return home that all her medication had not been administered to her whilst she was in respite care.	Service Quality	Stage 1	Residential and Day Care Services (Adults)	As the incident involved the procedures for administration of medication, a POVA investigation was instigated. The investigation recommended that the procedures involving the administration of medication to full-time residents and respite care users be reviewed and strengthened so that the chance of similar incidents occurring was diminished. A letter was issued by the Senior Practitioner to apologise for the incident and to explain that medication procedures had been reviewed and revised.

## APPENDIX 2 – EXAMPLES OF GRATITUDE DURING 2015/16

Ref	Short Description	Category	Unit / Team
GC/3046-15	Congratulations to Arfon Children's Team on winning the Positive Award at the Council at its Best Awards in March 2016.	Commendation	Arfon's Children's Team
GC/3048-15	Congratulations to Youth Justice Service on winning the Working as a Team Award at the Council at its Best Awards in March 2016.	Commendation	Youth Justice Service
GC/3047-15	Congratulations to David Owen, Senior Social Worker on winning the Respect Award at the Council at its Best Awards in March 2016.	Commendation	Team 16+
GC/3088-15	"Can I just let you know all the support workers have been lovely with XXXX and got him eating and drinking well Ceri has been fantastic! Thank you"	Gratitude	Derwen Service
GC/2410-15	"You're the best Social Worker we've ever had" (from a child with physical disability regarding his Social Worker who works for Derwen Service)	Gratitude	Derwen Service
GC/2586-15	"We enjoy a good working relationship with our Social Worker; the relationship is based on an open and honest communication"	Gratitude	Fostering Team
GC/2684-15	"Very happy with the support we get from our fostering team"	Gratitude	Fostering Team
GC/2355-15	"Dim ond gair sydyn i rannu efo chdi bod rhieni XXXX wedi canmol Shelby Hughes (gweithiwr cefnogol) i'r cymylau pan wnes I ymweld a hwy. Dywedsom fod Shelby yn wych efo XXXX ac yn deall ei ffordd a'l anghenion ac yn dda iawn hefyd o ran pethau fel disgyblaeth a'l gadw'n saff."	Gratitude	Derwen Service
GC/2473-15	"I feel I now have more energy and feel healthier physically and emotionally compared too previously. I have been given tips/support to deal with things better. I didn't know that any of these services existed. I am grateful for all the help I've received and wouldn't be scared to ask for help again. I find the support very insightful, helpful and reassuring."	Gratitude	Gyda'n Gilydd
GC/2474-15	"Perthynas gwell efo'r ferch hynaf. Dani'n chwarae lot a chael hwyl a dio ddim yn straen. Oni'n meddwl sŵn i byth yn ymdopi fy hun efo'r genod, ond erbyn wan dwi'n teimlo sense of achievement / proud o fy hun."	Gratitude	Gyda'n Gilydd
GC/2475-15	"Dwi wedi stryglo lot sut ydw'i, ond dwi wedi cael help rili da. Help a symud tŷ wedi gwneud lot o wahaniaeth. Diolch. Pawb ohonom ni yn teimlo'n well. Dani ar y ffordd i fedru copio ein hunain."	Gratitude	Gyda'n Gilydd
GC/2689-15	"I don't know what I would have done without XXXX she's like my guardian angel. I'd like similar help when I move so I can know what's out there to support me."	Gratitude	Gyda'n Gilydd
GC/2687-15	"We are very pleased with the support we receive from Cairn. He is very supportive	Gratitude	Fostering Team

## APPENDIX 2 – EXAMPLES OF GRATITUDE DURING 2015/16

	and visits regularly. He has been very proactive in providing any support that we needed and sorting out courses etc. He has ensured we have kept up to date with all our fostering requirements”		
GC/2905-15	“I have always felt very supportive by the entire fostering team. I have never felt let down by any member, and always made to feel valued.”	Gratitude	Fostering Team
GC/3057-15	“Gennym berthynas waith arbennig o dda, rwyf bob amser yn teimlo hollol ffyddiog y gall droi ati unrhyw amser efo pryder bach neu mawr. Mae hi yn hynod o gefnogol ac yn cymryd diddordeb ynddon ni fel teulu a sut mae lleoliadau yn effeithio arnom ni. Gallaf ffonio unrhyw amser o'r dydd neu ei e-bostio a ddaw 'nôl ataf bob tro. Mae hyn yn wir am yr holl Dîm Maethu i gyd hefyd.”	Gratitude	Fostering Team
GC/2403-15	“To Gina, Mel and Sharron and all of Gwynedd Social Services, This has taken me far too long to write! And its recently been pointed out to me how many silly complaints departments such as yourselves receive, so we wanted to thank you for the years of support you gave our family. Without which I cannot imagine how we would have made it through as we did. Life doesn't always go as planned, but with all your help (especially so, you Gina) it made picking up the pieces and rebuild our lives together that much easier despite the stresses at the time. Thank you really is an understatement! We wish you all the best.”	Gratitude	Meirionnydd Children's Team
GC/2493-15	“Poppy, I would just like to say a big thank you for acknowledging the emails I sent ☺ I know social workers are really busy but just want you to know I really appreciate your reply, you always answer even if it's just to say thanks for the information ☺”	Gratitude	Arfon's Children's Team
GC/2678-15	Sianed H Jones, Heidi Rylance and Rachel Wood received commendation and a thank you from Gwynedd Council Chief Executive	Gratitude	Arfon's Children's Team
GC/2680-15	Children thanked their Social Worker Sarah Bradnick for all of the work she had done with them	Gratitude	Arfon's Children's Team
GC/3041-15	“I am so pleased about the outcome for XXXX. I just want to acknowledge all the efforts and commitments from you, the Edge of Care Team and the Health agencies who have worked solidly with the family to make this possible. I have felt throughout the course of these proceedings that everyone has been supportive and worked towards a better outcome for this family and not just allowed history to repeat itself. It's been great to observe and I do hope that the family are able to succeed the test of time. Many thanks it's been a pleasure working alongside you and all the others who became involved.”	Gratitude	Arfon's Childrens Team Edge of Care Team
GC/2380-15	Enablement Officer was thanked by a Service User for providing a full list of home care agencies	Gratitude	Arfon Older People's Team
GC/2394-15	Occupational Therapist received a letter of gratitude from a Service User who had a new shower installed following her intervention	Gratitude	Arfon Older People's Team (Occupational Therapy)
GC/2397-15	Service User praises the work of the home care team from the Provider Unit and notes that the staff go above and beyond what is stated on her care plan.	Gratitude	Provider Unit (Arfon)
GC/2487-15	Service User contacted the Customer Care Unit to express her gratitude for the support given by her Social Worker and the Occupational Therapist on her return home	Gratitude	Older People's Team (Dwyfor)

## APPENDIX 2 – EXAMPLES OF GRATITUDE DURING 2015/16

	from hospital		
GC/2574-15	Service User expressed his gratitude for the service provided by the Council's Provider Unit staff. Especially happy to report that he could maintain his dignity at all times whilst receiving the service.	Gratitude	Provider Unit (Dwyfor)
GC/2609-15	Family member contacted the Customer Care Unit to express the family's gratitude for care provided to his late mother by the Provider Unit	Gratitude	Provider Unit (Meirionnydd)
GC/2726-15	<p>Annwyl Dilwyn,</p> <p>Hoffwn anfon nodyn sydyn atat i ddiolch o galon i ti a'r holl staff yng Nghanolfan y Gwystl am y gefnogaeth yr ydych wedi ei ddangos tuag at y myfyrwyr sydd wedi bod atoch ar brofiad gwaith yn ddiweddar.</p> <p>Mae rhai o'r bobl ifanc sydd yn mentro allan ar brofiadau gwaith, yn aml iaw yn ddi-hyder ac yn bryderuscyn mentro i leoliadau am y tro cyntaf. Mae'r gefnogaeth maent yn ei derbyn ganddo'ch yn werthfawr dros ben ac yn gam mawr ymlaen tuag at eu datblygiad personol a phroffesiynol.</p> <p>Cefais gyfle i wario amser yng nghwmni staff a defnyddwyr gwasanaeth y Gwystl wythnos yma ac yn wir, rydw i wedi mwynhau cael cymryd rhan yn y gweithgareddau a chael gweld y gwaith a'r gwasanaeth gwerthfawr yr ydych yn ei gynnig. Yn bwysicach, mae'r fyfyrwraig oedd yn eich gofal wedi elwa'n fawr iawn o'r profiad ac wedi datblygu'n sylweddol yn ei hamser gyda chi.</p> <p>Diolch yn fawr am dy amser ac ymroddiad Dilwyn. Gobeithiaf yn arw y cawn anfon mwy o fyfyrwyr i ranu profiadau yn y dyfodol</p> <p>Yn gywir,</p> <p>Cydlynnydd a Thiwtor Cwrs Diploma Estynedig Btec mewn Iechyd a Gofal Cymdeithasol</p>	Gratitude	Learning Disability Team (Dwyfor)
GC/2878-15	<p>"Hi Selwyn.</p> <p>Just a quick note to Thank you, xxx and xxxxx for the tremendous support you've all shown to us this year, Without you all we couldn't do our job!!!</p> <p>Please wish everyone a merry Christmas and a happy, safe and prosperous new year.</p> <p>Gary and all."</p>	Gratitude	Learning Disability Team (Meirionnydd)
GC/2933-15	Annwyl Aled	Gratitude	Provider Unit (Residential and Day Care)

## APPENDIX 2 – EXAMPLES OF GRATITUDE DURING 2015/16

	<p>Hoffwn ichi gyfleu fy niolch i holl staff Plas Ogwen, a'r gofalwyr cartref sy'n gweithio yn fy ward, am eu gofal arbennig o henoed yr ardal drwy'r flwyddyn, ac, yn arbennig felly yn ystod y tywydd difrifol diweddar. Gwerthfawrogir eu gwaith yn fawr iawn gan bawb, a diolch amdanynt.</p> <p>Diolch yn fawr iawn, a blwyddyn newydd dda i chi a'r holl staff</p>		
GC/3021-15	<p>Pnawn da,</p> <p>Cysylltodd Miss XXXXX a mi dydd Llun i gyfleu ei gwerthfawrogiad o wasanaeth y mae yn ei dderbyn gan yr Uned Darparu. Y gair a ddefnyddiodd i'w ddisgrifio oedd 'excellent' ac roedd am enwi Olwen, Debbie a Jean yn benodol.</p> <p>Roedd Miss XXXXX am i chi gyfleu ei gwerthfawrogiad iddynt.</p> <p>Diolch</p>	Gratitude	Provider Unit (Arfon)
GC/3068-15	<p>I am writing on behalf of my parents [address redacted]</p> <p>My father has a muscle wasting disease, which means he is chair bound and only has the use of one hand, and my mother has dementia and Alzheimer's. As you can imagine, life is not easy for either of them.</p> <p>But their burden has been eased by the wonderful carers who visit them three times a day and look after them. My dad says: 'The carers are unfailingly helpful, cheerful, always with smiles on their faces, and optimistic. They have given me the will to live, when things were looking very bleak.</p> <p>"Our carers xxx, xxxx, xxx, xxxxx, xxxx, xxxx and xxxxxx are always very professional and nothing is too much trouble for them. They are like angels to myself and my wife.</p> <p>"I would like you to show this e-mail to the under managers, the carers and even the councillors of Gwynedd, you should be very proud of your wonderful staff, They are true heroes in our eyes and we would like to thank them from the bottom of our hearts for their fantastic care.'</p>	Gratitude	Provider Unit (Arfon)



Our ref: NB/LG/MM



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[matthew.aplin@ombudsman-wales.org.uk](mailto:matthew.aplin@ombudsman-wales.org.uk)

28 July 2016

**Sent by email**

Dear Mr Williams

**Annual Letter 2015/16**

Following the recent publication of my Annual Report I am pleased to provide you with the Annual Letter (2015/16) for **Gwynedd Council**.

Overall my office's caseload has increased by 4% this year, but I am pleased to say that public body complaints fell by the same amount; only the second time in a decade this has happened. However, disappointingly the NHS in Wales was the only sector in my jurisdiction that saw a rise in complaints which now count for over a third of all public body complaints; a total increase of 51% in the last five years.

During 2015/16 we received 906 complaints against local authorities, down from 938 from the previous year.

In reference to outcomes there has been a large increase in the number of early resolutions and voluntary settlements achieved with local authorities with 81 cases in 2015/16 compared to 58 in 2014/15. I am committed to ensuring where possible, bodies from all sectors resolve complaints as quickly and effectively as possible and I am therefore pleased with these statistics.

My office has issued only one public interest report against a local authority during the past year – the same number as 2014/15. This related to failings around a council's failure to properly consider assess and identify the special educational needs of a primary school pupil.

Across all public bodies, after health (36%), housing is the second biggest area of complaint (13%) of our caseload, followed by Planning and Building Control (10%) and Social Services (9%).

The number of Code of Conduct complaints rose by 19% compared with 2014/15 (274 in 2015/16 against 231). It is disappointing to see this rise, although it is almost entirely attributable to community councils where there has been a 49% increase.

Last year I introduced a public interest test for code of conduct complaints and I am pleased to say this has helped my office in dealing with these complaints in an effective manner.

I am only too aware that we are in the run-up to the local elections where historically there is a spike in code of conduct complaints against local authority members. I have spoken previously about vexatious complaints and I would be most disappointed to see an increase in complaints of a trivial matter over the next 12 months when my office is dealing with issues of real concern across public services in my jurisdiction.

More generally my office is working in a number of ways to “turn the curve” of complaints against a backdrop of austerity and an ageing population.

During the past year, I introduced some staffing changes at my office; key amongst these was enhanced roles for a number of investigation staff to include ‘improvement officer’ duties. This places a greater emphasis on best practice, corporate cultural development, and ending cycles of poor service delivery. Whilst the new arrangements are still in their early days, I have been very pleased with the progress that has been made.

Whilst the ombudsman scheme in Wales is well respected at home and abroad, I feel strongly that we must ensure that it is future-proofed and citizen-centred.

I have been particularly pleased that the Finance Committee of the National Assembly for Wales agreed to undertake an inquiry into the powers of the Public Services Ombudsman for Wales, and that a draft Public Services Ombudsman (Wales) Bill has resulted from this. I am now keen to see the Fifth Assembly take this bill forward and introduce it as legislation as soon as is practically possible.

You will find below a factsheet giving a breakdown of complaints data relating to your local authority along with explanatory notes.

This correspondence has been copied to the Leader of the Council for consideration by the cabinet. I will also be sending a copy to your contact officer within your organisation and would again reiterate the importance of this role. Finally, a copy of all annual letters will be published on my website.

**Yours sincerely**

A handwritten signature in black ink, appearing to read 'Nick Bennett', with a stylized flourish at the end.

Nick Bennett

Ombudsman

## Factsheet

For the second year in a row, the number of complaints received by my office about your local authority fell (a decrease of 44%). Similarly to last year, Planning and Building Control, and Roads and Transport were the two biggest areas for complaints, although both dropped slightly. A higher number of complaints were investigated by my office than in 2014/15, but with the same number of upheld reports issued. I'm concerned to see that in more than two thirds of cases, the response time for providing information was in excess of four weeks, despite this being an area of concern that I highlighted in the 2014/15 annual letter.

### **A) Comparison of complaints received by my office with average, adjusted for population distribution**

In total my office received **25** complaints against **Gwynedd Council** during 2015/16 compared to a local authority average of **35**.

### **B) Comparison of complaints by subject category with LA average**

<b>Subject</b>	<b>2015/16 Gwynedd</b>	<b>2015/16 LA Average</b>
Adult Social Services	2	3
Benefits Administration	0	1
Children's Social Services	0	5
Community facilities, recreation and leisure	0	1
Complaints-handling	2	2
Education	3	2
Environment and Environmental Health	2	4
Finance and Taxation	1	2
Health	0	0
Housing	2	5
Planning and building control	6	9
Roads and Transport	5	3
Agriculture and Fisheries	0	0
Independent care providers	1	0
Various Other	1	3
<b>Total</b>	<b>25</b>	<b>40</b>

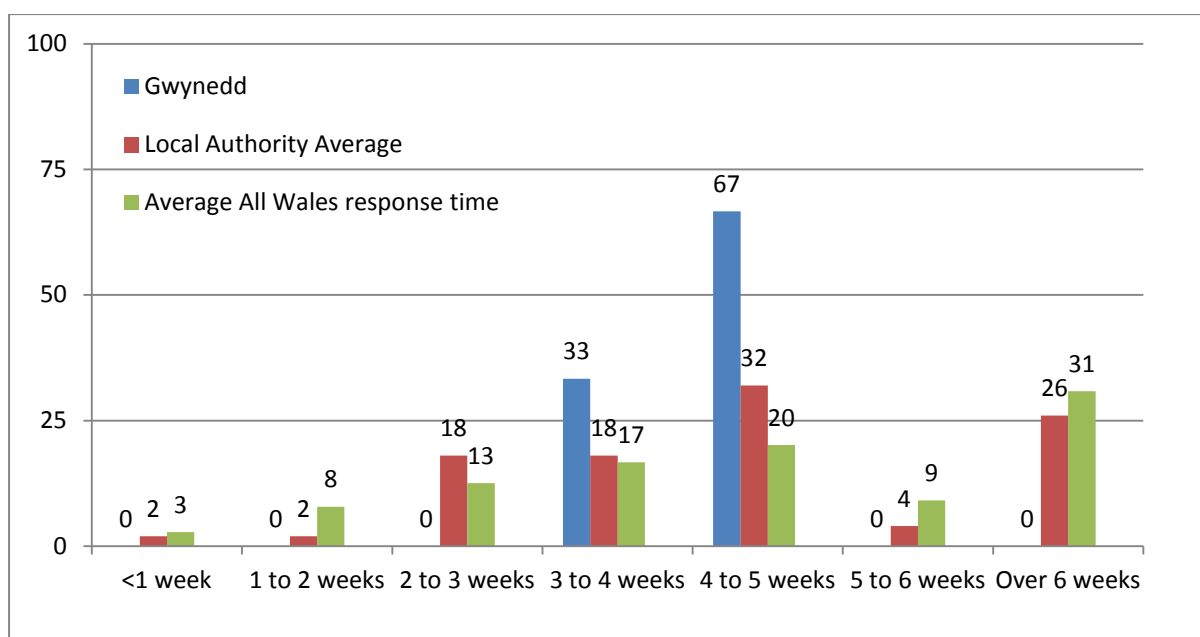
**C) Complaints taken into investigation by my office with LA average**

	2015/16 Gwynedd	2015/16 LA Average
Number of complaints taken into investigation	3	2

**D) Comparison of complaint outcomes with average outcomes, adjusted for population distribution**

Complaint Outcomes	2015/16 <insert name>	2015/16 LA average
Out of jurisdiction	7	5
Premature	4	12
'Other' cases closed after initial consideration	11	14
Discontinued	1	0
Quick fix / Voluntary settlement	4	3
Section 16 – Upheld – in whole or in part	0	0
Other report upheld – in whole or in part	1	1
Other report – not upheld	1	1
Withdrawn	0	0

**E) Comparison of times for responding to requests for information with average LA and average All Wales response times, 2014/15 (%)**



## **F) Code of Conduct complaints**

In total **six** code of conduct complaints against members of **Gwynedd Council** were made during 2015/16. In all six cases the decision was made not to investigate.

### **F) Summaries**

#### **[Casebook 21](#)**

201500094

#### **[Casebook 22](#)**

201501820

201501780

#### **[Casebook 23](#)**

201408366

#### **[Casebook 24](#)**

201501468

## **Appendix**

### **Explanatory Notes**

Section A compares the number of complaints against the Council which were received by my office during 2015/16, with the Local Authority average (adjusted for population distribution) during the same period.

Section B provides a breakdown of the number of complaints about the Council which were received by my office during 2015/16 with the with the Local Authority average for the same period. The figures are broken down into subject categories.

Section C provides the number of complaints against the Council which were investigated by my office during 2015/16 with the Local Authority average (adjusted for population distribution) during the same period.

Section D compares the complaint outcomes for the Council during 2015/16, with the average outcome (adjusted for population distribution) during the same period. Public Interest reports issued under section 16 of the Public Services Ombudsman (Wales) Act 2005 are recorded as 'Section 16'.

Section E compares the Council's response times during 2015/16 with the average response times for all Local Authorities and all public bodies in Wales during the same period. This graph measures the time between the date my office issued an 'investigation commencement' letter, and the date my office receives a full response to that letter from the public body.

Section F provides a breakdown of all Code of Conduct complaints received against Councillors during 2015/16.

Finally, Section G contains the summaries relating to the Council appearing in the Ombudsman's Casebook during 2015/16.

### **Feedback**

We welcome your feedback on the enclosed information, including suggestions for any information to be enclosed in future annual summaries. Any feedback or queries should be sent to [lucy.geen@ombudsman-wales.org.uk](mailto:lucy.geen@ombudsman-wales.org.uk) or [matthew.aplin@ombudsman-wales.org.uk](mailto:matthew.aplin@ombudsman-wales.org.uk)

Our ref: NB/LG/MM



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[matthew.aplin@ombudsman-wales.org.uk](mailto:matthew.aplin@ombudsman-wales.org.uk)

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In reference to outcomes there has been a large increase in the number of early resolutions and voluntary settlements achieved with local authorities with 81 cases in 2015/16 compared to 58 in 2014/15. I am committed to ensuring where possible, bodies from all sectors resolve complaints as quickly and effectively as possible and I am therefore pleased with these statistics.

My office has issued only one public interest report against a local authority during the past year – the same number as 2014/15. This related to failings around a council's failure to properly consider assess and identify the special educational needs of a primary school pupil.

Across all public bodies, after health (36%), housing is the second biggest area of complaint (13%) of our caseload, followed by Planning and Building Control (10%) and Social Services (9%).

The number of Code of Conduct complaints rose by 19% compared with 2014/15 (274 in 2015/16 against 231). It is disappointing to see this rise, although it is almost entirely attributable to community councils where there has been a 49% increase.

Last year I introduced a public interest test for code of conduct complaints and I am pleased to say this has helped my office in dealing with these complaints in an effective manner.

I am only too aware that we are in the run-up to the local elections where historically there is a spike in code of conduct complaints against local authority members. I have spoken previously about vexatious complaints and I would be most disappointed to see an increase in complaints of a trivial matter over the next 12 months when my office is dealing with issues of real concern across public services in my jurisdiction.

More generally my office is working in a number of ways to “turn the curve” of complaints against a backdrop of austerity and an ageing population.

During the past year, I introduced some staffing changes at my office; key amongst these was enhanced roles for a number of investigation staff to include ‘improvement officer’ duties. This places a greater emphasis on best practice, corporate cultural development, and ending cycles of poor service delivery. Whilst the new arrangements are still in their early days, I have been very pleased with the progress that has been made.

Whilst the ombudsman scheme in Wales is well respected at home and abroad, I feel strongly that we must ensure that it is future-proofed and citizen-centred.

I have been particularly pleased that the Finance Committee of the National Assembly for Wales agreed to undertake an inquiry into the powers of the Public Services Ombudsman for Wales, and that a draft Public Services Ombudsman (Wales) Bill has resulted from this. I am now keen to see the Fifth Assembly take this bill forward and introduce it as legislation as soon as is practically possible.

You will find below a factsheet giving a breakdown of complaints data relating to your local authority along with explanatory notes.

This correspondence has been copied to the Leader of the Council for consideration by the cabinet. I will also be sending a copy to your contact officer within your organisation and would again reiterate the importance of this role. Finally, a copy of all annual letters will be published on my website.

**Yours sincerely**

A handwritten signature in black ink, appearing to read 'Nick Bennett', with a stylized flourish at the end.

Nick Bennett

Ombudsman



### Factsheet

For the second year in a row, the number of complaints received by my office about your local authority fell (a decrease of 44%). Similarly to last year, Planning and Building Control, and Roads and Transport were the two biggest areas for complaints, although both dropped slightly. A higher number of complaints were investigated by my office than in 2014/15, but with the same number of upheld reports issued.

#### **A) Comparison of complaints received by my office with average, adjusted for population distribution**

In total my office received **25** complaints against **Gwynedd Council** during 2015/16 compared to a local authority average of **35**.

#### **B) Comparison of complaints by subject category with LA average**

<b>Subject</b>	<b>2015/16 Gwynedd</b>	<b>2015/16 LA Average</b>
Adult Social Services	2	3
Benefits Administration	0	1
Children's Social Services	0	5
Community facilities, recreation and leisure	0	1
Complaints-handling	2	2
Education	3	2
Environment and Environmental Health	2	4
Finance and Taxation	1	2
Health	0	0
Housing	2	5
Planning and building control	6	9
Roads and Transport	5	3
Agriculture and Fisheries	0	0
Independent care providers	1	0
Various Other	1	3
<b>Total</b>	<b>25</b>	<b>40</b>

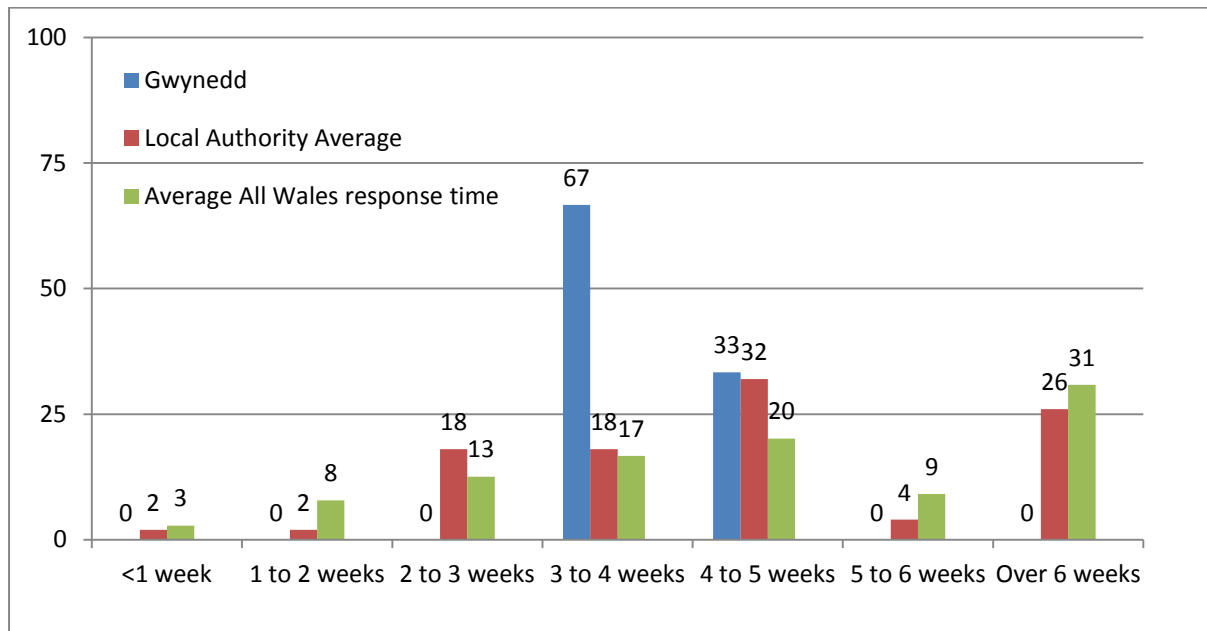
#### **C) Complaints taken into investigation by my office with LA average**

	2015/16 Gwynedd	2015/16 LA Average
Number of complaints taken into investigation	3	2

**D) Comparison of complaint outcomes with average outcomes, adjusted for population distribution**

Complaint Outcomes	2015/16 Gwynedd	2015/16 LA average
Out of jurisdiction	7	5
Premature	4	12
'Other' cases closed after initial consideration	11	14
Discontinued	1	0
Quick fix / Voluntary settlement	4	3
Section 16 – Upheld – in whole or in part	0	0
Other report upheld – in whole or in part	1	1
Other report – not upheld	1	1
Withdrawn	0	0

**E) Comparison of times for responding to requests for information with average LA and average All Wales response times, 2014/15 (%)**



**F) Code of Conduct complaints**

In total **six** code of conduct complaints against members of **Gwynedd Council** were made during 2015/16. In all six cases the decision was made not to investigate.

#### **F) Summaries**

##### **[Casebook 21](#)**

201500094

##### **[Casebook 22](#)**

201501820

201501780

##### **[Casebook 23](#)**

201408366

##### **[Casebook 24](#)**

201501468

## **Appendix**

### **Explanatory Notes**

Section A compares the number of complaints against the Council which were received by my office during 2015/16, with the Local Authority average (adjusted for population distribution) during the same period.

Section B provides a breakdown of the number of complaints about the Council which were received by my office during 2015/16 with the with the Local Authority average for the same period. The figures are broken down into subject categories.

Section C provides the number of complaints against the Council which were investigated by my office during 2015/16 with the Local Authority average (adjusted for population distribution) during the same period.

Section D compares the complaint outcomes for the Council during 2015/16, with the average outcome (adjusted for population distribution) during the same period. Public Interest reports issued under section 16 of the Public Services Ombudsman (Wales) Act 2005 are recorded as 'Section 16'.

Section E compares the Council's response times during 2015/16 with the average response times for all Local Authorities and all public bodies in Wales during the same period. This graph measures the time between the date my office issued an 'investigation commencement' letter, and the date my office receives a full response to that letter from the public body.

Section F provides a breakdown of all Code of Conduct complaints received against Councillors during 2015/16.

Finally, Section G contains the summaries relating to the Council appearing in the Ombudsman's Casebook during 2015/16.

### **Feedback**

We welcome your feedback on the enclosed information, including suggestions for any information to be enclosed in future annual summaries. Any feedback or queries should be sent to [lucy.geen@ombudsman-wales.org.uk](mailto:lucy.geen@ombudsman-wales.org.uk) or [matthew.aplin@ombudsman-wales.org.uk](mailto:matthew.aplin@ombudsman-wales.org.uk)

## Report to a meeting of Gwynedd Council Cabinet

**Date of meeting:** 4 October 2016  
**Cabinet Member:** Councillor Gareth Roberts  
**Contact Officer:** Morwena Edwards, Corporate Director  
**Contact Telephone Number:** 01286 679 468  
**Title of Item:** Performance Report Adults, Health and Well-being

### 1. INTRODUCTION

- 1.1. The purpose of this report is to update you on what has been achieved in the fields I am responsible for as the Cabinet Member for Adults, Health and Well-being. This will include outlining the latest and the pledges in the Strategic Plan; where there are performance measures; and the latest in terms of the savings and cuts plan.
- 1.2. We wish to remind you that all matters have already been the subject of discussions and have been scrutinised at meetings of the Management Team (which also included a representation from the Scrutiny Committee) as well as the Leadership Team.
- 1.3. I am comfortable with the Departments' performance on the whole but we will draw your attention to the following matter:  
**The rate of delayed transfers of care for social care reasons per 1,000 of the population aged 75 or over** - The rate of delayed transfers from hospitals to the community for social care reasons has deteriorated significantly. The measure notes the number of people per 1,000 of the population where there have been delayed transfers. Further information is included below in 4.9.6.

## 2. THE DECISION SOUGHT

- 2.1. To accept and note the information in the report.

## 3. REASON WHY THE DECISION IS NEEDED

- 3.1. In order to ensure effective performance management.

## 4. THE REASONING AND JUSTIFICATION FOR RECOMMENDING THE DECISION

### 4.1. Strategic Plan Projects

- 4.1.1. Brief progress reports are submitted below on the projects of the Strategic Plan 2016-17.

### 4.2. **G1 Care Challenge - *Try to ensure that the people of Gwynedd truly understand the challenge which faces us to motivate and support communities to contribute by taking action.***

- 4.2.1 The Well-being Manager commenced her new role on 1st July 2016. Over the first few weeks the focus has been on establishing contacts at a local level with staff, partners and providers together with specific groups. The information gathered and these discussions together with the lessons learnt from other authorities, will feed into the draft Well-being work programme by the end of September. The programme will set priorities and a time-schedule and report on the capacity and resources requirements to achieve the Council's well-being aims.

- 4.2.2 The programme to raise the awareness of members, staff, providers and partners will continue with an emphasis on conducting specific sessions with different groups. A session was conducted recently at Prenteg on the role of members in the preparation of the Needs Assessment, as well as a training event regarding the role of councillors implementing the Social Services and Well-being Act. Arrangements are also in place to engage with interested groups in specific areas e.g. Learning Disabilities.

- 4.2.3 Work on the plan has slowed down somewhat as the lead officer is now on maternity leave. Filling this role has been delayed until it is clear how the Care Challenge programmed will be integrated with the Well-being work programme. There is an obvious piece of work to be undertaken over the next few weeks in order to ensure that these work programmes interweave together, in addition the 'Ageing Well' work programme should be considered that was recently introduced by the Commissioner for Older People.

### 4.3. **G2 Integrated Working Project, focusing on what counts for individuals – *Re-design our current way of working.***

- 4.3.1 By now, the concept of integrated working at a local level in Gwynedd, namely extending the Ffordd Gwynedd arrangements in Eifionydd to the remainder of the County, has received the seal of approval through the arrangements of the Health Board. Getting permanent governance arrangements in place will take some months, however, there is an agreement in the mean time to take

advantage of some of the benefits in the short term. The initial steps will include extending the work at Alltwen to the north of Meirionnydd and to the area of south Meirionnydd with the areas of Llŷn and Arfon to follow.

4.3.2 It is trusted that we will have appointed Area Leaders by the end of the calendar year with an induction programme for staff regarding this new way of working following soon after this. It is proposed to use the skills and expertise of the Core Team to train and mentor staff during the period of extending to the whole county.

4.3.3 It can be confirmed that the data thus far, compared to the same period last year, indicates a reduction in the traditional care packages in Eifionydd. There are also promising initial signs to be seen in the north and south of Meirionnydd.

4.4. **G3 Restructuring the Adults, Health and Well-being Department - Ensure that the department's staffing structure is suitable for the future.**

4.4.1 The situation has not changed significantly since the last time I reported on this. However, following discussions that were facilitated by the Statutory Director, there are arrangements in the pipeline to adapt some of the work split between the Adults, Health and Well-being Department and the Children and Supporting Families Department. The aim is to complete these adaptations during the Autumn.

4.4.2 In addition to this, in response to the comments of the CSSIW as regulators, and the views of the Strategic Safeguarding Panel, there are arrangements in the pipeline to establish a Safeguarding and Quality Assurance Team as one service within the Adults, Health and Well-being Department. It is deemed that this will be a way to bring the connected elements together in an effort to ensure consistency across the Department and set specific referral paths for front line workers.

4.4.3 The aim is to develop a structure that focuses on safeguarding and quality assurance matters. This will be a means to interweave quality and safeguarding issues in terms of developing services and safe practice and to respond to matters that arise as a result of identifying themes within operational work e.g. adapting the audit system as a result of learning lessons from complaints. Reports on the Team's development and the establishment costs will be submitted soon to the Cabinet.

4.5. **G4 Extra Care Housing - Extra Care Housing in Porthmadog.**

4.5.1 Since my previous report building demolition work has been undertaken and work is being done to clear the site and prepare it for the development's foundations.

4.6. **G5 Frondeg – Ensure clarity at Frondeg site and decide on the way forward.**

4.6.1 Following engagement a joint brief has been developed with the main stakeholders. The Property Department will contact Grŵp Cynefin to hold initial discussions regarding the brief soon.

4.7. **G6 Internal Provision - Determine how we run the Provider Service (that provides care services) and act on that.**

4.7.1 'Care Provision Model- Strategic Case' report to be presented to the Leadership Team on 20.09.16. A second report will be submitted at the same meeting and this will offer new efficiency plans within the Adults, Health and Well-being Department.

4.8. **G7 The Capacity and Sustainability of the health and care organisation - Response to the current problems that exist in terms of care and health provisions specifically within the field of older people.**

4.8.1 *New Care Model* - It is proposed to develop Llys Cadfan Residential Home in order to be able to offer more nursing support which will allow individuals to remain at the residential home longer and avoid having to go to a nursing home. The initial meeting has taken place between the officers of Gwynedd, Anglesey, the Health Board and the Care Inspectorate and we are awaiting an agreement in principle for the new model that has been submitted. There is further work to be done to look in detail at how the model in question would work and this will take place during the coming months.

4.8.2 *Carers* - Work is underway to see if our arrangements and our current situation is suitable bearing in mind the expectations of the act. Although regional work is underway, and this will contribute to our understanding of the situation, we will ask for the views of professional officers, carers in Gwynedd and champions in the field in order to consider if our arrangements are suitable. This work will enable us to decide if there is a basis to commission a specific project.

4.8.3 Further work is to be undertaken in order to drive the 'Workforce' elements forward. It is proposed to consider the following specific aspects:

- *Respond to the current situation in the most effective way by trying to ensure that we fill empty posts in the field of Care and Health.*
- *Influence, put pressure to bear and contribute to national and regional developments in terms of considering different ways of satisfying people's needs.*

4.9. **Performance**

4.9.1 Appendix 1 reports on the performance measures that are linked to my portfolio.

4.9.2 There are arrangements in place now in order to be able to report on the OED23 measure **Percentage of Older People and People with Physical Disabilities where an increase is seen in achieving what is important to them'**, that measures the purpose of services for Older People and Adults with Physical Disabilities. The new way of working driven forward by the new Act, and also the above G2 Project, places the focus on achieving what is important to the individual. Currently, there is no consistency in terms of the data behind this measure, however, work is proceeding to train and support workers to become familiar with the new arrangements. Over the next few months I hope that we will start to seriously report and be able to use this measure to continually learn and improve.

4.9.3 As part of the requirements of the new act a questionnaire is being sent out to over 1,600 service users to get an understanding of those people who state that they 'can do what is important to them'. The **HOL/001** measure will report on this result and the work of analysing the results will have been undertaken by the end of the financial year.



- 4.9.4 Work is continuing regarding the development of measures that measure the purpose for the Learning Disabilities and Mental Health services.
- 4.9.5 Until I am in a position to report fully on the above measures, I will continue to report on the remaining measures that are included in the second part of **Appendix 1**. The performance of these measures are accordance with the expectation.
- 4.9.6 However, I would like to draw the Cabinet's attention to one specific measure that continues to cause concern: **SCA/001 - The rate of delayed transfers of care for social care reasons per 1,000 of the population aged 75+ -** The rate of delayed transfers of care from hospital for social care reasons has deteriorated substantially last year - an increase of 1.05 in 2014/15 to 2.45 in 2015/16. The performance of this measure continues to cause concern (rate of 2.1 up to July). If the performance continues the same for the remainder of the year it is anticipated that we will perform significantly lower than the Wales' average - estimated performance of 6.2 compared to the Wales' median (4.9) in 15/16. This would be a significant reduction in performance compared to 2014/15. Work is proceeding to seek a practical response to the situation in the short term, however, we cannot ignore the national crisis that exists in terms of the capacity and sustainability of jobs in the field of health and care. The G7 project has been commissioned in order to seek a response to the challenge in question.

#### 4.10 **Financial Position / Savings**

- 4.10.1 The challenge of achieving savings continues again this year, but it is early days to envisage if the department will manage to realise the 2016/17 savings plans. I believe that significant progress is required with several schemes in the next few months if we are to manage this and keep within the budget. I can confirm that 80% of the expected cuts in 2016/17 have already been undertaken.
- 4.10.2 On the 7th of June the Cabinet confirmed financial transfers within the Adults, Health and Well-being Department that has given a better reflection of the requirements and the current demand on services. Financial transfers enable the department to achieve some of the 2015/16 savings plans.

#### 5. **NEXT STEPS AND TIMETABLE**

- 5.1 None to note.

#### 6. **ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION**

- 6.1. None to note
-

## **Views of the statutory officers**

### **The Chief Executive:**

It is good to see reports of progress in several fields. Clearly, fields such as the Care Challenge (G1) and the Integrated Working project, focusing on what counts for individuals (G2) are longer-terms aspects in terms of seeing their results but sticking to the milestones is important because of this.

The report itself also recognises two concerns. One is regarding the Transfer from care Measure (SCA/001) and, in this context, the Cabinet Member and Head of Department could elaborate on the steps to try to recover the situation as, without intervention, we would likely be worse than the Welsh average. Secondly, there is reference in paragraph 4.10 to the need to "make significant progress with several schemes in the next few months if we are to manage this and keep within the budget". It is good that the report notes that 80% of the 2016/17 savings have already been secured but we must keep a close eye on this partly due to the amount of savings in question.

### **The Monitoring Officer:**

No comments from a propriety perspective.

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

As noted in part 4.5.4 of the report of the Cabinet Member for Resources which is also on the agenda of this meeting, a slippage was seen in the Adults Department's savings programme, but I appreciate that the Cabinet Member for Adults and the Department are working on a series of alternative schemes that have mitigated the impact of the slippage. We will continue to monitor the development of these schemes to ensure that the savings are delivered.

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## **Appendices**

Appendix 1 - Performance Measures

## **Background Documents**

None

## Appendix I - Performance Measures

Ref.	Achievement measure	2013-14	2014-15	2015-16	Latest information
<b>Care – OED23</b>	Percentage of Older People and People with Physical Disabilities where an increase is seen in achieving what is important to them.	New Measure	New Measure	New Measure	See comments
<b>Care – OED24</b>	<i>Outcome Star</i> the individuals	New Measure	New Measure	New Measure	See comments
<b>Care - HOL/001</b>	People who note that they can do what is important to them (questionnaire)	New Measure	New Measure	New Measure	See comments
<b>Care - SCA/001</b>	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75+. *	1.55	1.05	2.38	2.1
<b>Care - OED003</b>	Enablement - Percentage of cases who have received a period of enablement who leave without a care package.	54%	45%	55%	53%
<b>Care - SCA/002a</b>	Proportion of older people (65 years old or over) receiving assistance to live at home per 1,000 of the population. *	46 (4.6%)	45 (4.5%)	43 (4.3%)	42 (4.2%)
<b>Care - SCA/002a LOCAL</b>	Proportion of older people (65 years old or over) receiving assistance to live at home per 1,000 of the population. *	79 (7.9%)	78 (7.8%)	73 (7.3%)	73 (7.3%)
<b>Care - SCA/002b</b>	The proportion of older people (65 years old or over) that the authority assisted in care homes per 1,000 of the population who were 65 years old or over on 31 March. *	26 (2.6%)	24 (2.4%)	23 (2.3%)	23 (2.3%)
<b>Care - SCA/002b LOCAL</b>	The proportion of older people (65 years old or over) that the authority assisted in care homes per 1,000 of the population that were 65 years old or over on 31 March	20	18	17	17

\* = Ffigwr is yn welliant

	except for those who are self-funded. *	(2.0%)	(1.8%)	(1.7%)	(1.7%)
<b>Care - SCA/019</b>	Of the % of the adult protection referrals completed during the year, the percentage where the danger has been controlled	96%	100%	97%	100%
<b>Care - SCA/019 LOCAL</b>	Of the % of the adult protection referrals completed during the year, the percentage where the danger has been controlled (except for those who have refused intervention)	-	-	99%	100%

**Care - OED23** - Arrangements in place to report on this measure, however, the information that feeds into this measure is totally dependent on the information submitted as part of the OED024 measure (Outcome star of individuals).

**Care - OED24** - The development of this measure goes hand in hand with the main-streaming of the new way of working that is driven by the G2 Project - Integrated Working.

**Care - Hol/001** - As part of the requirements of the new act a questionnaire is being sent out to over 1,600 service users to get an understanding of those people who state that they 'can do what is important to them'. It is expected that the work of analysing the results will have been done by the end of the financial year.

**Care - SCA/001** - The performance of this measure causes concern (rate of 2.1 up to July). If the performance continues the same for the remainder of the year it is anticipated that we will perform significantly lower than the Wales' average - estimated performance of 6.2 compared to the Wales' median (4.9) in 15/16.

**Care - SCA/002a** - This national measure does not include those people who receive services that are have a more preventative nature e.g. Telecare and Enablement. The measure only includes the traditional services e.g. Home Care. In order to get a full picture of those people who receive support in their homes, a local version of the measure has been created ( SCA/002a LOCAL).

**Care - SCA/002b** - This national measure calculates the 'self-funders' who reside in the County's Residential Care Homes. Gwynedd has many internal care homes compared to the rest of Wales and accounting the 'Self-funders' can confuse the situation when comparing the situation nationally. A local version has been created that exempts 'self-funders' ( SCA/002b LOCAL).

**Care - SCA/019** - This national measure does not exempt those people who have refused intervention. A local version has been created that exempts those individuals who have refused intervention ( SCA/019 LOCAL) and it is assumed that this gives a better picture of the actual situation.

**CYNGOR GWYNEDD****REPORT TO A MEETING OF GWYNEDD COUNCIL CABINET**

<b>Date of Meeting:</b>	4 October, 2016
<b>Cabinet Member:</b>	Councillor Mair Rowlands Cabinet Member for Children, Young People & Leisure
<b>Contact Officer:</b>	Iwan T. Jones, Corporate Director
<b>Contact Telephone Number:</b>	01286 679685
<b>Title of Item:</b>	Performance Report of Children, Young People and Leisure

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**1. INTRODUCTION**

- 1.1. The purpose of this report is to update you on what has been achieved in the fields within my remit as Cabinet Member for Children, Young People and Leisure. This will include outlining the latest with the pledges in the Strategic Plan; where the performance measures have reached; and the latest in terms of the savings and cuts schemes.
- 1.2. We wish to remind you that all matters have already been the subject of the discussions and have been scrutinised at meetings of the Management as well as the Leadership Team.
- 1.3. On the whole, I am comfortable with the performance which suggests we are on the right tracks. However, I would like to draw your attention to the following matter:
  - **5.3.1 Figures for looked after children have increased 15% compared with this time last year** – This increase is a trend which is reflected on a regional and national level. I strongly believe that the numbers of looked-after children would be higher if it wasn't for the packages of projects/preventative services such as the Edge of Care Team and the Gyda'n Gilydd Team that are in place.

## **2. THE DECISION SOUGHT**

- 2.1. To accept and note the information in the report.

## **3. THE REASON FOR THE NEED FOR A DECISION**

- 3.1. In order to ensure effective performance management.

## **4. STRATEGIC PLAN PROJECTS**

### **4.1. P8 Early Intervention for groups of vulnerable children and young people in Gwynedd - Set a direction and establish priorities for the preventative agenda in Gwynedd**

- 4.1.1 Since I last reported to you, the Children and Supporting Families Department has formed a Task Group to lead on the work and the first meeting will take place in September. This group will be responsible for giving the work a direction and for drawing up an action plan.

### **4.2. Youth Engagement and Development Framework**

- 4.2.1 To remind you, the aim of this framework is to reduce the number of young people who are not in education, employment or training. The framework focuses on noting the young people who are more likely to become disengaged; provide better brokerage and co-ordination for the support for them, and better tracking and moving of people through the system. The Gwynedd NEET (not in education, employment or training) young people figure at aged 16 is 1.8% according to the latest figures (June 2016) compared with 5% in 2012. This shows a reduction in the figure over the last four years. It is fair to say that several European projects such as *Potensial* have played a large part in getting this figure down over the years. As *Potensial* has now ended, we hope that the TRAC and AdTrac programme and the work undertaken by the Engagement Framework will ensure that this figure remains low.

- 4.2.2 In simple terms, the figure of 1.8% means 24 young people - this figure compares favourably with the Wales figure, which is 4.5%. The challenge over the course of the year will be to continue to try to reduce the figure, and ensure that the figure does not increase.

- 4.2.3 Since I last reported to you, this element of the project has concentrated on establishing a learners' profile toolkit, namely a toolkit which is used to identify young people who are likely to become disengaged. Though the Gwynedd NEET figure appears fairly low at present, the toolkit has identified 430 young people (Years 7-11) who are in the high risk category. The toolkit uses hard indicators such as attendance, behaviour and achievement to carry out the assessment, then bands young people according to the score 'Immediate Action, Close Watch, No Watch'. The majority of pupils in Gwynedd are in the 'no watch' category. In terms of the 430 who have been identified as high risk at present, a percentage have been referred to the TRAC project and specific interventions are being drawn up in order to remove them from this category.

## **5. MEASURING PERFORMANCE**

- 5.1. An overview of all performance measures for Youth, Leisure and Children and Supporting Families can be seen in Appendix 1.

5.2. On the whole, the measures are performing well, with some fields performing very well, which suggests that we are on the right tracks. However, further work needs to be carried out to analyse some of the measures and by doing so improving the service offered to the people of Gwynedd.

### 5.3. Children and Supporting Families Department

5.3.1 To set out the context for the work of the Children Families Department, I am eager to note the number of looked-after children, and the increase in the figure over the course of the year. At the end of June 2016 there were 214 children being looked after by the Council. This is an increase of 15% compared with the number of looked-after children this time last year.

Looked-after Children	2016/17 (June)	2015/16 (June)	2014/15 (June)
Number of looked-after children at the end of the period	214	186	188
Number of new placements	22	9	17
Number of children leaving care	15	16	-
Number of adopted children	0	5	-

5.3.2 This increase is a trend which is reflected on a regional and national level. Having analysed the increase, 87% (19/22) are cases where an application was made to the family court following a period where no change had been seen in the parents' behaviour. Several of these cases have stayed at home with a parent under court conditions whilst further parenting work takes place under the court's instructions. It cannot be anticipated how many children will remain in their parent's care at the end of the court proceedings. Over the course of a year, the number of children placed with their parents under a Care Order has increased from 27 to 56. The other types of looked-after children placements have remained stable over the same period. I strongly believe that the number of looked-after children would be higher if it wasn't for the packages of projects/preventative services such as the Edge of Care Team and the Gyda'n Gilydd Team that are in place.

5.3.3 I am also eager to draw attention to some of the other measures in the Children and Families Department, where performance shows room for improvement:

- **The percentage of statutory visits to looked-after children held during the year (SCC/025).** It is seen that the percentage has dropped slightly in recent years from 87.7% in 2014/15 to 86.9% in 2015/16. This figure is lower than the National figure which is 88.1% and the Rural Family figure which is 87.98%. The figure to date for the year 2016/17 is 83.4%. I have asked the Department about the figures, and what becomes apparent is that the visits take place, but the workers do not record this on the relevant form on the RAISE system. I have already asked whether it is possible to look at an alternative way of recording i.e. that the workers carry an iPad or other equipment with them in order to record the information immediately after the visit. This raises a question regarding all the documents that need to be completed and it would be beneficial to have a further discussion on this matter.

- I'm pleased to see a vast improvement in the **percentage of looked-after children that have a Personal Education Plan within 20 days (SCC/024)**. At the end of 2015/16, the performance was very poor at 37.9%. I'm pleased to say that the figure has increased to 72.7% (July 2016). This means that only one child had not received a Personal Education Plan within the timescale, but I can confirm that they have now received it.
- The work of developing measures which reflect the purpose of the services within the Department is ongoing, with a session held in June with managers and senior managers. It is scheduled to complete the process by September. Work has also been carried out to adapt the National measures which we are required to collect from April 2016 as a result of the Social Services Act. You will see some of these new measures in **Appendix 1**.

#### 5.4. Youth Service

- 5.4.1 In terms of the Youth Service measures, I am pleased to note that the **Number of accreditations that young people receive through the Youth Service** has increased to 2807 during 2015/16, which is an increase of 758 since 2014/15. These accreditations are a combination of the Duke of Edinburgh, the Wales Open Award and Bangor University accreditations.

#### 5.5. Leisure Service

- 5.5.1 With Leisure measures, it is seen that the **number of leisure centre visits per head of the population** has reduced for the year 2015/16, compared with previous years. The simple reason for this is that one centre has been closed for six months for work to upgrade it. Though the figure shows a reduction, the Gwynedd performance is particularly good compared with the rest of Wales, with Gwynedd remaining in the highest quartile in Wales, with only Blaenau Gwent and Wrexham higher. In addition, information which has been collected on the number of visits from April 2016 to date suggests that the figures are consistent with previous years, but, a reduction is anticipated during the summer months due to the fine weather.
- 5.5.2 There was a reduction in the figure for the **percentage of 11 year old children who have attained the National Curriculum Standard** to 78% in 2015/16, compared with 82% in 2014/15. There was a change in the swimming test across Wales recently and, consequently, the Leisure Service anticipated that the figure would reduce as the test is more challenging. The main obstacles for improving the performance is a lack of funding in schools in order to send children to lessons regularly during the school year, and a reduction in the free swimming grant which means that fewer teachers are trained in order to teach swimming to the required standard. I have requested for the Service to consider the above and to see whether it is possible to overcome the obstacles, and increase the figures by the end of the financial year.



## **6. FINANCIAL SITUATION / SAVINGS**

### **6.1. Children and Supporting Families Department**

6.1.1 Several 2016/17 schemes, including the cuts, have been realised. The First Quarter Review of the revenue budget for 2016/17 submitted to the Cabinet on 12 July referred to the placements/fostering fields and showed a potential overspend, with an element of the overspend due to a possible failure to achieve the savings target in full. Following a discussion with the Department, I am confident that the work programme to realise the savings is in place, and that these will be delivered in full. The overspend has come about as a result of the significant pressure on the demand for the service, and the increase in the number of looked-after children, as I have already mentioned under the heading 'measuring performance'. There are a few high risk cases, and consequently expensive care plans, together with the higher number than usual for the quarter who have come into care for the first time (22 cases, with 19 being court cases). The expenditure concentration for the rest of the year therefore includes these factors as well as assumptions regarding additional cases. I am confident that arrangements are in place to review as part of the delivery plan.

### **6.2. Economy and Community Department (Leisure and Youth)**

6.2.1 The Economy and Community Department has also made acceptable progress, with the forecast very promising for savings and cuts during 2016/17, and to an extent, 2017/18, with the exception of Scheme HAM4, namely running facilities more effectively. Though a work programme is in the pipeline, the current forecasts suggest that it will not be possible to realise this scheme in full within the timeframe originally anticipated. I have asked the Department to consider solutions for this as soon as possible.

## **7. NEXT STEPS AND TIMETABLE**

7.1. None to note.

## **8. ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION**

### **8.1. Views of the Statutory Officers:**

#### **i. The Chief Executive:**

"As I have noted in other performance reports submitted to the Cabinet, it is important to recognise the good work being undertaken to deliver the Council's public promises even at a time when resources are dwindling. In this field specifically, developing the preventative agenda is more important than ever. Clearly, there are areas where there is room for improvement and these are identified. Finally, implementing the agreed savings, though extremely unpleasant, is crucial and we must persevere to deliver our commitments in this field."

#### **ii. The Monitoring Officer:**

"Nothing to add from a propriety perspective."

**iii. The Head of Finance Department:**

"In part 6.1 of the report, I note that there is an overspend in the Children's Department (as reported to the Cabinet in the first quarter review of the 2016/17 budget in July). I will attempt to assist the Children's Department to manage the placements/fostering budget, whilst noting that the higher expenditure has been unavoidably incurred due to a higher number of cases, in particular high risk cases."

**8.2. Views of the Local Member:**

8.2.1 Not a local matter.

**8.3. Results of Any Consultation:**

8.3.1 None to note.

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**Appendices:**

**Appendix 1** Performance Measures

**Background Documents:**

None.

## APPENDIX 1 – Measures of Children and Supporting Families, Youth and Leisure

Ref.	Achievement Measure	2013-14	2014-15	2016-17	Latest information
<b>Youth Service</b>					
IEU05	Number of accreditations that young people receive through the Youth Service	2323	2049	2807	647
	<p><b>Comments:</b></p> <p><b>IEU - 2015/2016</b> - 813 National accreditations completed through the Youth Service including the Duke of Edinburgh and the Wales Open Award. 1,994 local accreditations / certificates including the Children's University, namely a total of 2807 accreditations. An increase of 758.</p> <p><b>2016/2017</b> - April 2016 onwards - 647 accreditations can currently be confirmed - the correct national and local figures (Children's University) will be available at the end of September - still collecting the information and the work of young people who have engaged over the summer.</p>				
<b>Leisure Service</b>					
LCS/002b	Number of leisure centre visits per 1,000 of the population	1206	13,790	10,278	2,661
DADH.42	Percentage of 11 year old children who have attained the National Curriculum Standard for swimming	79%	82%	78%	No information available prior to Quarter 3 2016/17 when the Service will hold its swimming tests for the year
Ifanc02	Percentage of Gwynedd Secondary School children who have attended any activity arranged by the Active Young People Officers at least twenty times during the year as part of the 5x60 scheme	22.57%	19.16%	Awaiting results from Sports Wales	The target for the year is 20%
	<p><b>Comments:</b></p> <p><b>LCS/002b:</b> The 2015-2016 performance has reduced because one centre was closed for six months for work to upgrade it. Latest information this year (Quarter 1) suggests that the number of visits is consistent with the previous years and very close to the target. However, a reduction is anticipated during the summer months due to the fine weather.</p> <p><b>DADH.42:</b> There was a reduction in the performance at the end of the 2015/2016 academic year. This was mainly due to the fact that the swimming test had changed across Wales. It was anticipated that this would happen as the test is now more challenging for children but the reduction is less than anticipated. The</p>				

	<p>main obstacles for improving the performance is i) a lack of funding in schools in order to send children to lessons regularly during the school year and ii) a reduction in the free swimming grant which means that fewer teachers are trained in order to teach swimming to the required standard.</p> <p><b>Ifanc02:</b> The budget for holding sports activities has been reduced once again this year by Sport Wales. Maintaining the same level of performance will therefore be challenging and consequently the target set is not too ambitious. Maintaining the same level of performance will be a good result under the circumstances.</p>				
<b>Children and Supporting Families Department</b>					
Diogelu 7	Percentage of case conferences where the voice/views of the child were heard (except children under 7 years old)	81%	83%	85%	78%
Lles PMG1	Transition plan has been agreed for disabled children at 16 years of age	100%	100%	100%	100%
Lles PMG 2	Clear pathway plan has been agreed for looked-after children	100%	100%	100%	100%
PMC33/SCC004	The percentage of looked-after children at 31 March who have had three or more placements during the year	4.9%	6.2%	7.7%	1%
SCC/041(b)	The percentage of eligible, relevant and former relevant children that have been allocated a personal advisor	100%	100%	100%	100%
SCC/024	Percentage of looked-after children during the year who have a Personal Education Plan within 20 school days of being admitted to care or joining a new school during the year	86.5%	82.1%	37.9%	72.7%
SCC/025	The percentage of statutory visits to looked-after children that were supposed to be held during the year that were held in accordance with the regulations.	83.7%	89%	86.9%	84%
SCC/041 (a)	The percentage of eligible, relevant and former relevant children that have pathway plans as required	91.2%	100%	100%	100%
Diogelu 1	The rate of children who were discussed in supervision, where significant harm had been considered	100%	100%	100%	100%
BC01	Schedule of Growing Skills (SOGS) Assessment 2 years old - percentage of Flying Start children that have reached their norm or above their developmental norm	-	-	56%	Reports every term
BC02	Schedule of Growing Skills (SOGS) Assessment 3 years old - percentage of Flying Start children that have reached their norm or above their developmental norm	-	-	51%	Reports every term
BC03	Percentage of attendance of two year old Flying Start children	-	-	83%	Reports every term
BC04	Number of advanced parenting assistance packages which result in travelling a positive distance	-	-	48%	Reports every term
Diogelu 2	Percentage of risk assessments submitted to a Case Conference which were considered as exhibiting quality in decision making	-	98%	97%	90.3%
CPS3	Percentage of progress made by families following intervention by Team Around the Family (on average)	-	-	25.3%	22%

SCC021	Percentage of reviews of looked-after children held within the statutory timetable during the year.	-	93.8%	90.8%	89.1%
PMC32`	The percentage of looked-after children on 31 March, with experience of moving school once or more during their period or periods of receiving care and if that move was not because of transition arrangements in the 12 months up to 31 March.	22.8%	16.10%	18.1%	3%
	<p><b>Comments:</b></p> <p><b>Diogelu 7</b> - 105 children have been discussed at case conferences (8 pre-natal have been excluded). Of these, 40 were aged eight or older. 31/40 children gave their views in a case conference.</p> <p><b>LlesPMG1</b> - Cohort was 0 in quarter 1 (no looked-after disabled child and aged 16)</p> <p><b>PMC33 (SCC004)</b> - Two children have been in at least three placements during the period. 214 looked-after children at the end of quarter 1</p> <p><b>SCC024</b> - Three children did not have a PEP on time. TL started a 25 hour package at the end of January, the PEP was dated 11/4/16. KC moved to a children's home on 31/3/16 and started education at the end of May - the school did not complete a PEP until 30/6/16. Requests were sent to the school on 26/5/16 and 6/7/16. JS has been receiving education at home before moving to the Gyffin Education Centre in Conwy on 15/2/16 - the school completed the PEP on 10/5/16</p> <p><b>SCC025</b> - 395 statutory visits completed on time during the period. 57% of the late visits were carried out between 1 and 10 days of the target. 18 visits had not been recorded on 30/6/16.</p> <p><b>Diogelu 1</b> - this was extended across all children's teams by 30/6/16.</p> <p><b>CSP3</b> – adjustment to this measure for quarter2. New measure - Percentage of families who have reported 'progress' after receiving a service from the TAF (Team Around the Family)</p> <p><b>SCC021</b> - 122 statutory reviews completed during the period. 36% of the late reviews were carried out between 1 and 10 days of the target. Two reviews not carried out up to 30/6/16 as the foster parent was in hospital.</p> <p><b>PMC32 (SCC002)</b> - Four children moved schools during the period. The four were moved for positive reasons and in the children's interests.</p>				

## REPORT TO A MEETING OF GWYNEDD COUNCIL CABINET

<b>Date of Meeting:</b>	4 October, 2016
<b>Cabinet Member:</b>	Councillor Gareth Thomas Cabinet Member for Education
<b>Contact Officer:</b>	Iwan T. Jones, Corporate Director
<b>Contact Telephone Number:</b>	01286 679685
<b>Title of Item:</b>	Cabinet Member for Education - Performance Report

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### 1. INTRODUCTION

- 1.1. The purpose of this report is to update you on what has been achieved in the field for which I, as Cabinet Member for Education, have responsibility. This includes outlining the latest developments pertaining to promises made within the Strategic Plan; where we are with regard to measuring performance; the latest on the Department's savings and cuts programme.
- 1.2. We wish to remind you that all matters have already been the subject of discussions and have been scrutinised at meetings of the management team as well as the leadership team.
- 1.3. The conditional results of summer 2016 show that the performance in Gwynedd is generally good across all key stages, but there is room for improvement with the following:
  - **4.1.2 Primary Sector** – There is room to improve the performance of the Foundation Phase as it remained static for two years. I have requested that the Department scrutinise these figures over the coming months to see whether there are any obstacles.
  - **Secondary Sector** – A level results. 2016 figures show that 96.2% had gained A\*- E grades at A level. This figure is -1.1% lower than the National figure and is the lowest figure in North Wales.

## **2. REASONS FOR RECOMMENDING THE DECISION**

2.1. In order to ensure effective performance management.

## **3. STRATEGIC PLAN PROJECTS**

### **3.1. P1 Improve and Standardise Education Standards**

3.1.1 The purpose of this project is to improve and reconcile education standards across Gwynedd in order to ensure that children and young people attain the highest standards so that they may gain qualifications and skills.

3.1.2 Since the last meeting, the project has confirmed the new model of supporting schools so that the system of school to school support can be strengthened and the outcomes of the key stages improved. It will be possible to see the effect of implementing the model in the categorisation of schools to be published in October.

3.1.3 A specification has been placed with GwE for 2016-17. One of the main priorities is to set up a monitoring and support programme for schools whilst implementing a support and challenge programme for primary and secondary schools within the different categories.

### **3.2. P2 Improving Leadership and Management**

3.2.1 The purpose of this project is to improve the conditions for leaders in order to raise standards. We will implement proposals to improve leadership and management with the aim of moving toward the goal of having schools with non-contact headteachers, i.e. who do not teach children.

3.2.2 Gwynedd Council Cabinet has already supported the recommendation to consult with schools and governors on the core principles upon which the system of 'Education for Purpose for Gwynedd' will be founded. Since I last reported to you, the project has concentrated on designing a new leadership structure, and the concept of 'Ysgol Gwynedd'.

3.2.3 When following the method of 'Ysgol Gwynedd', it is necessary that changes be made to the regulatory and governing systems of schools.

3.2.4 Furthermore, the Education Department is in the process of setting up area offices that will promote this model of collaboration by streamlining and freeing up heads to lead effectively.

### **3.3. Programme for a Network of Viable Schools for the Future**

#### **3.3.1 P3 Ysgol Hafod Lon**

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

The preparatory work of appointing and training staff and transferring pupils is ongoing so that the school can open at the beginning of November.

### **3.3.2 P4 Ysgol Bro Idris**

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

The construction work is going ahead in accordance with the time frame laid out and discussions are still being held with the shadowing body of Ysgol Bro Idris to agree the staffing structure and arrangements for the new school. A Statutory Notice was issued on the proposal to close Ysgol Machreth on 14 June. No objections were received during the period of objection, and it was decided that the school would close on 31 August, 2016.

### **3.3.3 P5 Ysgol Glancegin**

The purpose of this project is to secure investment to provide a new building for Ysgol Glancegin, which is located in Maesgeirchen, Bangor.

There is nothing further to report on the project since I last spoke to you, other than the construction work is taking place in accordance with the agreed timetable.

### **3.3.4 P6 Y Berwyn Catchment Area**

Work to lay the new 3G synthetic surface on Maes Tegid is expected to be completed during the coming weeks. All pupils in the area will have access to this innovative resource which will allow sports to be played throughout the year, whatever the weather.

### **3.3.5 P7 Transforming the Provision of Additional Educational Needs and Inclusion**

A report will be presented to the Gwynedd Council Cabinet on 13 September, 2016 and the Anglesey Working Group on 19 September, 2016 to seek approval:

- To adopt of one general Additional Educational Needs and Inclusion strategy for Gwynedd and Anglesey;
- To join in a formal partnership with the Isle of Anglesey County Council to implement the Strategy and adopt a new governance structure referred to in this report, which will replace existing Special Education Needs Joint-Committee;
- To delegate the right to the Head of Education Department, in consultation with the Head of Legal Department and Head of Finance Department, to agree and complete a Formal Agreement with the Isle of Anglesey County Council for the partnership;
- And, likewise, an Agreement/Memorandum of Understanding in the interim period in order that we may collaborate to arrive at this point.

On receipt of this recommendation the formal consultation process will begin with the affected workforce (end of September).



## 4. MEASURING PERFORMANCE

### 4.1. Conditional Summer Results 2016

4.1.1 I attach a copy of the conditional results of summer 2016 in **Appendix 1**.

4.1.2 The conditional results show that the performance in Gwynedd is generally good across all key stages. These are the main messages:

- **Primary Sector:** There is room to improve the performance of the **Foundation Phase** as it has remained static for two years. I have requested that the Department scrutinise these figures over the coming months and see whether there are any obstacles.
- The performance of **Key Stage 2** has improved with an increase of +0.3% on the 2015 figure. This performance places Gwynedd in 7th nationally.
- **Secondary Sector:** The **Key Stage 3** percentage has once again been successful this year (92%), with the performance surpassing the expected benchmark for Wales since 2012 and significantly higher than the national figure for the past five years. Gwynedd has yielded the best performance throughout the authorities in Wales for four years and there has been further improvement with the 2016 figure (+0.7%). The performance continues to place Gwynedd among the best authorities in Wales, placing it second in 2016.
- The authorities have also seen improvement in the **Key Stage 4** performance. In 2016, a substantial increase of +5.2% can be seen in the percentage of those crossing the Level 2+ threshold (the equivalent of five GCSEs grades A to C including Welsh or English and Mathematics). The performance suggests that Gwynedd could be placed second among all Welsh authorities.
- **A level:** 2016 figures show that **96.2% had gained A\*-E grades at A Level**. This figure is -1.1% lower than the national figure and is the lowest figure in North Wales. The number of young people who have **gained A\*-A stands at 20.2%**, placing Gwynedd top in North Wales. It appears that the main weakness this year has been the number of U grades - 32. Some of the weakest performing courses have since been removed from the curriculum and will not run from September 2016 onward. Other partner arrangements have been made for teaching these subjects. Additionally, a new Education Officer has been appointed who will be responsible for the post-16 field within the County, and GwE has agreed to collaborate to improve standards in the field. This will take place jointly with the Gwynedd and Môn Post-16 Education Consortium.

### 4.2. Attendance

4.2.1 Outstanding improvement was seen in the attendance percentages of our secondary schools. Gwynedd is the first authority to reach a greater than 95% attendance for secondary and special schools, with the secondary schools reporting an average of 95.16%. 95% places us in first position among Welsh authorities. Attendance figures for primary schools have not been published, so I will be reporting on those next time.

### **4.3. School Inspections Data**

4.3.1 I attach a copy of schools inspections data as **Appendix 2**.

4.3.2 It is evident that the inspections profile of Estyn has been very good since October 2015, with only one school entering Estyn's statutory category. During the 2015-16 educational year, Estyn held inspections at 13 schools [12 primary and 1 secondary]. At eight schools [61.5%], no follow up action was deemed necessary; at three schools [23.1%] the least intensive follow up category was awarded [Authority Monitoring]. In the majority of these cases, the main reason for the follow up activity was to improve attendance. At two schools [15.4%] it was deemed that a further monitoring visit by Estyn was required. No schools were placed in any statutory categories.

4.3.3 I attach a copy of all Education Department measures as **Appendix 3**. As a number of the measures are reported annually, final figures are expected at the end of December 2016.

## **5. FINANCIAL/SAVINGS SITUATION**

5.1. Since I last reported to you, some progress can be seen with regard to Ffordd Gwynedd - Wages and Contracts Unit in 2016-17, and substantial savings are foreseen with Additional Learning Needs plan in future. Complications in solving both plans have led to some slippage, but I'm confident that there is acceptable progress by now, with a clear work programme in place.

5.2. Work is ongoing to achieve the £4.3m of schools savings which was part of the financial strategy approved in February 2016.

## **6. NEXT STEPS AND TIMETABLE**

6.1. None to note.

## **7. ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION**

### **7.1. Views of the Statutory Officers:**

#### **i. The Chief Executive:**

"It is good to see such good progress with so many of the Strategic Plan projects. It is also good to see the initial report on the conditional results of the summer exams. By the Cabinet meeting, this matter will have been scrutinised by the Services Scrutiny Committee to see whether the success of the Project to Improve and Standardise the Quality of Education can be seen. The final point to be made is the importance of realising the savings referred to in paragraph 5 of the report. As the report suggests, realising some of the more complex schemes can be difficult but we must remain focused on them in order to ensure they are realised."

#### **ii. The Monitoring Officer:**

"Nothing to add from a propriety perspective."

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

"Nothing to add from a financial propriety perspective."

**7.2. Views of the Local Member:**

7.2.1 Not a local matter.

**7.3. Results of Any Consultation:**

7.3.1 None to note.

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**Appendices**

**Appendix 1** Conditional Summer Results 2016

**Appendix 2** School Inspections Data

**Appendix 3** Education Department Measures

**Background Documents:**

None.

## APPENDIX 1 - CONDITIONAL SUMMER RESULTS 2016

### 1. FOUNDATION PHASE:

Percentage of pupils who achieved the Foundation Phase Indicator (FPI):

	2014	2015	2016
<b>Gwynedd</b>	85.2%	86.8%	86.8%
<b>Wales</b>	85.2%	86.8%	86.8%
<b>Position (1=best)</b>	10	10	14

In the FPI, there had been a slight increase [0.1%] since 2015, placing Gwynedd 14th out of the 22 Authorities. Performance slightly below target [-0/6%].

### 2. KEY STAGE 2:

Percentage of pupils who achieved the Core Subject Indicator (CSI) at the end of KS2:

	2014	2015	2016
<b>Gwynedd</b>	86.0%	89.5%	89.8%
<b>Wales</b>	86.1%	87.7%	87.7%
<b>Position (1=best)</b>	14	6	7

There was a +0.3% increase in the 2015 CSI figures, 1.1% above target [national progress +0.9%]. 2016 performance places the LA in seventh position, lower than the expected Free School Meals position.

### 3. KEY STAGE 3:

Percentage of pupils who achieved the Core Subject Indicator (CSI) in KS3:

	2014	2015	2016
<b>Gwynedd</b>	89.1%	91.3%	92.0%
<b>Wales</b>	81.0%	83.9%	83.9%
<b>Position (1=best)</b>	1	1	2

In Key Stage 3, performance in the CSI has been higher than the expected Welsh benchmark since 2012 and significantly higher than the national figure for the previous five years. Gwynedd has performed best out of all the Welsh authorities for almost four years and progress has been seen yet again on the 2015 figure [+0.7%]. These performances continue to place Gwynedd among the best authorities in Wales - second place in 2016.

### 4. KEY STAGE 4:

Performance of 15 year old pupils in comparison with Wales and other authorities:

<b>Gwynedd</b>	<b>2014</b>		<b>2015</b>		<b>2016</b>	
	<b>%</b>	<b>Position</b>	<b>%</b>	<b>Position</b>	<b>%</b>	<b>Position</b>
L1T - Learning which	97.2	1	97.9	1	98.7	-

corresponds to five GCSEs grades D to G						
<b>L2T</b> - Learning which corresponds to five grades *A to C	87.7	4	88.9	5	88.6	-
<b>L2T+</b>	61.1	5	63.3	5	68.5	2
<b>CSI</b> - Core Subject Indicator: % of learners who attain the expected levels in English, Welsh, Mathematics and Science.	60.5	2	62.4	3	67.1	-

In 2016, the authority saw further improvement on its performance with a substantial increase of +5.2% in the percentage of those crossing the main L2T threshold indicator (data which is equivalent to five GCSEs A\*-C). The performance is highly likely to place Gwynedd close to or a little higher than the anticipated benchmark. Raw national data suggests that Gwynedd could take second place among all Welsh authorities [to be confirmed].

## 5. A LEVEL:

	A*-A		A*-C		A*-E	
	2015	2016	2015	2016	2015	2016
Gwynedd	24.9%	20.2%	77.0%	69.6%	97.5%	96.2%
Wales	23.1%	22.7%	74.3%	73.8%	97.3%	97.3%

In 2016 grades' averages were as follows (based on WJEC examinations):

- A\*-E at 96.2% (-1.1% lower than the national figure and the lowest figure in the GwE region)
- A\*-C at 69.6% (-4.2% lower than the national figure and the second lowest within the GwE region).
- A\*-E is 20.2% (-2.7% lower than the national figure but is the highest in the GwE region)

## 6. SECONDARY ATTENDANCE

School	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Ardudwy	91.3	91.1	93.2	94.3	94.9	94.6
Brynrefail	93.3	93.8	94	94.3	94.9	95.7
Syr Hugh Owen	90.4	91.3	91.9	93.5	94.1	94.3
Tryfan	93.4	92.1	93.4	94.2	94.3	94.8
Dyffryn Ogwen	91.1	91.9	93	94.5	94.6	94.9

Botwnnog	92.8	92.8	94.6	95.2	94.9	95.1
Glan y Môr	92.8	92.1	94.1	95	95.3	95.2
Tywyn	92.8	92.5	94.7	95.3	94.9	95.4
Y Gader	92	93.8	93.5	93.9	95.1	95.4
Berwyn	90.6	92.9	94.2	95.3	95.9	96.2
Moelwyn	93.1	93.1	94.1	95	93.8	95.2
Eifionydd	91.7	90.9	93.4	94	94.1	95.3
Dyffryn Nantlle	92.6	92.7	93.7	94.6	95	95.5
Friars	90.6	90.9	92.3	93.3	94.1	94.6
<b>County Average</b>	<b>92</b>	<b>92.3</b>	<b>93.6</b>	<b>94.4</b>	<b>94.7</b>	<b>95.16</b>
Wales	91.3	92.1	92.6	93.6	93.8	94.2

Each secondary school is within the highest quartile.

The number of schools in the first quartile has increased from 5 in 2014-15 to 8 in 2015-16. This means that 57% of all secondary schools in the authority are in the first quartile.

The number of schools in the second quartile has increased from 3 in 2014-15 to 6 in 2015-16.

Appendix 2 Gwynedd Schools Inspections Data

**GWYNEDD SCHOOLS INSPECTIONS DATA - SINCE JANUARY 2015**

School	Sector	Date of Inspection	Key Question 1	Key Question 2	Key Question 3	Current Performance	Prospects for Improvement	Sequence>Current situation
Coedmawr	Primary	Spring 2015	Adequate	Adequate	Adequate	Adequate	Adequate	Estyn Monitoring>out of category
Dolgellau	Primary	Spring 2015	Adequate	Adequate	Unsatisfactory	Adequate	Unsatisfactory	Special Measures>out of category
Bro Plenydd	Primary	Spring 2015	Good	Good	Good	Good	Good	Authority Monitoring>
Tanygrisiau	Primary	Spring 2015	Good	Good	Good	Good	Good	No follow up
Ffridd y Llyn	Primary	Spring 2015	Good	Good	Good	Good	Good	No follow up
Traeth	Primary	Spring 2015	Good	Good	Good	Good	Good	Authority Monitoring>out of category
Llanaelhaearn	Primary	Summer 2015	Adequate	Adequate	Adequate	Adequate	Adequate	Estyn Monitoring>
Llanrug	Primary	Summer 2015	Good	Good	Good	Good	Good	Authority Monitoring>out of category
Llanelltyd	Primary	Summer 2015	Good	Good	Good	Good	Good	Authority Monitoring>out of category
Beddgelert	Primary	Summer 2015	Good	Good	Good	Good	Good	Authority Monitoring>out of category
Elm	Primary	Summer 2015	Adequate	Adequate	Adequate	Adequate	Adequate	Estyn Monitoring>
Merfa Nefyn	Primary	October 2015	Outstanding	Outstanding	Outstanding	Outstanding	Outstanding	Authority Monitoring>
Foelgron	Primary	October 2015	Good	Good	Good	Good	Good	No follow up
Gandolbenmaen	Primary	October 2015	Good	Good	Good	Good	Good	No follow up
Pont y Gof	Primary	October 2015	Good	Good	Good	Good	Good	No follow up
Cymerau	Primary	Spring 2016	Good	Good	Good	Good	Good	Authority Monitoring>
Nefyn	Primary	Spring 2016	Good	Good	Good	Good	Good	No follow up
Manod	Primary	Spring 2016	Good	Good	Good	Good	Good	No follow up
Ysgol Craig y Deryn:	Primary	Spring 2016	Good	Good	Good	Good	Good	Authority Monitoring>
Llanllechid	Primary	Spring 2016	Good	Good	Outstanding	Good	Outstanding	No follow up
Waunfawr	Primary	Summer 2016	Good	Good	Good	Good	Good	Authority Monitoring>
Bro Cynfal	Primary	Summer 2016	Adequate	Adequate	Adequate	Adequate	Adequate	Estyn Monitoring>
Cae Top	Primary	Summer 2016	Outstanding	Outstanding	Outstanding	Outstanding	Outstanding	No follow up
Maenofferen	Primary	October 2016						
Rhiwlas	Primary	October 2016						
Dyffryn Nantlle	Secondary	Spring 2015	Unsatisfactory	Adequate	Unsatisfactory	Unsatisfactory	Unsatisfactory	Special Measures>
Gader	Secondary	Spring 2015	Adequate	Adequate	Adequate	Adequate	Adequate	Substantial Improvement>
Syr Hugh Owen	Secondary	Spring 2016	Adequate	Good	Good	Adequate	Good	Estyn Monitoring>





**APPENDIX 3 - EDUCATION DEPARTMENT MEASURES**

Ref.	Achievement Measure	School Year 12/13	School Year 2013-14	School Year 2014/15	School Year 2015/16
EDU/008a	Number of permanent exclusions in primary schools during the academic year <b>Comments:</b> For the 2015-16 academic year, the number of permanent exclusions reverted to 0.	0	0	3	0
EDU/008bN	Number of pupils permanently excluded from secondary during the academic year	4	4	3	3
EDU/16a	Percentage of attendance at primary schools during the academic year	94.33	95.07	95	To be confirmed
EDU/16b	Percentage of pupil attendance at secondary schools during the academic year	93.38	94.24	94.60	95.16
DANS06	Percentage of 16 year old pupils who achieve the Core Subjects Indicator (Grade C or above in Welsh/English, Mathematics and Science)	57.35	60.5	62.4	67.1
DANS07	Percentage of 16 year old pupils who achieve a level 1 threshold (5 grades A*-G at GCSE)	97.09	97.2	97.9	98.7
DANOS08	Percentage of 15 year old pupils who gain a level 2 threshold (5 grades A*-G at GCSE) or the equivalent	81.5	87.7	88.9	88.6
INDG17	Percentage of young people aged 16-18 who are not in education, work or training	3.00	1.70	1.8%	To be confirmed
EDU/004	Percentage of pupils assessed at schools maintained by the local authority, and who reach the Core Subjects Indicator at the end of KS3.	85.40	89.11	91.3%	92.0
EDU/006 ii	Percentage of pupils assessed in schools maintained by the local authority, and who receive a Teacher Assessment in Welsh (as a first language) at the end of Key Stage 3.	82.5	81.20	83.2%	To be confirmed
EDU/011	Average point scores for pupils who were 15 years old on the 31 August of the previous year in schools maintained by local authorities	578.20	616.00	617.2	To be confirmed
EDU/017	Percentage of pupils who were 15 years old on 31 August of the previous year at schools maintained by the local authority who achieved threshold Level 2+ including GCSE grades A* to C in Welsh first language or English, and Mathematics)	58.0	61.1	63.3	68.5
GY06	Percentage of pupils who achieved a	95.60	94.10	95.4	To be confirmed

good Level 3 or above in KS2 (7-11 years old) who received a Welsh First Language teacher's assessment at the end of KS3 (11-14 years old).

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**Report for the Gwynedd Council Cabinet's meeting**

<b>Date:</b>	4 October 2016
<b>Title of Item:</b>	Performance Report Cabinet Member - Resources
<b>Purpose:</b>	To accept and note the information in the report
<b>Cabinet Member:</b>	Councillor Peredur Jenkins
<b>Contact Officer:</b>	Dilwyn Williams, Chief Executive

**1 INTRODUCTION**

- 1.1 The purpose of this report is to update my fellow members on what has been achieved in the fields within my remit as Deputy Leader. This includes outlining the latest developments of promises within the Strategic Plan; where we have reached with measuring performance; and the latest in terms of savings and cuts schemes.
- 1.2 We wish to remind you that all matters have already been the subject of discussions and have been scrutinised at meetings of the Management Team (which also included a representation from the Scrutiny Committee) as well as the Leadership Team.
- 1.3 I am comfortable with the Departments' performance on the whole but we will draw your attention to the following matters:
- 1.3.1 Implementing Ffordd Gwynedd Project (C1)** - The number of reviews we are likely to complete during the year will reduce from 12 to 7. Further information is included below in 4.1.
- 1.3.2 Leaders development programme (C2)** - Although work on a senior officer level is ongoing as expected, there is concern regarding its suitability for Cabinet Members. As a result, I have agreed for senior officers to focus on the project over the next few months and to re-visit Cabinet Members' needs later in 2017. Further information is included below in 4.2.

## 2 THE DECISION SOUGHT

2.1 To accept and note the information in the report

## 3 REASON WHY THE DECISION IS NEEDED

3.1. In order to ensure effective performance management.

## 4. STRATEGIC PLAN PROJECTS

### *Effective and Efficient Council*

4.1. **C1 Implementing Ffordd Gwynedd - The purpose of this project will be to lead service teams to reflect on their current working arrangements, to challenge whether they are placing the people of Gwynedd centrally and to consider whether there is room for improvement.**

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

4.1.1 By now, the review within the Highways and Municipal Department has commenced and the work of the Ffordd Gwynedd Team has focussed on this review over the past few months. The work is still ongoing within the remaining reviews that are in the pipeline.

4.1.2 In order to enable us to establish where different reviews have reached, review benchmarking steps have been established for the reviews that are already in the pipeline. A copy of the benchmarking steps, together with a brief description of what will be achieved as different steps are reached, is appended in **Appendix 1.**

4.1.3 By now, we are nearing the end of Step 3 within the review benchmarking steps in the Highways and Municipal Department and a date has been set to report back to the Chief Executive, the Cabinet Member and the Department's management team in October. In order to get a better picture of the situation within all reviews, I have asked the Project Leader to outline what step the different executive reviews have reached by the next meeting.

4.1.4 The review within the Highways and Municipal Department is going relatively well, although it is taking more time than anticipated in the original programme due to day to day work requirements. Lessons have been learnt that it should not be taken for granted that all work patterns of review teams are going to be the same and that it is difficult to assess the length of a review as it commences.

4.1.5 As a result of the above, we have revisited a number of reviews that we are likely to be able to complete and by now, it is anticipated that we will complete 7 reviews instead of the 12 originally predicted by the end of March 2017.

4.1.6 Also, a key part of this project is training and changing the culture of Members and staff. Training sessions will be held for all Head of Departments by the Vanguard company in the autumn to ensure a full understanding of the principles behind Ffordd Gwynedd and the method of presenting it and further sessions will be presented to Senior Managers in the new year. Cabinet Members will have an opportunity to join these sessions.

4.1.7 In addition, sessions will be held with all Managers within the Council to ascertain their understanding of Ffordd Gwynedd and to assess progress. I will be reporting back on the progress of this work and on findings in my performance reports for the rest of the year.

**4.2 C2 Leaders development programme - The purpose of this project is to ensure that leaders within Gwynedd Council understand the principles of Ffordd Gwynedd, that they are aware of what they need to do in order to reinforce the Ffordd Gwynedd principles through all tiers of the establishment and that there is a system in place to ensure that we do this consistently.**

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

4.2.1 This scheme has managed to adhere to the implementation timetable in relation to the progress identified for senior officers, but there is a lack of progress in relation to developing leadership among Cabinet members. Although there are examples where Members have taken advantage of the support and training in order to develop on a personal level, there is concern whether or not it is suitable and there is a need to re-examine how best to develop leadership on a whole team level.

4.2.2 On a practical level, with local government elections to be held in May 2017, I have agreed that one should focus on developing leadership on a senior officer level for the time being, with the intention of seeking an agreement on a joint development programme with Cabinet members and the Management Group later in 2017.

**4.3 C6 Information Technology (IT) Strategy - The purpose of this project is to produce an Information Technology Strategy that will set out the direction for the next phase in order to maximise the benefit to be gained from using this tool along with a work programme to realise the strategy.**

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

4.3.1 The Strategy was adopted by the Cabinet on 3 May 2016. Since then, we have started to implement the Strategy by focussing on creating the specialist software in order to serve the digital channels, to present innovative presentation equipment and larger screens within meeting rooms and to enable individuals employed by the Council to have access to support services via the intranet from any location instead of the current system where it is restricted to Council computers.

4.3.2 In addition, preparatory work has commenced to examine IT provision for Elected Members from May 2017 onwards. A workshop has already been held with 5 Members to identify the needs and they will trial different equipment during October and November.

4.3.3 It is noted that there has been a slight delay in the process of appointing Account Managers and it was agreed to fund them in order to facilitate the process of introducing the Strategy which resulted from a number of matters raised by Department Managers regarding their terms of reference. Discussions

have been held to try to respond to these matters and further workshops will be held over the next two months to agree on the terms of reference and it is anticipated that officers will be in place by Christmas.

**4.4 C7 Electronic document and records management system (EDRMS) - The purpose of this project is to establish the EDRMS system which will ensure that the Council's information sharing arrangements are much easier and more effective.**

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

4.4.1 By now, the system has been introduced to the Economy and Community Department as well as the Corporate Support Department with 522 users on the system (214 in CS and 308 in Economy and Community). In addition, preparatory work has commenced with Education and a number of other Departments to tidy up their filing systems before transferring to the new system.

4.4.2 Feedback was received to a questionnaire by staff from the Corporate Support Department after 6 months of using the system. On the whole, the response was positive with 84% believing that the system was satisfactory or better and steps have been put into place in order to respond to the negative comments.

4.4.3 At present, it is slightly premature to assess the impact the system has had but it is anticipated that this can be done once the Corporate Support Department has been using the system for a year. I will be reporting back on those impacts as part of my performance reports early in 2017.

**Financial Planning**

**4.5 CA1 Realising savings - The purpose of this project is to ensure that arrangements are in place to realise efficiency savings of £13.6m that have already been agreed as part of the savings regime along with any further savings that are identified.**

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

4.5.1 As you are aware, I have an overview role which involves ensuring that the efficiency savings are realised on a corporate level and that arrangements are in place to do so. A summary of the latest situation can be seen below.

4.5.2 There are a few plans that are not directly attributed to a certain Department. Of these, approval has already been granted to delete the gap of £150,684 from two historical plans in the Care field (Enablement and North Wales Regional Hub), and the Cabinet's confirmation will be required to formalise this when the 2017/18 budget is formulated, also considering an alternative method of closing the financial gap. Many plans are being developed to meet the cross-departmental aim for 2016/17 which has now reduced to £90,566, and an increase is anticipated over the next few weeks in order to be able to submit them to Cabinet, and realise them before the end of the financial year.

4.5.3 In recent years, the savings strategy has ensured departmental ownership over the bulk of the plans to save, and that is an effective regime. It is noted that at least 74% of 2016/17 plans have been realised on time, and a further 17% are on the right track, a total of 91%. Remember that a situation during July is presented,

which is quite early in the financial year. As a result, generally, very good progress was seen and the projections in terms of realising the aim are promising.

4.5.4 However, there was a possibility of substantial slippage in the Adults, Health and Well-being Department. I am convinced that the Department is working on a series of alternative schemes in order to mitigate the impact of this slippage, but I will continue to keep an eye on the development of these schemes, to ensure that the savings are realised.

**4.6 CA4 Further efficiencies and service provision models - The purpose of this project is to find further efficiency schemes in order to reduce the amount of cuts required in addition to researching fields where it is possible to change the current model of provision and make savings.**

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

4.6.1 The effort made to find and develop further efficiencies aims to ensure as few service cuts as possible. Currently, efficiency schemes valued at £7.6 are being addressed and refined in order to meet the target of further efficiency valued at £7.25m that has been set as part of the 2016/17 - 2019/20 Financial Strategy.

4.6.2 The work to examine alternative models is still ongoing. There was some slippage in the work to examine an **Alternative Adult Care Model** due to the need to receive pension calculations from an external provider, as well as advice on other technical matters. In the case of the **Alternative Leisure Model**, work has been undertaken to establish a business case, to identify potential models and the implications of associated action. I will be reporting back on the work when it has matured.

## **5 PERFORMANCE**

5.1 **Appendix 2** reports on the performance measures that are associated with my portfolio.

5.2 As a Council, we have a role to ensure that we pay our creditors correctly and on time. You will remember the last time I reported that the Education Department's figures (and particularly Primary Schools) affected the performance of the measure **Percentage of invoices paid within 30 days (across the Council)**. The performance for April to June is comparative to previous years (89% compared with 89% in 15/16, 91% in 14/15 and 91% in 13/14) with the Education Department's percentage (which is responsible for 26% of all invoices) standing at 83%.

5.3 In the meantime, I have contacted the Cabinet Member for Education asking him to address the matter and I will be keeping an eye on the situation to see whether or not the response from the Department will make a difference or whether or not further action will be required.

5.4 The latest information regarding the **Number of RIDDOR accidents** (accidents connected with work, with which the injury, illness or hazardous event has been outlined by the HSE (Health and Safety Executive)) shows that the number is 7 at the end of June. This is a reduction compared to 16 for the same period in 2015/16, 13 in 2014/15 and 21 in 2013/14.

5.5 The greatest reduction can be seen within the Highways and Municipal Department and there is room to believe that work to raise awareness and to train the workforce within the Department over the past few months has led to this. We will continue to keep an eye on the situation.

## 6 FINANCIAL SITUATION / SAVINGS

6.1 The **Corporate Support** Department has realised all of the 2016/17 efficiency and cuts schemes, and is making a very acceptable progress towards realising the schemes of the two consecutive years.

6.2 83% of 2016/17 efficiency savings of the **Finance Department** have been realised or are on the right track, and 84% of the year's cuts have been realised. The Re-procure the PSBA Network Scheme, which bridges 2015/16 and 2016/17, is the only scheme that is not on the right track and although it is anticipated that it cannot be realised as intended, the matter is being addressed on a national level in order to find a solution.

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### Views of the statutory officers

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

It is heartening to see such good progress on realising the main plans in the Strategic Plan; however, it must be borne in mind that there is approximately 6 months only to deliver them. Seeing the latest situation in terms of delivering savings is very encouraging and must be praised, as is the general performance and this at a time of financial unrest when the resources available for delivering are dwindling.

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

Nothing to add from a propriety perspective.

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

I confirm the accuracy of the budgetary elements of the report, and I will support the Cabinet Member to achieve the relevant objectives.

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### Appendices

**Appendix 1** - Ffordd Gwynedd Review - Benchmarking Steps

**Appendix 2** - Performance Measures



## Ffordd Gwynedd Review - Benchmarking Steps

### Step 1 - Prepare a Review

- Ensure the understanding and commitment of the Head of Department and the Senior Managers
- Ensure the understanding of the Unit Manager
- Get a sense of the current culture / scope
- "Ffordd Gwynedd at Work" presentation for all Unit/Units staff
- Establish the team

### Step 2 - Learn about the service

- Define the purpose of the Unit/Units
- Define the performance measures
- Observe/listen to how the Unit/Units currently operate
- Identify waste and what causes the waste
- Identify risks and opportunities for improvement
- Collect evidence about what was learnt
- Get the staff's agreement
- Develop the implementation principles of the Unit/Units

### Step 3 - Report on what was learnt

- Present what was learnt in Step 2 to the Unit/Units' management team and the Cabinet Member
- Demonstrate the opportunities for improvement
- Establish the support from the department's Leadership to proceed to experiment

### Step 4 - Experiment

- Experiment with new operational methods
- Monitor the impact of the change on the customer
- Assess the success of the Experiment
- Prepare a plan to get the rest of the workforce using the new way of working

### Step 5 - Report on the outcomes of the experiment

- Present what was learnt in Step 4 to the Unit/Units' management team and the Cabinet Member
- Come to an agreement on how we will move forward

### Step 6 - Implementation

- Transfer the rest of the workforce into the new way of working

### Step 7 - End of review

- The service has reached maturity as it adopts the new culture and maintains the culture without the need for constant support from the review team.

\* = Lower figure is an improvement

## Appendix 2 - Measures

### Corporate Support Measures (fields of Human Resources and Savings)

Measure - definition	2013-14	2014-15	2015/16	Direction of Ambition	Latest Information
<b>Human Resources Advisory Service</b>					
<b>1. CHR/002 in the Strategic Plan</b>	2.08	1.89	2.13	Maintain	2.19 (end of June)
Number of days of sickness absence per head					
2. Number of employment cases referred to the Employment Appeals Committee, and the number of appeals approved by that Committee (i.e. contrary to the employer's original decision).	-	-	4 appeal cases. 3 appeals approved by the Committee.	Improvement	1 appeal case and the appeal was refused by the Committee.
3. Opinion of a sample of Council managers who state that the Service contributes positively towards their ability to deliver. (Score out of 10)					8.3
<b>Comments</b>					
3. Matters raised and steps have been taken in order to respond to those matters.					
<b>Health, Safety and Welfare Human Resources Service</b>					
1. Number of RIDDOR incidents (figures for the quarter in brackets)	76 (21)	63 (13)	44 (16)	-	7 (Q.1)
2. Number of accidents across the Council	2637 (608)	3361 (711)	2920 (784)	-	673 (Q. 1)
3. Number of H&S inspections (and the resulting number of lack of compliance cases)	-	-	-	-	3
4. Satisfaction questionnaires (score out of 10)	-	-	-	-	7.8
5. Number of Occupational Health interventions that have been targeted based on absence figures (what will be the impact of those interventions in due course?)	-	-	-	-	7 clinics held
6. Number of HSE interventions and the number of material deficiencies	-	-	-	-	2 inspections

\* = Lower figure is an improvement

<b>Comments</b>					
3. Planning Policy (25 - low risk); Building Conservation (23 - medium risk); H&M - using the old system, 1 serious lack of compliance, 5 minor 4. Themes have come to light and discussions have been held in order to address the matters. 5. We will investigate the after-effect of the clinics to see whether or not there is a reduction in absences following the sessions. 6. Plas Maesinla – 22.04.2016; Plas Ogwen – 22.06.2016					
<b>Support Unit</b>					
CG15 Satisfaction percentage of applicants regarding the experience of applying for a post with the Council and to identify whether there are any barriers which have created unnecessary problems (and therefore if it is possible to abolish them)	-	-	-	Improvement	90%
CG16 Satisfaction percentage of Managers and relevant staff within the Council regarding the service and to identify the barriers they may experience which create problems for them while servicing the people of Gwynedd (and therefore if it is possible to abolish them)	-	-	-	Improvement	90%
<b>Comments</b>					
Steps put into place in order to respond to the lack of satisfaction cases where we have an influence over the situation.					
<b>Organisational Development Service</b>					
CG06 Percentage of staff on a sample basis who feel that the benefits they can take advantage of have a positive impact on their satisfaction with the Council as an employer	-	62%	64%	Progress	Annual Measure
<b>Learning and Development</b>					
CG01 Staff satisfaction with the learning provision that helps them to provide a better service for the people of Gwynedd. (Score/10)	-	7.8	8.4	-	8.4
CG02 Managers' satisfaction with the learning provision that helps their staff to provide a better service for the people of Gwynedd. (Score/10)	-	7.6	8.3	-	8.2
CG03 Satisfaction of Members who feel that the learning provision helps them to achieve their role effectively to provide a better service for the people of Gwynedd (Score/10).	-	-	-	Setting a Baseline	9.8
<b>Comments</b>					
Steps put into place in order to respond to the lack of satisfaction cases where we have an influence over the situation.					
<b>Savings Team</b>					
Arb01 Efficiency savings amount achieved as a percentage of the total savings	-	-	-	Improvement	67.45%
DT3.1b Savings amount achieved	-	-	-	-	£6.81m

\* = Lower figure is an improvement

**Appendix 2 - Finance Measures**

\* = Lower figure is an improvement

**Finance and Accounting Service**

<b>Ref.</b>	<b>Achievement Measure</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>Direction of Ambition</b>	<b>Latest Information</b>
CD5.3	Financial monitoring including producing quarterly reports for the Budget Managers, the Leadership Group, the Portfolio Leaders, the Cabinet and the Audit Committee, as well as monitoring the performance of the Council's savings and cuts schemes.	Yes	Yes	Yes	Maintain	Yes
CD5.04	Formulate and distribute the Council's Budget annually and in line with the specific and designated timetable to achieve the necessary essential steps	Yes	Yes	Yes	Maintain	Yes
CD5.5	Completion of the Final Accounts (Accounts of Gwynedd, 3 Joint Committees and the 4 Harbours) and the relevant requirements to produce a Draft Statement of the Accounts and to ensure approval of the final Statement of the Accounts.	Yes	Yes	Yes	Maintain	Yes
CD5.01	Succeeding to stay within the budget	-0.0014	-0.0018	-0.0013	Maintain*	Annual Measure.
CD5.13a	Satisfaction of Departments and Services with the financial and accounting service and support received	4.3	4.32	4.9	Maintain	Annual Measure.
CD5.13b	Satisfaction of the Corporate Management Team with the finance and accounting service provided to the Council on a corporate level	4.1	4	4.5	Maintain	Annual Measure.

### Creditors' Payments Service

Ref.	Achievement Measure	2013-14	2014-15	2015-16	Direction of Ambition	Latest Information
CD6.01	Percentage of invoices paid within 30 days (across the Council)	91%	91%	89%	Maintain	89%
CD6.02	Percentage of invoices paid locally within 30 days (across the Council)	-	-	92%	Maintain	92%
CD6.03	Adaptation to previous payments by the Council	-	-	-	Maintain	5

#### Comments

CD6.03 5 one-off errors of paying the wrong supplier which have been addressed.

### Payroll Service

Ref.	Achievement Measure	2013-14	2014-15	2015-16	Direction of Ambition	Latest Information
CD8.07	Number of cases which lead to further adaptations in salary.	-	-	125	Maintain	158
CD8.08	Number of employees who contact regarding the salary process within the Council.	-	-	80	Maintain	84
CD8.09	Ensure accurate payments within the time limit for external bodies (such as HMRC).	-	-	100	Maintain	100

#### Comments

CD8.07 158 adaptations out of 20,934 payments (0.75%) including dealing with one-off matters.

CD8.08 84 calls out of 1,425 during the period, which equates to 5.89% of all calls.

### Information Technology Service

Ref.	Achievement Measure	2013-14	2014-15	2015-16	Direction of Ambition	Latest Information
TG01	Percentage of network availability	99.90%	99.97%	99.80%	Maintain	99.94%

TG02	Percentage of Public Website availability	99.11%	99.58%	99.97%	Maintain	99.99%
TG05	Average Help Desk user satisfaction score	4.76	4.8	4.8	Maintain	Not available for the period
CD5.13a	Satisfaction of Departments and Services with the service and financial assistance (Information Technology)	-	-	3	Maintain	Annual Measure
CD5.13b	Satisfaction of the Corporate Management Team with the finance service (Information Technology) provided to the Council on a corporate level	-	-	3.6	Maintain	Annual Measure

<p><b>Comments</b>  TG05</p> <p>It was discovered that the measure is collected in a laborious manner and claims a considerable amount of staff time. The Help Desk system will be upgraded in mid-September and we will automate the system of collecting the measure, and it will be available from quarter 3 onwards.</p>
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## Income Service

Ref.	Achievement Measure	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
CD7.02	Total value of various debts over six months old (with the exception of deferred payments and debt referred to other services for further action).	£ 1,031,700	£ 1,201,668	£ 900,122	Improvement*	£ 925,294
CD7.05	Rate of various debt collection within the quarter - Value	79.10%	82.40%	86.37%	Maintain	85.05%
CD7.06	Percentage of debts where a payment agreement was made with the debtor	2.63%	9.18%	10.53%	Maintain	12.88%

## Tax Service

Ref.	Achievement Measure	2013-14	2014-15	2015-16	Direction of Ambition	Latest Information
CD11.01	Council Tax Collection Rate	30.49%	30.55%	30.53%	Maintain	30.60%
CD11.02	Non-Domestic Tax Collection Rate	29%	28.64%	28.76%	Maintain	29.52%
CD11.03	Number of council taxpayers who contacted the recovery team and who were referred to the CAB organisation for further debt advice	-	-	-	Maintain	22
CD11.04	Total debts settled in the long-term (3 years) as a percentage of the total charged on the accounts over the same period	0.52%	0.47%	0.38%	Maintain*	Annual Measure



## Benefits Service

Ref.	Achievement Measure	2013-14	2014-15	2015-16	Direction of Ambition	Latest Information
CD12.03	Average time taken to process a new benefit application (days)	22.4	22.24	16.07	Maintain*	17.15
CD12.04	Average time taken to process a notice of change in circumstances (benefit) (days)	6.2	8.95	6.55	Maintain*	5.95

### Comments

CD12.03 Slightly higher, but two elections were held (lost 10 staff members each time), training sessions were held (15 staff x 4 days) and one benefits assessor was ill for most of the period.

## Risk and Insurance Service

Ref.	Achievement Measure	2013-14	2014-15	2015-16	Direction of Ambition	Latest Information
CD4.01	Protecting the taxpayer's financial benefit: percentage of public accountability claims refused (settled for £0) by the Unit	73.10%	73.30%	72.5%	Maintain	77.80%
CD4.02	Protecting the taxpayer's financial benefit: percentage of public accountability claims refused (settled for £0) by the Insurer	73.40%	76.70%	81.4%	Maintain	63.60%
CD4.06	Percentage of departments that have a risk register which is reviewed twice a year	100%	100%	100%	Maintain	Annual Measure

### Comments

CD4.01 7 out of 9 claims have been defended. Of the 2 settled claims, there is no common theme and they have arisen from accidents.  
14 out of 22 claims have been defended. Of the 8 settled claims, 4 come from the highways service and are involved with the road inspection and maintenance procedure. The highways service has been informed about the outcomes of the claims and the reasons why it was not possible to successfully defend them.

## Internal Audit Service

Ref.	Achievement Measure	2013-14	2014-15	2015-16	Direction of Ambition	Latest Information
CD2.02	Percentage of Internal Audit progression reports that received an "Acceptable" or better opinion (corporate measure)	100%	100%		Maintain	100%
CD2.03	Percentage of Audits in the Auditing Plan which have either been closed or have a published final Report.	8.41%	8.25%	11.11%	Maintain	17.50%
CD2.09a	Percentage of internal audits that received a category "B" opinion or better	72.7%	77.78%	71.43%	Satisfied to see a reduction	85.70%
CD2.09b	Percentage of internal audits that received a category "B" opinion or better (Quarterly Total)	72.7%	77.78%	71.43%	Satisfied to see a reduction	85.70%
CD5.13a	Satisfaction of Departments and Services with the service and financial support received (Internal Audit)	-	-	4.75	Maintain	Annual Measure
CD5.13b	Satisfaction of the Corporate Management Team with the finance service (Internal Audit) provided for the Council on a corporate level.	-	-	4.00	Maintain	Annual Measure

## Pensions Service

Ref.	Achievement Measure	2013-14	2014-15	2015-16	Direction of Ambition	Latest Information
CD9.03	Average number of work days taken to send a letter notifying the value of retirement benefits - estimate.	7.7	9.5	10.00	Maintain	7.40
CD9.04	Average number of work days taken to send a letter notifying the value of retirement benefits - true value.	3.7	8.1	7.90	Maintain	3.30
CD9.05	Average number of work days taken to complete dependants' accounts and payments following the death of a member of the scheme.	9.49	10.56	6.82	Maintain	12.25

### Comments

Reasons for the increase are: establishing an end of year process to return contributions and to pursue information from employers:  
 CD9.05 Introducing a new imaging system in April and Restructuring staff (learning curve).

## Investment and Treasury Management Service

Ref.	Achievement Measure	2013-14	2014-15	2015-16	Direction of Ambition	Latest Information
CD13.05	Pension Fund - Portfolio managers' investment performance compared with the specific benchmark set for it.	0.4	1.7	-1.80	Maintain	5.40
CD13.06	The Council's funding's security in relation to bank deposits - quarterly analysis by Arlingclose of the credit score (1 being highest, namely a credit status of AAA, 2 is AA+, 3 is AA, 4 is AA-, 5 is A+, 6 is A and 7 is A-).	5.3	5.12	2.95	Maintain	3.43
CD13.07	Interest income on bank deposits to be measured against the 7 day non-compounded LIBID rate	0.73	0.62	0.63	Maintain	0.66