



# Complete Agenda

Chief Executive's Department  
Swyddfa'r Cyngor  
CAERNARFON  
Gwynedd  
LL55 1SH

Meeting

**THE COUNCIL**

Date and Time

**1.00 pm, THURSDAY, 9TH JULY, 2015**

**\* NOTE**

**This meeting will be webcast**

<http://www.gwynedd.public-i.tv/core/portal/home>

Location

**Siambr Dafydd Orwig - Council Offices, Caernarfon, LL55 1SH**

Contact Point

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(DISTRIBUTED 1/07/15)

**Dilwyn Williams  
Chief Executive**

[www.gwynedd.gov.uk](http://www.gwynedd.gov.uk)

Dear Councillor,

**MEETING OF GWYNEDD COUNCIL – THURSDAY, 9 JULY 2015**

**YOU ARE HEREBY SUMMONED** to attend a meeting of **GWYNEDD COUNCIL** which will be held at **1.00 pm** on **THURSDAY, 9TH JULY, 2015** in **SIAMBR DAFYDD ORWIG - COUNCIL OFFICES, COUNCIL OFFICES, CAERNARFON** to consider the matters mentioned in the following agenda.

Yours faithfully,

A handwritten signature in blue ink, appearing to read 'Dafydd Iwan', is written in a cursive style.

Prif Weithredwr/Chief Executive

The following rooms will be available for the political groups during the morning:-

Plaid Cymru - Siambr Dafydd Orwig  
Independent – Siambr Hywel Dda  
Llais Gwynedd – Ystafell Gwyrfai  
Liberal Democrats - Ystafell Peris  
Labour – Rear of Siambr Dafydd Orwig

# AGENDA

## 1. APOLOGIES

To receive any apologies for absence

## 2. MINUTES

1 - 6

The Chairman shall propose that the minutes of the Annual meeting of the Council held on 14 May, 2015 be signed as a true record. (attached)

## 3. DECLARATION OF PERSONAL INTEREST

To receive any declaration of personal interest.

## 4. THE CHAIRMAN'S ANNOUNCEMENTS

To receive any Chairman's announcements.

## 5. CORRESPONDENCE, COMMUNICATIONS OR OTHER BUSINESS

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

## 6. URGENT ITEMS

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

## 7. QUESTIONS

To consider any questions the appropriate notice for which have been given under Section 4.19 of the Constitution.

## 8. GWYNEDD COUNCIL STRATEGIC PLAN 2015-17

7 - 74

To submit the report of the Head of Corporate Support (attached).

## 9. ANNUAL REPORT OF THE STATUTORY DIRECTOR OF SOCIAL SERVICES 2014/15

75 - 102

To submit the report of the Statutory Director and Corporate Director (attached).

## 10. THE COUNCIL'S POLITICAL BALANCE

103 - 106

To submit the report of the Leader (attached).

## 11. NON-ATTENDANCE OF A MEMBER OF THE COUNCIL

107 - 108

To submit the report of the Head of Democratic Services (attached).

- (A) In accordance with the Notice of Motion received under Section 4.20 of the Constitution, Councillor R.H.Wyn Williams will propose as follows:-

**“We call upon the Westminster Government to devolve the powers of the Crown Commission to Welsh Government in order for Wales to take advantage of income generated from the lands and coastline of Wales. This will mean that Wales will be more prosperous as it will own the rights in relation to fishing, mining, searching for gas and oil, tidal and wave power and wind farms, gold and silver, and all the energy and resources within the designated waters and territorial boundaries of Wales. We also call upon other Local Authorities in Wales to support the request.”**

- (B) To submit, for information, a letter from Mark Thomas, Editor of the Daily Post, in response to Councillor Sian Gwenllian's Notice of Motion to the last meeting regarding Trinity Mirror's decision to close the Herald Office in Caernarfon. (attached).

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## THE COUNCIL, 14.05.15

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Present: Councillor Dilwyn Morgan (Chairman);  
Councillor Eric Merfyn Jones (Vice-chairman)

**Councillors:** Craig ab Iago, Stephen Churchman, Endaf Cooke, Annwen Daniels, Anwen Davies, Lesley Day, Dyfed Edwards, Elwyn Edwards, Trevor Edwards, Thomas Ellis, Alan Jones Evans, Aled Evans, Jean Forsyth, Gwen Griffith, Selwyn Griffiths, Alwyn Gruffydd, Sian Gwenllian, Annwen Hughes, John Brynmor Hughes, Louise Hughes, Jason Humphreys, Peredur Jenkins, Aeron M.Jones, Anne Lloyd Jones, Brian Jones, Charles W.Jones, Elin Walker Jones, John Wynn Jones, Sion Wyn Jones, Eryl Jones-Williams, Beth Lawton, June E.Marshall, Dafydd Meurig, Christopher O'Neal, Dewi Owen, Michael Sol Owen, W.Roy Owen, William Tudor Owen, Nigel Pickavance, Caerwyn Roberts, John Pughe Roberts, Liz Saville Roberts, W.Gareth Roberts, Mair Rowlands, Angela Russell, Dyfrig Siencyn, Mike Stevens, Glyn Thomas, Ioan Thomas, Ann Williams, Eirwyn Williams, Elfed Williams, Hefin Williams, John Wyn Williams, Owain Williams, R.H.Wyn Williams, Mandy Williams-Davies and Robert J.Wright.

**Also in attendance:** Dilwyn Williams (Chief Executive), Iwan Trefor Jones (Corporate Director), Dafydd Edwards (Head of Finance Department), Geraint Owen (Head of Corporate Support Department), Iwan Evans (Head of Legal Services / Monitoring Officer), Rhun ap Iarthur (Senior Solicitor/Deputy Monitoring Officer), Arwel E. Jones (Senior Manager – Democracy and Delivery) and Eirian Roberts (Member Support and Scrutiny Officer).

**Apologies:** Councillors: Eddie Dogan, Gwynfor Edwards, Gwyn Glyn, Simon Glyn, Linda Wyn Jones, Llywarch Bowen Jones, Dilwyn Lloyd, Linda Morgan, Peter Read, Gareth Thomas, Gethin Glyn Williams, Gruffydd Williams and Eirwyn Wyn.

The Council was addressed by Councillor Dewi Owen, Chairman 2014/15.

### 1. CHAIRMAN

Councillor Dilwyn Morgan was elected chairman for 2015/16.

Councillor Dilwyn Morgan signed the declaration accepting the post of the Chairman of Gwynedd Council for 2015/16.

### 2. VICE-CHAIRMAN

Councillor Eric Merfyn Jones was elected as Vice-chairman for 2015/2016.

Councillor Eric Merfyn Jones signed a declaration accepting the post of the Vice-chairman of Gwynedd Council for 2015/2016.

### 3. MINUTES

The Chairman signed the minutes of the previous meeting of the Council, held on 5 March, 2015 as a true record.

#### 4. DECLARATION OF PERSONAL INTEREST

- Councillor Aeron M. Jones declared a personal interest in item 13(a) on the agenda - Notice of Motion from Councillor Sian Gwenllian - because he had offered office space to Trinity Mirror.
- Councillor Eryl Jones-Williams declared a personal interest in item 13(a) on the agenda - Notice of Motion from Councillor Sian Gwenllian - because he worked as a journalist.

The members were of the opinion that they were prejudicial interests, and they withdrew from the meeting during the discussion on the item.

#### 5. CHAIRMAN'S ANNOUNCEMENTS

(1) Welcome

Councillor Glyn Thomas, the new member for Cadnant Ward, was welcomed to his first meeting of the Council.

(2) Congratulations

The following were congratulated:-

- Councillor Liz Saville Roberts and Hywel Williams on being elected as Members of Parliament. As this was her last meeting as a member of this Council, Councillor Liz Saville Roberts gave a short speech and she noted that it had been an honour to be a member of Gwynedd Council over a number of years and that she had learned much from the experience.
- Elfyn Evans from Dinas Mawddwy who came third in the world rallying championships in Argentina and who was currently fourth in the championship. It was noted that this was the first time a Welshman had achieved such a standard.
- The 9bach Folk Group on their recent success in being awarded the album of the year with the *Tincian* album in Radio 2's Folk Awards in the Millennium Stadium.
- Bala Football Club on reaching the Europa Cup competition for the second season in succession.

(3) Condolences

Condolences were expressed to Councillor Glyn Thomas following the loss of his mother.

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

The Council members stood as a mark of respect.

(4) Best Wishes

Best wishes were extended to Councillor Eddie Dogan and Linda Morgan who were currently receiving treatment.

(5) General

Attention was drawn to a letter sent to members regarding the series of members' scrutiny workshops on the cuts and everyone was encouraged to attend these all important sessions.

It was noted that Councillor Aeron M. Jones was looking for 12 councillors or staff members to run or walk for a period of two hours on the Treborth fields, Bangor in June to raise money towards the Macmillan Nurses Appeal in Gwynedd.

Members were reminded that 2016 would be the hundredth anniversary of the Easter Rising in Ireland. It was noted that events would be held around June next year to celebrate the time when the prisoners arrived in the prison-camp in Frongoch, Bala and it was emphasised that it was timely to contact the Irish Government to promote tourism in the area.

**6. AMENDING OFFICERS' DELEGATED RIGHTS SCHEME**

The Leader submitted a report on the need to adapt the Officers' Delegated Rights Scheme following the restructuring of the Human Resources Department and the Strategic and Improvement Department to form the Corporate Support Department.

**RESOLVED to accept the report to amend the Officers' Delegated Rights Scheme in accordance with Appendix 1 of the report and to delegate the right to the Head of Legal Services to make editorial amendments to the Constitution arising from the changes.**

**7. THE COUNCIL'S POLITICAL BALANCE**

The Leader submitted a report reviewing the political balance of the Council and adding that this matter would also be before the next meeting of the Council as a result of developments that morning.

**RESOLVED to adopt seat allocation on the Council's committees in accordance with the table below:-**

**SCRUTINY COMMITTEES**

	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats	Individual Member
Corporate	9	4	3	1	1	
Communities	8	4	3	1	1	1
Services	9	4	3	1		1
Audit	8	5	3	2		

**OTHER COMMITTEES**

	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats	Individual Member
Democratic	7	4	3	1		

Services						
Language	7	4	3	1		
Planning	7	3	3	1	1	
Central Licensing	7	4	3			1
Employment Appeals	3	1	1	1		1
Chief Officers Appointment	7	4	2	1	1	

<b>Number of seats</b>	<b>72</b>	<b>37</b>	<b>27</b>	<b>10</b>	<b>4</b>	<b>4</b>	<b>154</b>
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	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats	Individual Member
Pensions	2	2	1	1	1	
Local Consultative Joint Committee	6	2	2	1		
Special Educational Needs Joint Committee	3	2	1			1
Joint Planning Policy Committee	4 (3 seats and one substitute)	2	1	1		
SACRE	3	2	2			

<b>Total seats</b>	<b>90</b>	<b>47</b>	<b>34</b>	<b>13</b>	<b>5</b>	<b>5</b>	<b>194</b>
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## 8. ANNUAL REPORT BY THE HEAD OF DEMOCRATIC SERVICES ON BEHALF OF THE DEMOCRATIC SERVICES COMMITTEE WITH REGARDS TO SUPPORT FOR MEMBERS

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

On a point of accuracy, it was noted that there was a need to include Councillor Beth Lawton, Mental Health Champion, in the English version of the list of champions (paragraph 2 of the report).

Councillor Lesley Day was thanked for her work in progressing this agenda.

During the discussion:-

- Disappointment was expressed that the report of the Scrutiny Investigation From Hospital to Home (part 2) had not been published although it had been submitted in December last year. Members of the investigation had worked



very hard and the report, which was critical of the Health Service and the Social Services Department, had since been diluted.

- It was noted that the personal development interviews had been very useful and other members were encouraged to take advantage of this opportunity.

- (b) It was reported that there was a need to appoint a Chairman for 2015/16.

**RESOLVED to elect Councillor Thomas Ellis as Chairman of the Democratic Services Committee for 2015/16.**

## **9. NOTICES OF MOTION**

- (a) The following notice of motion was submitted by Councillor Sian Gwenllian, in accordance with the Procedural Rules, and it was seconded.

**“I call on the council to express disappointment regarding the decision of Trinity Mirror, newspaper publishers, to close the Herald office in Caernarfon, putting an end to a presence in the town which extends over 180 years, and to show full support to the journalists and the other staff members who will be affected.**

**This is the office of the Daily Post, the Caernarfon and Denbigh Herald, the Holyhead and Anglesey Mail, the Bangor and Anglesey Mail and Yr Herald Gymraeg. Caernarfon is the traditional home for the press and it is an important municipal, cultural and historical centre. Caernarfon is home to the crown court, the county court and the magistrates' court, as well as the north-west Wales coroner and Gwynedd Council headquarters.**

**I also call on the Council to do everything in its power to ensure the continuation of the presence of Trinity Mirror staff in an office in Caernarfon. Reporters work in the communities they serve, from a local news room, creating good journalism - a vital element of local democracy and a valuable source of information for residents of Gwynedd and beyond. I worry that closing the existing office would represent a further decrease in Trinity Mirror's commitment to local journalism in the region, and that it would pave the way towards closing down newspapers that we value and are at the heart of the community.**

The proposal was supported unanimously.

**RESOLVED to accept the motion.**

- (b) Submitted, for information, a letter from the Treasury, in response to Councillor Sian Gwenllian's notice of motion to the December meeting regarding tax avoidance.

**RESOLVED to note the letter.**

- (c) Submitted, for information, a letter from the First Minister of Wales, in response to Councillor R.H.Wyn Williams's notice of motion to the previous meeting regarding Trident.

**RESOLVED to note the letter.**

- (ch) Submitted, for information, a letter from the Welsh Government, in response to Councillor Craig ab Iago's notice of motion regarding Traws Link Cymru to re-open the railway between north and south Wales.

**RESOLVED to note the letter.**

The meeting commenced at 1.00pm and concluded at 2.10pm.

# Agenda Item 8

## GWYNEDD COUNCIL

<b>MEETING</b>	Council
<b>DATE</b>	9 July 2015
<b>TITLE</b>	Gwynedd Council Strategic Plan 2015-17
<b>PURPOSE</b>	To adopt the Strategic Plan
<b>AUTHOR</b>	Geraint Owen, Head of Corporate Support
<b>CABINET MEMBER</b>	Councillor Dyfrig Siencyn
<b>RECOMMENDATION</b>	To adopt the Strategic Plan

### **1.0 Introduction**

- 1.1 In May 2013, the Council adopted its Strategic Plan for 2013-17. The main purpose of the Strategic Plan is to set out the vision of the Council for 2013-17, and it will be reviewed on an annual basis. This is the Council's Improvement Plan.
- 1.2 The Strategic Pan sets out the priority areas for the Council for the period of the plan, the isutation that we wish to see for those areas, and describes that which the Council will do in order to reach that situation.
- 1.3 Once again this year, it is necessary for the Council to adopt a specific plan for the coming year. This is all in the context of the enormous challenge of the savings that the Council needs to identify over the coming years.

### **2. The Content of the Plan**

- 2.1 The purpose of reviewing the plan this year was to ensure that we are continuing to do the right things considering the context of financial hardship in which we are working. In order to review properly, it was necessary for us to consider what had changed since last year, looking at the social, economic, environmental and policy factors which influence the Council and county and which are likely to do so over the coming years.
- 2.2 As part of the review, and in order to include in it the opinion of the people of Gwynedd, a series of sessions with the the public across the county were held in November 2014, namely Gwynedd Challenge.

- 2.3 The submitted plan in Appendix I represents the change that there has been in the emphasis of the plan since last year. The emphasis this year, and to the end of March 2017 is on improving the ability of the Council to ensure the best for the people of Gwynedd, and we will do that through the transformation of Services to be Services which we will be able to sustain for the future.
- 2.4 As part of the change of emphasis we needed to decommission some projects which had already made sufficient progress. Of course, this also means that they are now appropriate to continue as part of the Council's daily work. These projects are listed below.

Early Intervention/Preventative  
Sports and Energetic Activities  
Sufficiency Review of Leisure Provision  
Investment in Gwynedd Projects: This is where things happen  
The Council's Carbon Management Plan  
Responding to Threats of Climate Change  
Reducing Waste  
Language Charter of Gwynedd Primary Schools  
Returning Empty Homes to Use  
Realisation of Savings  
Demand Management  
Leasing of Private Housing\*  
Preventing Homelessness\*

\*It is noted that the Review of the Housing Supply Strategy Project in the 2015-17 plan will review our strategy to increase the supply and variety of housing in order to ensure that our housing supply is appropriate for the needs of the people of Gwynedd.

The Council's 2014-15 Performance Report will report in full on the performance of the 2014-15 Strategic Plan projects.

- 2.5 Once again this year, we have tried to be clearer about our rationale for addressing some of the matters in the plan, outlining the current situation and conveying the situation that we want to see.
- 2.6 There are possible financial implications connected with some of the commitments in the plans and those are noted clearly for each project. The Cabinet will aim to identify a budget for those projects.
- 2.7 We also demonstrate what exactly we want to do and by when to reach the situation that we wish to see. The plan includes projects which will address the challenge, some which transform services and save money, and others where there is a clear priority for delivery. The lifespan of some of the projects extend beyond the lifespan of the plan.
- 2.8 There is a statutory requirement to prepare and consider the findings of an equality impact assessment from an equality point of view when preparing the Strategic Plan in accordance with the requirements of the Equality Act 2010 as it is enacted in Wales. The assessment is attached in Appendix 2.

The assessment does not detect any effect which would justify deviation from the recommendation and elements with a positive effect are foreseen. The process of undertaking the assessment will continue as specific proposals are developed.

### **3.0 Recommendation**

**The Council is invited to adopt the Strategic Plan.**

# GWYNEDD COUNCIL STRATEGIC PLAN 2013 -17



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## Council Leader's Foreword

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

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

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

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

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



*Dyfed Edwards*

Dyfed Edwards **Council Leader**



## Profile of Gwynedd

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

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

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

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



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

There are 97 Primary Schools, 14 Secondary Schools and 2 Special Schools in Gwynedd.

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

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

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

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

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

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

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

According to the Gwynedd Challenge Survey (2014):

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

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

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

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

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

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

# Reviewing the Plan

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

The purpose of reviewing the plan this year is to make certain that we are continuing to do the right things taking into account the context of the financial hardship in which we are working. In order to review the plan properly, we needed to consider what has changed since last year, and to examine the social, economic, environmental and policy issues which influence the Council, the county and which are likely to do so in the years to come. We also gave attention to the Local Service Board's priorities, namely: Older People, Building Resilient Families, and Sustainable Communities/Community Regeneration.

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

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

The sessions were held at the following locations: Caernarfon, Bala, Tywyn, Pwllheli, Blaenau Ffestiniog, Bangor, Porthmadog, Dolgellau and Barmouth and a total of 280 people attended, and evidence from these sessions has enabled us to decide on priority fields of the plan. The review has led to a change of emphasis in the plan as a result of the difficult financial period which we are in:

## Fields

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

## Projects

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

## Measures

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

# The Plan's Vision

## The best for the people of Gwynedd in a difficult time

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

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

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

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

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

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

**Children and Young People**

**Care**

**Safeguarding**

**Poverty, Deprivation, Economy, Housing**

**The Welsh Language**

**Effective and Efficient Council**

**Financial Planning**

# Improvement Objectives

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

## Effective and Efficient Council

AG1 Putting the people of Gwynedd at the centre of everything we do

## Children and Young People

AG2 Improving the quality of education

AG3 To create a network of viable schools for the future

AG4 Improving the provision of Special Educational Needs and Inclusion

AG5 Improving preventative services for groups of vulnerable children and young people

## Care

AG6 Improving engagement with communities on the care challenge

AG7 Improving integrated working focusing on what matters for individuals

AG8 Preparing the care workforce to meet the new way of working

AG9 Improving the provision of accommodation and care for vulnerable adults

## Safeguarding

AG10 Improving the Council's safeguarding arrangements

## Poverty, Deprivation, Economy, Housing

AG11 Improving job quality and levels of salary

AG12 Improving the strength and robustness of business and retaining the economic benefit in the local economy

AG13 Strengthening the rural economy

AG14 Working together against poverty

## The Welsh Language

AG15 Promoting the use of the Welsh language in Gwynedd

## Financial Planning

AG16 Ensuring a balanced sustainable budget for the future

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

## Children and Young People

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

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

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

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

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

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

#### **PI: Education Quality Strategy Project**

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

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

Cost: No additional cost.

## **P2: Improving Leadership and Management Project**

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

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

By the end of March 2017, we will have:

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

Cost: No additional cost.

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

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

## **P3: Ysgol Bro Llifon Project**

The purpose of this project is to provide a new school as a consequence of the Council's decision to close the schools of Groeslon, Carmel and Bron y Foel. A business case has already been approved and an investment of £4.84m will create a learning environment and offer a new, fit-for-purpose and sustainable resource and it will secure a school that will satisfy today's educational requirements.

By the end of March 2017, we will have:

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

Cost: No additional cost.

#### **P4: Ysgol Hafod Lon Project**

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

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

By the end of March 2017, we will have:

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

Cost: No additional cost.

#### **P5: Y Gader Catchment Area Project**

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

This proposal will create better conditions to develop leadership, share resources and improve and standardise the quality of education across the catchment area. This also means a substantial capital investment of £4.34 million to improve the learning environment on specific sites in the catchment area.

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

By the end of March 2017, we will have:

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



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

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

Cost: No additional cost.

## **P6: Ysgol Glancegin Project**

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

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

By the end of March 2017, we will have:

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

By the end of the project, we will have:

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

Cost: No additional cost.

## **P7: Y Berwyn Catchment Area Project**

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

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

The campus will open in September 2018.

By the end of March 2017, we will have:

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

Cost: No additional cost.

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

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

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

By the end of March 2017, we will have:

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

Cost: No additional cost.

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

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

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

By the end of March 2017, we will have:

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

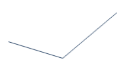
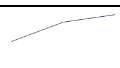



Cost: No additional cost.

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

Pupil achievement levels increasing across the county.

Strong voice and opinion of young people in creating provision.

Parents feel that their opinions count.

Reference	Measure	Latest trend	Future direction
EDU/016a	Percentage of pupil attendance in primary schools during the academic year		Maintain
EDU/016b	Percentage of pupil attendance in secondary schools		Improvement
EDU/008aN	The number of permanent exclusions in primary schools		Satisfied to see a reduction
EDU/008bN	The number of permanent exclusions in secondary schools		Maintain
Adn28	Percentage of empty places within the schools of the county	(Not enough historic data)	Maintain
CSP3	Percentage of the progress made by families following the intervention of the Team Around the Family, Gyda'n Gilydd team	(Not enough historic data)	Maintain
DANS08	Percentage of pupils aged 16 who achieve the Level 2 Threshold (5 A* – C Grades) or equivalent		To be established

## Care

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

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

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

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

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

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

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

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

## **G1 Care Challenge Project**

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

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

By April 2016, we will have:

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

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

## **G2 Integrated Working Project, focusing on what matters for individuals**

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

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

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

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

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

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

Cost: No additional cost.

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

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

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

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

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

Cost: No additional cost.

### **Programme of Care Accommodation and Provisions**

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

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

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

#### **G4: Older People Accommodation Strategy Project**

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

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

Cost: No additional cost.

#### **G5: Extra Care Housing Project**

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

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

Cost: No additional cost.

**G6: Frondeg Project**

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

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

Cost: No additional cost.

**G7: Internal Provision Project**

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

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

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



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

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

That service users can do what counts to them.

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

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

# Safeguarding

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

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

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

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

### **D1 Project to ensure whole Council ownership in the safeguarding field**

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

By the end of March 2017, we will:

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

Cost: No additional cost.

### **D2 Safeguarding children and young people project**

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

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

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

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

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

Cost: £60,000.

### **D3 Safeguarding vulnerable adults project**

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

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

Cost: No additional cost.

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

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

Vulnerable children and adults in Gwynedd feel safe.

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

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

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

# Poverty, Deprivation, Economy, Housing

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

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

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

As part of our response to this, we are a member of the North Wales Economic Ambition Board and through our work we influence the work programme in order for the people and businesses of Gwynedd to benefit in full from the regional opportunities.

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

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

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

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

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

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

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

Cost: No additional cost.

## **T2 Keeping the Benefits Local Project**

The purpose of the project is to ensure that the county's businesses have the knowledge and ability to take advantage of the Council's new procedure for the procurement of goods and services. Additional support will be available to enable businesses to compete and win contracts from the Council and beyond, including capital projects and regional events. There will be an emphasis on seeking to develop a network of local supply chains.

By the end of the project there will be a significant increase in the number of the county's businesses that will have the understanding and the ability to win Council contracts, and by the end of March 2017, we will:

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

Cost: No additional cost.

## **T3 Digital Gwynedd Project**

The purpose of the project is to support the efforts to transform the use of technology by the businesses, services and residents of Gwynedd by securing the latest broadband provision across the county. We will be promoting the new opportunities and encouraging individuals and businesses to adopt the technology. We will support businesses to gain from the new provision and support communities to take advantage of the new technology.

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

- Provide support for the businesses and residents of Gwynedd to acquire broadband access

- Support Gwynedd enterprises to understand the business advantages of the new technology
- Support businesses to increase their use of e-commerce
- Support communities to make innovative use of technology
- Collaborate to support the residents of Gwynedd to gain access to on-line services

Cost: No additional cost.

#### **T4 Supporting the Rural Economy**

The purpose of this project is to create conditions to strengthen Gwynedd's rural economy base and encourage local enterprises to establish and develop in order to sustain employment across the communities of Gwynedd. The project will focus on building on Gwynedd's strengths and we will be targeting efforts in the county's most rural areas. The resources of the LEADER rural programmes and the Wales Rural Development Programme will be targeted to respond to the priorities of the Meirionnydd Employment Plan and the Llŷn and Eifionydd Employment Plan.

By the end of the project, we will have worked with our partners to establish programmes and projects across the rural areas.

By the end of March 2017, we will:

- Adopt the Llŷn and Eifionydd Employment Plan
- Establish the LEADER European Programme in Gwynedd and implement it to support the development of rural enterprises
- Collaborate with partners to target the resources of the Wales Rural Development Plan to meet the specific needs of rural Gwynedd

Cost: No additional cost.

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

The purpose of this project will be to generate economic benefits from Gwynedd's rich heritage. The programme will focus on existing World Heritage Sites and will submit a case for World Heritage Site status for parts of the slate valleys.

By the end of the project, sites across Gwynedd will receive international recognition and the county will gain from the associated economic benefit deriving from this.

By the end of March 2017, we will have:

- Submitted an application to UNESCO to gain world heritage site status for the slate industry
- Prepared a programme of interventions with partners to promote pride and employment in the communities
- Submitted a bid for European funding to develop the Glannau Menai programme jointly with Welsh Government and local partners

- Collaborated with CADW and partners to market and promote the World Heritage Sites

Cost: No additional cost.

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

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

This includes schemes such as TRAC 11-16 which supports young people aged between 11 and 16 who are not engaged in education and who are most likely to become NEETs (not in education, employment or training); TRAC 16-24 which engages with young people aged between 16 and 24 who are NEETs and encourage them back into education, training or employment and the OPUS scheme which works with individuals who have learning disabilities or mental health issues who are economically inactive and are aged 25 or over in order to get them into sustainable employment. Although many of the plans that are underway in this field are regional in nature, it is critical that robust arrangements are in place to ensure that the vulnerable groups of children and young people of Gwynedd have a direct benefit from them.

By the end of March 2017, we will:

- Implement preventative programmes in schools to support vulnerable groups of children and young people
- Ensure the correct provision for young people in order to avoid losing out on opportunities in the labour market
- Work with individuals with learning disability or mental health problems in order to support them into sustainable employment

By the end of the project, vulnerable individuals will be supported and encouraged into the world of work.

Cost: No additional cost

## **T7 Working Together against poverty**

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

By the end of March 2017, we will:

- Establish a Partnership arrangement for the Tackling Poverty Agenda in Gwynedd
- Adopt a long-term Tackling Poverty Strategy
- Agree on a work programme with partners



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

Cost: No additional cost.

## **T8 Review of the Housing Supply Strategy Project**

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

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



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

Cost: No additional cost.

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

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

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

Reference	Measure	Latest trend	Future direction
CAFF06d	Percentage Council spending with local businesses		Improvement
YREI	Number of County businesses reporting their use of technology (e.business / e.commerce) as a result of Digital Gwynedd's intervention	(Not enough historic data)	Improvement
Uchel07	Number of high value jobs that have been created	(Not enough historic data)	Improvement
PENECONI	Number of new jobs created with the support of the Council		Satisfied to see a reduction compared to the previous year due to uncertainty over receiving grant money. But jobs are still being created as a result of the project.
GD01	Number of communities (geographical / of interest) using technology in a new/pioneering way	(Not enough historic data)	Improvement
GD02	Number of individuals that have received assistance to go on-line / used the internet for personal gain.	(Not enough historic data)	Improvement

# The Welsh Language

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

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

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

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

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

## 11 Communities Promoting the Welsh Language

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

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

Cost: Funded through a Welsh Government grant.

## 12 The Welsh Language in Public Services

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

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

Cost: No additional cost.

### **13 Young People using the Welsh Language Socially**

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

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

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

Cost: No additional cost.

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

There are two purposes to this project:

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

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

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

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

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

Cost: We will deliver the work within existing resources.

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

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

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

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

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

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

Reference	Measure	Latest trend	Future direction
laith13	Percentage of secondary schools that have established a baseline of young people's social use of Welsh Year 7	(Not enough historic data)	Improvement
laith14	Percentage of public bodies that have adopted Gwynedd and Anglesey standard definition of a bilingual workplace	(Not enough historic data)	Improvement

## Effective and Efficient Council

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

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

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

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

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

#### **CI Implementing Ffordd Gwynedd Project**

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

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

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

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

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

## **C2 Development of Leaders Programme Project**

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

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

Cost: No additional cost.

## **C3 Engagement Project**

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

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

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

Cost: No additional cost.

## **C4 Implementing a Performance Framework Project**

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

Cost: No additional cost.

## **C5 Extending the use of self-service project**

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

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

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

## **C6 Information Technology Strategy Project (IT)**

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

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

Cost: No additional cost.

## **C7 Electronic Document and Records Management System (EDRMS)**

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

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

Cost: No additional cost.

## **C8 Information Governance Project**

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

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



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

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

Better awareness of the financial challenge the Council is facing.

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

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

## Financial Planning

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

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

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

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

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

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

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

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

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

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

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

#### **CA1 Realising Savings Project**

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

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

Cost: No additional cost.

#### **CA2 Outcomes Agreement Project**

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

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

Cost: No additional cost.

#### **CA3 Cutbacks Project**

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

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




Cost: No additional cost.

#### **CA 4 A Project of further efficiencies and service provision models**

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

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

Cost: No additional cost.

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

## Delivering the Plan

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

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










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







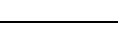


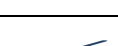


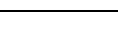
The **Scrutiny Committees** will hold the Cabinet Members to account for their performance in terms of delivery and they will also scrutinise the impact of the plan on the residents of Gwynedd.

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

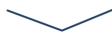





As part of our commitment to put the people of Gwynedd at the heart of everything we do, we will be continuously engaging with residents and communities so that they will be given opportunities to influence the work of the Council and empower them to take ownership and responsibility of the future.





## Appendix I - Measures












Important measures for the people of Gwynedd			
Reference	Measure	Latest trend	Future direction
EDU/016b	Percentage of pupil attendance in secondary schools		Improvement
EDU/006ii	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3		Improvement
EDU/011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority		Improvement
EDU/017	The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2+ threshold including a GCSE grade A*-C in English or Welsh first language and mathematics		Improvement
laith 05	Percentage of primary schools that can demonstrate increase in the children's social use of Welsh	(Not enough historic data)	To be established
CHR/002	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence		Maintain
CD5.01	Council's actual expenditure in comparison with the budget		Maintain
CD6.01	Percentage of invoices paid within 30 days (across the Council)		Maintain
TMGC4	Benefit to the local economy from supporting strategic and high-profile events		Satisfied to see a reduction because of uncertainty over receiving grant money
PENECON2	Number of businesses supported in Gwynedd by the Economy and Community Department		Satisfied to see a reduction because of uncertainty over receiving grant money


Important measures for the people of Gwynedd			
Reference	Measure	Latest trend	Future direction
LCS/002b	Number of visits to leisure and sports centres during the year per 1,000 of the population		Satisfied to see a reduction due to the effect of receiving a significant reduction in the Free Swimming grant from the Welsh Government. This means the numbers attending swimming sessions will reduced
HHA/008	Percentage of homeless referrals decided within 33 working days		To be established
OED03	Enablement - Percentage of cases that have received a period of enablement who leave without a care package		Maintain
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant		To be established
SCA/001	The rate of delayed transfers of care for the Social Care per 1,000 population aged 75 or over		Maintain
SCA/002a	The rate of older people (aged 65 or over) supported to live at home per 1,000 population aged 65 or over		Improvement
SCA/002b	Rate of older people (65 or over) the authority supports in care homes per 1,000 population ages 65 or over at 31 March		Improvement
SCA/002b LLEOL	Rate of older people (65 or over) the authority supports in care homes per 1,000 population ages 65 or over at 31 March – excluding self funders.		Improvement
Strat6	Number of additional affordable units secured for Gwynedd		To be established
Diogelu7	Percentage of case conferences where the voice / the child was heard		Maintain
SCC/004	The percentage of children looked after at 31 March who have had three or more placements during the year		Maintain
SCC/021	The percentage of looked after children reviews carried out within statutory timescales during the year		Maintain
SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations		Improvement



Important measures for the people of Gwynedd			
Reference	Measure	Latest trend	Future direction
SCC/033f	The percentage of young people formerly looked after and the authority is in contact with them, and know that they receive education, training or are employed at the age of 19		Improvement
SCC/039	The percentage of health assessments for looked after children due in the year that have been undertaken		Significant improvement
SCC/041a	The percentage of eligible, relevant and former relevant children that have pathway plans as required		Maintain
WMT/004	The percentage of municipal waste collected by local authorities sent to landfill		Improvement
WMT/009	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way		Improvement
PAM9a	The percentage of food establishments which achieve a score of 4/5 with food hygiene standards		Improvement

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

National Strategic Indicators			
Reference	Measure	Latest trend	Future direction
EDU/003	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment		This measure is used as management data, so no direction set
LCL/001b	The number of visits to Public Libraries during the year, per 1,000 population		This measure is used as management data, so no direction set
SCA/019	Of the adult protection referrals completed during the year, the percentage where the risk was managed		Improvement
PSR/004	Percentage of private sector dwellings that had been vacant for more than 6 months on 1 April that were filled during the year as a result of direct action by the local authority		To be established
SCC/033d	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19		Improvement
SCC/033e	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19		Improvement
SCC/002	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March		Improvement
SCC/011b	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker		Maintain
SCC/037	The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting		Maintain
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days		Maintain
PLA006b	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.		To be established as 2014-15 audits continue

National Strategic Indicators			
Reference	Measure	Latest trend	Future direction
THS/007	Percentage of adults aged 60 or over who hold a concessionary bus pass		This measure is used as management data, so no direction set

## CONDUCTING AN EQUALITY IMPACT ASSESSMENT

For further help with this template, contact Delyth Gadlys Williams, Policy Officer [delythgadlyswilliams@gwynedd.gov.uk](mailto:delythgadlyswilliams@gwynedd.gov.uk) Ext. 2440.

### 1) AUTHOR(S) OF THE ASSESSMENT

Delyth G Williams, Policy Officer

### 2) PARTNERS

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

Council staff  
Gwynedd residents  
Stakeholders relevant to the different projects

### 3) START DATE

November 2014

### 4) END DATE

11 June 2015

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

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

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

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

## 6) INVOLVEMENT AND CONSULTATION

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

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

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

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

## 7) AVAILABLE EVIDENCE

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

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

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

## 8) EVIDENCE GAPS

Note any evidence gaps and how these will be filled.

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

## 9) WHAT IS THE ACTUAL/ LIKELY IMPACT?

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

9a)

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

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

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



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

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

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

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

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

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

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

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



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

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

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

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

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

**11) MONITORING AND REVIEWING ARRANGEMENTS**

To be reviewed annually.

**12) ACTION PLAN**

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

The projects will have their own action plans.

**13) DECISION MAKING**

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

# Agenda Item 9

<b>MEETING:</b>	<b>The Council</b>
<b>DATE:</b>	<b>9 July 2015</b>
<b>CABINET MEMBER:</b>	<b>Councillor William Gareth Roberts Councillor Mair Rowlands</b>
<b>TITLE:</b>	<b>The Annual Report of the Statutory Director of Social Services 2014/15</b>
<b>OBJECTIVE:</b>	<b>Report on the efficiency of Social Services 2014/15 Members are requested to acknowledge the report.</b>
<b>AUTHOR:</b>	<b>Morwena Edwards, Statutory Director and Corporate Director</b>

## **1. Introduction**

- 1.1 It is a statutory requirement for the Council to publish the 'Annual Report of the Statutory Director for Social Services' which reports on the efficiency of Social Care Services.
- 1.2 This report must be in a language that is easy to understand that tells residents and shareholders how good we think the Social Care Services are performing in Gwynedd. At the end of the process, we are expected to submit the report to Council Members.

## **2. The system**

- 2.1 This system was introduced in 2010. It is unique to Wales and to Social Services and the Statutory Director of Social Services is required to accept personal responsibility to report publicly on the performance of services as well as the experience of providing services in a local context.
- 2.2 The Statutory Director is requested to consider the range of information and experiences that can affect the ability of Social Services to provide high quality, reliable and sustainable services.
- 2.3 Although this is a specific responsibility on the Statutory Director, the work and task in question must be completed in a way that reflects and empowers the collaborative element, which is an integral part of the field.
- 2.4 There are four steps to the process, namely:

### **i. The Annual Report (submitted as Appendix 1).**

A public document that summarises the Director's opinion on service efficiency during 2014/15 noting the priorities in order to ensure service improvement for the future. Following the meeting of the Full Council, the document will be designed in a more colourful format and will include some additional

quotations, photographs and graphs. It will then be published on the Council's website.

**ii. An analysis of Services' effectiveness**

A detailed process of self-assessing the effectiveness of a service, agreeing on an analysis and identifying priorities for improvement. There is a need to ensure that shareholders have had an opportunity to challenge the assessment. It is not a public document but it is available for everyone who wishes to see it.

**iii. Evidence Trail**

Evidence justifying the assessment and judgement in the self-assessment must be gathered.

**iv. Business plan**

The business plan is drawn up in order to achieve the amendments noted in the report.

**3. Recommendation**

- 3.1 The Council is requested to acknowledge the report as an accurate and balanced summary of social services' performance in Gwynedd during 2014/15, and also the strategic aims for 2015/16. Also, a request is made for editorial rights for the Strategic Director to add photographs, graphs and additional quotations as appropriate, to enliven the format of the report prior to its formal publication.

**The Annual Report of the Statutory Director of  
Social Services  
2014-15**



## **Content**

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## **1. An opening word from the Director**

It is a pleasure to submit my Annual Report for 2014-2015. Its purpose is to reflect on the performance of social services in Gwynedd during the past year and report on our priorities and intentions for 2015/2016. I hope that you will find the time to browse through it to see whether or not the priorities correspond with what you believe is important to you, your family and your communities. I would welcome any observations that you may have. I would particularly like to hear about ideas regarding how we can continue, together, to improve and develop the way Gwynedd residents are supported to live content, full and safe lives.

I am conscious that I, as Statutory Director, have spoken considerably about the need for change within the past year. The need comes as a result of numerous factors – the need to change to conform to new legislation, the need to change to ensure that we can make financial savings and the need to change due to the expectations of the people of Gwynedd having changed.

Constant talk of change can cause concern to people, but however from the Social Services in Gwynedd might take over subsequent years, I can assure you of two things:

- We shall prioritise the safeguarding of children, young people and vulnerable adults.
- We will make the utmost efforts to target resources so that they meet the needs of those children, young people and adults living with the most acute needs.

The Social Services and Well-being Act (Wales) 2014 imposes new responsibilities on us as local authorities as well as setting a direction regarding the provision of sustainable services for the future. This Act highlights the need for authorities to promote Well-being in day to day implementation for the population in its entirety. It also emphasises the need for authorities to work in close partnership with service users, prospective users, families, informal carers and communities. There is also an expectation that we will work very closely with Health Service and Third Sector. Additionally, the Housing Act (Wales) 2014 places a duty on the social services and housing services to collaborate to increase the supply of housing. This will lead to assisting in satisfying the housing needs of people and prevent homelessness, improve our communities and prevent the difficulties and lack of opportunities very often faced by vulnerable individuals.

Although Gwynedd Council has undertaken considerable preparatory work to achieve efficiency savings, the need to reduce the budget by over £50 million means that efforts to transform services will need to continue and indeed intensify. It is inevitable that this will have an effect on services. As I previously stated we have firm priorities however if we are to protect these we must change the way that we respond to the volume of referral that we receive. We will not refuse provision of service to any eligible person. We will however assist others to take advantage of the resources available within their communities, within their social networks and available through third sector activities rather than offer formal intervention as an initial step. This conforms to research results that show dependency can be created by arranging formal intervention at too early a stage.

As a Council, our aim is to meet the needs of the people of Gwynedd in the best way possible within the resources we have and this will be done by placing the people of Gwynedd in the centre of everything we do. Although there are obvious challenges facing us, we are also in a period where there are real opportunities for us to promote innovation and different ways of working in order to move the services transformation agenda forward. I am very confident that this report reflects that we are already on the journey to transform services, and although acknowledging that there is considerable work ahead of us, we already have successes here in Gwynedd of which we can all be proud.

Last year, we saw a movement towards joint-planning and implementing services jointly with the Health Board and third sector organisations and developing and strengthening the preventative and early intervention agenda both in the adults and children and supporting families fields in a more integrated way. The safeguarding structures of our most vulnerable children and families and adults have strengthened significantly during the year. As well as this, excellent work has been carried out in terms of raising awareness of the field across the Council ensuring ownership in departments outside the traditional ones alone.

To reiterate, last year has been a period of substantial change for service users, our partners and our staff. Two departments were established and two heads of department appointed. Unfortunately one of the department heads encountered a period of illness which meant having to cope without a head for half of the year. An interim appointment has been made to fill the void. Next year will be a period of further changes and transformation – structural changes, change in practice and change in the relationship with service users.

I wish to take this opportunity to thank all of our staff, providers and partners for their commitment and hard work in ensuring that children, young people, vulnerable adults and their families receive the best possible services. Also, a special thanks to everyone who cares informally all year round for a member of the family or a neighbour. I also wish to thank the former Cabinet Member for Care, Councillor R H Wyn Williams, for his tireless guidance and support and to offer best wishes to his successors, Councillor William Gareth Roberts and also Councillor Mair Rowlands, Cabinet Member for Children and Young People.

A handwritten signature in black ink, reading 'A Edwards', with a stylized, cursive script.

**Awen Morwena Edwards**  
**Corporate Director and Statutory Director of Social Services**  
**Gwynedd Council**

## **2. Providing sustainable and integrated social services**

2014/15 was a year when we continued to establish firm foundations to ensure that we have viable and sustainable social services in the future. This year, also was the first year since the Social Services and Well-being Act (Wales) 2014 received Royal Assent. This historical act will introduce the greatest transformation seen in the Social Services in Wales for over 60 years. It also makes it clear that a responsibility lies on the Council in its entirety to ensure the well-being of the Gwynedd population. In terms of local efforts, the Council has commenced planning to respond to various aspects of the Act when prioritising for 2014/15 and beyond.

### **2.1 Leadership**

The functions of the 'Statutory Director' have now been transferred to Corporate Director level within the Council, which ensures leadership and accountability to this area of work on the highest level. During 2013/14 two new departments were established, the Adults, Health and Well-being Department and the Children and Supporting Families Department. Heads were appointed to lead both departments and work is ongoing to form new structures for these departments. The intention is to ensure robust governance arrangements so to transform services which will be suitable for the future.

Establishing a new department for children and families in Gwynedd means that all children and young people's services, with the exception of Education and Youth Services, have been brought together under the leadership of a specialist Head of Department. The Department has moved to concentrate on developing early intervention services across the whole range of needs so that it will be possible to offer support and services for families earlier than what existed traditionally and consequently reducing the dependency on statutory services. The objective is to reduce the dependency on statutory services.

Within the adults field we envisage substantial changes with regards the Department's structure and in relation to social work and care practices. The emphasis is on listening to the user and carer and co-operating with them to plan and develop services for the future. All conversation should commence with asking what is important to the user and all provision should be unique to the individual. Historically we have been dependent on a short and restricted menu of provisions. By now we will be concentrating on identifying the resources within the individual's community, identifying personal connections and utilising these to support people to live their lives as they choose.

With regards political leadership two Cabinet Members were appointed to represent the two departments. This ensures that the care field receives the appropriate attention. Over the past year various Gwynedd Council committees have discussed and scrutinised numerous aspects of the work areas and have scrutinised the changes. The performance monitoring panels (Achievement Panel) which include prominent members have also scrutinised progress.

### **2.2 Vision**

The Council's vision includes placing a focus on what we can do, across Council departments, and with our partners, to support people in their communities in creative, flexible and cost effective ways. At the same time, we want to improve the experiences and choices that people with complex needs have and direct our resources to services of the highest quality.

Despite the change in emphasis we as Council shall ensure that we identify and respond to the needs of those people with the most acute needs thus prioritising our resources to meet these needs.

We have by now realised a strong interweaving between housing and accommodation considerations and care considerations. A suitable home can enable a decision to carry on living independently. There will be a need for the future to plan a range of accommodation provisions that shall meet the needs of Gwynedd people inclusion provisions such as Extra Care Housing.

## 2.3 Financial Situation

Although Gwynedd Council has undertaken considerable preparatory work to achieve efficiency savings, the need to reduce the budget by around £50 million means that efforts to transform services will need to achieve significant savings.

As a large percentage of the Council's annual expenditure is on social care, the savings target of the Adults, Health and Well-being Department (with the exception of Housing and Customer Care) for the next three years is £6.084m and plans for £2.968m of this sum have already been identified and work is underway to develop plans to find the remainder.

In terms of the financial position of the Children and Supporting Families Department, there is an efficiency savings target of £2.4m over the next three years with schemes for £1.259m of this sum already identified. The department is also in a position where a large number of early intervention services provided are grant-funded. As there is no guarantee that these grants will continue beyond 2017, we are facing the challenge of maintaining these services in the future.

The following provides a summary of the financial situation including the savings identified for 2015/16:

	<b>Budget 2014/15 £</b>	<b>Budget 2015/16 £</b>	<b>2015/18 Savings identified £</b>	<b>Savings from the 2015/16 budget £</b>
Children	14,479,000	13,778,000	1,259,000	761,000
Adults	40,571,000	40,143,000	*2,968,000	*1,671,000
Central / Business Support	4,006,000	3,951,000	*	*
<b>Total</b>	<b>59,056,000</b>	<b>57,872,000</b>	<b>4,227,000</b>	<b>2,432,000</b>

\* Note that these sums are the totals for the Adults Services AND the Central and Business Services.

## 2.4 Integration and collaboration

We have already started the journey of trying to work in an integrated manner, especially with Health and the Third Sector but there is more work to be done if we are to secure services that offer the best outcomes for the people of Gwynedd.

In accordance with the requirements of the Welsh Government's document 'A Framework for Providing Integrated Health and Social Care', Gwynedd, in partnership with the remainder of north Wales local authorities and Betsi Cadwaladr University Health Board (BCUHB), agreed and published a Statement of Purpose for Integrated Care in March 2014.

To correspond with the work of developing the Statement of Purpose, a work plan was produced. The plan outlines the implementation expected on both a regional and county level, whilst acknowledging that priorities will vary subject to current service planning and political intent of the geographical area.

Here in Gwynedd, a County Forum was established on a strategic level to promote and encourage integrated working and has the representation of senior managers of the Council, the Health Board and the Third Sector. The relevant Cabinet Member and Older People's Champion are also members.

In order to promote the integrated working, a manager was appointed jointly with the Health Board to lead on the programme. The intention was to contribute towards improving the experiences of those people receiving health and social care services. This role bridged the work of the Council, the Health Board and third sector partners and was accountable to the County Forum.

Furthermore, and in collaboration with the Health Board and third sector, a revenue grant of £1.3m and a capital grant of £600k were secured via the Welsh Government's Intermediate Care Fund to improve the intermediate care provision in the county. These resources have funded a wide and extensive range of plans and initiatives, including increasing Respite Enablement and Intermediate care beds in the County so to facilitate the process of discharging from hospitals and reducing hospital stays. Also funded was an "intermediate care pharmacists" scheme operating in the homes of patients and residential homes so to review medications in order to improve compliance with medication, and to reduce errors and waste.

Living Well Centres have also been established, in partnership with Age Cymru Gwynedd and Môn, to develop or extend centres in the Blaenau Ffestiniog, Penrhyndeudraeth, Cricieth, Porthmadog and Tremadog areas. These work on long term preventative principles to keep older people active and healthy and improve and create social opportunities in their local communities.

***"I live on my own, therefore have a full day is important. The centre is a place for me to go to, to have a cuppa and a chat. It is somewhere to obtain information – if there is something you don't understand about benefits that you are entitled to, you can receive more information, and within a homely environment."***  
***Attendee of a Living Well in Gwynedd centre.***

Resources were also used from this fund to establish a new multi-disciplinary team between the Council and the Health Board and in doing so trailing a new way of working. The Team has been working within the Older People and Physical Impairment fields and breaks new ground nationally in terms of working totally integrated.

## **2.5 Gwynedd's Unique Language and Culture**

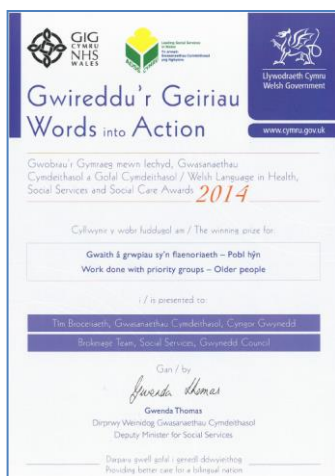
Gwynedd, like every other county, has its own characteristics. Gwynedd is recognised as one of the strongholds of the Welsh language and Welsh is the Council's administrative language. This, in turn, has influenced very favourably on our ability to offer services through the medium of Welsh to our citizens.

During 2014/15 work was undertaken to implement the second year requirements of the Welsh Government's strategic framework 'More Than Words'. We are confident that we are implementing the

recruitment guidelines of the Welsh Language Commissioner and satisfy our duties to plan, develop, implement and invest in a bilingual workforce.

Some of the successes in 2014/15 include:

- mapping the existing provision and capacity in order to provide a proactive service in the dementia service;
- nominate Welsh Language Development Officers in the Social Services and Corporate Support Departments of the Local Authority to lead on the staff initiative of “the language of care at work”;
- ensure training programmes and staff development to increase the ability of staff to provide services through the medium of Welsh; and
- commence an apprenticeship scheme in care with the intention of recruiting approximately seven young people who speak Welsh to work in our care homes.



In the 2014 Words in Action conference, the Gwynedd Social Services Brokerage Team was successful in the “Work done with priority groups – Older People” category.

The staff of the Derwen Team (an integrated team for children and young people who are disabled and sick) also received recognition for their efforts of providing services through the medium of Welsh. This team won two awards during the year, namely the Betsi Cadwaladr University Health Board’s Achievement Award for ‘Services to bilingual health care’ and also another award under the banner of ‘Working in Partnership’ under Words in Action.





place in Gwynedd and the workforce was described as stable with a high morale. Noted were several lessons to be learnt and fields to be developed along with positive messages. The findings of this inspection have been shared with the Corporate Parent Panel, the Corporate Safeguarding Strategic Panel and the Council Cabinet.

### **3.3 Safeguarding Adults**

During 2014/15 there was a change in the safeguarding adults' structure. Now, there is a Regional Panel in place with local Operational Groups on a sub-regional level which are accountable to it.

During 2014/15, 178 Protection of Vulnerable Adults (POVA) referrals were received in Gwynedd, compared with 187 in the previous year. In terms of Escalating Concerns cases, we dealt with 4 cases in 2014/15 compared with 2 in 2013/14. We have collaborated with the remainder of North Wales authorities to agree on a regional Escalating Concerns procedure including publishing common guidance for the North.

Following Chester West's judicial review verdict, the criteria to implement the Deprivation of Liberty Safeguards (DoLS) regulations have been adapted. We have seen substantial progress in the number of DoLS applications here in Gwynedd. In 2013/14 there were 7 DoLS applications but the number increased to 365 in 2014/15. During the year training sessions were arranged for staff and for providers. During 2014/15 a co-ordinator was appointed for Gwynedd and 3 Best Interest Assessors were provided training to assist with addressing the increase in applications.

## **4. Improving Services for Adults**

### **4.1 Indicators**

Of the four statutory national indicators, the performance of two this year was better than last year, one had deteriorated and another one, although it had reduced, it had improved according to our local vision. This service has also had 24 other indicators, which are a mixture of non-statutory national and local indicators. With 17 of them, the performance can be compared with the performance in 2013/14. Of the 17, the performance of 8 of them (47%) had improved, 1 (6%) had remained constant and 8 (47%) had worsened between 2013/14 and 2014/15.

Our success to complete statutory reviews of care plans has gradually increased over the past six years but it has fallen somewhat this year to 82.7% compared with 85.3% last year.

We managed to perform particularly well in terms of avoiding delay when discharging patients from hospital for social care reasons. This is testament to the way we continually endeavour to collaborate on a practical level with the Health Board. Our performance for 2014/15 was 1.2 per 1,000 of the population over 75 years old\* (\*local data, to be confirmed by the Government's Data Unit in the summer as it is Health who is reporting). The figure for Wales for 2013/14 was 4.7 per 1,000 of the population.

At the end of 2014/15, our performance for the percentage of people supported to live at home was 45.44 per 1,000 of the population of people over 65 years old, compared with a very similar figure for the previous year, namely 46.21. It is noted that in our historical observations, collecting the indicators was inconsistent across authorities but this year it has come to fruition as new guidelines have been sent to Councils.

In 2014/15, arrangements were developed for analysing our provision and expenditure on domiciliary care in fine detail on the basis of: geography, age, needs, costs, intensity and nature of the service. This means that it is possible for us to analyse the data in such a way that we are able to identify exactly where and, therefore, why changes in the service happen and this enables the service to respond and act appropriately when needed.

At the end of 2013/14, across Wales, an average of 19.84 people per 1,000 of the population of people over 65 years old were supported in a residential or nursing home. Our corresponding figure this year was 25.59 for 2013/14 but this has now decreased to 24.15. Following analysis, it was clear that the increase in 2013/14 had been in Nursing Care and the reduction in 2014/15 has also been in that field.

### **4.2 Improvement Programme**

#### **Review to Set a Direction for Older People Services and Integrated Working**

2014/15 has been a period of setting firm foundations for Adult services in Gwynedd. In order to achieve this, a Review to Set a Direction for Older People Services was undertaken, a detailed review of current practice and recommendations for future practice. These will be published in September 2015. Hand in hand with this review, the staff of Social Services and the Health Service have been reviewing the way that the system as a whole works for Older People and People with Physical Disabilities in Gwynedd. With the support of a specialist company, Vanguard, attempts were made to discover what is important to our users, and as a core part of this, seeking to understand the mind-set which has led us to be working in this current way.

This work has resulted in trialling a new way of working with the establishment of a multi-disciplinary team jointly between Social Services and the Health Service. This encouraged us to visualise what 'perfect' would look like by giving us a new purpose and a new set of operational principles:

New purpose: "Help me to live my life as I want to live it"

New operational principles:

1. What matters to the individual is at the centre of all we do.
2. We have a conversation with the individual about their story and the strengths they wish to build upon; supporting the individual to make informed choice.
3. We make decisions with the individual at the right time in the right place.
4. Interventions are based on what matters to the individual by working in partnership with their personal networks.
5. We retain ownership and pull in expert support as required.
6. Information focuses on what matters to the individual and is readily accessible to all who needs it.
7. Our measures drive our learning and whole system way of working.
8. We all work as one team.
9. Leaders act to remove barriers to enable effective service delivery.

The team has now been operational in the Porthmadog area since January 2015, and though the work is developing and it is still early days in terms of measuring impact, very positive results are already appearing.

Dependent on the success of the work in the field of Older People and People with Physical Impairments, we anticipate that we will develop and implement the same approach in the remaining fields in the Adults department, namely Learning Disabilities and Mental Health.

### **A Review of Care Homes – Older People's Commissioner for Wales**

Following the publication of "A place to call Home", which is a review of care quality within Residential and Nursing Homes in Wales by the Older People's Commissioner, we set about drawing up a work programme to respond to the requirements. By now we work programme has been given the Commissioner's approval and senior managers are ensuring that the appropriate implementation is taking place. We were confident that the monitoring of 'hard' matters such as health and safety were already happening but were less confident that we were monitoring the quality of care from the user's perspective. This scheme will ensure that we do so and we shall report annually on our findings.

### **The Ageing Well in Wales Programme 2014-1019**

*The Ageing Well in Wales* is a five year strategic programme that has been designed to improve the lives of older people by concentrating on preventing ill health, social isolation and improving independent living. It operates on the basis of the individual's strengths and concentrates on a number of life aspects such as frailty, inter-generational work, preventative and early intervention work. It also emphasises the importance of listening and hearing the voice of older people and implementing in the basis of what research tells us is effective.

It is the Office of the Commissioner for Older People in Wales that drives this agenda. All Welsh Local Authorities will need to publish local plans that address the Welsh Government Strategy for Older People (Phase 3) 2013-23 and the Ageing Well in Wales Programme 2014-19 by end of October 2015.

## **Preventative and Early Intervention Services**

In accordance with the requirements and expectations of the Social Service and Well-being Act (Wales) 2014, the focus on preventative services and early interventions has increased in the County. Before implementing any substantial developments, there is a need for us to undertake more analytical work in order to ascertain where exactly we should focus our efforts in terms of early intervention and prevention.

In 2014/15, we had committed to discover what was the nature of the community assets that existed within the county, and to try to define the nature of the necessary preventative intervention and seek an agreement on what the third sector's role and contribution should be in terms of meeting these needs. Although we have undertaken marginal work, it will now be 2015/16 when this work will be delivered and it will be developed in parallel with the work of drawing-up an ageing well work plan for Gwynedd and the regional work of which the Council is part in terms of developing an electronic Directory of Services.

However, several preventative and early intervention schemes have been developed and funded in 2014/15 by means of the Welsh Government's Intermediate Care Fund (see Chapter 2). Obvious examples are the DementiaGo sessions held in the County's leisure centres; supporting male carers in the Dwyfor and Meirionnydd areas; undertaking minor adaptations to older people's homes to facilitate their discharge from hospital.

***"Brilliant. The exercises are great, the class is such a stress release and I don't want it to stop. It's the highlight of my week. I feel happier going home to look after my husband after the class. A real stress buster."***  
***User of DementiaGo sessions who cares for her husband who is living with dementia.***

At the end of March 2015, a session was held at the Galeri Caernarfon for care and health sector partners to re-launch the Falls Risk Assessment Tool (FRAT) and to promote the work of the North Wales Falls Prevention programme. The programme is supported by partners from Health, Local Authorities, and the Third Sector in hospitals, in the community and in care homes. The Falls Prevention service, in addition to the FRAT assessment tool, is available to anyone over 65 years of age who has had a fall or is fearful of falling.

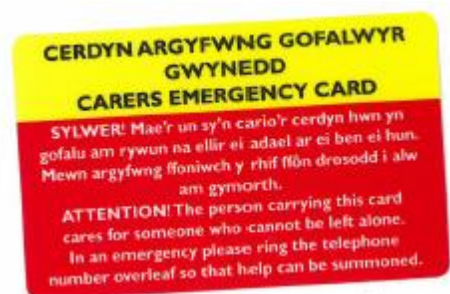
In addition during 2014/15 exercise classes were held in order to prevent falls through Gwynedd's National Exercise Referral Scheme (NERS) and the Betsi Cadwaladr Health Board's Physiotherapy Department. The classes for falls prevention and balance exercise class run for 32 weeks and are for those over the age of 65. There are seven components within the course including strength, balance, flexibility, endurance, floor activities, getting up and off the floor and Tai chi. A referral from a local doctor is a necessity to participate in the NERS scheme.

During 2014/15, we reviewed and amended our procedures for providing Telecare support. The access stream has been reviewed and amended which means that everyone has to sign an agreement. The simple telecare packages have been popular for some time and bearing that in mind, there was no great increase between 2013/14 (406 packages) and 2014/15 (an increase to 466 packages). However, last year there were efforts by the service to promote the complex equipment and this proved successful with the number of complex packages increasing from 30 packages in 2013/14 to 146 packages in 2014/15.

Work has commenced in the Learning Disabilities field to incorporate the principles of the 'Moving Forward' model in every aspect of services offered. In essence, the vision is ensuring that every individual achieves to the best of his/her ability and is always encouraged to aim higher and nurture new skills and experiences. Efforts were made in 2014/15 to review individual packages and to strengthen the relationship with the Health Board. There were also efforts to develop day employment opportunities and establishing a safe place scheme to be piloted in Bangor. This work will continue in 2015/16 and will include engagement with users and their families and re-designing care plans to reflect the expected outcomes for the service users.

There is considerable focus in the Social Service and Well-being Act (Wales) 2014 on the field of Carers and efforts have been ongoing in this field again in 2014/15. A carer's strategy document has been drawn-up for Gwynedd under the supervision of the Gwynedd Carers Partnership. An emergency booklet was drafted for carers and also an emergency card initiative launched. Discussions continue to ensure better collaboration with the Anglesey Carers Partnership in the future.

The Gwynedd Carers Emergency Card scheme is open to anyone who is looking after someone who depends on a carer because they are ill, disabled or frail. By signing up with the scheme, which is free, the carer receives a card the size of a credit card, which notes their membership of the scheme along with a unique identification number and phone number for the Social Services.



The emergency services and hospital staff know the significance of the card and from seeing that the individual is carrying the card, if he or she is taken ill or has a serious accident, they will know that someone who is totally dependent on basic care will be in a difficult situation due to the carer's absence. The Care Services will contact those people as nominated by the carer.

## **Intensive provisions**

### **A Review of the Reablement Service**

This service is based on the principle of promoting independence and not creating dependence. It has been operational in Gwynedd from January 2010. The service is available for a specific period of time, which can vary from a few days to up to 12 weeks. It is a service provided by home care workers with specialist support from occupational therapists.

It appears from the measures we are using that we are succeeding with our reablement plans and as a result have secured savings. However, a managerial review was undertaken by the Older People

Service in 2014/15 and it appears although some aspects work well, other should be changed for the future.

These are the main aspects that need to be changed or where lessons are to be learned:

- it appears that there are examples of individuals receiving an enablement service who would have strengthened without this intervention.
- the enablement service is a relatively expensive service to provide and a need to ensure best use of the resource through effective targeting and robust monitoring.
- The performance measure should look at achieving outcomes agreed with the user at the beginning of the intervention.

### **Gwynedd Council's Accommodation Project Board**

Substantial developments are taking place under the banner of the Accommodation Project Board. The work of developing living units for people with learning disabilities on the site of Pant yr Eithin, Harlech is nearing completion. In terms of the work of developing the site of Frondeg, Caernarfon, the options for the site have been identified and they need to be evaluated and a decision made regarding the way forward to ensure suitable accommodation for the future.

In terms of the Council's vision to secure extra care housing units in the Porthmadog area, the Council has now secured the sale of the former residential home of Hafod y Gest, Porthmadog to a local registered housing association. It is foreseen that the construction of the development will commence in October 2015 and it will be completed by April 2017.

Construction work at the £8.35 million older person's extra care housing scheme 'Cae Garnedd' in Bangor is now complete and residents started to move into their new home in December 2014. The scheme includes 15 high specified one and 27 two-bedroom apartments.

Cae Garnedd' is an older person's extra care scheme developed in partnership between North Wales Housing and Gwynedd Council. The extra care scheme is the first of its kind for Bangor and offers an alternative way of living for older people, providing independent living supported by care and support.

By the end of 2014/15, we had published the final draft of the Older People Accommodation Strategy which incorporates residential and nursing care. This document (which is envisaged will be adopted finally by autumn 2015), will establish the direction in terms of the future of our residential homes. It will also facilitate the work of influencing the Local Development Plan and private providers and some third sector providers that could be interested in collaborating with us to develop the best possible range of accommodation opportunities for older people.

### **Gwynedd's Short-term Care Units**

In January 2015, Gwynedd Council opened short-term care units in four of its residential care homes. This is a joint venture with the Betsi Cadwaladr University Health Board. By working together they are trying to ensure that the residents of Gwynedd are getting the 'right care at the right time, in the right place and by the right professional people'. The units are located in Plas y Don, Pwllheli; Bryn Blodau, Blaenau Ffestiniog; Llys Cadfan, Tywyn; Plas Pengwaith, Llanberis.

This provision can be used flexibly to provide a period of respite care for service users who usually receive domiciliary care, or to provide a period of care for individuals who have been assessed as

people who might benefit from a period of intervention and support. The aim of this will be to prevent hospital admissions or the need for long-term residential care. They could also provide a period of enablement/rehabilitation for individuals suffering or recuperating from an acute illness/falls and who need assistance or need to be monitored or rehabilitated by community rehabilitation teams, community nurses, residential care and assistance staff.

## **5. Improving Services for Children**

### **5.1 Indicators**

Although the department has been in a period of change, the performance against the majority of the national and local targets have either seen a continuous improvement or have maintained last year's performance. Once again, our performance was amongst the best in Wales in those fields which have a positive effect on the lives of children, specifically the stability of placements, and the educational results of looked after children and the timely response to referrals to the Service.

Of the 8 national indicators, the performance of 2 was better than last year, and the performance of another 2 had remained constant (50% as good as, or better than 2013/14). This service has also 58 other indicators, which are a mixture of non-statutory national and local indicators. With 52 of them, the performance can be compared with the performance in 2013/14. Of the 52, the performance of 44 (85%) had improved or remained constant between 2013/14 and 2014/15.

The Care and Social Services Inspectorate Wales, in its review of the performance of Gwynedd in 2013/14, highlighted the need to improve or maintain performance in terms the timeliness of initial assessments, reducing the number of children who are re-referred, and the timeliness of child protection conferences.

In terms of initial assessments, it was noted that there was a need to improve the percentage of the initial assessments completed within seven days. During the year, the Council succeeded in completing 70% within the time requirement, which is an improvement on 67% in 2013/14 but still somewhat lower than the average percentage of 72% for Wales in 2013/14. In terms of the response steps, one social worker's post has been added to the structure of the Referrals Team. There is now an arrangement in place for a senior worker to approve assessments in order to improve the seven day performance and regular reports produced to remind managers of the cases which need to be closed.

With regard to re-referrals, this was seen as an improvement in Gwynedd's performance which was heartening and builds on the improvement of previous years. The 25.7% in 2014/15, compares with 26.6% in 2013/14 and 30% in 2012/13, but it is lower than the 22.2% for Wales in 2013/14. The Children and Supporting Families Department are monitoring this closely to ensure that the continuous improvement is maintained and there are now systems which differentiate between referrals and notifications, where this was not true in the past, which has resulted in an improvement.

During the year, and despite staffing problems, the performance was maintained in terms of the timeliness of child protection conferences in Gwynedd. (The percentage was 95.7% in 2014/15 compared with 96.9% the previous year.)

One field that was addressed during the year, at the level of the Council's Services Scrutiny Committee, was the percentage of statutory visits to looked after children that were undertaken in a timely manner. In 2014/15, the achievement was 88.9%, which is a continuation of the annual improvement in performance since 2010 and an increase on 83.7% in 2013/14 and it is also higher than the level for Wales of 85.3%.

The Care and Social Services Inspectorate Wales national review of Looked After Children identified the need to develop opportunities for looked after children to take advantage of basic health services and moving on accommodation. As part of their corporate parenting responsibilities, the Council acknowledges its responsibility to ensure that it is possible for the children that it looks after to use



basic health care. The performance for registering with a GP within 10 days was seen to improve in 2014/15 and it was 87.4% but it was still slightly lower than the level for Wales of 88.3% in 2013-14. Although the percentage of the health assessments of looked after children has improved yet again this year to 50.6%, it continues to be much lower than the average percentage for Wales, namely 81%. This is a cause of concern for the Council and it is a field that is being addressed by the Corporate Parenting Panel and it is continuing to try to hold a discussion with BCUHB to see if the situation can be improved.

## **5.2 Improvement Programme**

### **Corporate Parenting Arrangements**

The Corporate Parenting Strategy was developed in 2014/15. This work is still ongoing with a draft version of the strategy having been drawn-up and it has been the subject of discussion at the meetings of the Corporate Parenting Panel. The Corporate Parenting Panel worked with looked after children during 2014/15 to provide an outline of the action steps that the Council will have to take in order to assist looked after children.

Members will need to provide more assistance to ensure that the strategic aims are owned in an effective manner and translated into action steps across Council services and partner agencies. This will ensure appropriate health care, a better educational ambition with suitable and appropriate support and viable employment opportunities and work experiences in the Council for looked after children.

### **Strategic Planning**

In its review of Gwynedd's performance in 2013/214, the Care and Social Services Inspectorate Wales highlighted the need for looked after children panels to make better use of the information in order to describe trends and needs of the population. It was highlighted that the Council's systems did not capture the profile of the population of looked after children regularly and their assessed needs and that this information was critical if the authority was to evaluate the effectiveness of its placement and continuation strategies, and to forecast the need for resources in the future.

The Children and Supporting Families Department already have continuous care planning panels, a resources panel to examine applications again, along with the statutory placement commissioning panel. The Placement Management Panel has been established in addition as a result of the findings of the children's 'End To End' review. This will keep the focus on new placements to ensure that the placements satisfy the needs of children, that there are appropriate plans in place to plan for the future for children and avoid any delays, and that the Council receives value for money from the placements. We are moving towards strengthening the way that we summarise the information received regarding care needs from these panels to feed into the service's care strategies. The Department will be able to identify trends stemming from these panels but it must be acknowledged that in reality this will be a process that will happen over time.

During the year, there were also developments in terms of strategic planning with BCUHB in the Child and Adolescent Mental Health Service (CAMHS). Regular meetings are now being held to improve the strategic relationship for the future.

### **Providing support – awareness and use of the advocacy service**

The CSSIW national review into Looked after Children reported that young people had stated that they were encouraged to attend their reviews and that advocacy was available. However, it was realised

that some of the young people seen were unaware of the advocacy service and that the numbers who took advantage of the service were low. It was noted that the lack of Welsh speaking advocates was a barrier.

During the year, work has been ongoing via a regional task and finish group to re-design statutory advocacy services for children and young people to ensure a high quality service which provides value for money and satisfies the Welsh Government's guidelines as well as the recommendations of the Children's Commissioner for Wales. The result of this work is that an advocacy provider has received a contract to provide the service across the six counties in north Wales and is operational from 1 April 2015. As a result of this also, we are contributing towards a review of national advocacy services with the aim of establishing a national service in the near future.

## **Preventative and Early Intervention Services**

During 2013/14, the 'End to End' review, which had been commenced in the Children's field, was completed. Its main conclusion was that there was a need to reduce the number of looked after children, as well as the costs that derive from this. Most of the work programme for the Children and Supporting Families Department for 2014/15 was based on the recommendations made in light of the review.

### **Flying Start**

Developments are in the pipeline to develop several initiatives through the sponsorship of Flying Start capital. Last year has been a period of preparing and planning for these initiatives which will mean that the service is available in Bethesda and Talysarn which will substantially increase the numbers of pre-school age children receiving services. It is anticipated that this will maximise opportunities for children and will satisfy the requirements of the plan comprehensively. During the next phase, it is intended to extend the plan more widely to include areas of Dolgellau, parts of Penygroes and Gallt y Sil in Caernarfon.

### **The Gyda'n Gilydd Team**

The Gyda'n Gilydd team (Team around the Family) sits within the new Department. Prior to April 2014, the team was the responsibility of the Education Department. The purpose of the team is to assist families in order to address social, health and educational problems they develop by establishing the team around the family. It is a voluntary programme which means that other services, such as Social Services, do not have to step in to resolve things. The team continues to develop and awareness of the team continues to strengthen with a constant and appropriate stream of referrals coming to the team's attention from a wide variety of agencies.

***"Our mantra at Gyda'n Gilydd is to put the family at the centre of the services so when they are in need of help – for example if they lack the skills to balance their budgets or their children have behavioural problems – all the different services join together to support them."***

***Gwynedd Council's Children and Young People Cabinet Member***

During the year, a report was commissioned and received from Oxford Brookes University to evaluate the Team and it came to very positive conclusions regarding the quality of the Service and also submitted several recommendations to be considered during the coming year. Further work is to be done to agree on the team's strategic direction for the future as a result of several changes that will come into effect with the Social Services and Well-being Act. However, it is heartening that close cooperation is developing between the team and the statutory services in the Department and there have been developments regarding agreement on referral arrangements from one service to the other in order to better target the needs of families and thus manage the demand for statutory services.

### **Edge of Care Team**

One of the matters that were being developed at the end of 2014 was establishing the Edge of Care Team which was a result of the 'End to End' review held in the service. The team has been operational since the end of February 2015 and is working on cases. The purpose of the team is to work intensively with families to either save a child from being taken into care or to return a child home from care where it is safe to do so. This is an exciting and important development to transform the service and to improve outcomes for children and young people. The early signs are heartening in terms of outcomes for families from the few cases that have been addressed and the next phase will be a golden opportunity to take advantage of this team's skills to transform the service.

### **Intensive provisions**

At the end of March 2015 the Department had 106 registered fostering units and recruitment work continues to be strong. An annual review of the fostering service was completed in December 2014 which concentrated this year of the quality of life of children and young people in foster care. We are extremely proud of the results of the review.

***"... those people using the Fostering Service think highly of it... the fostering service provided by Gwynedd Council ensures that there is a variety of fostering placements for children and young people... the service has made progress by encouraging foster carers to participate in the process of developing the service ..."* (Fostering Report of CSSIW 2014)**

We continue to be part of a Regional service in the field of adoption and the service is currently under review as the original partnership agreement is nearing its end. Its management board was re-established and Gwynedd is fully represented.

The Department has been one of three authorities which are part of the Welsh Government's 'When I'm Ready' pilot scheme. It is a scheme which promotes young people to extend their foster placements beyond their eighteenth birthday and to move out of care at a time in their lives when they are more ready to do so. During last year, seven young people in Gwynedd have taken advantage of this scheme and have benefitted from the opportunity.

During the coming year we will participate in national workshops and seminars to share information about the scheme prior to it becoming statutory in 2015/16. The monitoring group has submitted a report to the Government at the end of the pilot period.

Job and training opportunities for young people continue to be promoted and encouraged and we continue to work closely with career officers to ensure that young people receive opportunities to participate in courses to prepare them for work.

## **6. Governance**

There are a number of supportive functions that need to be achieved effectively across the fields of children and adults in order to set foundations that will enable us to maintain standards.

### **6.1 Performance and Quality**

The need to improve quality assurance arrangements was highlighted by the Care and Social Services Inspectorate Wales in the annual appraisal report of last year. One of the main developments during the year was establishing the Safeguarding and Quality Unit across the children and adults services. The protection of vulnerable adults co-ordinator is a member of this team along with independent reviewing officers and the child protection coordinator under the leadership of one manager. The unit has succeeded in maintaining a very satisfactory performance in the field of undertaking statutory reviews and child protection conferences.

The unit contributed extensively to holding safeguarding workshops for managers and elected members during the year and it is intended to continue with this work in the year to come, along with preparing for the changes that will come as a consequence of the Social Services and Well-being (Wales) Act 2014 in the field of child and adult safeguarding practice when the Act comes into force in April 2016.

The Council's capacity to report on performance in a detailed manner has continued to improve. The risk assessment arrangements in the service have improved by regularly utilising a risk register and updating it. We also monitor through a system based on the social services governance model.

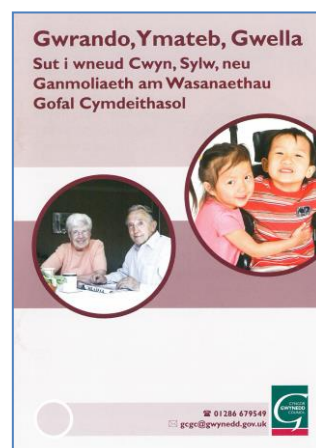
In terms of data, in March 2014 a new system was developed which draws out data directly from the Department's Data Recording Management system and reporting on data quality. Work is ongoing on to prepare a quality assurance strategy for the Adults Health and Well-being Department and arrangements were piloted in 2014/15.

We will prepare a quarterly report by drawing together the main messages from complaints, the performance indicators, any inspections and information by means of the contracts monitoring procedure. The aim of the report will be to summarise all the information and then highlight the main messages and risks. Undertaking social work practice quality inspections are now part of the plans.

A children's quality assurance guarantee framework will be formalised as part of the work programme of the Children and Supporting Families Department in the 2015/16 performance year.

### **Complaints**

On 1st August 2014 a new statutory complaints process came into force thus superseding the "Learning and Listening" national guidelines. We responded by launching a new local policy that convey the changes, held awareness raising sessions for staff and managers and launched a new leaflet for users. A project is on the horizon to



collaborate with a young person to develop a specific sheet for children and young people on the complaints process.

Learning from complaints and using them to improve services is an important theme in the Gwynedd initiative of ensuring that the citizen is central in everything we do. The Corporate Director now considers all the investigations undertaken by the Ombudsman.

## **6.2 Information Governance and our Information Technology and Communication Strategy**

During 2014/15, a wide training programme was held to increase staff understanding of the importance of respecting information as a consequence of an increasing number of cases in the past where data had not been protected effectively.

Following playing a lead and central role in the procurement project for a national and integrated system for Social Services and Health (Community Care), the procurement process has come to a positive conclusion of choosing a successful supplier and has also secured central funding from the Welsh Government to contribute to the purchase (£6.7m).

We are collaborating regionally to install the new CCIS (Community Care Information System) system in the near future and this will be the successor to the present system (RAISE) in Gwynedd but it will include further benefits stemming from collaboration and information sharing.

## **6.3 Commissioning and Procurement**

### **Strategic Commissioning**

Developing our relationship with the third sector has been a field where we need to strengthen to ensure that we move towards working on a much more joint productive basis with the sector. This is crucial in order to establish the direction and the vision for the future in terms of what will be commissioned in the field of health and social care.

Work will continue on preparing current commissioning plans for the fields of adults, learning disabilities and this year we have commenced on developing a mental health commissioning plan for the first time. We will ensure that these will incorporate the principle of more integrated working and increasing the focus on co-producing preventative and early intervention services for the future.

The commissioning arrangements and structures of the Adults, Health and Well-being Department will be reviewed as part of the restructuring process of the Department, with the possibility of commissioning on the basis of care pathways in the future.

### **Procurement and Contracts**

Gwynedd Council has been part of the 'Three County Procurement' regional project, and in light of this work we have now committed, on a joint basis with Flintshire and Denbighshire, to move towards a system of Category Management. During 2015/16, steps will be taken to replace the social services Commissioning and Contracts Unit and to establish a Category Management Unit that will implement the new system of procurement in the future. It is expected that this will strengthen our relationship with our providers and improve arrangements in terms of purchasing appropriate services to meet needs.

## **6.4 Workforce Development and Training**

The Social Services and Well-being (Wales) Act 2014 has been a priority in 2014/15 in terms of national and regional collaboration regarding the workforce development needs of the services. Training has been arranged for social workers with a series of more specific courses to be arranged for different groups of staff during 2015/16.

The 'Active Support' training scheme (similar to enablement) in the field of learning disabilities has been successful and the follow-up sessions has assisted with the process of integrating the learning with practice. The risk model training continues to be a priority in the field of children and we are moving towards a panel for workers who wish to move to the next level of higher training by showing their understanding of the learning and how it works in practice.

Now, several workers have registered on the Porth Agored Consolidation Programme and thus far, five of Gwynedd's social workers have successfully completed the qualification. In 2014/15, an apprenticeship in care scheme has been run successfully with two workers placed from local colleges in homes in the Caernarfon area. The two have now completed an appropriate qualification for their jobs and they have received posts with the Council. The scheme is to be extended to the Meirionnydd area during 2015/16 to try to assist with the challenge of recruitment in the area.

The staff of the Derwen Team (an integrated team for children and young people who are disabled and sick) have also contributed extensively to the learning and training agenda during the year. The unit participated in joint training sessions with Children in Wales to discuss integrated working with disabled children and their families and with regard to providing services through the medium of Welsh.

The Workforce Development Unit Manager sits on several regional or national groups and this ensures that we are in a position to influence developments.

## **6.5 Engagement and co-production**

Efforts of the first half of 2015/16 will include mapping the engagement requirements of the Department over the next phase in relation to the service transformation programmes.

In terms of co-production efforts, members of staff have attended courses and events for promoting co-production when developing and implementing services in the future. In terms of the recent success of co-production, last year we formed a Task and Finish Group, including service users, to jointly produce policies and guidelines for Direct Payments in Gwynedd. These policies and guidelines were approved by Gwynedd Council's Cabinet in April 2015. Our intention for 2015/16 is to continue with the co-production work and establish new arrangements with the aim of increasing the use of direct payments.

## **7. Looking to the Future**

### **7.1 Gwynedd Council Strategic Plan 2013-17**

There is no need to emphasise again the financial challenge facing this field in the future; therefore, in this chapter, focus is placed on the actual opportunities ahead of us in the coming years. The arrangements that are in place to achieve and address these challenges are also noted.

By reviewing the Strategic Plan and focusing the Council's main strategic emphasis on some key transformational schemes, corporate performance arrangements will ensure appropriate attention in order to deliver. Particular focus will be placed on further developing the collaboration and integration underway with the Health Service and key partners. We will also endeavour to ensure that the people of Gwynedd are aware of the challenge facing the field of Adults and how they can contribute on a community basis.

In terms of the children field, strategic attention will be given to ensure a range of preventative services for groups of vulnerable children and young people in Gwynedd. As mentioned in the report, the Edge of Care Team has been established this year and we will be monitoring the outcomes of that work during the coming year.

As well as the Adults and Children and Young People field, the field of Safeguarding will be given particular attention in the Strategic Plan and specific projects have been identified to continue to improve arrangements, awareness and ownership on a departmental level as well as corporately, of course. Though key steps have been taken during the last year, the nature of the field means that it is essential to persevere to learn from local and national cases and ensure that we continue to respond proactively.

In the body of this report, there are several references towards what we intend to achieve during 2015/16 to improve our services. A copy of the Plan, which contains details regarding all the projects, results and individual measures by priority, can be seen on the Council's website by following the link <http://www.gwynedd.gov.uk>.

### **7.2 Other Priorities**

We will be seeing further developments in terms of corporate parenting, and will ensure that procedures and responsibilities are understood clearly by Council officers and elected members. By confirming the Council's commitment and reiterating corporate responsibility, we endeavour to ensure that the life opportunities of children and young people improve, and the results gap narrows.

Every year, we welcome the support and comments from external regulators and commissioners on how we can improve to the future. Clear work programmes have already been set and next year there will be an opportunity to respond proactively to the recommendations.

On a departmental level, the Adults, Health and Well-being Department will continue to use the Programme Management procedure to focus on and ensure an overview of the key projects. The Children and Supporting Families Department will also continue with firm project management

arrangements which resulted in completing the 'end to end' review in order to ensure that the review's action plan is realised in full.

### **7.3 Close**

You are welcome to offer any observations or ask questions in relation to this plan if you would like to do so. Please contact the Customer Care Unit, Adults, Health and Well-being Department, Gwynedd Council, Castle Street, Caernarfon, Gwynedd, LL55 1SH or e-mail: [gccgc@gwynedd.gov.uk](mailto:gccgc@gwynedd.gov.uk), or phone: 01286 679268. The unit can also assist you if you would like to receive a copy of this report in a different format or language.



# Agenda Item 10

<b>MEETING OF</b>	<b>THE COUNCIL</b>
<b>DATE</b>	<b>9<sup>TH</sup> July 2015</b>
<b>TITLE OF THE REPORT</b>	<b>THE COUNCIL'S POLITICAL BALANCE</b>
<b>PURPOSE</b>	<b>To review the Council's Political Balance</b>
<b>RECOMMENDATION</b>	<b>Allocation of seats on the Council's Committees</b>
<b>AUTHOR</b>	<b>Councillor Dyfed Edwards</b>
<b>RELEVANT OFFICER</b>	<b>Head of Democratic Services</b>

## 1. INTRODUCTION

- 1.1 As a result of changes in memberships of political groups, the political constitution of the Council is as follows:-

Plaid Cymru	37
Independent	18
Llais Gwynedd	10
Labour	5
Liberal Democrats	2
Individual Member	2
<b>Total</b>	<b>74</b>

- 1.2 There is currently one empty seat in the Morfa Nefyn Ward. (See 4.1 below)

## 2. ALLOCATION OF SEATS ON COMMITTEES

- 2.1 To remind members, the four main rules included in the Local Government and Housing Act 1989 in relation to the allocation of seats are noted here:-

- 2.2 (a) Every seat on a committee cannot be allocated to the same political group;
- (b) The majority of seats on a committee must be allocated to a political group if the number of persons who are members of that group constitute a majority of the Council's members;
- (c) Subject to paragraphs (a) and (b) above, the number of seats on ordinary committees allocated to each political group will be the same as the number of all seats that members of that group has on the Council;
- (ch) Subject to paragraphs (a), (b) and (c) above, the number of seats on a committee allocated to each political group will be the same proportion of seats on the committee as the number of seats that members of that group has on the Council.
- 2.3 In order to ensure that these rules are adhered to, the Council has been dealing with committees in different blocks in the past. Also, this makes it easier to ensure that rule (c) in paragraph 2.2 above is adhered to.

### **3. CHANGES TO THE ALLOCATION OF SEATS ON COMMITTEES**

- 3.1 The change to the political balance means that the Plaid Cymru Group gains a seat on the Communities Scrutiny Committee and the Audit Committee at the expense of the Llais Gwynedd Group which loses a seat on both the above Committees.
- 3.2 It also means that the Plaid Cymru Group gains a seat on the Democratic Services Committee, the Language Committee, the Planning Committee and the Central Licensing Committee at the expense of the Llais Gwynedd Group which loses one seat on each of the Committees stated above.
- 3.3 It also means that the Plaid Cymru Group gains a seat on the Pensions Committee and on the SACRE Committee at the expense of the Llais Gwynedd Group which loses a seat on the above Committees. (See **Appendix A**)

### **4. OTHER CONSIDERATIONS**

- 4.1 In addition, it is important to note that a bi-election is being held today, 9th July 2015 in the Morfa Nefyn ward. The possible impact on the Council's Political Balance of the result of the bi-election will not be considered until the next meeting of the Full Council to be held on 8th October, 2015.

### **5. RECOMMENDATION**

The Council is asked to discuss and agree to the change in the allocation of seats on the committees as noted in 3.1 – 3.3 above in accordance with the agreement of the Business Group.

SCRUTINY COMMITTEES

	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats	Individual Member
Corporate	9	4	3	1	1	
Communities	9	4	2	1	1	1
Services	9	4	3	1		1
Audit	9	5	2	2		

OTHER COMMITTEES

	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats	Individual Member
Democratic Services	8	4	2	1		
Language	8	4	2	1		
Planning	8	3	2	1	1	
Central Licensing	8	4	2			1
Employment Appeals	3	1	1	1		1
Appointment of Principal Officers	7	4	2	1	1	

<b>Number of seats</b>	<b>78</b>	<b>37</b>	<b>21</b>	<b>10</b>	<b>4</b>	<b>4</b>	<b>154</b>
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	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats	Individual Member
Pensions	3	2	0	1	1	
Local Consultative Joint Committee	6	2	2	1		
Special Educational Needs Joint Committee	3	2	1			1
Joint Planning Policy Committee	4 (3 seats and one substitute)	2	1	1		
SACRE	4	2	1			

<b>Total seats</b>	<b>98</b>	<b>47</b>	<b>26</b>	<b>13</b>	<b>5</b>	<b>5</b>	<b>194</b>
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MEETING	THE COUNCIL
DATE	9th July 2015
SUBJECT	NON-ATTENDANCE OF A MEMBER OF THE COUNCIL
PURPOSE OF THE REPORT	REQUEST TO APPROVE THE NON-ATTENDANCE OF A MEMBER OF THE COUNCIL
AUTHOR	GERAINT OWEN, HEAD OF DEMOCRATIC SERVICES

## **1. BACKGROUND**

- 1.1** Section 85 of the Local Government Act 1972 states that if a member of a local authority fails to attend any meeting of the authority for a period of six consecutive months from the date of their last attendance, they shall cease to be a member of the authority.
- 1.2** The only exception to this is if their non-attendance has been approved by the authority.

## **2. THE ISSUE FOR GWYNEDD COUNCIL**

- 2.1** Councillor Linda Morgan is currently receiving treatment and this is likely to affect the Councillor's ability to attend any formal meetings of the authority, although how long that is likely to be a problem is not clear at this stage.
- 2.2** The Full Council is required to approve Councillor Linda Morgan's absence from meetings of the authority to enable him to continue to be a member.
- 2.3** If approval for non-attendance is not given, then Councillor Linda Morgan would cease to be a member of the Council after a period of six months following her last attendance at a Council meeting.
- 2.4** It is suggested, under these circumstances, that Councillor Linda Morgan's non-attendance be approved.

## **3. RECOMMENDATION**

- 3.1** That the Full Council approves Councillor Linda Morgan's non-attendance at meetings due to personal circumstances, in accordance with Section 85 of the Local Government Act 1972, allowing her to continue to be a member of Gwynedd Council.

# Agenda Item 12

# DAILY POST



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Gwasanaethau Democrataidd / Democratic Services

Adran Cefnogaeth Gorfforaethol / Corporate Support Department

Cyngor Gwynedd / Gwynedd Council

Swyddfa'r Cyngor

Caernarfon

Gwynedd

LL55 1SH

27.05.015

Dear Ms Roberts,

Thank you very much for your letter enclosing details of the motion passed by Gwynedd Council expressing concern at the closure of our office in Caernarfon at the end of June.

The council's understandable concern that we maintain our role in local democracy and as a provider of information and news for the communities we serve in north west Wales is one which we at Trinity Mirror share.

However, the newspaper industry has been under severe financial pressure for many years now, and careful management of our costs is important if we are to continue to be able to provide a service to our audiences in the communities we cover.

The company's policy in this regard is to invest in our talented people rather than in bricks and mortar. So, faced with the need to reduce our costs, it makes sense for the company, our employees, and the customers to whom we provide a service, for us to close buildings and have our fully digitally equipped journalists and advertising sales teams working in the field.

No journalists will lose their jobs as a result of this announcement, and we will continue to work hard to deliver the best coverage of the area. The numbers of local people who called in at our office to give us stories or book adverts had dwindled to just a handful a week. Most people today either email us or call us on the telephone. We can respond to their enquiries just as quickly and effectively without the expense of maintaining an office base in the town.

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A Trinity Mirror business

We are consulting individually with all our affected staff at the moment, and considering some innovative options for hi-tech solutions to ensure all their needs are met. This will mean our journalists spending a lot more time out in the communities they serve, meeting people, interviewing them and getting stories. It has worked well for us in other areas, and we are confident that it can work just as effectively for Caernarfon. As part of this process we are looking, in conjunction with the NUJ, at a number of options for bases where our journalists can log into wifi networks and file their stories.

We are of course aware of Caernarfon's long traditional links with newspaper production, and we are conscious of the fact that we are the last newspaper office in a town which once had many. That is clearly a cause for some sadness, and it is a sentiment which we share. But the fact that all those other offices have long since gone demonstrates both the economic realities, and we hope, the fact that Trinity Mirror remains very deeply committed to Caernarfon and to North West Wales in general.

Regards

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

Mark Thomas,  
Editor,  
Daily Post