



**Gwasanaeth Democraidd**  
**Democratic Service**  
Swyddfa'r Cyngor  
CAERNARFON  
Gwynedd  
LL55 1SH

Cyfarfod / Meeting

**PWYLLGOR CRAFFU CORFFORAETHOL**  
**CORPORATE SCRUTINY COMMITTEE**

Dyddiad ac Amser / Date and Time

**10.00AM, DYDD IAU, 5 MEDI, 2013**  
**10.00AM, THURSDAY, 5 SEPTEMBER, 2013**

Lleoliad / Location

**YSTAFELL DWRYD**  
**CANOLFAN GYSWLLT / CONTACT CENTRE**  
**UNED 2 / UNIT 2**  
**PARC BUSNES ERYRI / ERYRI BUSINESS CENTRE**  
**MINFFORDD**  
**PENRHYNDEUDRAETH**

Pwynt Cyswllt / Contact Point

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# **PWYLLGOR CRAFFU CORFFORAETHOL CORPORATE SCRUTINY COMMITTEE**

## **AELODAETH/MEMBERSHIP (18)**

### **Plaid Cymru (9)**

Y Cynghorwyr / Councillors

Elwyn Edwards

Aled Evans

Selwyn Griffiths

Charles Wyn Jones

Dyfrig Jones

Dafydd Meurig

Michael Sol Owen

Mair Rowlands

Gareth Thomas

### **Annibynnol / Independent (4)**

Y Cynghorwyr / Councillors

Lesley Day

Trevor Edwards

Eryl Jones-Williams

Eirwyn Williams

### **Llais Gwynedd (3)**

Y Cynghorwyr / Councillors

Gweno Glyn

Simon Glyn

Jason Humphreys

### **Llafur / Labour (1)**

Y Cynghorydd / Councillor

Gwynfor Edwards

### **Rhyddfrydwyr Democrataidd / Liberal Democrats (1)**

Y Cynghorydd / Councillor

June Marshall

### **Aelodau Ex-officio / Ex-officio Members**

Cadeirydd ac Is-Gadeirydd y Cyngor / Chairman and Vice-Chairman of the Council

### **Erail a wahoddir / Others invited**

Y Cynghorydd / Councillor Ioan Thomas – Aelod Cabinet Gofal Cwsmer / Cabinet Member Customer Care (eitem / Item 5)

Y Cynghorydd / Councillor Peredur Jenkins – Aelod Cabinet Adnoddau / Cabinet Member Resources (eitem / item 6)

## **RHAGLEN**

### **1. YMDDIHEURIADAU**

Derbyn unrhyw ymddiheuriadau am absenoldeb.

### **2. DATGAN BUDDIANT PERSONOL**

Derbyn unrhyw ddatganiad o fuddiant personol.

### **3. MATERION BRYD**

Nodi unrhyw eitemau sy'n fater bryd ym marn y Cadeirydd fel y gellir eu hystyried.

### **4. COFNODION**

Bydd y Cadeirydd yn cynnig y dylid llofnodi cofnodion y cyfarfod diwethaf o'r pwyllgor hwn a gynhaliwyd ar 23 Mai, 2013 fel rhai cywir (copi ynghlwm).

*Noder – amcan yn unig yw'r amseroedd a nodir isod*

### **5. STRATEGAETH YMGYSYLLTU**

**Aelod Cabinet: Y Cyngorydd Ioan Thomas**

Ystyried adroddiad yr Aelod Cabinet Gofal Cwsmer (copi ynghlwm).

*10.10am – 11.10am*

### **6. STRATEGAETH ARBEDION**

**Aelod Cabinet: Y Cyngorydd Pererdur Jenkins**

Ystyried adroddiad yr Aelod Cabinet Adnoddau (copi ynghlwm).

*11.10am – 12.10pm*

### **7. BLAEN RAGLEN WAITH CRAFFU 2013 - 2014**

Cyflwyno'r fersiwn ddiweddaraf o'r rhaglen waith (copi ynghlwm).

*12.10pm – 12.20pm*

### **8. YMCHWILIAD CRAFFU CAFFAEL CYNALIADWY**

Cyflwyno'r briff diwygiedig (copi ynghlwm).

*12.20pm – 12.30pm*

## **AGENDA**

### **1. APOLOGIES**

To receive any apologies for absence.

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

To receive any declaration of personal interest.

### **3. URGENT BUSINESS**

To note any items that are a matter of urgency in the view of the Chairman for consideration.

### **4. MINUTES**

The Chairman shall propose that the minutes of the last meeting of this committee held on 23 May, 2013 be signed as a true record (copy attached).

*Please note that the times noted below are estimates only*

### **5. ENGAGEMENT STRATEGY**

**Cabinet Member: Councillor Ioan Thomas**

To consider the report of the Cabinet Member Customer Care (copy attached).

10.10am – 11.10am

### **6. SAVINGS STRATEGY**

**Cabinet Member: Councillor Pererdur Jenkins**

To consider the report of the Cabinet Member Resources (copy attached).

11.10am – 12.10pm

### **7. FORWARD SCRUTINY WORK PROGRAMME 2013 - 2014**

To submit the latest version of the work programme (copy attached).

12.10pm – 12.20pm

### **8. SUSTAINABLE PROCUREMENT SCRUTINY INVESTIGATION**

To submit the revised brief (copy attached).

12.20pm – 12.30pm

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## CORPORATE SCRUTINY COMMITTEE, 23.05.13

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**Present:** Councillor Simon Glyn (Chairman);  
Councillor Dyfrig Jones (Vice-chairman).

**Councillors:-** Lesley Day, Elwyn Edwards, Trevor Edwards, Aled Evans, Selwyn Griffiths, Jason Humphreys, Eryl Jones-Williams, June Marshall, Dafydd Meurig, Michael Sol Owen, Mair Rowlands, Gareth Thomas and Eirwyn Williams.

**Officers present:** Gwenan Parry (Head of Customer Care Department), Janet Roberts (Senior Manager – Delivery and Support), Gareth James (Member Support and Scrutiny Manager), Brian Jones (Emergency Planning Manager) and Eirian Roberts (Member Support and Scrutiny Officer).

**Apologies:** Councillors Gwynfor Edwards, Gweno Glyn and Charles Wyn Jones.

### 1. ELECTION OF CHAIR

**RESOLVED to elect Councillor Simon Glyn as Chairman of this committee for 2013/14.**

### 2. ELECTION OF VICE-CHAIR

**RESOLVED to elect Councillor Dyfrig Jones as Vice-chairman of this committee for 2013/14.**

### 3. MINUTES

The Chairman signed the minutes of the previous committee meeting, held on 7 March, 2013, as a true record.

### 4. EMERGENCY PLANNING

**Cabinet Member: Councillor Ioan Thomas**

Submitted -

- (a) The report of the Cabinet Member for Customer Care explaining the Council's responsibilities in relation to Emergency Planning and reporting on activity in the past two years.
- (b) The report of the Wales Audit Office on Civil Contingencies in Wales, dated 6 December, 2012.
- (c) The Customer Care Emergency Planning Risks Table.

The Head of Customer Care Department provided an outline of the contents of the above documents and noted that the words in brackets and italics in paragraph 2.2.1 of the Cabinet Member's report should be corrected to read '*Responding to the Threat of Climate Change Project*'. She also noted that the Customer Care Emergency Planning Risks Table was currently in draft form.

Members were given an opportunity to ask questions and offer observations. During the discussion the following main observations were highlighted:-

- It was noted that local members should receive a list of rest centres within their wards.
- It was suggested that community centres should also be identified as rest centres as the nature of an emergency could mean that secondary schools / leisure centres were unavailable, or they could be out of people's reach.
- Whilst acknowledging that the role of the Emergency Planning Service was to respond to emergencies, it was emphasised that there was a need for the Council as a whole to be more proactive in this field, particularly so with regard to flood prevention. For example, it was enquired whether or not more could have been done to prevent flooding in Llanberis last November, and it was suggested that perhaps there were lessons to be learnt from what had happened. Concern was also expressed that the Water Board insisted on keeping water levels high in Llyn Celyn throughout the year, as this increased the risk of flooding in the Bala area during periods of heavy rainfall. As a follow-up to the discussion in this meeting, it was suggested that flood prevention was a matter to be scrutinised separately by one of the scrutiny committees and the Member Support and Scrutiny Manager agreed to scope the work for this committee's Annual Meeting on 13 June.
- It was noted that no reference was made in the documents to the strain placed on shops and garages as a result of panic buying during an emergency, or when there was a threat of an emergency. In response, the Head of Customer Care Department explained that a National Fuel Scheme existed in order to try and prioritise supplies.
- It was enquired whether or not it would be possible to train Council staff using the expertise of the nuclear industry in the emergency planning field .
- Reference was made to the Navy's exercises in Cardigan Bay on the May Day Bank Holiday and officers were asked to contact the Ministry of Defence to state that this type of exercise should not take place on occasions such as Bank Holidays when tourism areas in Gwynedd were full of visitors and that the Council should receive a notice in advance of any exercises in future. Concern was also expressed regarding the impact of the incident on the wildlife of the area.
- Although the Council gritted the back roads, it was noted that this did not mean those roads were open to services such as buses, fire engines or ambulances as people who lived on higher land, such as parts of Dyffryn Ogwen, were moving their cars closer down to the highway when snow was forecasted, thus creating an obstacle for large vehicles. It was important that the Highways Department was aware of situations like these.
- It was noted that ice and snow during the previous winter had highlighted a number of additional places where it would have been beneficial to have salt boxes, but that the Highways and Municipal Department were not willing to increase the numbers.
- That the Emergency Response Group should bear in mind the possibility of making effective use of the local member during an emergency, and of his/her local knowledge, and using technology such as '*Facetime*' to ensure continuous dialogue between the Headquarters and the local member at grass roots level.
- Rather than looking at developing a local risk register for the whole of Gwynedd, collaboration was suggested, either with the community councils or area committees within Gwynedd, to develop a more local risk registers as different parts of the county faced different types of risk.

In response to a query from a member regarding the responsibilities of private caravan site owners in the areas of Dyffryn and Talybont, the Head of Customer Care Department agreed to look at the boundaries of the Local Floods Scheme for Barmouth, and report back directly to the member.

**RESOLVED to ask the Member Support and Scrutiny Manager to summarise the main observations of this meeting and send them to the members before the next Preparatory Meeting.**

## **5. SUSTAINABLE PROCUREMENT SCRUTINY INVESTIGATION**

Submitted – a draft brief for the above investigation.

The Chair and members of the investigation were thanked for their good work, but concern was expressed regarding the timescale.

**RESOLVED to accept the draft brief for the Sustainable Procurement Scrutiny Investigation, whilst accepting that it could be required to extend the length of the investigation.**

## **6. ANNUAL WORK PROGRAMME**

Submitted – the latest version of the work programme. The following observations were noted:-

- It was suggested that the names of the different committees should be noted in bold.
- Disappointment was expressed that no response had been received as a result of submitting the recommendations of the Systems Thinking Scrutiny Investigation to the Cabinet Member. In response, the Member Support and Scrutiny Manager noted that the Annual Report (which would be submitted to the committee's annual meeting on 13 June) would note the recommendations of the investigation and the Cabinet Member's response to them.
- It was noted that a similarity could be seen between the Audit Committee's work programme and the Scrutiny Forward Work Programme and it was enquired whether or not there was duplication of work here. It was agreed to note this for consideration in the annual meeting.
- Referring to item 10 on the work programme, concern was expressed regarding the morale of workers and it was agreed that this was a matter to be raised in the annual meeting.

The Member Support and Scrutiny Manager emphasised that any member would be welcome to add items to the work programme during the year.

**RESOLVED to accept the work programme.**

The meeting commenced at 10.30am and concluded at midday.

<b>NAME OF SCRUTINY COMMITTEE</b>	CORPORATE SCRUTINY COMMITTEE
<b>DATE OF MEEETING</b>	5 SEPTEMBER 2013
<b>TITLE</b>	THE ENGAGEMENT STRATEGY
<b>CABINET MEMBER</b>	Councillor Ioan Thomas

## **1 Background**

- 1.1 Whilst considering what to include in the Strategic Plan and having reviewed the Council's current working practices, it became apparent that attention needed to be given to our engagement arrangements.
- 1.2 If we are to improve, in order to do so in a structured manner, a strategy is required, and work is ongoing to create such a strategy.
- 1.3 There is a lack of a clear understanding within the Council as to what "engagement" means and the purpose of the strategy will be to try and explain this and to map out how we intend to improve engagement within the Council.
- 1.4 It should be noted that this will not be a matter of "pressing a button" and getting a quick solution, but rather, accomplishing a series of improvements, which when taken together, will change the engagement culture within the Council. As with all culture change this will not happen overnight.
- 1.5 In preparing this report I have been asked to address several issues and I have structured the report on the basis of those issues.
- 1.6 A copy of the draft Engagement Strategy as it presently stands is attached as an appendix to this report.

## **2 What is the basis of our analysis that the present arrangements are deficient ?**

- 2.1 Part 3 of the Strategy sets out how engagement should happen and what evidence exists to suggest that Gwynedd Council has room to improve.
- 2.2 It is apparent from this part that we have some evidence from the Mori Survey and the survey undertaken amongst stakeholders when we looked at customer care arrangements, that things aren't quite as they should be; along with examples from a number of transformational projects where it can be seen that at times proper engagement goes astray.
- 2.3 This part of the strategy also tries to analyse why this has happened.



### **3 What is the ambition for the engagement arrangements – how will we measure success?**

3.1 Part 4 of the strategy details what we aim to do in the medium term.

3.2 The ambition at the end of the day is to ensure that the people of Gwynedd and the Council understand each other better, and as is noted in part 4 of the strategy, the aim of the strategy is to ensure that there is a structured process in place within the Council in order for this to happen.

3.3 The Strategy notes that it is a case of changing the culture amongst all of the Council's staff and members and it will essentially be a long and difficult journey.

3.4 Part 6 of the strategy details how we intend to measure success and notes that whilst it is difficult to measure something as abstract as engagement, we will be using the following measures and consider the overall picture shown by taking them all together to see if it shows improvement or not -

- How many Gwynedd residents are satisfied with the way Gwynedd Council operates;
- How many Gwynedd residents agree that it is possible for them to influence decisions within their local area;
- How many Gwynedd residents have taken part in order to influence what happens within the county;
- How many of the engagement initiatives have resulted in influencing the final project;
- What do elected members in their entirety think about the engagement arrangements at the end of the period.

### **4 Is the ambition for improving engagement now actually realistic in view of the new financial challenges facing the Council?**

4.1 In view of the future financial constraints with which we will be faced, it is certainly true that we will have to carefully consider which elements of the Strategic Plan we can continue to accomplish.

4.2 Of course, in one respect, it could be argued that in such circumstances effective engagement is even more important in order to ensure that we do the right things with whatever resources we have, by reflecting our people's priorities.

4.3 As yet the Cabinet has not given consideration as to which projects within the Strategic Plan have to be re-prioritised but I shall be recommending that the engagement project be retained but that we try and do this within the resources presently available.

4.4 After discussing with officers I foresee that this should be possible with a substantial part of the strategy but if additional resources are required for any aspect, this can be considered in view of any resulting benefit that would arise.

**5 What will be the role for executive/backbench members within the new engagement arrangements?**

5.1 Obviously, members are key “engagers” for the Council – not necessarily because they are part of a formal project within the Council – but because they are in constant contact with a cross-section of the people of Gwynedd (namely their electors).

5.2 It can be seen from Appendix 1 of the Strategy that there is one work stream (Workstream No 8) that deals with the requirements of members within the engagement process.

5.3 The work programme identifies that the first two elements to be considered within this area are to define what exactly is the role of members within our overall engagement arrangements and to undertake a dialogue with members on what they require in order to be a key part of engagement.

5.4 Once this work has been completed (it is envisaged in the work programme that this will happen by May/June next year), we will be able to implement any suggestions that arise.

5.5 Of course members also have a role in considering the success of the whole strategy as their findings will be part of the measurement process (see last bullet point in section 3 above.)

**6 What kind of assistance and guidance will be available to Council members, managers and staff?**

6.1 It can be seen within the strategy that a large element of it ensures that managers and staff dealing with engagement receive the support and skills necessary to undertake this effectively.

6.2 Many of the workstreams and arrangements to develop further arrangements revolve around the need to ensure that we identify the needs of those involved with engagement and try to establish what is actually needed in order to ensure success.

6.3 One of the essential resources in this respect is the Engagement Handbook referred to in part 5 of the strategy, which will be available on the Council's internal website. The handbook will assist individuals to consider the nature of engagement required in order to ensure that the essential information is to hand for those commissioning or running the project.

**7 How will we assess the success of the new arrangements?**

7.1 We will measure success as a result of what the five measures noted in section 3.4 above tell us.

# Gwynedd Council Engagement Strategy 2013 -2017



Draft version 9 [following submission to Management Team].

## 1. Why do we need an engagement strategy?

**Engagement is a broad term used to describe the dialogue between the Council and the people of Gwynedd that takes place as we go about our work of providing services for those people.**

It can take place in various ways and on almost all occasions where there is contact between the Council and the people of Gwynedd, both formally and informally.

It is acknowledged that effective Engagement is an essential tool in good Governance arrangements as it allows us to gain a better understanding of each other.

Traditionally, engagement was considered to be a way to gain an understanding of the aspirations and priorities of our people in an attempt to use that information to drive our actions.

Of course, engagement takes place already and it is done well in pockets across the Council; however, there is an element of quantitative evidence that everything is not as it should be [see part 3 below].

Nevertheless, in the current financial climate engagement will become increasingly important as the relationship that any council must have with the people it serves changes.

It will not be possible for us to continue to act in the way that everyone has become accustomed to and there will be a need to ensure, not only that we have a better understanding of the aspirations of our people, but that they in turn understand the new financial reality and what that entails.

**Therefore, if we wish to secure sustainable services for the people of Gwynedd in future, we can only do so by working together and by gaining a better understanding of each other.**

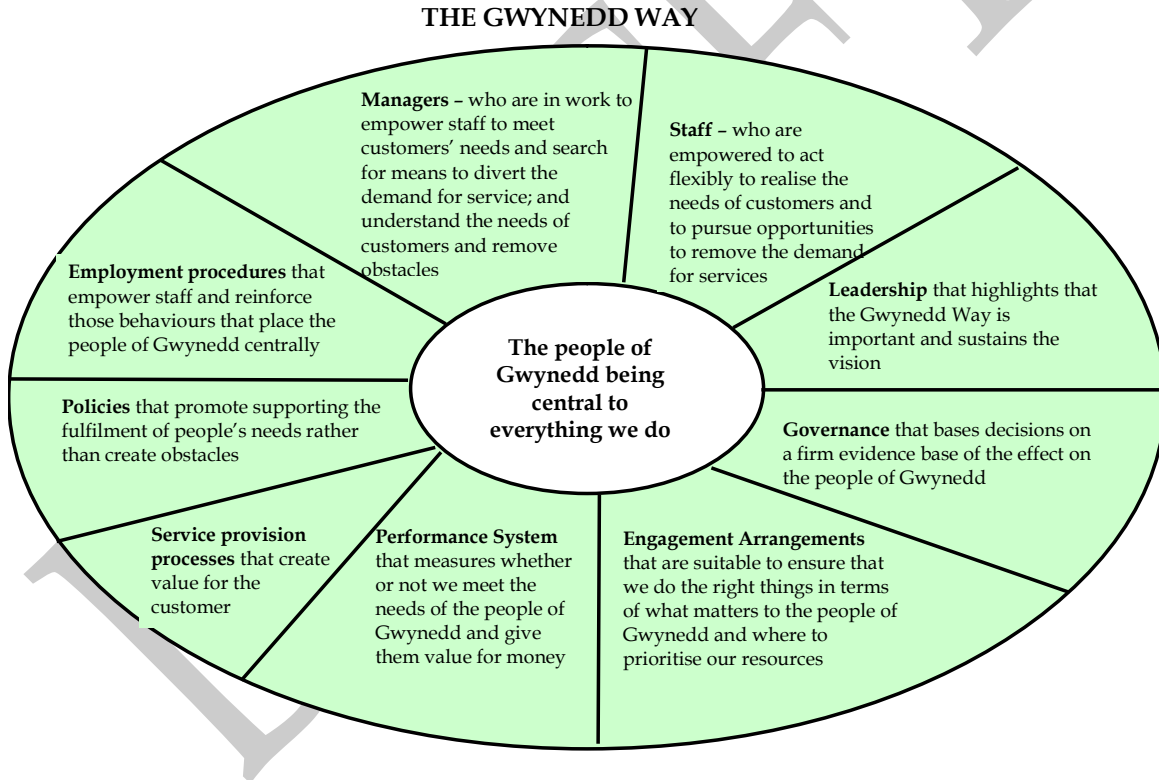
**As a result, this strategy is required in order to create a new relationship for a new world.**

## 2. What will be the purpose of the engagement strategy?

The Gwynedd Council Strategic Plan for the period 2013-2017 sets out the Council's priorities for the period and describes what the Council will do to achieve those priorities.

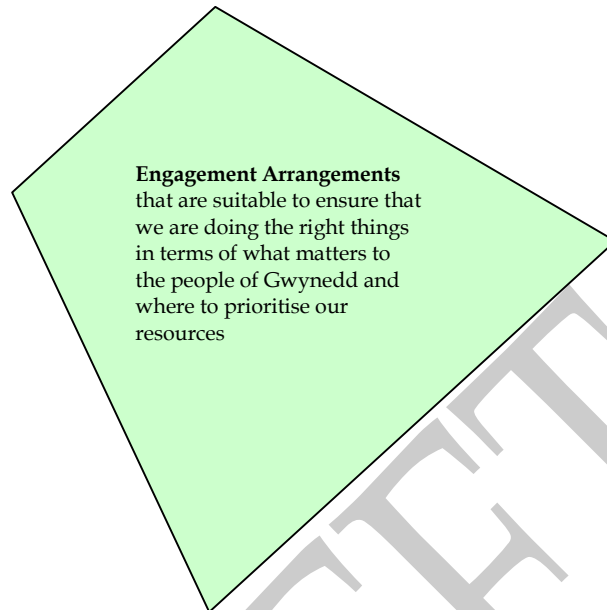
The Council has a vision of ensuring that the people of Gwynedd are central to everything we do and to ensure that this happens, the Council will promote a culture which reflects that vision throughout the entire Council. To ensure that this happens, we have identified a number of factors that need to be in place if we are to embed "The Gwynedd Way" in all of the Council's activities.

These can be seen in the diagram below.



It can be seen that one essential element of "The Gwynedd Way" is to ensure that we have suitable engagement arrangements in place to ensure that we do the

things that matter for the people of Gwynedd and to be able to prioritise our resources appropriately.

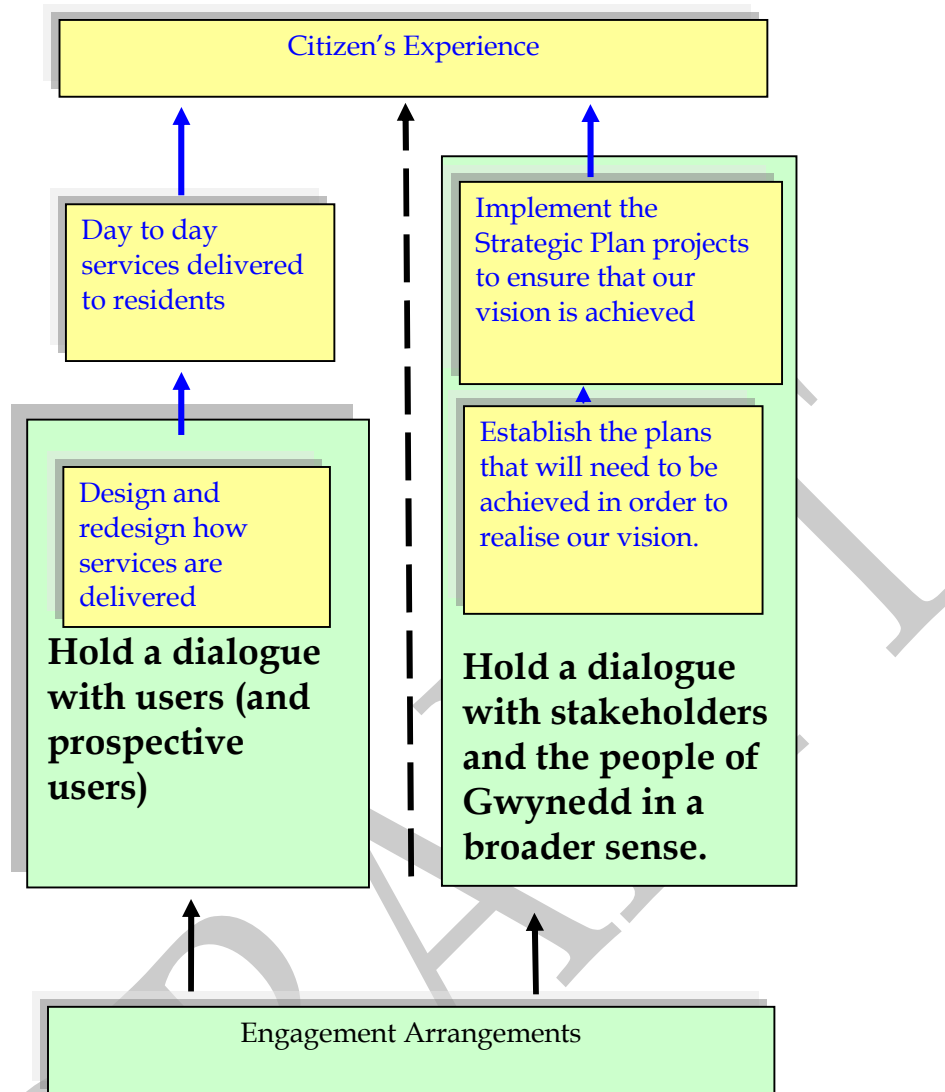


Suitable Engagement arrangements will also be a powerful tool when attempting to divert the demand for services and achieve strong and self-sufficient communities.

If we are to achieve the visions noted for the various fields within the Strategic Plan, the Council will not be able to achieve them unless the people of Gwynedd join us and play their part in the key changes that we must see happening.

However, the need to ensure effective engagement is broader than just those plans for change that are noted in the Strategic Plan. It is also essential in our day to day work to ensure that we do the right things when delivering services to residents over the range of services delivered.

The following diagram shows the role of engagement when attempting to affect the experiences of our people.



Then, by improving engagement we should ensure that the community has more influence on the Council's work and for the Council to better explain what it is doing when designing its activities, and thus ensure that we **meet the needs of the people of Gwynedd** as far as possible. In doing so, we should gain improved trust between the Council and the people of Gwynedd.

It can also be used to build bridges between the Council and its people so that they better understand the choices that must be made and to assist to change our people's attitudes and expectations and the need for them to play their part in any change also.

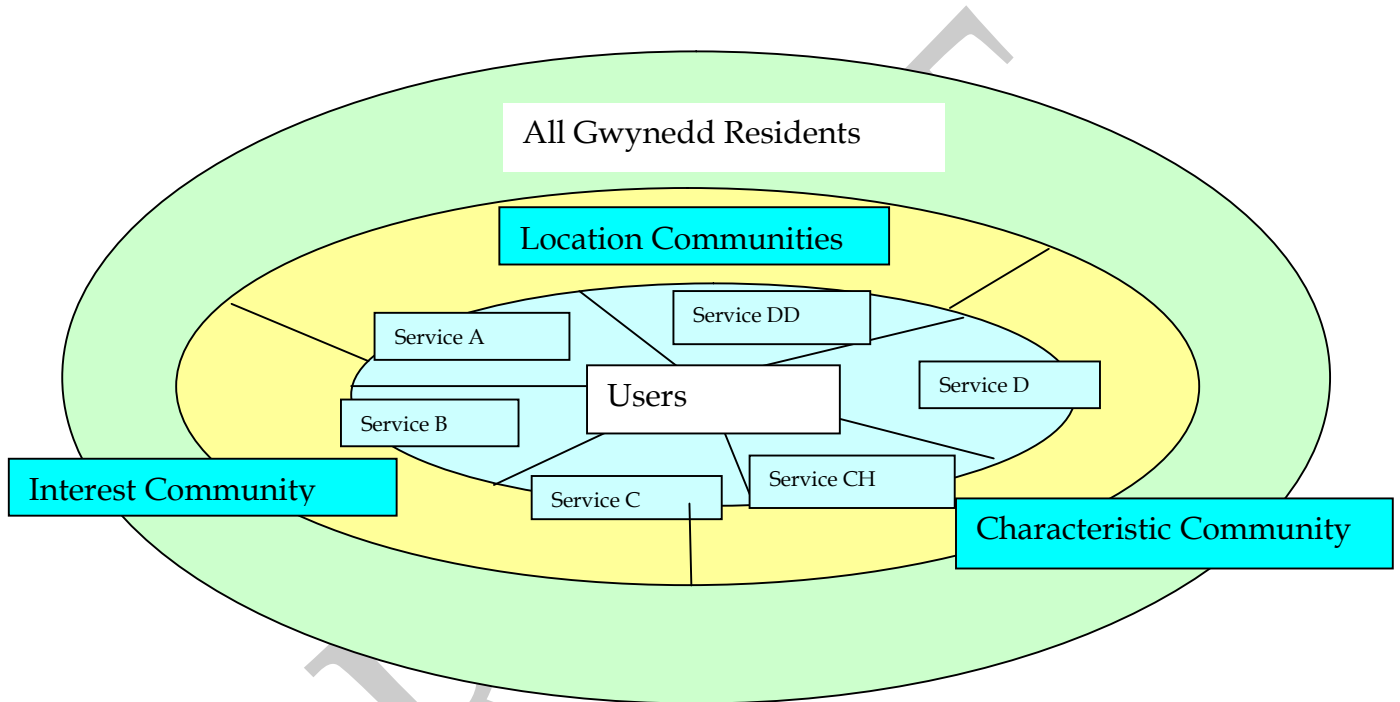
Specifically, effective Engagement will be essential if we hope to persuade the people of Gwynedd to change their expectations in terms of what the Council will be able to provide in the future. If we are to effectively control the demand



for services, this will call for a substantial effort if we wish to take the people of Gwynedd with us on this journey.

### 3 How does Engagement currently take place?

Engagement can take place on different levels with various communities and various parts of communities as noted below.



At its most general level, we will wish to engage with all Gwynedd residents.

Then, on the next level, we would often identify specific communities, such as

- Location Communities - namely people who identify themselves with a specific area - be that a broad area; a community or town council area; a specific village or even a housing estate.
- Interest Communities - namely people who share a common experience or interest - for example, people who are interested in environmental matters or in the arts.

This can also include bodies that are active in various fields within the territory of Gwynedd, whether those are other public organisations, third sector businesses or the voluntary sector.

- Characteristic Communities – namely people who share a specific characteristic – such as ethnic groups or disabled people or people of a specific age such as young people, older people, etc.

We will also want to engage with service users on an ongoing basis in order to establish what is important to them and how we can improve the provision.

**This can all take place on a formal and informal level.**

We can see from the diagram above how engagement takes its place in our delivery arrangements for the residents of Gwynedd by ensuring that the people of Gwynedd are central to everything we do and that it encompasses the following -

- a. A day to day dialogue when providing services. The personal experience of the individual when receiving a service by the Council is the factor that influences very heavily on people's attitudes towards the Council and in order to ensure that the experience is positive, we must have a dialogue with our users.
- b. Dialogue as part of the process of introducing change. Unless we hold a two-way dialogue with the relevant communities, how can we ensure that we do the right things and ensure that we understand the reasons behind our decisions?
- c. Public links and the use made of a broad range of electronic and traditional media. The image portrayed in the media influences people's perceptions and the media is an important method for the Council to use to provide information and explain viewpoints.
- d. Specific arrangements the Council has to strengthen the dialogue we have with specific cohorts, e.g. opportunities to engage through the Residents' Panel, Area Forums, etc. and relevant techniques.

Of course, engagement takes place already and it is done well in pockets across the Council.

However, there is an element of qualitative evidence that everything is not as it should be.

In a MORI Survey undertaken by the Council in November 2009, 43% of Gwynedd residents considered, after taking everything into account, that they were satisfied with how Gwynedd Council run things (compared with 45% within our statistical neighbours).

In the same survey, 63% felt that it was not possible for them to influence decisions in their local area (compared with 73% in our statistical neighbours) and 29% noted that they would like to have more of a say in the decisions affecting their local area with a further 59% noting that they wished to have more say, depending on the matter in question.

However, the picture is not completely clear. In the most recent survey held by the Welsh Government across Wales in 2012/13 – 54% of Gwynedd residents noted that it was not possible for them to influence decisions which affected their local area – namely the eighth best in Wales.

In the survey undertaken amongst stakeholders in terms of considering what are the weaknesses in our current customer care arrangements, a number noted that one of the reasons why it is considered we do not provide better customer care is that we do not spend enough time establishing what is important for the citizen.

Practical experience also shows that the quality of engagement varies and there is evidence from a number of transformation projects that there are many occasions where we did not get things right.

An analysis of the reasons why we are failing show that the main reasons for this are as follows -

- Very often, we do not commence the engagement process soon enough in the process for change; and
- We do not always allow sufficient time to engage properly as we rush to achieve the change and think that engagement is a “desirable addition”;
- Project leaders do not always have the necessary skills and knowledge to be able to do it effectively and they use the wrong technique or ask questions that are inappropriate for the situation.
- We are not always clear about what exactly we do and give the impression that we discuss a situation where anything is possible where in reality there are possibly only two practical choices;
- Sometimes, we even forget about important stakeholders.

Therefore, if we are to see better results, we need to address these weaknesses.

## 4 What will the strategy achieve?

Therefore, we can state that the aim of the strategy is -

“...to ensure that there is a structured procedure within the Council to ensure opportunities for the people of Gwynedd and the Council to gain a better understanding of each other.”

This is a matter of changing culture amongst all Council staff and members and this could be a very long and challenging journey.

The strategy will therefore:

- Set the core principles that should be followed in order to improve engagement within the Council, namely;
  - Considering early enough what engagement has already taken place and that engagement needs to happen;
  - Being clear from the outset regarding who are the relevant stakeholders;
  - That the most relevant methods should be used according to the situation we are facing;
  - If uncertain, the person responsible for the field should call for assistance from the source available for them;
- Support and provide a strong foundation to develop policies and design day to day services by ensuring that decisions are made based on an understanding of the needs of individuals and communities.
- Increase and strengthen the contribution of communities when developing and implementing the major changes of the Council's Strategic Plan;
- Support communities to act and empower communities to identify their needs and assist them to develop their own solutions;
- Improve the quality of engagement exercises;
- Improve engagement with difficult to reach groups to ensure that they also have a voice.

## 5 How will we achieve this?

As a starting point, we will:

- Provide an engagement framework in order to ensure that there is a handbook that managers can turn to in order to steer their activities in this field;
- Raise awareness of the value of engagement and the handbook amongst managers and leaders and project managers;
- Improve the skills of individuals who are responsible for engagement;
- Provide a resource to support managers who need advice regarding the engagement field and to ensure quality on some of the most key projects;
- Ensure robust governance arrangements in order to assess the effectiveness of engagement activities in terms of ensuring that they engage with the right people, on the right subjects and at the right time, by reviewing the lessons to be learnt and what needs to be done further to improve our performance in this field on a regular basis;
- Experiment with new procedures to see what works and what does not work;
- Create an Engagement Forum for practitioners to share good practice and offer support to each other.

Appendix 1 shows an initial work programme for achieving what is noted above.

It is anticipated that the work programme will evolve further as we learn lessons from our experiences over the coming period.

## 6 How will we know if we have succeeded?

If the intention of engagement is to ensure that we have a better understanding of each other and thus, ensuring that the Council's decisions take what is important to the people of Gwynedd into consideration, we should be measuring:

- Whether or not the residents of Gwynedd and us understand each other better

- Have we established what matters for all Gwynedd residents
- Are our decisions being influenced by that feedback

The problem is that these matters are very difficult to measure, in particular the first two, and it is difficult to imagine how they can be measured in real terms.

Meanwhile, it is suggested that the success of the strategy should be measured by measuring the following -

- How many Gwynedd residents are satisfied with how Gwynedd Council runs things;
- How many Gwynedd residents agree that it is possible for them to influence decisions in their local area;
- How many Gwynedd residents have participated in order to influence what happens in the county;
- How many engagement exercises have led to influencing the final plan;
- What are the feelings of elected members as a whole about the engagement arrangements at the end of the period.

From establishing the compound picture obtained from the five abovementioned measures, we should be able to measure whether or not our attempt to improve engagement is successful.

## **7 How will we monitor the implementation of the strategy?**

The Cabinet Member for Customer Care on the Council's Cabinet will be responsible for achieving the aims of this strategy and will ensure that this takes place by submitting ongoing reports to the Transformation Delivery Panel.

Over the period of the strategy, the exact steps that will need to be delivered will evolve as we learn from the activities taking place and in order to ensure that ongoing attention is given to the field, it is intended to establish an Engagement Project Board that will evolve into an Engagement Management Board in turn.

Membership of the Board will be as follows -

Customer Care Cabinet Member  
Cabinet member with responsibility for communication

Corporate Director  
Head of Customer Care Department  
Senior Delivery and Support Manager

The Project / Governing Board will -

- Assist the Cabinet Member to ensure that the aims of the strategy are being achieved;
- Keep a log of engagement activities and assess the quality and effectiveness of those activities;
- Call on Project Leaders / heads as needed in order to learn lessons from engagement campaigns;
- Consider any examples of good or bad engagement and consider how that influences what needs to be done in this field;
- Recommend any change in direction required to the Transformation Delivery Board;
- Consider what is the situation with implementing the matters noted in section 4 above;
- Consider whether or not the measures show the success of the strategy;
- Consider any messages from the Practitioners' forum;
- Determine the priorities of the Residents' Panel.





## **7 Engagement Forum**

- 7.1 Arrangements, membership and structure agreed
- 7.2 First meeting held
- 7.3 Assessment of the effectiveness of arrangements

## **8 Members' needs for Engagement**

- 8.1 Define the role of members in the engagement process
- 8.2 Hold a dialogue with members regarding what they need to be a key part of engagement

## **9 Engagement in Major Events**

- 9.1 Assess current arrangements and identify any problems
- 9.2 Agree on amended arrangements if required

DRAFT

<b>SCRUTINY COMMITTEE</b>	CORPORATE SCRUTINY COMMITTEE
<b>DATE OF MEETING</b>	5 SEPTEMBER 2013
<b>TITLE</b>	SAVINGS STRATEGY
<b>CABINET MEMBER</b>	Councillor Peredur Jenkins

## **1 BACKGROUND**

- 1.1 The Scrutiny Committee has indicated that it wishes to scrutinise developments in the Council's financial circumstances and in particular the effect which the requirement for savings will have on the people of Gwynedd.
- 1.2 I should reiterate that which I noted in my letter to all Council members in July which is that we do not yet know exactly what the financial settlement for local authorities will look like, but that the prognosis is for a reduction in grant significantly greater than that seen so far.
- 1.3 As a result of this assumption, work is ongoing to try and establish a path through the coming storm which we are likely to face, which will try and protect the people of Gwynedd to the greatest extent possible from the worst effects of the financial constraints which will be placed upon us.
- 1.4 The best way of doing this of course is to take time to plan carefully but the speed and depth of the latest reductions could mean that such a luxury may not be available to us and we may be forced to take urgent action. I am currently discussing the matter with officers to see whether there is a way of avoiding such action.
- 1.5 This latest picture places a whole new context on that which we have been doing in the past, and it is certain that the types of activity that have taken us through the financial reductions seen in the past will no longer serve us in our journey through the coming storm. The new situation will require a fundamental change in the way we think of things.
- 1.6 In preparing this report I was asked to address a number of issues and the report is structured around those questions.

## **2 What are the proposals for dealing with the need to review the proposals contained in the Asset Plan and the Strategic Plan and what part will members in general play in the work involved in reviewing those plans ?**

- 2.1 First of all, as both strategies are Council strategies, the Council itself will have to agree for us to review these documents.

- 2.2 Thereafter the Cabinet will have to consider which schemes we can recommend to the Council for removal from the Strategy in order to reduce the pressures on the Council.
- 2.3 Ultimately however, any decision to change the Strategic Plan and what should be changed will be a matter for the Council to decide and the cabinet will make its recommendations to the Council.

### **3 How will we balance the proposals made in the Strategic Plan and the Asset Strategy against the needs of core services ?**

- 3.1 The Asset Strategy is a reflection of the capital requirements of the core services. When it was approved in the Autumn 2009, services noted their requirements at the time and the Council prioritised schemes according to the available resources.
- 3.2 We will need to revisit the plan as the resources required to fund it places significant pressure on the revenue budget (which has to fund the £23m which the Council decided to borrow in order to supplement the Asset Plan).
- 3.3 The Council could of course decide that all schemes being funded by this £23m are worth the savings which would have to be made to fund them – it is a matter of comparative prioritisation.
- 3.4 The Strategic Plan details those schemes which we would like to undertake in order to improve the lives of the people of Gwynedd. There are some where it wouldn't make sense not to undertake them as they lead to savings and therefore enable us to protect more services.
- 3.5 There are others where the magnitude of the benefits which would accrue to the people of Gwynedd mean that members would like to see them undertaken come what may.
- 3.6 There are other schemes where the benefits which would accrue may be less than some core services and where it would make greater sense to wait to see what would have to be taken from the Council's budget before thinking of undertaking them. These are the schemes which should perhaps be placed to one side now until such time as we know the price which we would have to pay to undertake the schemes.

### **4 How confident is the Cabinet about the Council's ability to realise the savings already agreed before starting to get to grips with this new challenge ?**

- 4.1 Every two months I meet with appropriate officers to be updated on the performance of Council departments in delivering the savings we have asked them to achieve.

- 4.2 The latest report I received shows that between 2010/11 and 2013/14 we have had to identify schemes worth nearly £19.4m. In July, there were 15 schemes to the total value of around £1m where they have not yet fully delivered the required savings.
- 4.3 The most prevalent problem identified is one of timing and there is no concern that the majority of these schemes will deliver the identified savings in time.
- 4.4 In my view, the Council's record in this respect is commendable (especially as it comes on the back of over £11m of savings achieved between 2007/8 and 2010/11) and there is nothing to suggest that departments' efforts are going to be any less effective in future.
- 4.5 Having said as much, we must recognise that the task will get more difficult each year as the cumulative amount of savings increases.
- 4.6 We will have to have clear and unambiguous arrangements for finding the additional financial gap which will be placed upon us and I have asked officers to outline the options available to us.
- 4.7 It is not an option for us not to get to grips with the issue as we have a legal obligation to ensure that we have a balanced budget but we can be fairly confident from the above that the Council will be better placed than many an organisation to meet the challenge.
- 5 **What has been the effect of the current savings plans on the people of Gwynedd and how are you measuring that effect ?**
- 5.1 We estimate that the Council has saved over £30m since 2007/8 with around 88% of this sum being efficiency savings.
- 5.2 Theoretically, as efficiency savings continue to ensure outcomes for the people of Gwynedd for a lower cost, these should not have affected the people of Gwynedd. However, in an attempt to ensure that this is the case, officers are currently undertaking work to look at those services where performance measures have deteriorated over the past year to see whether they have arisen in areas where we have made efficiency savings.
- 5.3 Of course if we are unable to find savings by being more efficient the only other answer would be to cut services or facilities and that would certainly affect the people of Gwynedd.
- 6 **In view of the fact that the current Savings Strategy anticipates the possibility of service cuts, what do you foresee at the moment to be the possible consequences of the further savings which the Council will have to make in the light of this new challenge ?**

- 6.1 As I noted in my letter in July, we do not yet know what the actual effect of the messages received from Welsh Government will be and it would be spurious to and guess at this moment in time.
- 6.2 However I am currently discussing with the Corporate Director whether we will have to take emergency action to change our current plans or whether we can cope for 2014/15.
- 6.3 He is currently considering whether we can establish a plan which would allow us to continue to deliver our current savings plans and design a revised savings plan which would deal with any new requirement later.
- 6.4 This would allow us to take rational steps with a view to consulting all elected members before taking the additional steps required.
- 6.5 We will have developed this idea further during the next few weeks.
- 6.6 However there is a fairly simple equation at work here. Our original plans in February suggested that we needed to plan for a financial deficit of around £16m in addition to those plans already being planned ( worth around £8.7m). We anticipated that we would find these savings as follows -
  - Further efficiencies £6.4m
  - Demand Management £5m
  - Service cuts £4.7m

As the amount which we will require is certain to be significantly more than the original projection, unless we can find more efficiencies or reductions in demand, the only other avenue open to us will be that service cuts will have to be higher.

- 7 **What proportion of the required savings are likely to be delivered by the demand management initiative to which the Strategic Plan refers ?**
  - 7.1 As noted above, the original target for the demand management initiative was £5m. As we have not yet come to a conclusion on the exact schemes which will deliver in relation to this initiative, we do not yet know whether this amount is achievable or whether there is more available.
  - 7.2 As we originally envisaged that we would not need these savings until 2015/16 and as such schemes are by their very nature likely to take some time to deliver, it is possible that we will not be able to come to a conclusion on these schemes for some time.
- 8 **Taking into account the importance of external funds such as the Rural Development Fund and Convergence Fund to a county such as**

**Gwynedd, what do you consider to be the financial challenge in the council's ability to take advantage of such sources of funding ?**

- 8.1 If taking advantage of such funds would bring benefits to the people of Gwynedd, that benefit would need to be balanced against the effect of any saving required to fund the match funding involved and the effect of those savings on the people of Gwynedd.
- 8.2 This of course is prioritising and the fact that the funding which is available to the Council may well be significantly less does not stop the Council from taking decisions based on comparative priorities such as this.

**9 What arrangements will the Council have in place to prepare the people and communities of Gwynedd for the significant financial challenge which we are facing over the coming years ?**

- 9.1 We will not be able to cope with the situation we are facing without taking the people of Gwynedd with us and we will have to ensure that we have a communication plan for the whole programme.
- 9.2 This new financial scenario is wholly different to that we have seen in the past and we will have to ensure that we convey to the people of Gwynedd that this is not a continuance of a gradual decline in our funding position but that it is completely different which requires radical answers.
- 9.3 As part of the work of preparing a programme to find the financial deficit which we will need to find, I shall also be discussing with officers a communication plan which will identify what we need to do to convey the appropriate messages to the people of Gwynedd and how are we going to get their views on their priorities in relation to future spending plans.

Forward Work Programme 2013-14

A	Corporate	B	Communities	C	Services
A1	The Council and the Public – Engagement	B1	Caravan Park Monitoring Arrangements and Enforcement	C1	Answer Concerns of Carers
A2	Savins Strategy + effect of Council tax increase	B2	Control of Caravans parking without permission on Council Property	C2	Mental Health (Investigation)
A3	Improvement Plan	B3	Attract and Retain Businesses in County	C3	Children and Young People Strategic Safety Panel – update on the ‘Pembrokeshire report’
A4	Partnerships and Collaboration – assess progress	B4	One bedroom Housing Stock Improvement	C4	Effect of Betsi Cadwaladr Health Board situation on quality of service (Investigation)
A5	Gwynedd Amdani – purchase of electricity, gas etc on behalf of communities to ensure a better price	B5	Effect of Planning Policies on Community viability	C5	Strategic Review of Additional Learning Needs (information and steps)
A6	Planning Committee Arrangements	B6	Hafan Pwllheli – reduction – transfer back to private?	C6	Feedback from the Scrutiny Investigation into Quality of Education following ESTYN Review
A7	Sickness Measure	B7	Community Empowerment	C7	Report by the Schools Reorganisation Working Group – costs, savings and lessons learnt
A8	People retiring and returning as	B8	Parking Fees	C8	Disability and Autism

	Consultants				
A9	Worforce – Maintain workers morale high in a difficult period	B9	Use of Biking and Walking Paths	C9	Children in Care
A10	Collaboration with Anglesey	B10	Parc Glynllifon and Parc Padarn	C10	Provision of Services locally (Investigation)
A11	Carbon Footprint Update	B11	Marine Conversation Areas	C11	Pathway to Work
A12	Strategic Plan 2013-17	B12	Apprentiship Plan	C12	Intense intervention – Supporting Families
		B13	Tourism – effect on economy	C13	Job opportunities for young unemployed people
		B14	Transport	C14	Corporate Parent Panel
		B15	Crime and Disorder	C15	CSSIW Report on Leadership – Progress Report
		B16	Antur Aelhaearn	C16	Children ‘End to End’ Project
		B17	Cartrefi Cymunedol Gwynedd	C17	Prevention Work – Care of Adults and Older People
		B18	Homelessness –Noddfa Hostel, Deiniolen	C18	Adults ‘End to End’ Work
				C19	Protection of vulnerable Children and Adults
				C20	Monitoring GwE

30 Gorffennaf 2013



REFERENCE	YMCH 6
LEAD MEMBERS	Councillors: 1 Gwynfor Edwards 2 Trevor Edwards 3 Aled Evans 4 Eryl Jones-Williams 5 Dafydd Meurig 6 Mair Rowlands
LEAD OFFICER	Janet Roberts Senior Manager Delivery and Change Support Service
SUPPORT and ADMINISTRATION	Ann E Roberts Performance and Scrutiny Officer

### 1. Background

The aim of the Sustainable Procurement Policy is to deliver procurement in a responsible and sustainable manner and to make the most of opportunities to maximise the best use of the Council's expenditure to improve economic, environmental and social performance within the County.

Specifically, the Sustainable Procurement Policy aims to:

1. ensure that procurement activity is organised as to enable suitable suppliers to try for Council contracts
2. reduce the environmental effect by better selection and use of goods, services and work;
3. ensure that value for money assessments are based, where appropriate, on lifetime costs.

### 2. Purpose of Investigation

The purpose of the Scrutiny Investigation into the performance of sustainable procurement of the Council on contracts between £50k and £500,000 will be to look at the following matters:

- the aptness of the Sustainable Procurement Policy and the current arrangements
- compliance with the policy and those arrangements
- look at the effect, as regard packaging the work, on contracts under £50k
- in terms of policy, to identify best practice in sustainable procurement within the Council and outside of the Council
- propose recommendations on how to improve the Council's performance in this area

3. How

- Gather the comments of those departmental officers that prepare contracts between £50k and £500k, on the Sustainable Procurement Policy and the current procedures
- Give a clear assessment of the compliance with the policy and those procedures
- Give appropriate consideration to difficulties identified and how to overcome them
- Note strengths, successes and lessons to learn
- Note good practice internally and externally, and opportunities to improve
- Form clear recommendations based on evidence for the consideration of the Cabinet Member

4. Period of Inquiry

Start of Inquiry	April 2013
End of Inquiry	December 2013
Report to Corporate Scrutiny Committee	16 January 2014
Report from Scrutiny to Executive	January 2014

5. Programme

Outline of main steps and meetings

Members will be required to do additional work in between meetings

1	Presentation on the Sustainable Procurement Policy by Nicola Day, Corporate Procurement Manager
2	Look at the list of all new contracts between £50k and £500k during the year 2012-13 to identify those departments that develop these contracts, the sums involved, the areas, and the compliance.
3	Planning Session <ul style="list-style-type: none"> <li>• The Investigation Group to work through the policy and perceive how easy it is to use</li> <li>• Agree on questions and timetable of visits to see relevant officers of the Council</li> </ul>
4	Questioning and discussion sessions with the relevant officers of the Council

5	Collate and summarise the comments received
6	Identify good practice internally and externally
7	Consider the aptness of the Policy and Guidelines and identify good practice
8	Focus Groups end of September/beginning of October
9	Planning Session <ul style="list-style-type: none"><li>• Consider the information collected and plan the rest of the work programme</li></ul>
10	Questioning and discussion session on the main findings with <ul style="list-style-type: none"><li>• Cabinet Member</li><li>• Corporate Procurement Manager</li><li>• Head of Strategic and Improvement</li></ul>
11	Analysis <ul style="list-style-type: none"><li>• Consider and summarise the information and experiences</li><li>• Agree main recommendations for the report</li></ul>
12	Prepare the report
13	Corporate Scrutiny Committee to consider the draft report and the recommendations to the Cabinet Member