

## CARTREFI CYMUNEDOL GWYNEDD's (CCG's) ANNUAL REPORT (2015/16) TO GWYNEDD COUNCIL

<b>Report for</b>	Discussion and decision
<b>Date</b>	24 <sup>th</sup> November, 2016
<b>Item</b>	<b>Paper</b>
<b>Author</b>	Ffrancon Williams, Chief Executive
<b>Purpose</b>	To present CCG's annual report to Gwynedd Council's Communities Scrutiny Committee and seek formal agreement to CCG having completed all promises within the Offer Document made to tenants.
<b>Financial implications</b>	Not applicable
<b>Risk management</b>	Low
<b>Appendices</b>	None

### 1.0 Introduction

- 1.1 As noted in the Transfer Agreement, CCG is required to submit an annual report to the Council as to how it has implemented the promises made to tenants in the Offer Document and obligations under the Agreement.
- 1.2 This report serves this purpose, and covers CCG's sixth year of operation from 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016.

### 2.0 Scope

- 2.1 The scope of the report covers the following areas:
1. Delivery of offer document promises
  2. Welsh Housing Quality Standard (WHQS) and associated investment works
  3. Consultation arrangements with tenants and leaseholders
  4. Obligations under the Agreement (Nomination and Housing Agency Agreements, Service Level Agreements and Housing Benefit Protocol)
  5. Elected Members' protocol
  6. Partnership working on strategically important housing items
  7. Other operational matters

Most of the above points are discussed in detail at regular monitoring meetings with the Council held every quarter. Consequently, this report is not intended to repeat the level of detail previously presented, but rather to summarise key successes in the period and inform members of challenges faced in the coming year.

### 3.0 Delivery of offer document promises

- 3.1 Members will be aware that the delivery timeframe for completing the promises made to tenants within the Offer Document "Your Home, Your Choice" was early April 2015. Throughout the delivery period, CCG was closely monitored by the Council by way of quarterly monitoring meetings, and at the end of the delivery period, two promises from

the 169 made were reported as having slipped somewhat. These related to the overall completion of the WHQS improvement programme and to completing responsive repairs within timescales. Relevant Council officers were advised of the slippage and CCG's plan to recover the situation.

The WHQS improvement programme was completed in the Autumn of 2015 and we are happy to report progress in achieving the repairs target, which has resulted in an increase in tenant satisfaction.

During the year, CCG commissioned an independent audit review of the delivery of the promises, the results of which have been shared with relevant officers of the Council, which concluded that we had kept our promises. This was in addition to the work commissioned with Public and Corporate Economic Consultants Ltd (PACEC) to assess the impact of our work (referred to in Section 3.2 (1) below).

CCG consider the delivery of the offer document promises to have been completed, and through this report seek formal agreement to this from the Council.

### 3.2 Key successes:

1. CCG commissioned Public and Corporate Economic Consultants (PACEC) in late 2015 to carry out an independent economic, social, health and wellbeing impact assessment based on CCG's activities during our first 5 years of existence. The conclusions were hugely positive with CCG's targeted investment contributing to reducing health inequalities within Gwynedd. Some of the key headline results were as follows:
  - i) The social value (i.e. personal and household benefits) derived from CCG activity and associated economic outcomes amounted to £13,040,420 per year equating to an average of £2,301 per tenant per year
  - ii) The social value of health impacts as a result of CCG investment amounted to £44,645,813 per year equating to an average of £7,878 per tenant per year
  - iii) 55% of tenants surveyed said their health had improved following improvement works
  - iv) 59% of tenants said the health of their children had improved
  - v) 46% of tenants indicated they had a higher feeling of confidence and independence since CCG's improvement works, which is significant given that just under a fifth of CCG tenants are over the age of 65.
  - vi) 82% of tenants said their home is warmer and easier to heat following improvement works
  - vii) 45% of tenants surveyed believed that CCG adaptations had allowed them to remain at home longer rather than be transferred into secondary care.
  - viii) Senior police officials believe CCG has had a "significant part" in reducing low-level crime and anti-social behaviour in particular (and even serious crime). They also drew attention to CCG's effective and successful use of their powers over problem residents in the community, stating CCG's interventions have led to a fall in the "repeat demand" for police services (now described as "close to nil")

A summary of the full report is available [here](#); the full report is also available

[here](#).

During 2016, the results of the PACEC report will be used to determine any changes in emphasis in the strategic direction of CCG.

2. In September 2015, CCG completed its WHQS investment programme and achieved the Welsh Housing Quality Standard in full. This is a major achievement for the organisation and would not have been possible without the support of all CCG's stakeholders.
3. CCG will continue to invest in its stock to ensure it continues to meet WHQS, with £40m earmarked for this purpose over the next 5 year period.
4. At the end of March 2016, 153 staff were employed on the investment programme across Service Providers, 138 (90%) from the North Wales area and 64 (42%) from Gwynedd. CCG continued to work with our contractors to ensure that 9 apprentices and 4 trainees were engaged on the programme as at March 2016 as well as securing full time employment for one apprentice on completion of his apprenticeship. It's also worth noting that CCG recruited 4 apprentices into our internal repairs and maintenance team – Tim Trwsio in September 2015.
5. Following completion of the first 5 year investment programme, the level of investment naturally dropped. Consequently, the staffing levels and apprenticeship opportunities have also reduced. However, by working with our Service Providers and the local Job Centre Plus office we have maintained 3 work experience placements up to March 2016 with a further 8 forecasted for the remainder of 2016.
6. In addition, during the summer of 2015 CCG's "Building Experience" work placement programme, funded from Community Investment scheme contributions from our Service Providers, secured 5 weeks' paid work experience within our Assets' Directorate for three Coleg Menai students undertaking the Construction and Built Environment courses. This has been a hugely successful scheme since its inception in 2014; 7 work placement opportunities have been offered over the last 2 years with two students being offered full time positions with two external consultants and the other 5 going on to undertake construction courses at Liverpool John Moore's University. The "Building Experience" scheme will run again in 2016.
7. CCG's Service Providers continued to buy in to our ethos of putting something tangible back into the community. As at March 2016, 7 community benefit schemes had been provided with a value of just over £7,700; this included donations of materials, staff time and labour.
8. CCG has been praised for the way local businesses and local people have benefited from our investments and received the Community Benefit award in the 2015 Wales National Procurement Awards.
9. In terms of development, during the year CCG completed its first new housing scheme of 6 units in Tan y Bryn, Bangor, with a further 5 units in Llys Mathieson,

Bangor and 7 units in Tir Tywod, Pwllheli due to be completed in early April 2016. Work has commenced on site for a further 9 units in Plas Llwyd, Hirael, Bangor and 12 units at Y Wenallt, Dolgellau.

10. Improving our repairs and maintenance service has continued to be a real focus area during the year. A dedicated project was set up and resourced, and whilst there remains a lot to complete, the results of the annual STAR tenant satisfaction survey were encouraging and a reflection of the improvements carried out with a 5% increase in satisfaction compared to the previous year being recorded (now 67% satisfaction with the overall repairs and maintenance service in 2015/16 compared to 62% the previous year).
11. Decisions taken in late 2014 to in-source electrical responsive work delivered much improved performance during 2015/16. Not only are the team delivering cost savings but they are consistently completing in excess of 95% urgent, emergency and routine electrical work on time.
12. CCG's internal repairs and maintenance workforce have also been undertaking "mop-up" work to complete kitchen and bathroom upgrades to WHQS where the tenant had previously chosen not to have the work completed. They are consistently cost effective and achieve high tenant satisfaction (>84%).
13. Following last year's successful implementation of CCG's mobile solution for the workforce where repair requests are delivered to tablet devices and so on, this mobile working was extended to the Neighbourhood Services and Supporting People teams. Approval was also granted to extend mobile working to other services as part of our business transformation project where improved customer access capabilities are also planned.
14. CCG's Community Investment Fund was put into operation in 2011 with funding of £1.25m made available over a five year period. An annual grant of £250k was created and up to £10,000 was available to voluntary and community groups to hold events, provide training, improve facilities or to fund projects which will improve the environment for our tenants and residents and create sustainable communities. As at March 2016, about £1.2m had been awarded in grants from the fund to 220 community groups in Gwynedd. It's estimated that this investment has attracted a further £6.3m in match funding from other external sources which is a considerable boost to Gwynedd's economy.
15. CCG revised its Adaptations Policy to ensure the most efficient use of resources to benefit as many tenants as possible within available resources. This complemented the work the Council had been undertaking in compiling an adapted homes register.
16. During the year, CCG continued to improve the information held about its tenants so as to enable more effective targeting of our services to take place. Work was undertaken to ensure that the correct procedures are in place which enable CCG to share data with its partners thus aiding co-working to support some of our most vulnerable tenants. This will be a continued area of focus during 2016/17 so that we have the information we need to inform service

developments.

17. CCG has been actively working to reduce the impact of Welfare Reform including the introduction of Universal Credit. This work included joint working with the Council's Tackling Poverty Task Group. Some 40 CCG tenants were put on Universal Credit during 2015/16.
18. CCG has worked on a campaign to market homes which were difficult to let. A section was developed on our website to advertise currently available properties. "To Let" signs have also been used and local Council Members were informed about such properties and asked to encourage suitable local households to put their names on the Common Housing Register. This work has reduced the number of hard to let properties from 36 at the start of the period to 13 at the end of the period.

To better align CCG's governance arrangements with Community Housing Cymru's Code of Governance and to support future requirements of the organisation, a comprehensive governance review was carried out during the year. This resulted in a revised Governance Structure and Standing Orders and the establishment of four committees with delegated powers. These comprise of:

1. Audit and Risk Committee
2. Assets and Infrastructure Committee
3. Customers and Communities Committee
4. Resources Committee

### 3.3 Challenges in the year ahead:

1. To continue to improve customer satisfaction. A key element here will be continued focus on transforming our Repairs and Maintenance service.
2. Extend mobile working capabilities to other services
3. To continue to implement CCG's development strategy and achieve the challenging targets set for the provision of new affordable homes.
4. To continue to mitigate the financial impact of Welfare Reform measures on CCG as a business and to support our tenants through the changes. Whilst the full roll out of Universal Credit (UC) has thankfully been delayed, CCG are already dealing with some 40 tenants on UC. The application of the Local Housing Allowance (LHA) to social rent properties from 1<sup>st</sup> April 2018 for all new tenancies signed after 1<sup>st</sup> April 2016 will be a significant new challenge, as will be the freezing of LHA rates for 4 years. Single under 35 year old welfare applicants will also only be able to claim for a shared room rate allowance (approx.. £58 per week) which will be insufficient to cover typical rents for 1 bedroom properties. This will be particularly challenging for CCG and the Council's Homelessness team.
5. To work collaboratively and improve the performance of the Housing Options Team.
6. To reduce the percentage of tenants transferring homes within our housing stock. At 35% this is currently high and increases the workload and costs for the Housing Options Team, and CCG's Allocations and Voids' teams.
7. To prepare for The Renting Homes (Wales) Act 2016 which will come into effect in 2017. All tenants will be subject to a new tenancy agreement based on a

model provided by Welsh Government. CCG will need to align its policies and procedures with this new contract and ensure our tenants are informed – including dealing with their concerns.

8. To recruit to the vacant Director of Customers and Communities post.
9. To mainstream equality and diversity throughout the business through the development and implementation of a Strategic Equality Plan
10. To develop some of the findings of CCG's impact assessment report (the PACEC report) so as to influence CCG's business priorities, and in particular, partnership working.

#### **4.0 Welsh Housing Quality Standard (WHQS) and associated investment works**

- 4.1 The expenditure on Capital and Investment Works for 2015/16 was £9.0m with an additional £1.7m spent on building new homes.
- 4.2 Following on from CCG's successful and innovative procurement of contractors to undertake the original WHQS works, CCG has continued its commitment to encouraging local contractors to undertake our investment works. CCG has recently established three frameworks, which will ensure Works are carried out to ensure our ongoing compliance with the Welsh Housing Quality Standard. These frameworks cover the following capital investment Works - external works, fencing paths and related assets and heating. There are a number of local contractors appointed to these frameworks, and core Targeted Recruitment and Training (TR&T) targets included in each of the frameworks against which the contractors are measured regularly. CCG is committed to open and equal treatment of contractors by using mostly mini-competitions to award contracts under the frameworks. We have continued to split the work into smaller, geographical packages in order to encourage all of our contractors, however big or small to try for the work. These frameworks give CCG security in terms of the governance of the frameworks over the next four years and the maximum price payable for works, whilst allowing us to drive further competition when undertaking mini-competitions.
- 4.3 Continuing to support and generate training and employment opportunities through our service providers continues to be high on CCG's agenda. Due to the decreased expenditure, volume of works and nature of the contracts being frameworks, this has provided some challenges. The focus over the past 12 months has somewhat shifted from recruiting 'new entrant' apprentices to the retention of current ones, as well as offering work placement and work experience opportunities. All frameworks continue to incorporate Welsh Government's i2i Can Do Toolkit principles with service providers expected to generate 52 training weeks per £1m spend but proportionate to the value generated to each service provider within each framework. This allows consistency in CCG's approach to monitoring apprenticeship/traineeship levels in all our frameworks through our new KPI suite. The results have been successful as mentioned in point 3.2 (4&5) above.

4.4 Table 1 below sets out the commercial and contractual status for each of the various contract packages.

**Table 1 : Commercial and Contractual status of contract packages**

<b>Task Activity</b>	<b>Fencing, Paths &amp; Related Assets Framework</b>	<b>Fire Risk Assessments</b>	<b>External Frameworks</b>	<b>Non Trads</b>	<b>Trade Internal</b>	<b>Heating Framework</b>
<b>Tender</b>	Complete	Complete	Complete	Complete	Complete	Complete
<b>Board/ Committee Approval</b>	Complete	Complete	Complete	Complete	Complete	Complete
<b>Signed Contract</b>	In Progress	In Progress	In Progress	In Progress	N/A	Complete
<b>Completion</b>	4 years	March 2017	4 years	October 2016	4 Years	4 Years
<b>Contractor(s)</b>	Lovell Gelli G H James Dinas Contracting Cyf	Trwsio	Lovell Novus Sustainable Building Solutions Wates Living Space Evans, Wilson and Evans G H James	Wilmott Dixon	Trwsio	Morgan Sindall Robert Heath AER Aspect P H Jones Cliftons

4.5 Table 2 below indicates CCG's compliance with the WHQS by component as at 31<sup>st</sup> March 2016. These are the figures presented to Welsh Government as part of their annual WHQS monitoring arrangements. Members will note compliance levels have increased compared to last year in line with the volume of work completed as part of the investment programme.

**Table 2 : Stock compliance with the WHQS by component, at 31<sup>st</sup> March 2016**

Component	Stock at 31st March 2016	Fully compliant* stock for given component at 31 March 2016	Compliant* stock for given component subject to acceptable fails at 31 March 2016	Non-compliant* stock for given component	Percentage fully compliant* / compliant* with acceptable fails for given component	Expected year of full compliance* for all stock for given component
	a	b	c	d	e	f
Roofs and associated components	6,238	6,238	0	0	100%	
Windows	6,238	6,236	2	0	100%	
External doors	6,238	6,238	0	0	100%	
Kitchens	6,238	5,747	443	48	99%	2020
Bathrooms	6,238	5,949	242	47	99%	2020
Energy rating (SAP ≥ 65)	6,238	4,779	1,459	0	100%	
Central heating systems	6,238	6,183	55	0	100%	
Electrical systems	6,238	5,788	414	36	99%	2020
Mains powered smoke detectors	6,238	6,238	0	0	100%	
Gardens and external storage up and including the boundary of the property	6,238	6,238	0	0	100%	

## **5.0 Consultation arrangements with tenants and leaseholders**

### 5.1 Tenant and Resident consultation

#### Participation Framework Review Project

During 2015/16, a project was undertaken to review the tenant participation framework, which had been in place since the establishment of CCG in 2010, and to develop a new participation strategy for 2016-2020.

The projected benefits of the project were identified as:

- ✓ Our customers feel that they are able to influence the services that they receive.
- ✓ All our customers will be enabled to take part if they wish.
- ✓ Participation will be valuable and effective.
- ✓ Participation will be more representative of our tenants.

#### The New CCG Consultative Framework

During 2015/16, comprehensive consultation and research was undertaken with relevant stakeholders, which enabled us to develop a new framework and strategy to meet the present and future needs of CCG and our customers.

The new framework will offer a wider range of participation opportunities, and will provide a better balance between the traditional methods of participation and more innovative methods e.g. digital methods, informal participation etc.

#### Development of the 2016-2020 Customer Participation Strategy

Having a robust strategy in place to support the delivery of the new consultative framework is essential. During 2015/16, a new strategy was developed to replace the previous 2012/15 Local Tenant Participation Strategy.

Specific work programmes will be developed over the next 4 years, which will ensure that participation and involvement continues to be a key consideration when we develop our service improvement plans, our corporate projects, procurement activities and in identifying the needs and aspirations of our customers.

The following have been identified as the key objectives of the new customer participation strategy;

- i. Put a participation framework to work, to influence the services we provide to our customers
- ii. Ensure that our services are fair, open and accessible through effective participation
- iii. Empower our customers to improve their skills and confidence
- iv. Work in partnership within our communities, to enable and promote wider participation

5.2 Consulting with Leaseholders

CCG continued to develop its relationship with its Leaseholders. Consultation with Leaseholders has now been built into our procurement processes to ensure that CCG can recover costs from our Leaseholders appropriately. CCG has been involved with Community Housing Cymru in developing a Leaseholder Handbook – CCG Leaseholders were consulted on the handbook's contents and provided valuable feedback. Work is ongoing to improve our processes so that leaseholders have an earlier opportunity to comment on options to repair the buildings they reside in.

5.3 Shareholders

The number of shareholders at the end of March 2016 stood at 49. All tenants are still able to apply to become a shareholder at any time, with all applications being considered by the Board in line with the Rules.

Continued attempts were made to increase the number of shareholders during the year, with various community events attended where tailored literature detailing the benefits of becoming a shareholder were distributed.

5.4 Key successes:

1. Tenants Newsletter

CCG achieved the Best Tenant Newsletter award during Community Housing Cymru's (CHC) PR awards. Building on this success, we are currently revising the tenants' newsletter in consultation with customers, staff and board members. The aim is to extend the readership and make sure the newsletter meets tenants' needs and expectations. The review will look at digital solutions to distributing the newsletter

2. CCG Summer estate walkabouts

We continued with our programme of estate walkabouts which co-incided with our 5<sup>th</sup> birthday and community events in each area. We used the visits to gather general comments and consult on the new participation framework. We visited the following areas :

Easter : Tywyn, Cricieth, Llanberis

Summer : Trawsfynydd, Abersoch, Mynytho, Tremadog, Bontnewydd

3. Quality for Tenants Team

The Quality for Tenants Team is made up of tenants from CCG's Tenant and Resident Partnership. The purpose of the team is to work in partnership with Cartrefi Cymunedol Gwynedd (CCG) to help improve the quality of the services that it provides to CCG's tenants.

The group was established in 2014, with members keen to go beyond approving policies and procedures and wanting to get "stuck in" to reviewing and testing the services that tenants receive from CCG and its contractors.

Through working with CCG staff and talking directly with tenants, the team have seen how different services really work in terms of the delivery function and the feedback and satisfaction levels of customers.

The work of the team was recognised at the 2015 Annual TPAS (Tenant

Participation Advisory Service) Cymru Awards, beating off competition from 17 other entries to win the 'Roy Parry Service Improvement Award'

#### 4. Community Projects

##### CCG Junior Warden Scheme

Our innovative Junior Warden Scheme keeps on going from strength to strength with the summer 2015 scheme involving children from Ysgol Pen Y Bryn in Bethesda and Ysgol Maesincla, Caernarfon.

This was the sixth year of the scheme and included a record number of 14 children taking part.

The children, all from year 5, accompanied CCG's Neighbourhood Wardens during a 5 week period over the summer of 2015. They were given the opportunity to learn about the wardens' day to day work and also visit and learn from numerous other partners such as the Police, Fire Service, Air Ambulance, Magistrates Court etc.

The aim of the scheme is to help raise awareness amongst young people of the effect that crime and disorder or anti-social behaviour has on our communities. This year's scheme was the most successful yet which was confirmed by the extremely positive feedback received from the children, their parents and our partners.

##### CCG's Community Stars Scheme

This new scheme was launched in April 2015 with the aim of rewarding those tenants who make a difference in our communities.

The scheme has four different categories - good neighbour, green award, young people's award and good idea award. The scheme has proved to be a real success with winners in each of the categories from across the county.

##### Early Intervention Team

One of the main challenges to face the Neighbourhood Services Team was a KPI target of successfully resolving 92% cases of Anti Social Behaviour. To help achieve this, CCG accepted an invitation from North Wales Police to set up an Multi agency Early Intervention Team to tackle repeat callers of ASB as well as those most at risk of ASB through vulnerability. The Fire Service, Police, as well as other Housing Associations also joined the Team. The commitment for CCG was to place an Officer within the team at Caernarfon Police HQ one morning a week, during which time they would review all incidents of Crime and ASB within our stock which had been referred to the Police. The Officer was screened and given training in using the Police Records Management System, as well as being able to work transiently with CCG systems and telephony thanks to our IT infrastructure. The Partnership initiative helped CCG achieve an overall percentage of 98% of ASB cases resolved successfully. The Early Intervention Team was also recognised by the North Wales Fire & Rescue Service as it's Community Safety Partner of the Year

## 5.5 Challenges for the year ahead:

The main challenge for the Community Involvement Team over the next 12 months will be the successful implementation of the new Participation Framework and the Customer Participation Strategy. This will hopefully enable us to continue to put our tenants at the heart of our work. A constant challenge is engaging tenants and getting them to participate with us. The new framework provides new and exciting methods for participation which will hopefully attract new customers to get involved, whilst also allowing those that are already engaged to develop their skills and knowledge, making them more effective in their roles.

Another big challenge in the year ahead will be the development of a Digital Inclusion (DI) Strategy. Although we currently undertake numerous DI activities, our approach is a reactive and opportunistic one rather than a strategic one and a strategy will allow us to have a more focused approach and enable us to make better use of the resources at our disposal.

## 6.0 **Obligations under the Agreement (Nomination and Housing Agency Agreements, Service Level Agreements and Housing Benefit Protocol)**

### 6.1 Common Housing Register Partnership

The Gwynedd Common Housing Register was implemented on the 10<sup>th</sup> September 2012, the arrangements under this Partnership Agreement replaced the Nomination and Housing Agency Agreement. The Housing Options Team within Gwynedd Council is now responsible for managing the Common Housing Register in accordance with the Common Allocations Policy.

### 6.2 Key successes:

- CCG worked with the Housing Options Team to allocate 586 of CCG's homes during 2015/16
- A review of the Common Allocations Policy was undertaken to take into account changes needed to deal with Homelessness applicants per the Housing (Wales) Act 2014 and to enable suspension of transfers where there are breach of tenancy conditions.
- Joint working on increasing awareness of CCG's new build schemes in Maesgeirchen to ensure candidates who met the local lettings policy had registered for the housing register.

#### 6.2.1 Things that did not go quite so well:

- The IT link to the Council (Citrix) is slow to access and requires CCG officer's to be in the office to access the information. This combination affects CCG's officers' ability to view information on applicants for housing.
- The quality of short-lists of prospective tenants received from the Housing Options Team continues to be poor in some areas and for some types of property. This adversely impacts CCG's income streams and has been a real cause for concern during the year.

- Agreed activities by the HOT were either not completed or deadlines missed. Important examples were : the production of a customer satisfaction questionnaire, arranging a joint away day for partners, arranging improved accessibility of the Housing Register, conducting 6 month reviews of applications and providing lists of tenants who have requested a transfer.

### 6.3 Challenges in the year ahead:

1. To work with partners and the Council to improve the effectiveness and efficiency of the Housing Options Team's service. This should include improving the Council's website to better signpost and advise applicants of their housing options; also to provide a facility so that applicants can register their application on-line to increase accessibility of the common housing register to appropriate groups. In line with CCG's agile working agenda, explore the possibility of CCG officer's having access to information on the register without having to connect via Citrix.
2. At the end of March 2016, some 47% of the candidates on the Housing Register were single with 119 of these under 25 and 75 with homeless duty. With the commencement of the Local Allowance Cap from 1<sup>st</sup> April 2018, single persons on welfare benefits and in particular those under 35 years old will not be able to afford to pay their social rents. Housing this category of applicants will be a significant challenge to CCG and the Council.
3. Continue to model the impact of planned changes to Welfare benefits on CCG's ability to allocate our homes and ensure CCG's financial viability
4. Agree changes to the Common Allocation Policy with partners and the Council to ensure that homes are offered to households that can afford the rent and running costs so that they can sustain their tenancies

### 6.4 Service Level Agreements

Gwynedd Council delivered the following Service Level Agreements (SLA's) on behalf of CCG during the 2015-2016 financial year:

1. Grounds Maintenance Services.
2. ICT support (Wide Area Network provision and support and Application Support – Geographical Information System (GIS)).
3. Pest Control Services.
4. Drainage Services.
5. Closed Circuit Television System (CCTV) Services.
6. Street Lighting Services.

In addition, Gwynedd Council delivered the following contracts on behalf of CCG, having been awarded the contracts following a competitive tender process:

1. Payroll Services.
2. Communal Cleaning Services (Dwyfor and Meirionnydd areas).

Further, Gwynedd Council also delivered certain aspects of Legal Services to CCG on an out of contract basis.

A position statement for each of the SLA's and contracts is given below:

1. Grounds Maintenance Services – the current contract has been extended until December 2016. An OJEU procurement process will take place commencing in the Autumn of 2016, with the new contract expected to commence in February 2017. Performance within the current contract continues to be satisfactory.
2. ICT support (Wide Area Network (WAN) provision and support and Application Support – Geographical Information System (GIS)). Performance on the WAN contract is monitored on a monthly basis. All problems are dealt with effectively and timely. There were no major changes in terms of contract delivery during the 12 month period. In terms of the GIS contract, CCG's Land and Facilities department make continual use of the service. A new layer has been added onto the system to allow Tim Trwsio to monitor repairs and maintenance work undertaken in detail. CCG's GIS requirements will be analysed in terms of its future requirements within the 2016/17 financial year.
3. Pest Control Services – The SLA has been extended for a 12 month period until April 2017. The service provided is effective, and is delivered within the required timescales.
4. Drainage Services – the SLA has been extended until April 2018, with a view to undertake an OJEU procurement process to implement a new contract from that date. Although the service provided by Gwynedd Council within the contract is of a high quality, there are concerns about the level of expenditure within this contract, including the low number of recharges made to Welsh Water within the contract. As a result, CCG will be reviewing their internal protocols within this contract during the summer of 2016.
5. Closed Circuit Television System (CCTV) Services – The services provided to CCG within this contract deteriorated during the year. Gwynedd Council were unwilling to release CCTV footage for certain legal disputes. The only real benefit to CCG's tenants for this service is the reassurance value it provides our tenants. It's considered an expensive service, as only 500 CCG properties benefit from it, and other partners' financial contribution in relation to the contract is significantly lower than CCG's. As a result, CCG have offered what they believe is a reasonable financial offering to continue receiving this service for a limited time. Negotiations between both parties are currently on-going.
6. Street Lighting Services - existing arrangements with Gwynedd Council were extended to April 2017. The service provided continues to be effective. Gwynedd Council consistently attain KPI's set within the contract. A work programme is currently being implemented to upgrade the lighting to LED's. A good working relationship has been maintained within the contract.
7. Payroll Services– Gwynedd Council were awarded this contract following a competitive procurement process. As a result of the effective service provided within the contract, the contract has been formally extended until March 2018.
8. Communal Cleaning Services – Gwynedd Council delivered the communal cleaning contract in the Dwyfor and Meirionnydd regions until March 2016. The quality of service provided within the contract was of a good standard. When complaints did arise, they were dealt with effectively by the contract manager. Communication channels were open and effective throughout contract duration. In terms of the new contracts that were tendered via OJEU

procurement processes, Gwynedd Council were successful with the lots for the Bangor and Dwyfor areas. During the contract standstill period, Gwynedd Council withdrew their offer for the Bangor lot. As a result of losing the Meirionnydd lot, TUPE negotiations are on-going between Gwynedd Council and Anglesey Contract Cleaning, who were awarded the contract

9. Legal Services –Gwynedd Council’s legal department continue to provide legal services on behalf of CCG on matters including Right to Buy; conveyancing and boundary disputes. In addition, Gwynedd Council continue to provide legal services during sickness absence and holiday periods. The overall service is a high quality one. There’s no formal Service Level Agreement in place to cover these arrangements.

#### 6.5 Key successes:

1. A good working relationship has been maintained with Gwynedd Council staff during the period where their involvement remains in the relevant SLA despite on-going changes in terms of service delivery within a number of the contracts
2. Gwynedd Council’s Grounds Maintenance service has responded flexibly to CCG’s various demands under the contract and are commended for this.
3. CCG have extended the terms of a number of SLA’s which is testament to the quality of services received, competitive pricing and positive working relationships between both parties.

#### 6.5.2 Things that did not go quite so well:

1. The service provided within the CCTV contract is a challenge to CCG, and has impacted discussions relating to the renewal of the SLA. The lack of access to CCTV footage, along with the financial contribution CCG makes within this contract in comparison to other partners has led to CCG having to re-evaluate the contract value to itself and its tenants.
2. The levels of expenditure within the Drainage SLA is a concern. There’s no disputing the quality of service provided within the contract, however, the low level of recharges made to Welsh Water is a concern. CCG will review their drainage protocols in order to deal with these issues.

#### 6.6 Challenges in the year ahead:

1. Completion of the Grounds Maintenance OJEU procurement.
2. To formally agree the SLA extensions to the other SLA’s within a short timescale. Officers from both parties have agreed to terms and conditions within all individual contracts; it’s now a matter of senior officers signing the over-arching agreements.
3. To resolve the current negotiations in relation to the CCTV SLA.
4. CCG needs to determine its long term requirements in relation to what it requires from any future GIS system.

#### 6.7 Housing Benefit Protocol

The Housing Benefit Protocol sets out commitments for Gwynedd Council and CCG

to work together in order to ensure prompt payment of rent to tenants. Housing Benefit is an important source of income for CCG and it is vital that service level agreements and standards are adhered to ensure swift processing and administration of tenant claims.

6.8 Key successes:

1. CCG and the Council have continued to work well together in dealing with the impact of the Welfare Reform. The Under Occupancy Tax (Bedroom Tax), Benefit Cap and changes in claimant benefits in general has meant that good communication between both has been imperative in order to deal with claims at the earliest possible stage and prevent accumulation of rent arrears. Any ad-hoc queries or discrepancies were dealt with promptly.
2. The Council has provided information on tenants affected by the Benefit Cap and Bedroom Tax which has enabled CCG to pinpoint vulnerable tenants requiring support and guidance and to complete claims for Discretionary Housing Payments and thus maximising CCG income further.
3. A good working relationship overall has meant that general queries and problems have been kept to a minimum. The Council has given us advice, shared information where possible, and ensured good communication which has helped us to deal with day to day issues

6.9 Challenges in the year ahead:

1. To maintain good communication and working relationship with the Council in order to deal with new Housing Benefit rules such as cancellation / suspension of claims and backdating guidelines.
2. Continue to work with Gwynedd Council, the DWP and other partners in the Gwynedd Welfare Reform Task in order to ensure that services are available to assist tenants through changes in government legislation such as Local Housing Allowance, and more importantly provide support and guidance to tenants through their transition to Universal Credit

**7.0 Elected Members protocol**

Members will be aware of the elected members' protocol, which introduced at point of transfer a single point of contact within CCG for members. All members' requests (except those of a day-to-day maintenance nature) are logged, actioned and monitored within CCG with the aim of providing an improved and more responsive service to members.

CCG feel that a strong and effective working relationship has been built with elected members and feel that the relationship is growing into a partnership that is moving communities forward.

## 8.0 Partnership working on strategically important housing items

CCG is a member of the Gwynedd Housing Partnership and has taken an active part in several strategically important housing issues, such as:

1. Continued implementing the Common Housing Register, Common Allocations Policy and Housing Options Team –the Common Housing Register and Housing Options Team commenced in September 2012. CCG is concerned about the performance of this project. A change of focus is required to ensure that the Common Housing Register and Common Allocations Policy enable the creation of viable tenancies as changes to Welfare Reform – and in particular the Local Housing Allowance come into force. The advice on housing options and affordability given to customers needs to be updated, the register needs to be marketed and become more accessible so that it better reflects demand for housing which in turn informs where new properties should be built.
2. Homelessness –CCG continued to provide a number of its properties for the Council's use to house homeless applicants on a temporary basis to assist with the Council's statutory obligations. During the year, work was undertaken to move to a lease arrangement that improves how these homeless properties are managed. Over the coming year, each homeless property will be placed on the new lease arrangement.

A comprehensive Agreement has been signed between CCG and the Council introducing new ways of working as required in the Housing (Wales) Act 2014.

3. Local employment – since transfer when 170 members of staff were TUPE'd across from the Council, CCG continues to employ a significant number of staff with 244 staff employed as at end of March 2016. In addition, several other local employment opportunities have been secured through CCG's capital investment programme and our service providers
4. Provision of affordable housing – CCG have made great progress in bringing forward a number of development opportunities and now have greater representation on Gwynedd Council's Planned Development Programme (PDP). This has meant that CCG was able to assist the Council in ensuring full expenditure of the annual Social Housing Grant (SHG) allocation and any slippage monies that became available.
5. Older People's Strategy –
  - i) The remaining sheltered housing schemes being redeveloped (Cysgod y Coleg -Bala, Bro Llewelyn- Penrhyndeudraeth, Hafan Deg –Barmouth, Pentre Uchaf – Dyffryn Ardudwy) following the sheltered housing review has now been completed. Improvements included modernising the flats, adding lifts, remodelling 1 bed flats to 2 beds, improved door security and CCTV.

- ii) The Sheltered Warden service is now provided based on a need for the service, and consultation has taken place to offer the service based on 8 areas instead of the current site based offering. However, some uncertainty exists as to the future of the service due to continued uncertainty with Supporting People grant funding which funds the core sheltered warden service.
  - iii) CCG continued to support the work of the Supporting People Regional Collaborative Committee (RCC) ensuring that Provider and Community Housing Cymru representatives on the RCC were aware of the needs of CCG's older and more vulnerable tenants.
  - iv) CCG also took part in the 'Keep on Supporting People' campaign to raise the profile of the value of the service CCG continued to improve services for older and disabled tenants.
6. Disabled Adaptations – the joint Adaptations Panel with the Council continued to meet monthly to ensure tenants' need for adaptations were addressed as effectively as possible within the resources available. A new Adaptations policy has been introduced that ensures best use of adaptations funding and our adapted properties. Working with Derwen, several families have been moved to more appropriate housing and provided with adaptations as required. This work reduces the stress on families with disabled children and enables these children to do better at school and depend less on the health service.
7. Welfare Reform – CCG continued to contribute to the multi-organisational Welfare Reform task group hosted by the Council with the aim of preparing the people of Gwynedd for Welfare Reform. This group has now changed to be the Tackling poverty Task Force. CCG staff supported tenants to apply for Discretionary Housing Payments administered by the Council. This grant has had a positive impact on the sustainability of our under occupying tenancies. There is concern that the demands on the Discretionary Housing Payment will increase when further changes to welfare benefits are introduced (Benefit cap, Local Housing Allowance Cap)
8. Gisda –Gisda now manages one of the blocks in Tre'r Gof, Caernarfon. This provides young people who have been through Gisda's intense support programme a safe environment in which to demonstrate that they can maintain their own tenancies. This is valuable move-on housing that frees up space to other youngsters in need of housing support. The Local Housing Allowance cap will have a serious detrimental impact on this scheme if no additional provision for supported housing is introduced.
9. Supported Housing- Six properties are now on the contract agreed with Gwynedd Council Social Services that enables the use of properties such as the old Warden's houses in our sheltered units as supported housing.

## **9.0 Other operational matters**

### **9.1 Supporting People**

During 2015/16 CCG worked closely with the Council's Supporting People team to support our vulnerable and older tenants to sustain their tenancies.

The Warden, Community Alarm and Floating Support services are well regarded. These services contribute greatly to preventing homelessness and delaying the need for home care thus saving money to the Council's Homelessness and Social Services teams – as well as Health.

CCG is concerned about the future of the supporting people grant allocated to CCG which was cut by £30K (9%) in 2015/16 although the predicted cut of another 10% in 2016/17 thankfully did not materialise. The future funding of these services is a particular concern for CCG's ageing and vulnerable tenants who benefit from the support service which helps enable them to improve their life skills and maintain independence.

## 9.2 Welsh Government's (WG's) new Policy for Social Housing Rents

As reported last year, the Welsh Government introduced a new policy for Social Housing Rents which CCG implemented in April 2014. This policy sets a rent band for each Housing Association into which the overall average rent for the Association must fall. Associations have the freedom to set the rent for each property and although the policy does not clearly prescribe how target rents for individual properties should be set, CCG have continued to apply principles of our previous policy and determined a target rent for each property.

Under the new policy the Welsh Government continues to determine the annual inflationary increase and have placed a £2 cap on any additional increases to be applied to the weekly rent. Overall rent increase must be lower than the overall limit of CPI (based on the rate at the previous September) plus 1.5% plus a maximum of £2 per property. The Welsh Government's proposal is to limit the inflationary increase to CPI + 1% from 2017/18 onwards. Although not formally agreed, if this happens, it will present difficulties for CCG due to the shortfall in income as our current business plan requires a rent rise of CPI plus 1.5% in order to be viable.

## 9.3 Rent/Income Management Collection

The arrears total as a percentage of current tenants' rent collectable stood at 1.8% for the 2015/16 financial year compared with 1.7% for the previous year.

Discretionary Housing Payments and increased profile of the importance of paying the rent contributed to this good performance.

CCG continues to support tenants financially affected by the Government's Welfare Reform and changes to the Housing Benefit System. Monitoring the impact of Welfare Reform continues to be a priority area for CCG now that Universal Credit has been rolled out to some simple cases in Gwynedd. The impact of the Housing Benefit cap – likely to hit all 3 + children families who are not working, and the impact of the Local Housing Allowance are a major concern to CCG which may impact its future financial viability if rental income cannot be protected.

Consultation has taken place with tenants to introduce 'Rental Exchange' which helps tenants who pay their rent regularly to have a better credit rating in the same way as mortgage payers do. Some 70 tenants requested that CCG does not share their payment information which is similar to other Housing Associations. This scheme is now in the process of being implemented.

The rent statement has been updated to include details of all available rent payment

methods.

#### 9.4 Empty (void) properties

Performance against this key performance indicator continues to be an area of focus. The rent loss from void properties stood at 1.9% at the end of the period down from 3.09% the previous year.

CCG’s Difficult to Let Strategy has proved to be effective. Properties where the Housing Options Team offer weak or no waiting lists are advertised using social media and websites. The Properties to Let page on our website is one of our most popular web pages with about 1240 unique views per month. Advertisement posters are produced for public display in CCG’s offices and at events, and local Councillors and schools are requested to raise awareness of these properties with potential tenants. To let signs have also been used.

As the number of long term voids have been let, and WHQS and major works are undertaken on some void properties, the average turnaround period has remained high at 48.86 calendar days. As each void property is expensive – requiring Allocation and Trwsio officer time, materials, and rent loss, the focus now will be on creating and supporting tenancies so that they become sustainable. To do this we will work to reduce the number of transfers – but just as important is to have a good quality housing register with strong demand for our homes.

Improving performance of empty (void) properties will continue to be a priority area for 2016/17 and has been prioritised as an area of focus by our corporate Business Transformation project.

#### 9.5 Direct Labour Organisation (DLO) Review

Following the Board’s decision in January 2013 to retain the Repairs & Maintenance service in house subject to the implementation of a transformational improvement plan to provide a modern, customer focused and cost effective service, the transformation has progressed well with the key highlights being:

- Ark consultants and a tenant based steering group were appointed to assist in delivering improvements
- Corporate risk was reduced as compliance across all heating (gas, oil and solid fuel) work streams improved.

Year	Solid Fuel	Oil	Gas
2014-15	88.94 %	96.62 %	99.18 %
2015-16	100.00 %	100.00 %	99.97 %

- Right first time performance is steadily improving with performance of around 83% now being experienced compared with 79% in 2013/14 and 80% in 2014/15
- In October 2015, the internal workforce were successful in winning the tender for completing WHQS void and Mop-up contracts. Since

commencing this work the team are performing well achieving 84% tenant satisfaction, 96% compliance with programme, 98% on Health, Safety, Quality and Environment (HSQE) and 200% on Training and Development.

More service improvements are planned within the coming year with a clear focus on achieving value for money and improving our customers' experience of the service.

## 9.6 Health, Safety, Quality and Environment (HSQE)

Having previously achieved OHSAS 18001, ISO9001 and ISO14001 accreditation for our Health and Safety, Quality and Environmental management systems, CCG underwent its first follow up audit in the period carried out by Lloyds Register Quality Assurance; only minor non-compliances and observations were raised.

## 9.7 Regulation and Governance

### 9.7.1 Regulatory Assessment (RA)

Part 2 of the Housing (Wales) Measure 2011 (the Measure), which amends Part 1 of the Housing Act 1996 gives powers to the Welsh Ministers to regulate RSL's in Wales. The measure provides the Welsh Ministers with enhanced regulatory and intervention powers.

Early in 2015, the Welsh Government Housing Regulation Team undertook Regulatory Assessment (RA) on behalf of the Welsh Ministers. The Regulatory Assessment is designed to provide CCG, tenants, service users and other stakeholders with an understanding of how well we are performing, at a specific moment in time, against the delivery outcomes relating to:

- Landlord services
- Governance
- Financial management

The RA was undertaken in accordance with the risk-based approach to regulation set out in 'The Regulatory Framework' and associated guidance '*Improving the implementation of the Regulatory Framework: a risk based approach to regulation*' and '*Sector risks facing housing associations in Wales*'.

The Regulator utilises information and knowledge gained through ongoing regulatory engagement with CCG, together with information provided to inform regulatory opinion.

The final report and conclusions were published in May 2015, and is available on the website, they were accepted as a reasonable and fair assessment by the Board.

The relationship with the Regulator remains healthy with regular contact maintained over the financial year, with particular focus given on the agreed focus areas which included;

- Continuing to assess Board performance and monitoring progress with filling vacancies
- Ensuring the risk management approach reflects increased risks and that the Board understands the risk exposure presented by new areas of activity outside traditional core business, including new developments
- Gaining assurance improvements to the turnaround time and quality of ready

to let (void) homes.

- Monitoring the delivery of value for money across the business
- Monitoring the type and nature of complaints made by CCG tenants and service users
- Acquiring assurance that repairs and maintenance are effective and efficient
- Understanding further how tenants and other service users continue to be involved in shaping and scrutinising services effectively

#### 9.7.2 Financial Viability Judgement (FVJ)

The Welsh Ministers have powers under section 33A of the Housing Act 1996 to regulate RSLs in Wales in relation to the provision of housing and matters relating to governance and financial management. Regulatory assessments undertaken follow a risk based approach which seeks to make a judgement relating to the financial viability of the Association. The judgements fall into one of three categories: 'Pass', 'Pass with closer regulatory monitoring' or 'Fail.'

Following the Welsh Ministers review they concluded in May 2016 that CCG's Financial Viability Judgement was '**Pass**', which is the highest of the three available judgements, and is defined as:

*"The Association has adequate resources to meet its current and forecasted future business and financial commitments"*

The Regulator's judgement was mainly explained as;

- *CCG has prepared the 30 year financial forecasts using a reasonable set of assumptions.*
- *CCG has adequate secured loan facilities in place in order to fund its forecasted spending on property maintenance and improvements, and it has sufficient income generating ability to service and repay such borrowings.*
- *CCG's 30 year forecast shows that it should continue to operate within the lenders' covenants under reasonably foreseeable scenarios.*
- *CCG has reported achievement of the Welsh Housing Quality Standard in 2015 and has used stock condition survey information to inform costs included in its 30 year forecast to continue to meet this standard.*

#### 9.7.3 CCG's board membership

CCG's Board consists of 12 members, 4 of which are tenants, 4 are independent members and 4 are elected members nominated by Gwynedd Council. During the 2015/16 year:

- i) The Gwynedd Council nominees remained consistent with the previous year, with Councillors Stephen Churchman, Anne Lloyd Jones, Michael Sol Owen and John Wyn Williams serving on the Board.
- ii) Our Chair, Claire Russell Griffiths stood down at the end of March following her successful appointment to the Regulatory Board for Wales, she was replaced as Chair by Medwyn Hughes with Mark Jones elected as Vice Chair. Claire's departure created an empty space on the Board for a tenant member and as at the beginning of the 2015/16 financial year, this seat was vacant with the recruitment process on-going.

- iii) Two new independent members were welcomed on the Board following a recruitment process, both bring a wealth of skills and experiences to the Board. These were Abi Tweed and Mark Jones

As referred to above in section 3.2 (19), a complete review of the Governance Structure saw the creation of new committees which are designed to help the organisation face current regulatory and governance expectations as well as reflecting our changing focus.

The reclassification of Housing Associations in England from the private to the public sector by the Office of National Statistics which took place in July 2015 has prompted the Welsh Housing sector to review its position given the likelihood that Welsh Housing Associations will be reclassified in a similar way to English Housing Associations during 2016. This has serious ramifications for the way Housing Associations operate in Wales and may, in particular, place restrictions on Housing Associations' borrowing arrangements. By simple example, were borrowing to be restricted compared to current arrangements then Housing Associations would not be able to complete as many new developments as they do now.

As a consequence, like all other LSVT's in Wales, CCG will be looking at its board membership arrangements during 2016. In particular the perceived government control on our activities through having 4 Council nominees on our board which contributes to the ONS' reclassification that Housing Associations are public rather than private bodies.

#### 9.8 Performance Management

The performance management system which was implemented in April 2014 was embedded into the business, and all staff's performance was appraised using an on-line system known as "Cynllun Llwyddo". Each individual was set personal objectives for the coming 12 months, and their behaviours were evaluated and rated against corporate competencies. A 6 month review was conducted in September to ensure performance was on track, and there was a 90% completion rate for the appraisals across CCG.

#### 9.9 Programme Management

CCG has successfully delivered a number of important projects of strategic and corporate importance during 2015/16 under its Programme Management Framework.

These included:

- Embedding Equality and Diversity across the organisation
- Improving our customer's experiences in their dealings with CCG
- Developing and implementing our new build strategy
- Delivery of our Value for Money Strategy
- Management of mitigation measures in response to Welfare Reform

CCG have continued to embed a programme management approach to effectively manage its organisational development agenda. The approach has proved

successful in the delivery of multiple projects to time and ensuring adequate resources for their delivery whilst safeguarding delivery of day to day business activities.

#### 9.10 Customer Care

Improving the customer's experience across all of CCG's services remains a corporate priority. It was therefore encouraging to note that the results of the 2015 Tenant Satisfaction Questionnaire (TSQ) showed an improvement in overall tenant satisfaction levels; 77% were satisfied with the services CCG provides compared with 71% the previous year (2014).

A new Customer Service Strategy was approved by our board and will be implemented over the course of the coming year. The aim of the strategy is to improve customer care and improve satisfaction levels among our tenants.

#### 9.11 Land Management

Members will be aware that CCG has within its ownership and management over 3,000,000 m<sup>2</sup> of land assets spread across 517 sites. The assets are extremely varied in nature and comprise of woodland, heathland, scrubland, reservoirs/lakes, rivers, grazing land and football fields and a high proportion of the assets are located in the Snowdonia National Park and the Llŷn Peninsula Area of Outstanding Natural Beauty.

To ensure appropriate management of these sites including limiting CCG's potential liabilities, CCG's board will be presented with a revised "Land Management & Implementation Strategy" along with a "Land Disposal Strategy" for approval during 2016

#### 9.12 Future relationship with Gwynedd Council

Having completed the offer document promises, and now exploring growth opportunities, CCG is naturally moving into a different phase of its development. Our relationship with Gwynedd Council will also develop during this period, building on the strong foundations that currently exist. Further dialogue is required on the details, but it is envisaged that :

1. Arrangements for monitoring and scrutinising CCG's activities will need to change and move to being the same as those employed for other Housing Associations operating within Gwynedd.
2. In light of the ONS reclassification of Housing Associations in England and the likelihood that the same will happen in Wales during 2016, discussion will be required around the Council's nominations to CCG's board.

## **10.0 Conclusion**

CCG's sixth year resulted in full completion of the first five year WHQS investment programme. WHQS and improvement investment expenditure decreased to £9.0m (including environmental works) compared to £27.8m in the previous year with an additional £1.7m spent on building much needed new homes.

CCG's staff numbers were reduced during the year from 272 to 244 (as at 31 March 2016) due to completion of the first 5 year WHQS investment programme and less work being needed to maintain CCG's stock to WHQS going forward.

It is particularly pleasing that despite the reduction in investment works, high numbers of trainees and people either living in Gwynedd or within its catchment areas continued to be employed by CCG and its Service Providers.

It was also pleasing to note the steady improvement in tenant satisfaction with CCG's services. Improving the customer's experience of CCG will continue to be an area of focus for the business during 2016/17, with considerable efforts being concentrated around improving our Repairs and Maintenance service.

CCG are particularly proud of the results of the independent assessment of our economic, social, health and wellbeing impact assessment based on CCG's activities during our first 5 years of existence, carried out by Public and Corporate Economic Consultants (PACEC). The conclusions were hugely positive with CCG's targeted investment clearly contributing to reducing health inequalities within Gwynedd.

It is the intention during 2016 to further discuss the results of the PACEC report to determine any changes in emphasis in the strategic direction of CCG.

## **11.0 Recommendation**

The Council are asked to formally agree to CCG having completed all promises within the Offer Document made to tenants.