

Complete Agenda

CABINET

GWYNEDD COUNCIL

DATE	Tuesday, 22nd January, 2019
TIME	1.00 pm
LOCATION	Siambr Hywel Dda, Council Offices, Caernarfon, Gwynedd, LL55 1SH
CONTACT POINT	Annes Siôn 01286 679490 cabinet@gwynedd.llyw.cymru

GWYNEDD COUNCIL CABINET MEMBERS

Members	
Dyfrig L. Siencyn	Leader
Dafydd Meurig	Deputy Leader, Cabinet Member for the Environment
Craig ab Iago	Cabinet Member for Housing, Leisure and Culture
Gareth Wyn Griffith	Cabinet Member of Highways and Municipal
Nia Wyn Jeffreys	Cabinet Member for Corporate Support
Peredur Jenkins	Cabinet Member for Finance
Dilwyn Morgan	Cabinet Member for Children and Young People
W. Gareth Roberts	Cabinet Member for Adults, Health and Wellbeing
Gareth Thomas	Cabinet Member for Education
Ioan Thomas	Cabinet Member for Economic Development

AGENDA

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GWYNEDD COUNCIL CABINET



Report to the Cabinet

Date of meeting: January 22nd, 2019
Cabinet member: Councillor Dilwyn Morgan
Contact officer: Marian Parry Hughes
Contact details: 01286 679228
Subject: Application for Service Transformation Resource
(Children and Family Support Department)

1. DECISION SOUGHT

- 1.1. Cabinet approval is requested to assign £34,382 from the Council Plan Fund to Finance a transformation officer post for a period of one year in the Children and Family Support Department to undertake a specific intervention in order to ensure that the Service is operating in the most efficient way possible.

2. REASON WHY DECISION IS NEEDED

- 2.1. It is expected that departments function in a way that ensures that there are no unnecessary arrangements within their services, and that procedures and essential tasks are being implemented in the most efficient way.
- 2.2. The Children and Family Support Department are of the view that a full scale and detailed review of all responsibilities and associated tasks accross the service is needed in order to provide assurance that the service is being run and managed effectively and efficiently.
- 2.3. We are in a difficult and challenging period in relation to the increase in demand on services and the associated financial burdens inevitably attached to this.
- 2.4. Within this context, and in accordance with a request by the Leadership Team, the Head of Service discussed with members on October 16th, 2018, the ideas for moving towards improved efficiency within the service.
- 2.5. Historically, there has been a perception that the service is not making the most of the opportunities to realise efficiencies, and in light of the discussion with members in October, the service considered what was discussed and as a reult a report was presented to the Laadership team on December 4th, 2018 requesting consideration of a specific resource to lead the service through a transformation project.
- 2.6. The aim of the work will be to provide assurance that the service in its' entirety is working in the most efficient way possible for the benefit of the people of Gwynedd and to ensure that any changes needed are implemented.

3. INTRODUCTION AND JUSTIFICATION BEHIND THE DECISION

- 3.1. The Children and Family Support Service was subject to a full inspection by Care Inspectorate Wales in May 2018. Positive feedback was received as a result of this

inspection which noted that the services for children and their families in Gwynedd had 'significant strengths'.

- 3.2. The Inspectorate confirmed that safeguarding practice within the Service was given priority and that there were robust processes in place which complied with statutory responsibilities, and that outcomes for children were good. The conclusion of the inspection therefore provides a good foundation for future development, and provides evidence that the service is effective.
- 3.3. No improvement notices were identified by the Inspectorate, but there were some areas that needed strengthening, and as a result the service has formulated an ambition programme that concentrates on these areas. Undertaking this review will be a key step in the ability to transform some elements of the service.
- 3.4. There are examples within the service where specific teams are working to transform their arrangements and processes in the context of Ffordd Gwynedd principles, but these interventions on their own do not evidence that the service as a whole is making the most of every opportunity to ensure efficiency.
- 3.5. In order to undertake a full and detailed review, the service is of the view that a specific resource by way of a transformation officer is essential in order to work with the Senior Management Team and the operational statutory teams (Social Services threshold), from the front door to those areas where needs are complex and intensive.
- 3.6. It is foreseen that the resource would be needed on a three day a week basis for a period of six to nine months to undertake the review, and then at least three to six months to support any changes and recommendations that will need to be implemented.
- 3.7. There will be an expectation that the transformation officer will work closely with managers and front line staff within each team and will also be able to draw from expertise from other areas when the need arises. The Senior Management Team will lead and provide governance for the work by operating as a Project Board, and the officer will have access to time and expertise from Senior Managers to undertake the work.
- 3.8. A key part of the work is to challenge and change culture and to continually reinforce the Ffordd Gwynedd ethos through providing support, challenge and help to remove any obstacles, and to ensure that the foundations are in place to meet the needs of the service and increase efficiency across the service area.
- 3.9. Identifying opportunities to work across the Council and with partners is a critical part of the work, and this corresponds with the wider vision for the future, for example in the development of the Family Support Strategy and the Effective Child Protection project work.

4. NEXT STEPS AND TIMESCALES

- 4.1. Should the Cabinet approve the application, a financial resource on for three days a week for twelve months is requested at the sum of £34,382.
- 4.2. If approved, an officer will be appointed to the post on a temporary or secondment basis from the beginning of March 2019.

5. ANY CONSULTATIONS UNDERTAKEN PRIOR TO MAKING THE DECISION

No consultation was undertaken

- 5.1. **Statutory officers' views:**

i. Monitoring Officer: No comments in relation to propriety

ii. Head of Finance: There will be several deserving applications competing for scarce resources from the Council's Business Plan Fund to transform Services. It is a matter for Cabinet members to prioritise the applications that will make a difference when allocating resources from the Fund. I confirm that there is sufficient provision to finance the plans that have been presented to Cabinet, and that there is further money available from the reserve for some projects that will come to future Cabinet meetings for approval.

Appendices

GWYNEDD COUNCIL CABINET



Report for a meeting of Gwynedd Council Cabinet

Date of meeting: 22 January 2019
Cabinet Member: Councillor Nia Jeffreys
Contact Officer: Geraint Owen
Contact Telephone Number: 01286 679 335
Title of Item: Apprenticeships - Bid to the Gwynedd Council Plan Fund

1. THE DECISION SOUGHT

- a) Approve the establishment of an apprenticeship scheme
- b) Commit £300,000 from the Gwynedd Council Plan Fund in order to establish an apprenticeship scheme to employ at least 20 new apprentices in 2019.

2. THE REASON FOR THE NEED FOR A DECISION

- 2.1. It is vital to continually reconcile and improve skills levels in Gwynedd in order to respond to future challenges, secure a positive future and keep our young people living in the area. The Council has an opportunity to lead the way by offering apprenticeships of the highest quality, and mainly through the medium of Welsh.
- 2.2. Establishing an apprenticeship scheme is one of the priorities within the Council's proposed Business Plan for 2019/20.
- 2.3. A successful apprenticeship scheme would also be an effective way of responding to the need to plan the Council's workforce. (*'to get the right people, with the right skills, in the right places, at the right time'*).
- 2.4. The main obstacle to delivering an apprenticeship scheme is the budget to pay the apprentices' salaries. Nevertheless, many Council services have stated their wish to employ apprenticeships and have made a partial commitment.

3. INTRODUCTION AND RELEVANT CONSIDERATIONS

- 3.1. An apprenticeship offers individuals the opportunity to develop a career through working with experienced people, receive training and gain relevant skills and qualifications whilst earning a salary.
- 3.2. The Council has committed to pay a fair salary to new apprentices', which is equivalent to the National Minimum Wage. (See **Appendix A**). The length of apprenticeships can vary, but they usually last two or three years.

- 3.3. The '*Aligning the Apprenticeship model to the needs of the Welsh economy*' report outlines the Welsh Government's vision to develop vital skills in priority areas and the economy in Wales, and explains the integral part that apprenticeships will play in fulfilling this.
- 3.4. To this end, the Apprenticeship Levy was introduced in 2017 in order to encourage employers and businesses to invest in apprenticeships. The Council pays a levy of £642,000 a year (*0.5% of the salaries bill*). We will do this until at least 2022.
- 3.5. The Council receives no contribution toward the costs of employing apprentices, but the levy gives access to developmental costs (*the qualification and training elements only*)
- 3.6. Several services have expressed a wish to employ apprentices and have made a partial commitment to co-fund this (see **Appendix B**). If we were successful in obtaining the funding sought, we would be able to fulfil this plan, and develop apprenticeships in other fields as well.
- 3.7. We recommend establishing an Apprenticeship Fund of £300,000. This would fund a percentage of the salaries for the new apprentices identified for 2019.
- 3.8. Other services have also expressed an interest and are considering ways to co-fund in order to achieve the aim of employing 20 new apprentices in priority fields in 2019.
- 3.9. The '*Talented Women for a Successful Wales*' report by Welsh Government highlights the significant under-representation of women in high level jobs (*fewer than 10%*) and in the STEM (science, technology, engineering and mathematics) sectors in the United Kingdom. An apprenticeship scheme will consider the recommendations in the report to encourage more women to apply for apprenticeships in Gwynedd Council, especially in the STEM fields, and to support them to work toward senior level jobs in future.
- 3.10. To summarise, the main purpose of an apprenticeship Scheme would be to:
- *Manage the Apprenticeships Fund*
 - *Support Apprenticeships across the Council*
 - *Establish consistent and sound arrangements for recruiting, appointing and supporting apprentices*
 - *Support departments to identify new apprenticeship opportunities*
 - *Engage with young people, parents, communities and educational establishments*
 - *Ensure the quality of Gwynedd Council apprenticeships*

4. NEXT STEPS AND TIMETABLE

- 4.1. Subject to Cabinet approval, the intention is to engage with stakeholders and market the apprenticeships during March and April.
- 4.2. We intend for the recruitment process to take place in April, May and June and that all the new apprentices will have started by the end of September.

5. ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION

5.1. Views of the Statutory Officers:

i. Monitoring Officer:

No observations in relation to propriety.

ii. Head of Finance Department:

There will be several deserving applications competing for the limited resources available from the Gwynedd Council Plan Fund to transform services. Prioritising the applications that will make a difference will be a matter for members of the Cabinet when allocating resources from the fund. I can confirm that there is adequate provision to finance the scheme presented for the cabinet's consideration, and there is further funding in reserve for other projects presented to the cabinet for consideration in due course.

Appendices

- **Appendix A: Apprentice Salary**
- **Appendix B: Apprenticeships 2019**

Background Documents

- [Aligning the Apprenticeship model to the needs of the Welsh economy - Welsh Government](#)
- [Talented women for a successful Wales - Welsh Government](#)

APPENDIX A: Apprentices' Salary

Apprentice (Age)	Scale / hour	Salary / year	Pension / Annual	NI / Annual	Total Annual Cost	Cost of 2 year Contract	Cost of 3 year contract
Under 18	£4.35	£8,392.37	£1,879.89	NI payments not necessary on salary below £8632.00	£10,272.26	£20,544.52	£30,816.78
18 – 20	£6.15	£11,865.07	£2,657.78	NI payments not necessary on U21s	£14,522.85	£29,045.70	£43,568.54
21-24	£7.70	£14,855.46	£3,327.62	£858.84	£19,041.92	£38,083.83	£57,125.75
25+	£8.21	£15,839.39	£3,548.02	£994.62	£20,382.03	£40,764.06	£61,146.09

Scale for 2018/2019 only

Appendix B: Apprenticeships 2019

NUMBER OF APPRENTICESHIPS	17
MAXIMUM COST OF FULL EMPLOYMENT <i>(Every appointment for age 25+)</i>	£713,371.05
MINIMUM COST OF FULL EMPLOYMENT <i>(Every appointment for age U18)</i>	£359,529.10

							TOTAL SALARY (Yearly Salary x Length x Places)	
APPRENTICESHIP	LEVEL	PLACES	COMMENCEMENT	CONTACT	DEPARTMENT	LENGTH (YEAR)	MINIMUM	MAXIMUM
IT Software Engineer	Degree Apprenticeship <i>(Level 4/5/6)</i>	1	01/09/2019	Elfyn Evans	Finance	3	£30,816.78	£61,146.09
Advanced Health and Social Care	Advanced Apprenticeship <i>(Level 4)</i>	1	01/09/2019	Gill Paul	Adults	2	£20,544.52	£40,764.06
Civil Engineering	Apprenticeship <i>(Level 2/3)</i>	2	01/09/2019	Huw Williams	Consultancy	2	£41,089.04	£81,528.12
Information Technology (Support / Network)	Apprenticeship <i>(Level 2/3)</i>	1	01/09/2019	Bryn Goodman Jones	Finance	2	£20,544.52	£40,764.06
Health and Social Care	Apprenticeship <i>(Level 2/3)</i>	5	01/09/2019	Gill Paul	Adults	2	£102,722.60	£203,820.30
Leisure and Fitness	Apprenticeship <i>(Level 2/3)</i>	3	01/09/2019	Amanda Davies	Gwynedd Leisure Company	2	£61,633.56	£122,292.18
Social Media and Digital Marketing	Apprenticeship <i>(Level 3)</i>	1	01/09/2019	Amanda Davies	Economy and Community	2	£20,544.52	£40,764.06
Business and Administration	Apprenticeship <i>(Level 2/3)</i>	1	01/01/2019	Mari P Jones	Corporate Support	2	£20,544.52	£40,764.06
Customer Service	Apprenticeship <i>(Level 2/3)</i>	2	01/01/2019	Joanne Parry	Corporate Support	2	£41,089.04	£81,528.12

GWYNEDD COUNCIL CABINET



Report for a meeting of Gwynedd Council Cabinet

Date of meeting: 22 January 2019
Cabinet Member: Councillor Gareth Thomas
Contact Officer: Garem Jackson
Contact Telephone Number: 01286 679 089
Title of Item: Bid for Council Plan Resources to Transform the Schools System

1. THE DECISION SOUGHT

- 1.1. (a) To commit £103,492 of funding now from the Council Plan Fund for a two-year period to fund a Project Manager post, which would enable the Education Department to respond to, and implement individual projects to transform the schools system in a timely manner as they arise and in accordance with the adopted education principles.
- (b) To review the situation when the initial two-year period ends, and/or if an increase is anticipated in the number of further individual projects that will need to be implemented to transform the schools system in light of adopting the education principles.

2. THE REASON FOR THE NEED FOR A DECISION

- 2.1. The Education Department is responsible for a number of higher level projects in the 2018-23 Council Plan. These projects encompass the following fields:
- Transforming the schools system
 - Strengthening Leadership
 - Education Modernisation - Bangor Catchment Area
 - Education Modernisation - Y Berwyn Catchment Area
 - Transforming the Additional Learning Needs and Inclusion provision
 - The Welsh Language - Secondary Sector Language Strategy
- 2.2. The Education Department has consulted with the profession and key stakeholders on a series of principles that should be the basis for transforming the schools system in future. The principles are as follows:
- A system of viable secondary schools
 - No more than two age ranges within the same class **in the primary sector**

- Approximately 80% of non-contact time for the Headteacher to concentrate on leadership issues **in the primary sector**.
- 2.3. The observations of the Education and Economy Scrutiny Committee on these Education Principles were received on 18 April 2018.
 - 2.4. Subsequently, on 18 December 2018, these Education Principles were adopted by the Cabinet, which would form the basis for fulfilling the Education Department's vision for the system to ensure a high quality of education for the children and young people of Gwynedd for the twenty-first century.
 - 2.5. There are two different elements to the means that the Education Department are going about transforming the schools system based on the adopted education principles. The first, and the most obvious of them, is the 21st Century Schools Programme, which is a capital programme consisting of Band A (Bangor, Bala) and Band B (post-16, Bangor and Cricieth). It is worth noting that the Education Department's entire project resource is currently completely allocated to implement this capital programme.
 - 2.6. The Education Department also has a number of non-capital projects under the leadership of the Education Area Officers that need to be addressed now, and that are in-keeping with the education principles, such as:
 - Setting up a formal federal arrangement between Ysgol Brynaerau and Ysgol Talysarn (a request from the schools).
 - Changing the admission ages of Ysgol Dyffryn Ardudwy and Ysgol Llanbedr (a request from the schools).
 - The future of Ysgol Cwm y Glo.
 - 2.7. However, as it stands, the Education Department has no resource to implement and realise any of the above projects by the Education Department. All of the above projects are tied to a complete statutory process, which is heavy on project resource, no matter how small the change intended to be implemented is.
 - 2.8. It is possible that other individual non-capital opportunities will arise naturally to transform the schools system based on the fit for purpose education principles, and the resource will need to be ensured in order to enable the Education Department to respond appropriately to these opportunities.
 - 2.9. Unless an additional resource is obtained, it will be an increasing challenge to continue to maintain an unsustainable system, with inequality in the opportunities and experiences our children and young people have to realise their potential.

3. PRESENTATION AND RELEVANT CONSIDERATIONS YSTYRIAETHAU PERTHNASOL

Legislative Considerations

- 3.1 Delivering the Education Department's vision to transform the schools system based on the adopted education principles will be considered alongside the relevant statutory process requirements in accordance with the Schools Standards and Organisation (Wales) Act 2013 and the Schools Organisation Code

(011/2018), which gives guidance to weigh-up any specific statutory proposal. This means that there are very specific statutory systems and processes in place when reorganising schools. Therefore, when weighing up proposals, the Authority is required to appropriately deal with the outcomes of relevant consultative processes and impact assessments before coming to a conclusion.

- 3.2 The amended version of the Schools Organisation Code (011/2018) that came into force in November 2018 makes special arrangements for rural schools (as defined in the Code), and establishing a procedural assumption against closing rural schools. This document supersedes the previous Code of practice (006/2013).
- 3.3 This makes it a requirement for proposers to follow a more detailed series of procedures and requirements when forming a proposal to close a rural school. Specifically, during the consultation process on a proposal regarding whether a rural school should be closed and when coming to a decision. Nevertheless, an assumption against closing rural schools does not mean that rural schools will never close - rather, it means that every option needs to be weighed up and ensure that the case for closing is strong.
- 3.4 When considering the required arrangements, the Council is confident that it already follows comprehensive engagement processes in order to ensure local input when developing and considering any strategic plans. School provision across the county places the needs of the child in front of any other factor.

The Well-being of Future Generations (Wales) Act 2015

- 3.5 As a Council, we are committed to the principles within the Well-being of Future Generations Act (2015) in order to improve the economic, social, environmental and cultural well-being of communities in Gwynedd. We will ensure that the Council considers the long term by collaborating and considering people of all ages when resolving and preventing problems. Working in this way will enable us to meet the present needs of our communities while ensuring that today's decisions are not harmful to future generations.
- 3.6 As part of the duty, the Council has published well-being objectives that outline how they will improve well-being in the "2018-23 Gwynedd Plan". The Education Department has a role to promote the well-being objectives of the Act amongst pupils in the county through its activities and projects. Any changes to legislation will be considered and assessed in accordance with the requirements of the Well-being Act, ensuring that decisions tie in with the seven well-being objectives of the Act, along with the Council's well-being objectives.

Other Key Considerations

- 3.7 It is acknowledged that there would be far-reaching implications to implement the adopted education principles on the existing education system in Gwynedd. Consequently, it is anticipated that there is no swift process that would enable the implementation of the principles across the system during the period of this Council, but rather, an operation that will take many years, that will span over many Councils.

- 3.8 It is also anticipated that implementing such major changes across the system in a relatively short time could lead to concern among all stakeholders in our schools, along with the communities they serve.
- 3.9 Along with these considerations, it is also anticipated that major change are on the horizon in the world of education: changes to the organisation of the schools inspectorate (Estyn), along with very substantial changes to the curriculum and organisation of our schools in light of the recommendations of Professor Donaldson.
- 3.10 These changes over the coming years create clear challenges for our schools to meet and achieve all the changes, whilst at the same time, facing continuous and unfounded national cuts to funding.
- 3.11 In light of all of these factors and their far-reaching impact on the educational organisation and provision in future, it is intended to transform the system based on the principles in a cautious manner, within context, and in a manner that would possibly facilitate the system's ability to respond to these major changes that are on the horizon.

4. NEXT STEPS AND TIMETABLE

- 4.1. By approving the bid to commit £103,492 of funding now for a two-year period to fund a Project Manager post, this would enable the Education Department to respond and act on the individual non-capital projects that they have in a timely manner as they arise.
- 4.2. By receiving the resource, the Department is enabled to take a step forward in transforming the schools system in future in accordance with the adopted education principles.

5. ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION

Sessions on the Principles of a Fit for Purpose Education System

- 5.1 A series of drop-in sessions (18 in total) were held across Gwynedd between 7 November until 14 December in order to engage with parents, staff, governors and the wider community as part of the process of developing new principles for Gwynedd schools. See the Appendix for the results of the consultation.
- 5.2 Below are the details about three of the principles that were the subject of consultation:
- (i) Non-contact time for Headteachers: 98% of the respondents agreed that sufficient time needed to be ensured for Headteachers so that they can achieve their managerial duties. A high number of responses noted the importance of reducing the administration load in order to focus on the education provision, along with the need to consider collaborating to improve education in the County. A number of the observations noted that collaboration was required in

order to reduce the duplication of work, reduce work pressure, and give opportunities to share expertise and good practice.

- (ii) Age range in the class: 70% also agreed with the principle that no more than two age ranges should be taught together in one classroom. Many observations were received, noting the difficulty of having to educate children from more than two age ranges, although it is also important to consider this within the context of practicality for any changes.
- (iii) The management of secondary schools: When considering whether the Headteachers of secondary schools should be in charge of approximately 900 pupils, the majority of the responses disagreed with the principle, but it is possible that this reflects the finding that this would involve one school of 900 rather than considering different management models. Also, a large number of the responses received agreed strongly with the statement that children need to be taught by subject experts. Therefore, there is a need to consider co-operational arrangements between schools that create opportunities to strengthen the system, including horizontal leadership models.

Education and Economy Scrutiny Committee

- 5.3 A report was submitted to the Education and Economy Scrutiny Committee on 19 April 2018 on the Fit for purpose Education Principles, seeking the opinion of the Scrutiny Committee on the proposed education principles that would form the basis for fulfilling the Education Department's vision for the system to ensure a high quality of education for the children and young people of Gwynedd for the twenty-first century.
- 5.4 Based on the results of the consultation with Governors and schools, and the Education Department's vision, members of the scrutiny committee were specifically asked for their views on the following principles that were being considered as the foundation for the education system for Gwynedd in future:
 - a system of viable secondary schools
 - no more than two age ranges within the same class in the primary sector
 - approximately 80% of non-contact time for the Headteacher to concentrate on leadership issues in the primary sector
- 5.5 To summarise the discussion that was held at the Scrutiny Committee, it was noted that the principles were supported in general but, at the same time, it was acknowledged that challenges are anticipated on the journey to provide and implement these principles.

5.6 Views of the Statutory Officers:

i. Monitoring Officer:

No observations in relation to propriety.

ii. Head of Finance Department:

Many justified need /use will be competing for scarce resources from the Council Plan Fund for transforming services. It is a matter for the Cabinet to prioritise applications that make a difference when allocating resources from the Fund. I confirm that there is sufficient provision to fund these plans presented for consideration by the Cabinet, and that there are further funds in reserve for other projects that will be submitted to subsequent meetings of the Cabinet for commendation.

REPORT TO THE CABINET

22 January 2019

Cabinet Member: Councillor Peredur Jenkins, Finance Cabinet Member

Subject: Revenue Budget 2018/19 – End of November 2018 Review

Contact Officer: Dafydd L Edwards, Head of Finance

1. The decision sought

The Cabinet is requested to:

- Accept the report on the end of November 2018 review of the Revenue Budget, and consider the latest financial position in respect of the budgets of every department / service.
- Ask the Cabinet Member for Adults, Health and Wellbeing, together with the Head of Department, to get to the root of the Provider service overspend and take steps to reduce the overspend, and to report to the Cabinet on the response plan.
- Due to an increase in the overspend on a number of budget headings by the Children and Families Department since the last review, to consider the situation when receiving the Cabinet Member's performance report (29/01/19 Cabinet) with a view to attempt to reduce the overspend by the end of the financial year.
- Due to the level of overspend on pupils' transport by the Education Department, to consider the situation when receiving the Cabinet Member's report (29/01/19 Cabinet).
- Allow the Environment Department to allocate (£60k) of the department's underspend to conduct a review by commissioning research by the University and employing extra officers to collect evidence in the Public Transport field following a number of issues over recent years.
- Harvest (£2,984k) of the net underspend on Corporate budgets,
 - with (£700k) associated with the Council Tax premium to be allocated to a specific fund to be considered for the Housing Strategy.
 - (£435k) relating to capital costs to be transferred to the capital program's financing fund.
 - with the remainder of (£1,849k) to be transferred to the Supporting the Financial Strategy Fund to assist with inevitable one-off pressures on the Council's budgets.

2. Introduction / Background

It is the Cabinet's responsibility to take steps, as necessary, to ensure appropriate management over the Council's budgets (e.g. approving substantial transfers or additional budgets).

This end of November report is presented based upon the latest review of the Council's revenue budget for 2018/19, and a summary of the position by Department is outlined in **Appendix 1**.

In **Appendix 2**, further details are given in respect of the main matters and budget headings where substantial variances are forecasted, together with specific recommendations where appropriate.

2.1 Adults, Health and Wellbeing Department

Overspend by the Provider services together with slippage in realising savings schemes from 2017/18 that are counterbalanced by an underspend in the Older People's, Physical Disability and Learning Services.

2.2 Children and Families Department

The overspending trend seen in 2017/18 has deepened, where overspend on placement, operational, Specialist/Derwen and other services increasing since the previous review.

2.3 Education Department

Additional pressure on school taxis and bus transport as well as catering and cleaning. Also the Additional Learning Needs and Inclusion field continues to overspend.

2.4 Economy Department

Slippage on the savings scheme in the leisure field is the main reason for the overspend but there has also been a reduction in the Leisure Centre's income forecast.

2.5 Highways and Municipal Department

The Department's overspending problems have deepened during 2018/19, which is a combination of an overspend on staffing costs, increasing sickness costs, income deficit and increased operational costs. The department has already started taking steps to reduce the overspend in the waste field, but there has been a slippage in implementing some schemes.

2.6 Environment

Underspend due to savings having been realised early and favourable income forecasts. The department is keen to conduct a review of public transport and therefore it is recommended that they allocate (£60k) of the underspend for this purpose.

2.7 Corporate

Extra tax yield is forecasted on the Council Tax and the Council Tax Premium scheme, but back-dated transfers from Council Tax to Non-domestic Rates has reduced the income. Decrease in claiming Council Tax Reduction that is consistent with the trend across the North and Mid Wales Councils.

Underspend on the capital costs budget. One-off refund of a Value Added Tax claim worth £1.383m relating to the leisure service during the period.

It is recommended that the general underspend on Corporate is transferred to the Financial Strategy Reserve to assist with unavoidable one-off pressures on the Council's budgets, with the underspend on Council Tax Premium to be set aside to be considered for use towards the housing strategy, and the capital costs underspend to be allocated to fund the asset management plan.

3. General

The end of November review on the budgets show a variable position with acceptable level of financial management by a number of the Council's departments. The pressures on the departments and which have already been recognised in the budget for 2019/20 is also apparent this year, with the departments struggling with these extra demands. A combination of specific implementation steps is recommended for the Adults, Education, Children and Families Departments, to ensure management of their budgets by 31 March 2019.

4. Next steps and timetable

Implement the presented recommendations and present an updating report to Cabinet on 21 May 2019 on the end of year situation.

Local member's views

Not relevant

Opinion of the Statutory Officers**Monitoring Officer:**

Nothing to add from a propriety perspective.

Head of Finance:

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

Appendices

Appendix 1 – Summary of net budget position for each department

Appendix 2 – Budget details and substantial variances

Revenue Budget 2018/19 - Summary of position by Department

	End of November Review				<i>Estimated Position end of August £ '000</i>
	Proposed Budget 2018/19	Estimated Gross Over / (Under) spend 2018/19	Recommended Adjustments	Estimated Adjusted Overspend / (Underspend)	
	£'000	£ '000	£'000	£ '000	
Adults, Health and Wellbeing	51,171	29	0	29	153
Children and Supporting Families	14,244	1,333	0	1,333	1,090
Education	87,265	741	0	741	750
Economy and Community	5,454	187	0	187	161
Highways and Municipal	25,091	589	0	589	560
Environment	7,214	(229)	60	(169)	(29)
Gwynedd Consultancy	244	(11)	0	(11)	(20)
Corporate Management Team and Legal	1,991	(93)	0	(93)	(58)
Finance (and Information Technology)	6,078	(53)	0	(53)	(66)
Corporate Support	7,621	(59)	0	(59)	(100)
Corporate Budgets <i>(Variances only)</i>	*	(3,031)	2,984	(47)	(770)
Totals (net)	206,373	(597)	3,044	2,447	1,671

REVENUE BUDGET 2018/19 - END OF NOVEMBER REVIEW

Adults, Health and Wellbeing Department	Proposed Budget 2018/19	Estimated Final Position 2018/19	Estimated Gross Overspend / (Underspend) 2018/19	Use of Other Sources or Other Recommended Adjustments	Estimated Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) End of August Position
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
<u>Adults Services</u>						
Older Peoples Services						
Residential and Nursing - Homes	11,408	11,102	(306)	0	(306)	15
Home Care	6,241	5,923	(318)	0	(318)	(512)
Other	1,821	1,846	25	0	25	54
	19,470	18,871	(599)	0	(599)	(443)
Physical Disability Services						
Residential and Nursing	523	456	(67)	0	(67)	(69)
Home Care	1,108	945	(163)	0	(163)	(170)
Other	664	684	20	0	20	26
	2,295	2,085	(210)	0	(210)	(213)
Learning Disability Services	16,736	16,543	(193)	0	(193)	(205)
Mental Health Services						
Residential and Nursing	1,569	1,571	2	0	2	(6)
Other	1,878	1,933	55	0	55	90
	3,447	3,504	57	0	57	84
Other Services (Adults)	2,947	2,987	40	0	40	115
<u>Adults Services Total</u>	44,895	43,990	(905)	0	(905)	(662)

REVENUE BUDGET 2018/19 - END OF NOVEMBER REVIEW

Adults, Health and Wellbeing Department	Proposed Budget 2018/19	Estimated Final Position 2018/19	Estimated Gross Overspend / (Underspend) 2018/19	Use of Other Sources or Other Recommended Adjustments	Estimated Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) End of August Position
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
<u>Provider Services (showing net budget)</u>						
Residential Care	90	364	274	0	274	264
Day Care	11	133	122	0	122	41
Community Care	488	1,040	552	0	552	437
Other	(4)	71	75	0	75	94
<u>Total Provider Services</u>	585	1,608	1,023	0	1,023	836
<u>Other Services</u>						
Housing Services	1,867	2,005	138	0	138	105
Departmental Central Services <i>(including the Department's savings schemes)</i>	3,824	4,054	230	0	230	331
Use of specific reserve		(457)	(457)	0	(457)	(457)
<u>Total Other Services</u>	5,691	5,602	(89)	0	(89)	(21)
<u>Adults, Health and Wellbeing Total</u>	51,171	51,200	29	0	29	153

Adults, Health and Wellbeing

Older Peoples Services - increase in the residential and nursing income following assessments and an increase in numbers. An increasing demand for home care packages.

Physical Disability Services - the trend in the reduced number of home care and residential and nursing packages continues this year, but two intense Supported Accommodation cases have transferred from Ceredigion County Council.

Learning Disability Services - two expensive residential and nursing cases have ended in the period, with the underspend on residential and nursing and supported accommodation being reduced by the overspend on day services and support schemes.

Mental Health Services - contribution towards the provision of previous years' service received from Health in the period, which assists in reducing the effect of the overspend on supported accommodation.

Provider Services - the overspend trend continues and is increasing, additional staff costs is mainly responsible for the overspend with some of the reasons including homes having been in special measures, recommendations by Care Inspectorate Wales and appointments beyond the budget. Costs are higher than the income received on Community Care.

Housing Services - increasing pressure on temporary accommodation for the homeless and slippage in realising the savings scheme.

Departmental Central Services - income received and job vacancies reduce the effect of the slippage in realising £372k of the 2017/18 savings schemes.

As the department is overspending, it's appropriate that the department uses funds of £457k, which is equivalent to the supporting social services grant received in 2017/18, to help alleviate the reported overspend.

Due to the level of overspend by the Provider service, the Adults Cabinet Member and the Head of Department are expected to take clear steps to get to the root of the issue and reduce the overspend. The Cabinet Member is therefore asked to report directly to the Cabinet on the response plan.

REVENUE BUDGET 2018/19 - END OF NOVEMBER REVIEW

Children and Families Department	Proposed Budget 2018/19	Estimated Final Position 2018/19	Estimated Gross Overspend / (Underspend) 2018/19	Use of Other Sources or Other Recommended Adjustments	Estimated Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) End of August Position
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Service Management	610	588	(22)	0	(22)	(16)
Operational	2,062	2,335	273	0	273	162
Placement						
Out of County Placements	1,587	2,577	990	0	990	600
Agency Fostering	1,009	1,007	(2)	0	(2)	24
Internal Fostering	1,701	1,957	256	0	256	211
Support Services and Other	1,616	1,755	139	0	139	90
	5,913	7,296	1,383	0	1,383	925
Post-16	998	1,173	175	0	175	109
Specialist/Derwen	1,684	1,926	242	0	242	156
Youth Justice	251	207	(44)	0	(44)	(45)
Early Years	162	167	5	0	5	(2)
Youth	972	793	(179)	0	(179)	(188)
Other	1,592	1,644	52	0	52	(11)
Grant Received 2018/19		(552)	(552)	0	(552)	0
Children and Families Total	14,244	15,577	1,333	0	1,333	1,090

Children and Families

Operational - the 2017/18 trend continues with staff costs above the budget level, together with an increase in the number of children in care but not placed in more expensive placements, the area is subject to a bid for additional resources in 2019/20.

Placements - three new out of county placements and a change in intensity of two cases, increase in the cost of new packages but a reduction in Health contributions. Increasing overspend within Internal Fostering, 'When I'm Ready' scheme and support services. A review of the out of county commitments has been undertaken, which has highlighted changes to the type of cases over recent years, and therefore the associated costs.

Post-16 - recent cases transferred from out of county placements are responsible for the overspend.

Specialist/Derwen – overspend of £190k on Support schemes following an increase in demand for service and specialist support. Overspend of £29k by the Hafan y Sêr respite Unit and on staff costs.

Youth – transitional period in providing youth service and with savings being realised in advance.

In December, the Council received a grant of £552k from the Welsh Government in order to support sustainable social services, due to the financial position of the Children's Department, it's appropriate that the money should be used to try and reduce the gross overspend from £1.9m to £1.3m.

An increase in overspend is noted on a number of budget headings since the previous review, with the the situation to be considered when receiving the Cabinet Member's performance report (29/01/19 Cabinet) with a view to attempt to reduce the overspend by the end of the financial year.

REVENUE BUDGET 2018/19 - END OF NOVEMBER REVIEW						
Education Department	Proposed Budget 2018/19	Estimated Final Position 2018/19	Estimated Gross Overspend / (Underspend) 2018/19	Use of Other Sources or Other Recommended Adjustments	Estimated Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) End of August Position
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Delegated Schools	74,036	74,036	0	0	0	0
Schools Quality Services	(392)	(532)	(140)	0	(140)	(147)
Infrastructure and Support Services						
Transport	4,605	5,052	447	0	447	482
Ancillary Service	414	618	204	0	204	100
Other	2,300	2,290	(10)	0	(10)	(30)
	7,319	7,960	641	0	641	552
Leadership and Management	2,133	2,180	47	0	47	9
Additional Learning Needs and Inclusion	4,169	4,362	193	0	193	336
Education Total	87,265	88,006	741	0	741	750

Education

Schools Quality Services - (£140k) forecasted underspend as a result of staff turnover, grant income and reduction in costs.

Transport - the overspend trend continues, with a deficit of £10k on the sale of post-16 transport tickets and £170k overspend on school bus transport following retendering of routes of two operators.

Although a one-off budget of £200k has been given to taxi transport for schools at the beginning of the year, the level of overspend anticipated has increased to £267k, being the full year effect of 2017/18 growth, together with an increase in the applications since establishing this year's budget. The Head of Education in conjunction with the Head of Environment were asked to investigate the increase in the expenditure on taxi transport for schools and take action to manage the situation. A review of the situation has been undertaken with the findings presented to the Department's performance challenge meetings. Following a request by the Department for additional resource to help with the increasing costs, it's anticipated that additional resource will be allocated in 2019/20.

Infrastructure and Support Services - Ancillary Service - deficit in school meals income and the care element of the breakfast scheme, together with costs deriving from sickness and staffing matters in Catering, Cleaning and Caretaking of schools.

Additional Learning Needs and Inclusion - circumstances in relation to one specific centre continues and is responsible for £220k of the overspend. ABC Pre School Units overspending by £96k during the transitional period of the new regime. Overspend of £91k in Education other than schools. Underspend within out of county placements and additional learning needs units, has reduced the overspend reported.

Due to the level of overspend on pupils' transport by the Education Department, the situation is to be considered when receiving the Cabinet Member's report (29/01/19 Cabinet).

REVENUE BUDGET 2018/19 - END OF NOVEMBER REVIEW						
Economy and Community Department	Proposed Budget 2018/19	Estimated Final Position 2018/19	Estimated Gross Overspend / (Underspend) 2018/19	Use of Other Sources or Other Recommended Adjustments	Estimated Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) End of August Position
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Management	344	344	0	0	0	0
Community Learning	1,823	1,779	(44)	0	(44)	10
Tourism and Heritage	1,144	1,167	23	0	23	26
Economy and Community	374	380	6	0	6	(34)
Healthy Communities	1,769	1,971	202	0	202	159
<u>Economy and Community Total</u>	5,454	5,641	187	0	187	161

Economy and Community

Community Learning - underspend due to vacant jobs and savings being realised in advance.

Tourism and Heritage - forecasted overspend of £60k by Storiell, which is a combination of overspend on staff and lack of income. Underspend by the Halls and Archives has reduced the overspend reported.

Economy and Community - movement since the previous report as the income forecasted for harbours is not as promising. Overspend by Hafan, Pwllheli and Doc Fictoria, Caernarfon but is mitigated by the underspend on country parks and more income from beaches.

Healthy Communities - overspend of £157k due to the slippage on establishing a company to run the leisure facilities, together with a reduction in the income forecasted for leisure centres.

REVENUE BUDGET 2018/19 - END OF NOVEMBER REVIEW

Highways and Municipal Department (including Trunk Roads Agency)	Proposed Budget 2018/19	Estimated Final Position 2018/19	Estimated Gross Overspend / (Underspend) 2018/19	Use of Other Sources or Other Recommended Adjustments	Estimated Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) End of August Position
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Highways Services (including Trunk Roads)	9,748	9,787	39	0	39	66
Engineering Services	365	364	(1)	0	(1)	29
Municipal Services Waste	11,035	11,505	470	0	470	178
Other	3,943	4,024	81	0	81	287
Highways and Municipal Total (including Trunk Roads Agency)	25,091	25,680	589	0	589	560

Highways and Municipal (including Trunk Roads Agency)

Highways Services - staff turnover during the period is responsible for reducing the income deficit expected.

Waste - substantial increase in the overspend expected to £470k, with an increase in staff costs and costs associated with sickness. Higher operational costs were seen on transport, fleet maintenance and dealing with recycling material. Although the Department has taken steps to reduce costs by changing shifts and collection route arrangements, changes were expected to be effective from November in Dwyfor and in 2019/20 in Arfon and Meirionnydd, there has been a slippage in the timetable, with Dwyfor being effective from January 2019.

Other Municipal Services - reduction in the level of overspend forecasted to £81k, with the forecasted income from commercial waste is more promising. Cost relating to running and hiring of vehicles continue to be problematic, but negotiating better prices on recycling materials and reduced transport and landfill costs help reduce the level of overspend reported.

Although some steps have already been taken on the Waste side during the year in order to operate within the budget, there has been a delay in implementation.

REVENUE BUDGET 2018/19 - END OF NOVEMBER REVIEW

Environment Department	Proposed Budget 2018/19	Estimated Final Position 2018/19	Estimated Gross Overspend / (Underspend) 2018/19	Use of Other Sources or Other Recommended Adjustments	Estimated Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) End of August Position
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Department Management	472	391	(81)	0	(81)	2
Planning Services						
Development Control	192	274	82	0	82	127
Other	204	187	(17)	0	(17)	(15)
	396	461	65	0	65	112
Street Works and Transport Services						
Network Management (Transport)	720	592	(128)	0	(128)	(91)
Parking and Parking Enforcement	(1,656)	(1,675)	(19)	0	(19)	(66)
Integrated Transport	1,702	1,594	(108)	60	(48)	(1)
	766	511	(255)	60	(195)	(158)
Countryside and Access	715	720	5	0	5	(3)
Public Protection	1,609	1,580	(29)	0	(29)	(15)
Property, Caretaking, Catering and Cleaning	3,256	3,322	66	0	66	33
Environment Total	7,214	6,985	(229)	60	(169)	(29)

Environment

Management - savings in advance following re-structuring and receipt of a grant to fund a post within the Department has led to a one-off savings within the Management area.

Planning Services - forecasted income deficit in the Development Control area, but the prospects now look more promising following income receipts due to two significant applications.

Street Works and Transport Services - favourable forecast due to the income from the Network Management (Transport) area and Parking and Enforcement, together with underspend on staffing.

Additional costs in Integrated Transport due to the retendering of routes of two bus operators, but an element of the financial support towards the rising costs received from the Welsh Government at the end of 2017/18 is being used to fund the associated overspend this year. Underspend on staff costs and an increase in income forecasts has improved the financial position. The Department is eager to conduct a review of public transport and therefore it is suggested that £60k of the Department's underspend is earmarked to commission research by the University to review the provision and employing extra officers to collect evidence within the area.

Property, Caretaking, Catering and Cleaning - increase in overspend, mainly due to staff costs.

It is recommended to allow the Environment Department to allocate (£60k) of the underspend to conduct a review by commissioning research by the University and employing extra officers to collect evidence in the Public Transport field following a number of issues over recent years.

REVENUE BUDGET 2018/19 - END OF NOVEMBER REVIEW

Consultancy Department	Proposed Budget 2018/19	Estimated Final Position 2018/19	Estimated Gross Overspend / (Underspend) 2018/19	Use of Other Sources or Other Recommended Adjustments	Estimated Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) End of August Position
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Roads and Engineering Services	(389)	(391)	(2)	0	(2)	(72)
Building Services	(26)	(29)	(3)	0	(3)	31
Flood Risk Management Unit Services	549	550	1	0	1	2
Building Control	110	103	(7)	0	(7)	19
Consultancy Total	244	233	(11)	0	(11)	(20)

Consultancy

Roads and Engineering Services - movement of £70k since previous review, due to decrease in the income forecasted, together with increase in staff and transport costs.

Building Services - underspend on staff and transport costs outweigh the anticipated income deficit of £46k for the area, with the service continuing to apply for work from external organisations to attract income.

Building Control - one-off staffing underspend cancelling the impact of income below the budget within the Building Control area.

REVENUE BUDGET 2018/19 - END OF NOVEMBER REVIEW						
Central Departments	Proposed Budget 2018/19	Estimated Final Position 2018/19	Estimated Gross Overspend / (Underspend) 2018/19	Use of Other Sources or Other Recommended Adjustments	Estimated Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) End of August Position
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Corporate Management Team and Legal	1,991	1,898	(93)	0	(93)	(58)
Finance (& Information Technology)	6,078	6,025	(53)	0	(53)	(66)
Corporate Support	7,621	7,562	(59)	0	(59)	(100)
Central Departments Total	15,690	15,485	(205)	0	(205)	(224)

Central Departments

Corporate Management Team and Legal - the latest forecast suggest an underspend of (£93k), due to vacant post, receipt of additional income of (£46K) from the Legal Unit and a reduction in costs within the Emergency Planning area. These savings will be part of the savings plans offered for 2019/20 onwards.

Finance (and Information Technology) - one-off underspend on vacant posts across the Department is mainly responsible for the underspend, along with attracting additional income. Savings in advance have been planned in preparation to contribute to the 2019/20 and onwards savings plans.

Corporate Support - the anticipated underspend is a combination of one-off staff savings due to vacant posts, along with the Department's success in attracting external income in excess of the budget which includes Occupational Health, with the intention of using it as part of the savings plans from 2019/20 onwards.

REVENUE BUDGET 2018/19 - END OF NOVEMBER REVIEW						
Corporate (Only reflecting the variances)	Proposed Budget 2018/19	Estimated Final Position 2018/19	Estimated Gross Overspend / (Underspend) 2018/19	Use of Other Sources or Other Recommended Adjustments	Estimated Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) End of August Position
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Council Tax	*	*	(360)	360	0	(92)
Council Tax Premium	*	*	(700)	700	0	(700)
Council Tax Reduction	*	*	(106)	106	0	0
Net Interest Received	*	*	8	0	8	22
Capital Costs	*	*	(435)	435	0	0
VAT claim in the Leisure Area	*	*	(1,383)	1,383	0	0
Other	*	*	(55)	0	(55)	0
Corporate Total	*	*	(3,031)	2,984	(47)	(770)

Corporate

Council Tax and Council Tax Premium - forecast of additional tax of (£360k) is anticipated by the end of the financial year. In respect of the Council Tax Premium, forecast of (£700k) additional tax above the budgeted premium tax of £2.2m, which is a premium of 50% on second homes and empty properties for over 12 months. It is recommended that it should be considered to be used as part of the Housing Strategy.

To date this year, the Valuation Office has already allowed 287 properties to transfer from the Council Tax list to Non Domestic Rates (282 for a full year in 2017/18, 199 in 2016/17) with the impact of applications being backdated leading to further income loss. Further more, the tax income would have been higher. We will continue to draw attention of the Welsh Government and the Valuation Office to this unsatisfactory situation.

Council Tax Reduction - underspend as the number of applications on the Council Tax Reduction scheme (benefits) is at its lowest level compared with the previous two years throughout North and Mid Wales.

Capital Costs - existing treasury management policy means there is an underspend against the interest budget on long-term external borrowing. As the 2019/20 Asset Management Plan is under development, it is suggested that this underspend should be earmarked specifically to assist with the financing of the capital program.

VAT Claim in the Leisure Area - one-off refund of £1.383m net relating to changes in Value Added Tax in the Leisure area has been received since the previous review.

It is recommended to harvest (£2,984k) of the net underspend on Corporate budgets, with (£700k) associated with the Council Tax premium to be allocated to a specific fund to be considered for the Housing Strategy, (£435k) relating to capital costs to be transferred to the capital program's financing fund, with the remainder of (£1,849k) to be transferred to the Supporting the Financial Strategy Fund to assist with inevitable one-off pressures on the Council's budgets.

REPORT TO THE CABINET

22 January 2019

Cabinet Member: Councillor Peredur Jenkins, Finance Cabinet Member

Subject: Capital Programme 2018/19 –
End of November 2018 Review (30 November 2018 position)

Contact Officer: Dafydd L Edwards - Head of Finance

The decision sought / Purpose of the report

To accept the report on the end of November review (30 November 2018 position) of the capital programme, and approve the revised financing as shown in part 4 of the report, that is:

- £9,000 increase in the use of borrowing
 - £3,502,000 increase in the use of grants and contributions
 - £30,000 increase in the use of capital receipts
 - £488,000 increase in the use of revenue contributions
 - £220,000 increase in the use of renewal and other reserves
-

1. Introduction / Summary

This technical report is presented as part of the 2018/19 budget monitoring procedure. The main purpose of the report is to present the revised capital programme and to approve the relevant financing sources. There is a summary in parts 3 and 4 of the report, with the recommendation in part 5:

Part 3: Analysis by Department of the £51.271m capital programme for the 3 years 2018/19 – 2020/21.

Part 4: The sources of finance for the net increase of approximately £4.249m since the previous review.

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

The remainder of the report is for information:

- Appendix A: Main changes per source of finance
- Appendix B: Movement from 2018/19 to 2019/20
- Appendix C: First 8 months expenditure in 2018/19

2. Main Findings:

The main conclusions that arise from the revised position are:

- There are firm schemes in place to invest approximately £28.5m in 2018/19, with £9.2m (32%) of it being financed by attracting specific grants.
- In addition to the £1.0m which was reported at the last review a further £3.4m of proposed expenditure has been re-profiled from 2018/19 to 2019/20 but no loss of funding was caused to the Council where schemes have slipped.

3. CAPITAL PROGRAMME 2018/19 to 2020/21

See below the revised proposed capital programme.

DEPARTMENT	END OF NOVEMBER REVIEW				INCREASE/ (DECREASE) SINCE THE PREVIOUS REVIEW £'000
	2018/19	2019/20	2020/21	TOTAL	
	£'000	£'000	£'000	£'000	
Education	3,558	9,117	3,624	16,299	-
Environment	9,348	538	42	9,928	1,653
Corporate Support	111	13	-	124	-
Finance	952	74	-	1,026	-
Economy and Community	687	399	-	1,086	447
Adults, Health and Wellbeing - Housing Unit	4,317	584	-	4,901	250
Adults, Health and Wellbeing - Other	826	1,119	525	2,470	93
Children and Families	107	-	-	107	13
Highways and Municipal	7,281	3,924	1,893	13,098	320
Consultancy	978	907	45	1,930	1,723
Corporate	302	-	-	302	(250)
TOTAL	28,467	16,675	6,129	51,271	4,249

4. CHANGES TO THE SOURCES OF FINANCE

The budget for the three year programme shows an increase of £4.249m since the previous review position. The proposed sources of financing for this are noted below:

SOURCE OF FINANCE	END OF NOVEMBER REVIEW				INCREASE/ (DECREASE) SINCE THE PREVIOUS REVIEW £'000
	2018/19	2019/20	2020/21	TOTAL	
	£'000	£'000	£'000	£'000	
Supported Borrowing	6,666	-	-	6,666	-
Other Borrowing	1,873	1,393	777	4,043	9
Grants and Contributions	9,226	8,753	525	18,504	3,502
Capital Receipts	342	98	750	1,190	30
Departmental & Corporate Revenue	1,700	265	-	1,965	488
Capital Fund	3,166	1,435	-	4,601	0
Renewals & Other Funds	5,494	4,731	4,077	14,302	220
TOTAL	28,467	16,675	6,129	51,271	4,249

5. RECOMMENDATION

The Cabinet is asked to:

- accept the 2018/19 to 2020/21 revised programme and
- approve the relevant sources of finance (para. 4 above).

6. Reasons for recommending the decision

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

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

These are recommendations to ensure definite sources of funding for the 2018/19 – 2020/21 capital schemes.

7. Relevant considerations

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

8. Next steps and timetable

To implement the recommendations to finance the programme.

View of the Local Member

Not relevant.

Views of the Statutory Officers

Monitoring Officer:

No observations in relation to propriety.

Head of Finance:

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

Appendix

Appendices A, B and C.

MAIN CHANGES PER SOURCE OF FINANCING:

See below the relevant schemes that have caused the main changes to the sources of finance since the previous review :

	2018/19 £'000	2019/20- 2020/21 £'000
Grants and Contributions		
<ul style="list-style-type: none"> Rural Development Fund Grant (RCDF) to enable digital provision in rural areas (Economy and Community Department). 	178	39
<ul style="list-style-type: none"> Design and develop flood alleviation scheme in Llanberis (Consultancy Department). 	603	770
<ul style="list-style-type: none"> Intermediate Care Fund (ICF) – additional Welsh Government grant for adapting establishments to admit dementia and specialised care beds as well as facilitating joint working arrangements with other agencies (Adults, Health and Wellbeing Department). 	77	
<ul style="list-style-type: none"> Targeted Regeneration Investment (TRIP) Grant schemes – Welsh Government grant for the development of empty properties in the Arfon area (Housing Unit, Adults, Health and Wellbeing Department). 	250	
<ul style="list-style-type: none"> Grant from the Local Transport Fund from Welsh Government (Environment Department) towards several different schemes including A496 Llanbedr; Lôn Las Peris; A499 to Trefor (Environment Department). 	1,269	
<ul style="list-style-type: none"> Safe Routes in Communities Grant (SRIC) from Welsh Government – Caernarfon scheme (Environment Department). 	98	
<ul style="list-style-type: none"> Upgrading Highways Depots – contributions from the North and Mid Wales Trunk Road Agency (Highways and Municipal Department). 	52	
<ul style="list-style-type: none"> Rural Development Fund Grant (RCDF) to upgrade toilets (Highways and Municipal Department). 	51	67
Capital Receipts		
<ul style="list-style-type: none"> Office space and café development in two leisure centres (Economy and Community Department). 	30	
Departmental Revenue		
<ul style="list-style-type: none"> Match funding for the Rural Development Fund Grant (RCDF) to enable digital provision in rural areas (Economy and Community Department). 	45	10
<ul style="list-style-type: none"> Design and develop flood alleviation scheme in Llanberis (Consultancy Department) – contributions from other departments to the Consultancy Department scheme. 	108	136

<ul style="list-style-type: none"> Coastal Protection Scheme - Borth y Gest (Consultancy Department). 	72	
<ul style="list-style-type: none"> Match funding for the Rural Development Fund Grant (RCDF) to upgrade toilets (Highways and Municipal Department). 		33
<ul style="list-style-type: none"> Various minor schemes. 	84	
Renewals and Other Funds		
<ul style="list-style-type: none"> Vehicles and Waste Equipment renewals (Highways and Municipal Department, Consultancy Department). 	205	
<ul style="list-style-type: none"> Purchase of boat for Porthmadog Harbour (Economy and Community Department). 	20	
<ul style="list-style-type: none"> Various minor schemes. 	(5)	

Budget Re-profiling – Main Schemes:

See below the main schemes that have been re-profiled since the original budget:

	2018/19 £'000	2019/20 £'000
Segontium Day Service Relocation (Adults, Health and Wellbeing Department)	(210)	210
Housing Grant Schemes (Housing Unit, Adults, Health and Wellbeing Department)	(583)	583
Y Berwyn Lifelong Learning School (Education Department)	(361)	361
Other Schools' Schemes (21 st Century and Other) (Education Department)	(550)	550
Adults establishments' schemes (Adults, Health and Wellbeing Department)	(129)	129
Resurfacing of car parks (Environment Department)	(219)	219
Environment Department Road Schemes (Environment Department)	(218)	218
Vehicles Renewals (Highways and Municipal Department and Environment Department)	(1,906)	1,906

Note:

The above re-profiling will not result in any loss in grant.

There is a variety of valid reasons behind the re-profiling in many cases, but the delay prior to implementing these schemes can mean that the services have to cope for longer with current assets which have not been improved.

Capital Expenditure First 8 Months 2018/19

SUMMARY	CAPITAL PROGRAMME FULL YEAR (reviewed November) 2018/19 £'000	ACTUAL EXPENDITURE FOR THE 5 MONTHS TO 30/11/2018 £'000
Education	3,558	2,175
Environment	9,348	2,479
Corporate Support	111	-
Finance (and Information Technology)	952	246
Economy and Community	687	433
Adults, Health and Wellbeing – Housing Unit	4,317	2,348
Adults, Health and Wellbeing - Other	826	282
Children and Families	107	77
Highways and Municipal	7,281	4,857
Consultancy	978	549
Corporate	302	-
TOTAL	28,467	13,446

Note:

The percentage that has been spent this year (47%) is comparably lower than the position this time last year (amount spent in 8 months was 49% of the December review budget).

Agenda Item 10

REPORT TO THE CABINET

Date	22 January 2019
Cabinet Member	Councillor Peredur Jenkins, Finance Cabinet Member
Subject	Savings Overview: Progress Report on Realising Savings Schemes
Contact Officer	Dafydd L Edwards, Head of Finance

DECISION SOUGHT

To accept the information within the report and note the encouraging progress towards realising the 2018/19 savings schemes and previous years.

1. INTRODUCTION / BACKGROUND

In the Council's financial strategy since 2015/16, £27m worth of savings have been approved to be realised during the period 2015/16 to 2018/19. Reported here are the 2018/19 savings and previous years.

Realising the individual schemes is the responsibility of the relevant Cabinet members, and Members' performance reports, which are presented regularly to Cabinet meetings, detailing the progress of individual savings schemes within their portfolios, and the position at the time. It is the responsibility of the Cabinet Member for Finance to keep an overview of the whole picture.

2. SAVINGS SCHEMES 2015/16 - 2017/18

Appendix 1 summarises the achievement of each department against the savings target set for them from 2015/16 - 2017/18, totalling more than £24m. It is encouraging for me to report that £23m, or 95%, of these schemes have been realised, and there is only a slight slippage with the remainder.

This is predominantly in the Adult, Health and Wellbeing Department's 2017/18 schemes where progress has recently been made with some schemes that had slipped, but the challenge of realising some schemes continues.

3. DEPARTMENTAL SCHEMES 2018/19

Appendix 2 summarises the current forecasts for the realisation of 2018/19 savings schemes. Out of the 29 schemes, 62% worth of schemes have been realised. There are 7 schemes on track to be realised on time, and encouragingly, with slippage forecasted on only 5 schemes.

One of them is the 'End to End Review' in the Children and Supporting Families Department, which is a savings scheme of £250,280. The scheme has been

subject to a joint review between the Children and Supporting Families Department, Finance and the Research and Information Manager, by revisiting the assumptions in the original 'End to End' model. It showed that the number of nights children were in residential placements has reduced but a change in the profile and complexity of the cases and therefore has affected the average cost of placements. A reduction in contributions by Health was also seen.

In terms of the remaining schemes, the prospects of realising the savings remain generally promising.

4. CONCLUSION

Although some departments have realised all of their savings schemes, it is inevitable that realising almost £27m of savings since April 2015 has been challenging. Some schemes need more time to plan and implement appropriately. However, in general, I am satisfied with the progress that has been made to realise the savings plans for this period and I am grateful to all departments and Cabinet Members for achieving this success. Every effort will be made to realise those schemes that have slipped, and all Cabinet Members will continue to monitor the situation, acting as necessary to achieve the goal.

Therefore, I ask the Cabinet to note the acceptable general achievement outlined in this report towards realising the savings schemes.

View of the Local Member

Not relevant

View of the Statutory Officers

Monitoring Officer:

No observations in relation to propriety.

Head of Finance:

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

Appendices:

Appendix 1 – 2015/16 – 2017/18 Savings Schemes Overview by Department

Appendix 2 – 2018/19 Savings Schemes Overview by Department

OVERVIEW OF SAVINGS SCHEMES 2015/16 TO 2017/18 BY DEPARTMENT

Department	Total Savings £	Realised Schemes £	Schemes being implemented, but with slippage £ (number)	Schemes that have been delayed £ (number)	Comments by the Head of Finance
Education	685,860	598,879	86,981 (2)	-	Expecting additional resources by the Information Technology Unit in order to accelerate the work on the "Ffordd Gwynedd - Payroll and Contracts Unit" scheme, but in the meantime the Department will bridge the deficit.
Schools	4,037,000	3,738,010	298,990 (1)	-	The Cabinet on 13.12.16 approved to bridge for two years the £298,990 of the 2017/18 savings that the Secondary sector is expected to find, and the schools are already aware of the timing of the cuts in their budget.
Environment	2,179,353	2,179,353	-	-	All the schemes for the period have been realised.
Corporate Support	1,652,838	1,652,838	-	-	All the schemes for the period have been realised.
Finance	960,826	960,826	-	-	All the schemes for the period have been realised.
Economy and Community	2,085,602	2,085,602	-	-	All the schemes for the period have been realised.
Adults, Health and Wellbeing	4,934,141	4,473,401	460,740 (7)	-	Although progress has recently been made with some of the schemes that have slipped, a range of the 2017/18 schemes remain partly unrealised.

OVERVIEW OF SAVINGS SCHEMES 2015/16 TO 2017/18 BY DEPARTMENT

Department	Total Savings £	Realised Schemes £	Schemes being implemented, but with slippage £ (number)	Schemes that have been delayed £ (number)	Comments by the Head of Finance
Children and Supporting Families	1,987,318	1,870,318	117,000 (1)	-	The "End to End" scheme has recently been subject to a review which has confirmed that the number of nights children are in care has reduced during the period, but the types of residential placements has changed, therefore affecting the placement costs. There has also been a reduction in the contributions by Health.
Highways and Municipal	4,968,550	4,809,550	63,000 (4)	96,000 (1)	Four of the schemes are forecasted to be realised during 2019/20. The Cabinet on 11 September 2018 approved the deferral of the implementation of the "Recycling Centres (PB5)" saving scheme, covering the £96,000 gap created when considering the 2019/20 onwards savings.
Consultancy	387,000	387,000	-	-	- All the schemes for the period have been realised.
Corporate Management Team and Legal	172,270	172,270	-	-	- All the schemes for the period have been realised.
Cross- departmental	224,220	224,220	-	-	- All the schemes for the period have been realised.
TOTAL	24,274,978	23,152,267	1,026,711 (15)	96,000 (1)	In financial terms (£), 95% of the savings for 2015/16 - 2017/18 have been realised.

OVERVIEW OF 2018/19 SAVINGS SCHEMES BY DEPARTMENT

Department	Total Savings 2018/19	Realised schemes	Schemes on track to be realised timely	Schemes with slippage	Comments by the Head of Finance
	£ (number)	£ (number)	£ (number)	£ (number)	
Education	521,450 (3)	436,000 (1)	43,750 (1)	41,700 (1)	The current statistics show that the income target "Reduce the time and/or raise fees for the child care element within the free breakfast scheme for primary school children" is not likely to be realised fully in 2018/19.
Schools	-	-	-	-	No schemes programmed for 2018/19.
Environment	154,970 (6)	154,970 (6)	-	-	All schemes have been realised.
Corporate Support	47,340 (2)	47,340 (2)	-	-	The two schemes have been realised.
Finance	66,430 (2)	66,430 (2)	-	-	The two schemes have been realised.
Economy and Community	308,830 (3)	100,000 (1)	52,330 (2)	156,500 (1)	Work is under way to implement all schemes, but it is anticipated that the transfer date of the leisure facilities provision to the new company is 1 April 2019. As a result, there will be a slight slippage before realising the full savings from the "Running leisure facilities more effectively" scheme.
Adults, Health and Wellbeing	645,000 (6)	575,000 (4)	70,000 (2)	-	No problems envisaged.

OVERVIEW OF 2018/19 SAVINGS SCHEMES BY DEPARTMENT

Department	Total Savings 2018/19	Realised schemes	Schemes on track to be realised timely	Schemes with slippage	Comments by the Head of Finance
	£ (number)	£ (number)	£ (number)	£ (number)	
Children and Supporting Families	314,480 (2)	64,200 (1)	-	250,280 (1)	The "End to End" scheme has recently been subject to a review which has confirmed that the number of nights children are in care has reduced during the period, but the types of residential placements has changed, therefore affecting the placement costs. There has also been a reduction in the contributions by Health. The Department should consider changing their focusing to obtain a solution.
Highways and Municipal	86,700 (1)	86,700 (1)	-	-	The scheme has been realised.
Consultancy	-	-	-	-	No schemes programmed for 2018/19.
Corporate Management Team and Legal	13,800 (1)	-	-	13,800(1)	There's slippage on the scheme.
Sub Total	2,159,000 (26)	1,530,640(18)	166,080 (5)	462,280 (4)	
Cross-departmental	295,740(3)	-	210,740(2)	85,000(1)	There's slippage on one of the cross-departmental schemes.
TOTAL	2,454,740(29)	1,530,640(18)	376,820 (7)	547,280(5)	In financial terms (£), 62% of the year's schemes have been realised and 15% on track to be realised on time.



Report for a meeting of Gwynedd Council Cabinet

Date:	22 January 2019
Title of Item:	Performance Report of the Cabinet Member for the Corporate Support and Legal Departments
Purpose:	To accept and note the information in the report.
Cabinet Member:	Councillor Nia Jeffreys
Contact Officer:	Dilwyn Williams, Chief Executive

1. INTRODUCTION

- 1.1 The purpose of this report is to update my fellow members on what has been happening in the fields within my remit as Cabinet Member for the Corporate Support and Legal Department. This includes outlining progress against the pledges within the Council's Plan, where we have reached in relation to the performance measures, and the latest in terms of savings and cuts.
- 1.2 I would like to remind you that all matters have already been the subject of discussions and have been scrutinised at the management team meetings of the Corporate Support Department and the Legal Service, which also included a representation from the Scrutiny Committee.
- 1.3 I am generally happy with the progress of the lead projects within the Strategic Plan and the performance measures for which I am responsible.

2 THE DECISION SOUGHT

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

3 COUNCIL PLAN PROJECTS

- 3.1 **Promoting the use of the Welsh language within the Council's Services**
- 3.2 As a Council, we are very proud to be operating internally through the medium of Welsh and staff are required to be able to communicate effectively in Welsh and English to an appropriate standard and in order to fulfil their duties. In order to ensure we support our staff to provide the best service for our residents we have selected six front line services within six departments, and have begun the work of assessing the linguistic needs of

post holders. Officers and managers alike have welcomed this support. I am also pleased to say, thanks to the work of the Health, Safety and Well-being service, that the IOSH course is now available in Welsh.

3.3 The Welsh Language in Public Services

3.4 In December, the Public Services Board passed the draft "Welsh Language Working Group's Action Plan", and we as a Council are one of the partners who will be implementing this plan. There are several sub-headings to this plan, one being "the citizen's experience". The aim of this work is for the Board's partners in turn to encourage residents to start conversations in Welsh when contacting them, and for discussions to be increasingly through the medium of Welsh. As a Council we have been able to share good practice with our fellow Board members, and we will encourage the people of Gwynedd to make use of the Welsh language services provided by our fellow Board members.

3.5 Gwynedd Businesses using the Welsh language

3.6 We are continuing to research the needs in this field, and it is clear that greater clarity is needed about the support available for businesses and the way we use our processes and influence within the Council to influence language use in the private sector. I hope that further progress will have been made in this field by the next time I report to you.

3.7 Keeping the Benefit Local

3.8 I am pleased to report that the percentage of local revenue expenditure by the Council has increased by 1% in the period of July to September, compared to the same time last year (from 62% to 63%). The percentage of revenue and capital expenditure collectively, however, has increased by 4% (from 55% to 59%). It is important that we persist in our endeavours to strike a balance between ensuring the best value for money for our residents and the benefit of spending with local companies.

3.9 The work of encouraging local businesses to compete for Council work is ongoing. The Service has been offering support and training for local businesses so that they can meet the necessary health and safety standards. A great deal of work has also been done on drawing up new contracts to provide protective clothing, in order to give local companies the best possible opportunity to submit work tenders.

3.10 Much praiseworthy work is being done in this field, either by continuing to issue contracts to companies that employ locally, or by providing those companies with new contracts. I am eager to share more of these encouraging stories with the people of Gwynedd in future, and to celebrate success.

3.11 Reducing the Pay Gap between Women and Men

- 3.12 The purpose of this project is to boost the number of women who attain higher positions within the Council in order to reduce the pay gap between men and women. At the end of the previous financial year the gap was 9.9% on average. Even though over 71% of the Council's workforce are women, over half of them work part time, and of these a substantial number are in jobs with salary levels below the Council's average salary.
- 3.13 Since so many women remain in lower paid jobs, there is no quick fix solution to the problem of reducing the pay gap. We must deal with this situation through planning for a long term solution.
- 3.14 The senior officers of the Council and I agree that the focus of this project needs to shift to concentrate on eliminating any element of the work conditions and environment within the Council that is a barrier to women applying for leadership and management posts in future. We are researching the conditions within the Council and are drawing on national and international research in order to move forward with this important work.
- 3.15 **Developing Leadership**
- 3.16 The development programme for honing the leadership skills of Elected Members and officers is moving forward promisingly. We as Cabinet members have attended workshops that have helped us strengthen our skills when working as a team and to concentrate on our political vision. Two of our Elected Members, Councillors Paul Rowlinson and Catrin Wager, are also attending the Welsh Local Government Association Leadership Academy.
- 3.17 Our focus in developing the skills of our managers within the Council is to emphasise our need to see a culture of leading people, not a regime that operates only to manage people. We provide our senior officers with further training to develop their skills, and four Senior Officers (including the Head of Highways Agency) have begun the Senior Leadership programme with the Wales Academy.
- 3.18 The Managers Network has also been established and this will give managers across the Council the opportunity to share good practice and receive training. This work coincides with the work carried out under the Implementing Ffordd Gwynedd project. Jobs descriptions for managers on all levels are reviewed alongside the work of conducting a review of management, and I will be able to report on this further next time.
- 3.19 **Empowering Units to Implement Ffordd Gwynedd**
- 3.20 130 managers and some other officers have now received six days' training to enable them to implement Ffordd Gwynedd. Although these courses are still being run, we have evaluated the arrangements thus far and have discovered that the course is enthusiastically supported but that the speed of implementing lessons learnt varies. I have requested more information

about this and the results of the Ffordd Gwynedd reviews across Council Departments, especially those dealing with children and vulnerable adults.

- 3.21 The original Ffordd Gwynedd Strategy published in October 2015 has now ended. Following consultation on a new draft plan, the newly revised Strategy will be put before the Cabinet for consideration in the near future.

4 PERFORMANCE

- 4.1 In addition to the work described above on projects relating to the Council's Plan, the remaining projects of the Corporate Support Department and Legal Service are described below. Furthermore, a full report on the performance measures associated with my portfolio can be found in **Appendix 1**.
- 4.2 The development of **Self Service** on the Council's website is vitally important to enable Gwynedd residents to gain 24 hour, seven days a week access to information, and provide a more cost effective way of contacting the Council for services. By using this method, Gwynedd residents have so far enabled the Council to avoid costs of £63,580.
- 4.3 The numbers of self-service accounts continue to increase and 36,197 accounts had been created by the end of October 2018 - 24% more accounts than in October 2017. The numbers logging on to their accounts every month are also on the increase, compared to previous years. Every new service introduced since October 2016 has seen the number of its on-line requests increasing, with the exception of Refuse and Bulky Waste Collection complaints. We will work to increase the numbers in future. We will also work to increase the numbers that download 'apGwynedd' from the App Store and Google Play.
- 4.4 A significant development since November 2018 is that residents are now able to report problems about our highways via self-service, e.g. pot-holes or obstruction on the road, problems with signs. We have changed our highways officers' way of working; and, since they now carry portable equipment in order to record their work, an update can be provided as soon as a problem is resolved, as long as the original complaint was submitted through self-service.
- 4.5 The Council's Communication and Engagement Service is responsible for the content of the **Council's website**. Between July and October 2018, 657,644 individuals used the Council's website. 652 (0.09%) gave their opinion about the website, of which 479 (76%) scored it a 5 out of 5. Of the 155 (24%) who gave a score of less than 5 out of 5, 91 gave a comment or complaint. There were more complaints during this time, mainly because of the problems with the Council website's servers over the summer, and this is understandable. Nevertheless, the service acts promptly to resolve complaints and 73% of complaints were resolved within three working days, an increase on the performance between April and July. Only one complaint remains open and this is the need to add a public footpaths layer

to the on-line map, but we are working to resolve problems relating to linguistic matters. Further information about the measures are found in Appendix 1.

- 4.6 Another aspect of the **Communication and Engagement Service's** work is the sharing of information about the Council's work in the press, and its response to requests by the press for information and comment. In my previous report I asked the Service about the ways in which the impact of the Council's public statements could be measured. Over the four months between July and the end of October, the Council published 76 proactive press releases, and these led directly to the publication of 246 positive news articles or items. I am eager for the Service to continue to publish news about the successful and effective work for which the Council is responsible, in order that Gwynedd residents find out how we operate, and the difference this makes to their lives.
- 4.7 During the previous period, the Service was busy engaging with the people of Gwynedd as it began planning for finding further savings. Thanks are due to the 2,553 individuals and organisations who completed the 'The Priorities of the People of Gwynedd: Which services are important to you?' questionnaire. I expect the work of engaging with the people of Gwynedd about the effect of the financial situation facing us to continue or increase in future.
- 4.8 Since my previous report in September, the Research and Analysis Service and the Information Management Service have merged, and the purpose of the new **Research and Information Service** is to 'Help every member of staff to manage information on paper or electronically and uphold information laws, develop the Council's ability and that of its partners to use information and evidence in order to make the best decisions for the people of Gwynedd.'
- 4.9 There were two 'information breaches' (where information about an individual had been stolen/lost/sent to the wrong address) between July and the end of October. One case was the result of a software glitch associated with our website, and we are collaborating on a solution with the Information Technology Service to ensure that it does not happen again. The second case involved posting information to the wrong person. Arrangements have since been tightened in order to ensure it does not happen again. We must bear in mind, however, that the number of data breaches have fallen compared to the previous period, and only one was sufficiently serious to be reported to the Information Commissioner's Office. Further information about the measures are found in Appendix 1.
- 4.10 The Service has been involved with the work of analysing the results of the 'Priorities of the People of Gwynedd: Which Services are Important to You?' questionnaires. This work is vitally important as we Councillors weigh up which services Gwynedd Council will be able to provide in future in light of the difficult financial situation we face. Furthermore, a great deal of research is in the pipeline in several different fields that could help us as Councillors and officers to plan services in future, e.g. trends in the numbers

and costs of childcare, child protection systems and new housing developments.

- 4.11 **Galw Gwynedd and Siopau Gwynedd Services** provide our customers with prompt and accurate assistance to gain access the Council's services by providing answers, guidance and a service. Over the previous period, I'm glad to report that the average time taken for Galw Gwynedd to answer a phone call fell from 53 seconds to 40 seconds. The number of calls reaching Galw Gwynedd has also fallen and, if this trend continues, the Service will look into introducing webchat in the near future. The work I have just described within the Self-service project has freed up time at Galw Gwynedd and Siopau Gwynedd ensure a swifter response to telephone and face-to-face enquiries.
- 4.12 In enquiring into customer satisfaction with the service provided by **Siopau Gwynedd**, 4.29% of the total gave a score of less than 10. The Service is aware of this and is endeavouring to resolve problems that have arisen with a shortage of parking spaces for visitors to the Siop Gwynedd in Pwllheli and staffing matters at Siop Gwynedd in Dolgellau.
- 4.13 A similar percentage - 4% - of customers of the Registration Service had given a satisfaction score of less than 10. The Service is currently reviewing its internal processes in order to make further improvements. We must bear in mind, however, that there are factors beyond our control, such as problems with a shortage of parking spaces at Ysbyty Gwynedd for attending Registration appointments.
- 4.14 I am very eager that the **Health, Safety and Well-being Service** continue to press forward with its business model whereby Managers manage health and safety within their own services. Experts in the Health, Safety and Well-being Service offer intensive support and training for Managers, but every Manager must take seriously his/her responsibilities and be accountable for the health and safety of staff and the public. As a Council we will further review the procedures within each Department in order to ensure that these responsibilities are fully implemented.
- 4.15 Having challenged the performance of the **Legal Service** I am satisfied with the progress of the work and congratulate the Service for once more succeeding in maintaining the LEXCEL standard. This is the recognised standard of the Law Society for "Excellence in legal practice management and client care".
- 4.16 Of course, only the main performance matters are noted above. Whilst I have held detailed discussions on various other matters within the various units, I am satisfied that the performance of those other units are within the range of expected performance.

- 5.1 All the savings plans for 2018/19 have been realised; yet, the Corporate Support Department and Legal Service, as the rest of the Council, are seeking opportunities to make further savings from April 2019 onward.

6 NEXT STEPS AND TIMETABLE

- 6.1 None to note.

7 ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION

7.1 Views of the Statutory Officers:

i. Monitoring Officer:

No observations in relation to propriety.

ii. Head of Finance Department:

Nothing to add to the report from a financial propriety perspective.

7.2 Views of the Local Member:

- 7.2.1 Not a local matter.

7.3 Results of Any Consultation:

- 7.3.1 None to note.

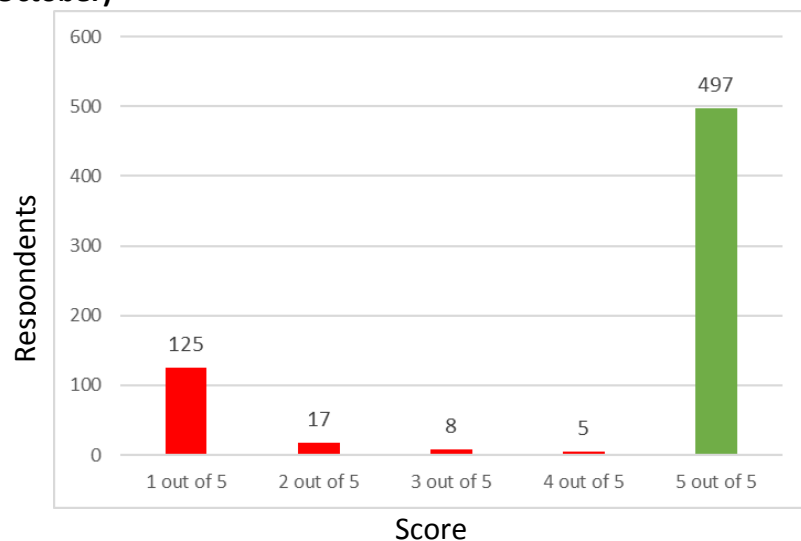
Appendices

Appendix 1 - Performance Measures

Performance Measures for the Corporate Support Department and the Legal Service : July - October 2018

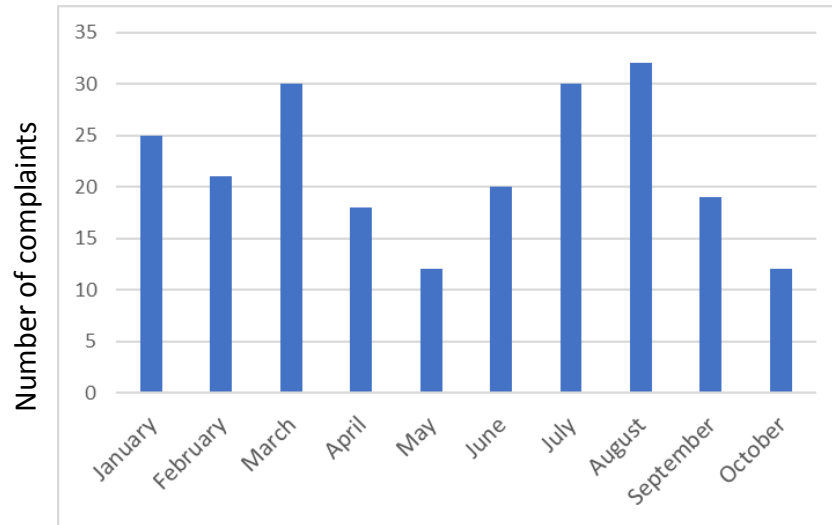
Communication and Engagement Service

Performance Measure 1 – Council’s external website: Number of users reporting that they were unsatisfied with the website (1 July – 31 October)



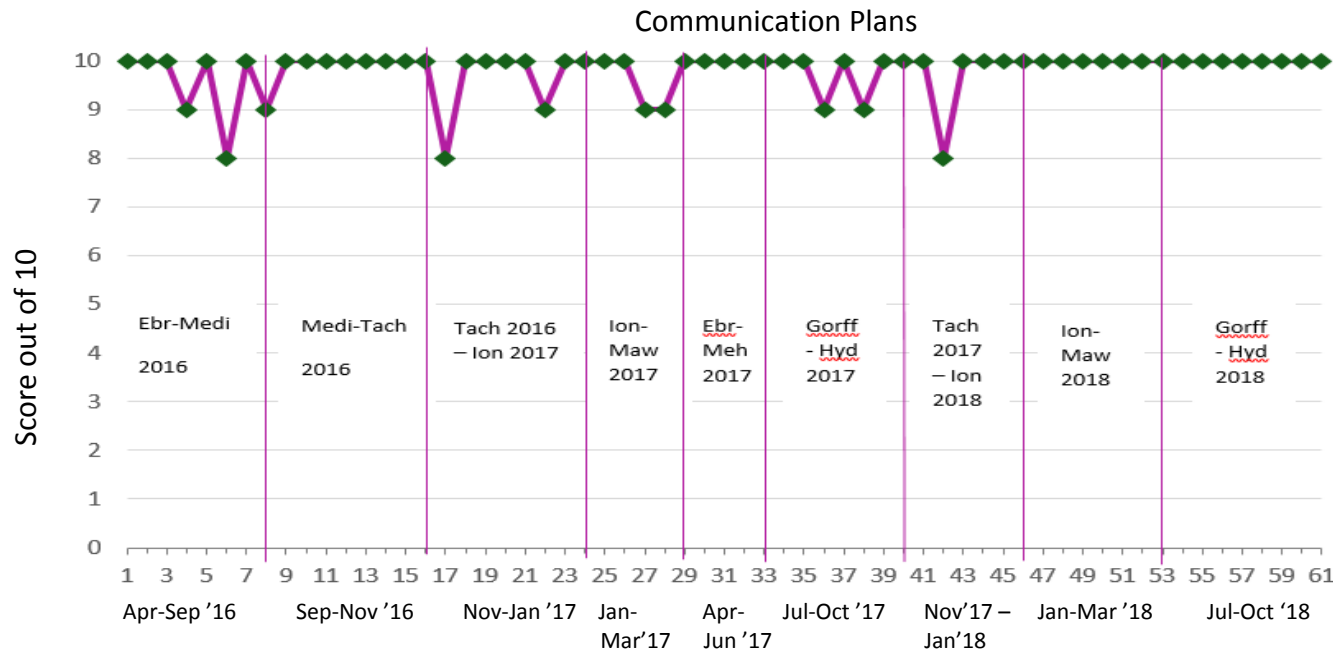
- **657,644** individuals used the Council’s website between July and October 2018.
- Only **652 (0.09%)** used the respond tool to comment on the content.
- **497 (76%)** of those who commented were completely satisfied with the website.
- Only **155 (24%)** gave a satisfaction score of less than 5 out of 5, and of these **91** submitted a complaint or a suggestion of how to improve the content.

Performance Measure 2 – Council’s external website: Number of complaints of comments received about the website



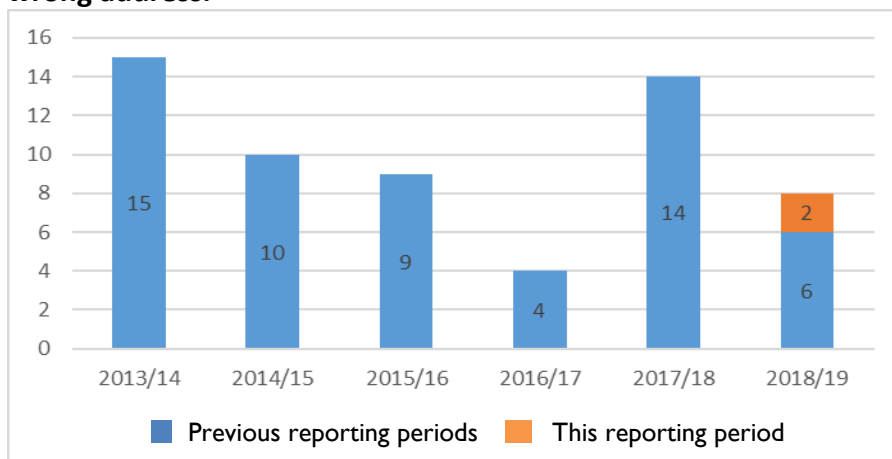
- 90 out of the 91 complaints received over the July-October period have been addressed.
- 66 (73%) of the comments or complaints were addressed or solved within 3 working days.
- The outstanding complaint relates to the need to add public footpaths to our online map. We have the information ready but the work is being held back for linguistic reasons. The Language Unit is awaiting a response from the Language Commissioner to our request for an exemption.
- We received 40 more complaints than in the previous period for 2 reasons:
 - This report covers a period of 4 months, whereas the previous report covered a 3 month period.
 - Serious problems with the Council’s computer servers during July and August.

Performance Measure 3 – Communication and Engagement Plans – Score out of 10 received at the end of a specific plan in response to the question “To what extent has the support you have received from the Unit assisted you to engage effectively with the people of Gwynedd?”.



- A score of 10 out of 10 was received for the 6 plans that were supported between July and October 2018.
- Feedback forms continue to highlight the fact that the Council’s Departments believe that the support offered by the Communication and Engagement Service adds value to their plans, and that the support is warmly welcomed..

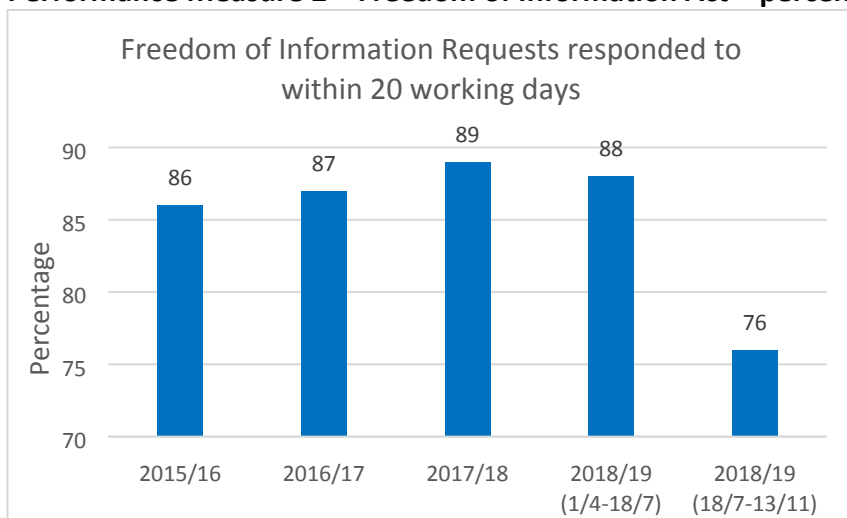
Performance Measure 1 – The number of information incidents where information about an individual has been stolen/lost/sent to the wrong address.



There were 2 incidents during this period, which is a reduction in comparison with the previous reporting period:

- Incident where information relating to people who consulted on closing a school appeared on the internet because of a fault with specific software.
- A staff member's driving license being sent to the wrong person.

Performance Measure 2 – Freedom of Information Act – percentage of requests responded to within 20 working days



There has been a drop in performance between July and the beginning of November compared with the period from April to July (down from 88% to 76%) because new internal work procedures were adopted. This led to fewer reminders being sent to staff of the need to respond within the timeframe..

Performance Measure 3 –Data Protection – percentage of data protection requests answered within one calendar month (requests from individuals to view information held about themselves)

Between 18 July and 13 November 2018
Performance 76% (17 requests received)

The performance has remained constant despite the increased number of requests compared with the previous period.

Between 1 April and 17 July 2018

Performance 75% (12 requests received)

Performance Measure 4 –iGwynedd (electronic content management system) questionnaire asking for staff’s opinion of the system

Does the system do what you want it to do? –

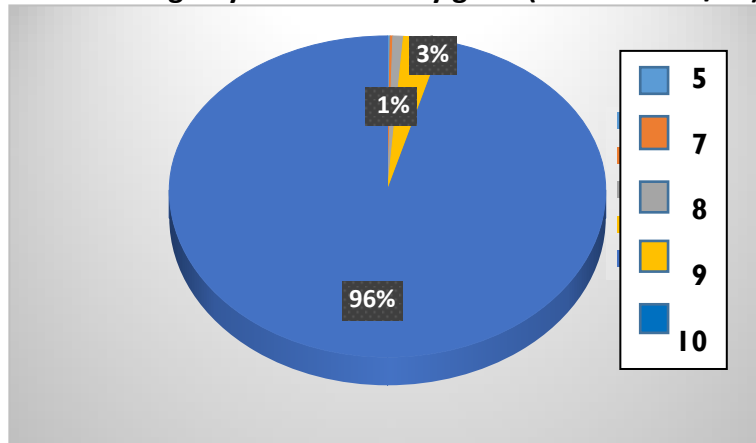
Yes – 79%

No – 21%

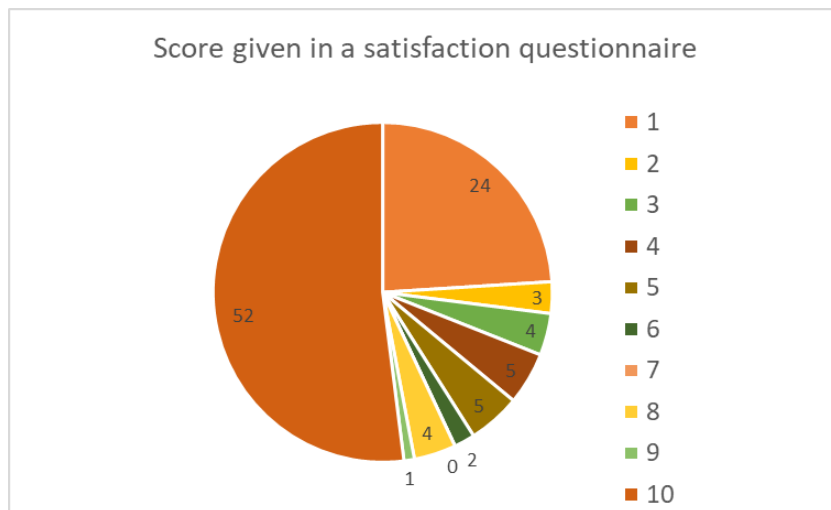
The team are currently offering training to everybody who noted that they are not completely happy with the system.

Galw Gwynedd, Siop Gwynedd and Registry Service

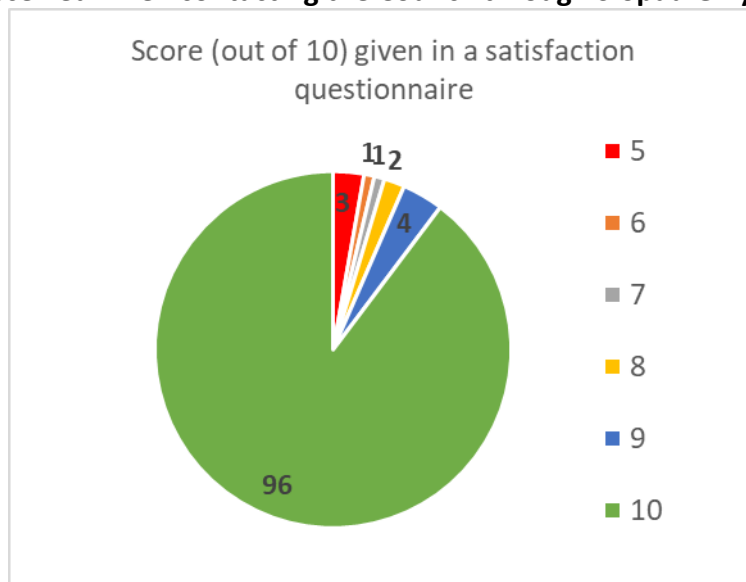
Registry Service - Performance Measure 1 - Percentage of satisfaction questionnaires that score the Births, Marriages and Deaths Registry Service as very good (a score of 10/10)..



Galw Gwynedd and Siopau Gwynedd Service - Performance Measure 1 - Galw Gwynedd customer satisfaction

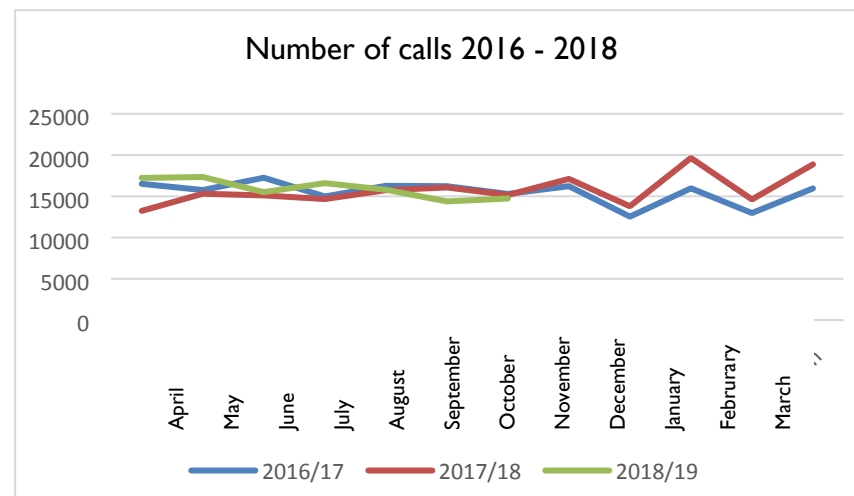


Siopau Gwynedd Service - Performance Measure 2 - Siop Gwynedd customer satisfaction (percentage who noted a score of less than 10 for the service received when contacting the Council through Siopau Gwynedd)

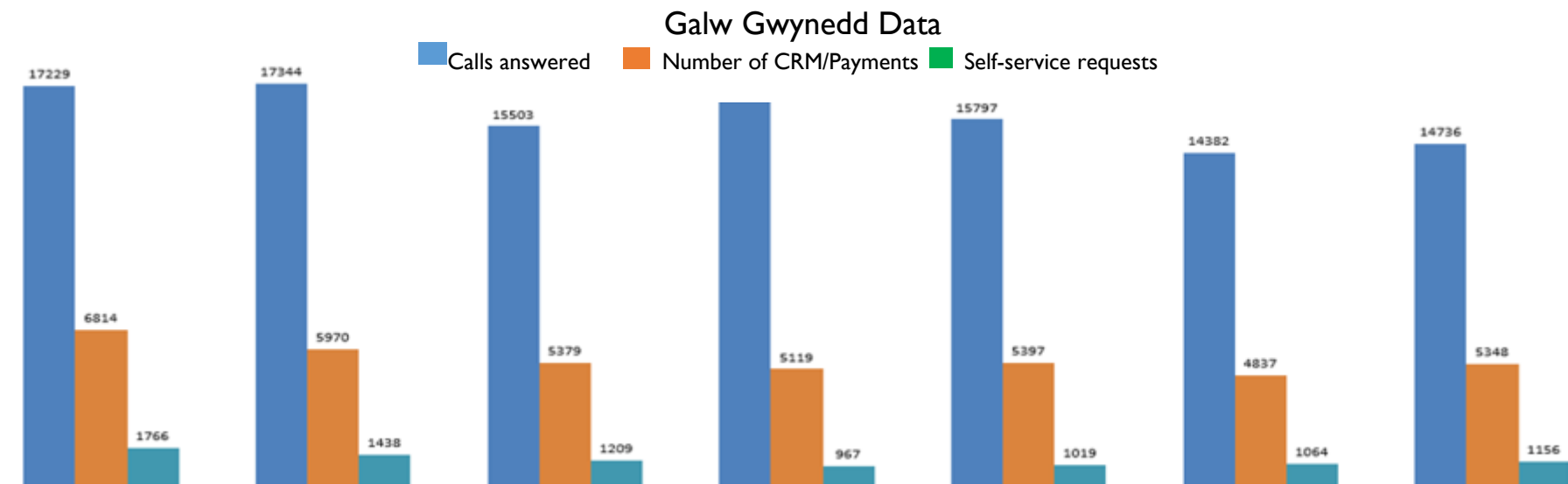


95.71% have given a score of 10 to Siop Gwynedd and 4.29% have given a score of less than 10.

Galw Gwynedd and Siopau Gwynedd Service - Performance Measure 3- Providing a prompt Service in Galw Gwynedd



Galw Gwynedd and Siopau Gwynedd Service - Performance Measure 4- Providing Answers / Service in Galw Gwynedd

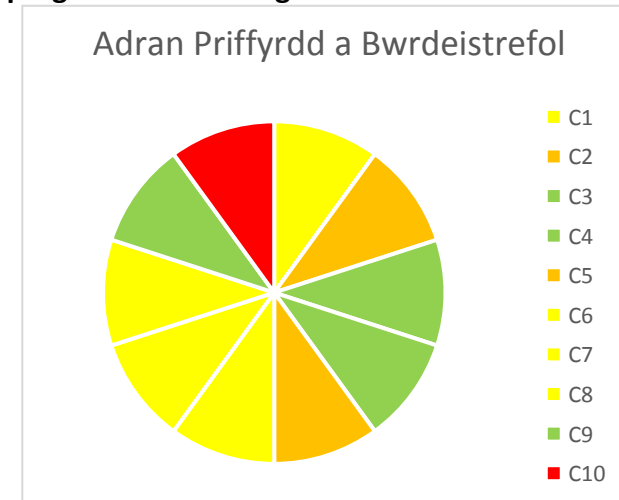


Health, Safety and Well-being Service

Performance Measure 1 - Number of shortcomings that have been identified in programmed investigations.

Data for one Department within the Council

- C1. Number of accidents
- C2. Reporting of near misses
- C3. Arrangements and regular H&S forums
- C4. Training for managers
- C5. Ability to conduct a suitable and sufficient risk assessment independently of the central H&S team
- C6. Attitude and response of Managers
- C7. Projects and transformation
- C8. Acting upon recommendations
- C9. Variation in standards within the Department's Services
- C10. Staff training needs – Have they been identified?

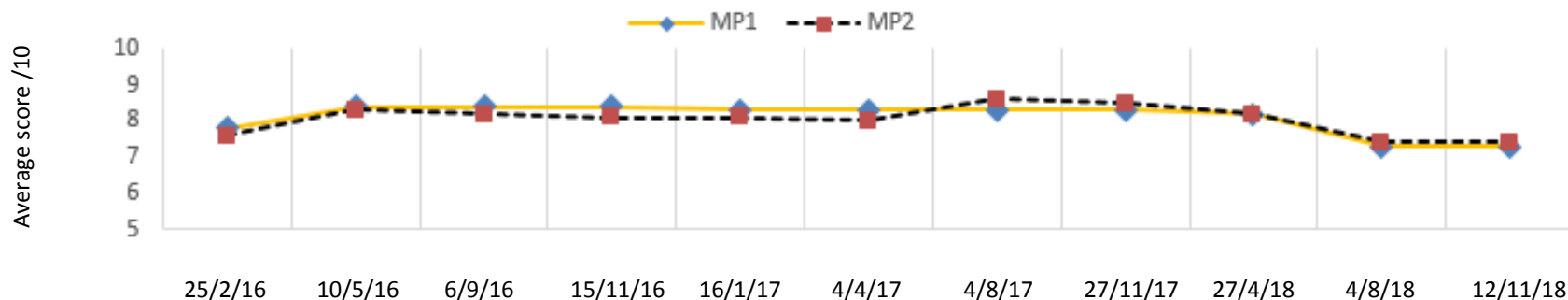


Learning and Organisational Development Service

Performance Measure 1 - (Staff on all levels): "Does the provision help you to give a better service to the people of Gwynedd?" (Score /10)

Performance Measure 2 - (Managers): "Does the provision help your staff to give a better service to the people of Gwynedd?" (Score /10)

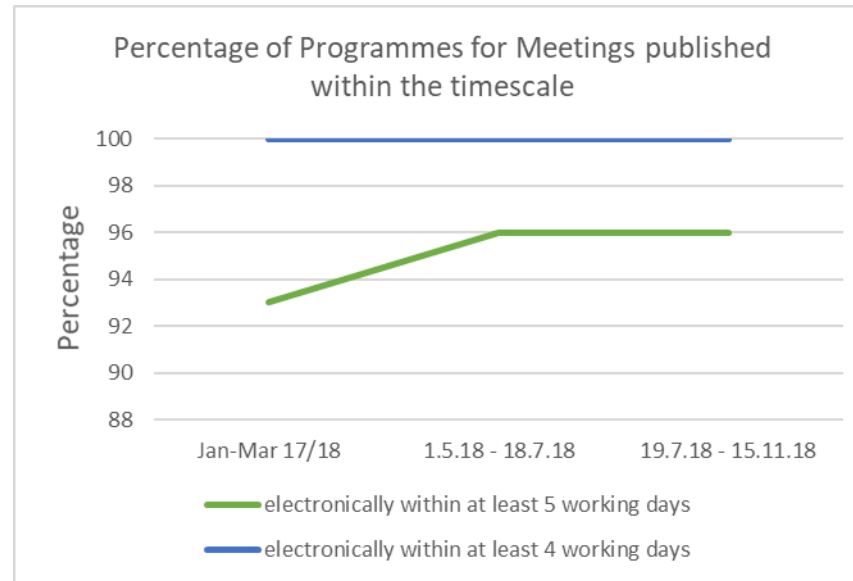
Performance Measures



Performance Measure – 1. The number of formal complaints received under the Council's Corporate System

10 formal complaints were received during this period (compared with 12 in the period April-July). In addition, 6 complaints were received from the Ombudsman (compared with 8 in the period April-July) – 3 were returned “no investigation”, with the remaining 3 still open by the Ombudsman.

These complaints are within the following categories: Language and Equality Issues (1), Council Mistake/Wrong action (4), Officer Conduct (1), Unhappy with Decision (4), Lack of Response or Action (6).



Performance Measure 2a – Users' opinion on the quality of written translation work 100%

Performance Measure 2b – Users' opinion on the simultaneous translation work 100%

Human Resources Advisory Service

Performance Measure 1 – Number of Employment Cases advised upon by the Service 41

Performance Measure 2 – Number of employment appeals submitted to the Employment Appeals Committee, and the number of Committee decisions that go against the employer's decision.

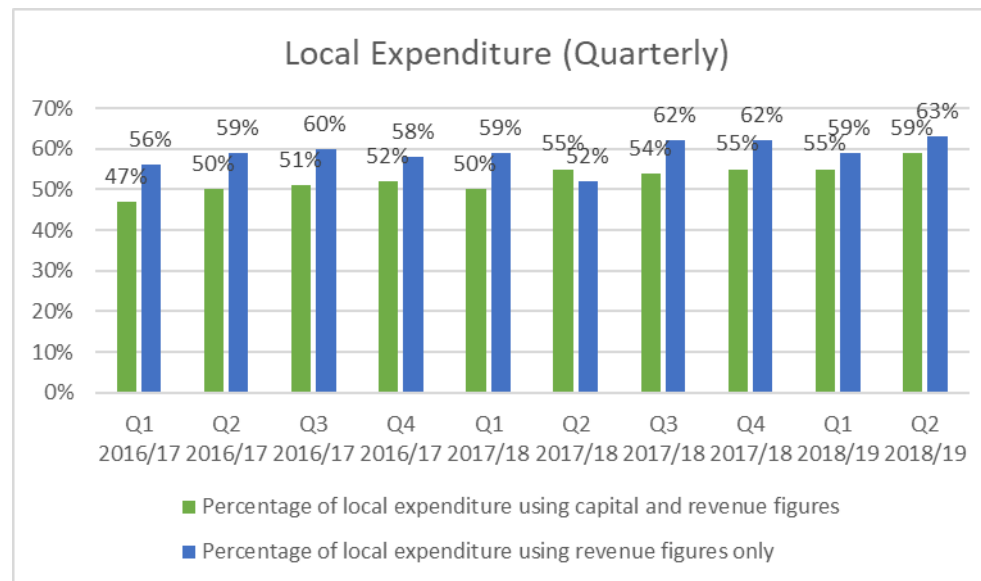
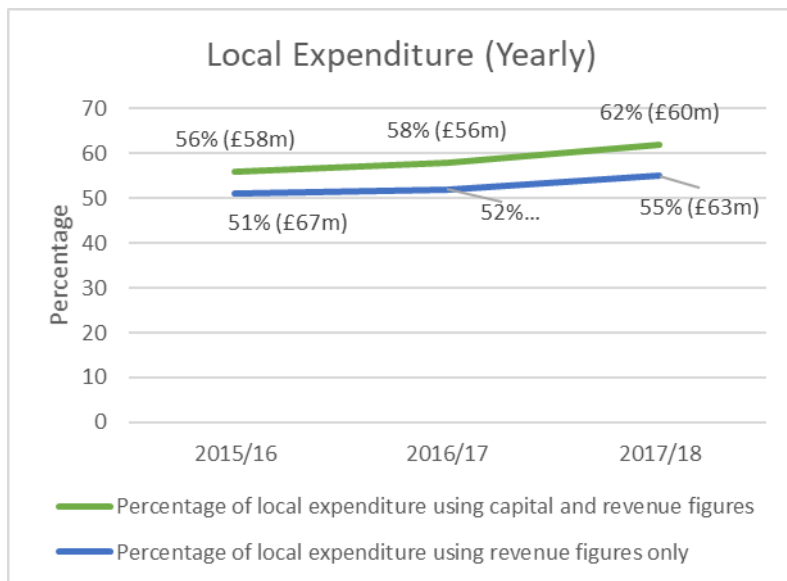
1 appeal was heard in the period July-October, with the committee upholding the complaint and therefore going against the employer's decision.

Performance Measure 3 – Number of days of sickness absence per head on average (April to 30 September)

2017/18	2018/19
3.85	4.02

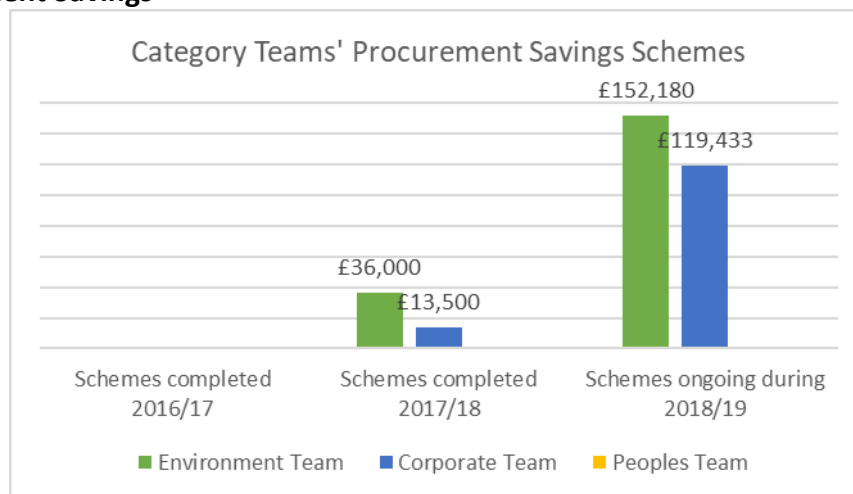
Procurement Service

Performance Measure 1 – Local Expenditure



The percentage of local revenue expenditure has risen 1%, and the percentage of local capital and revenue expenditure has risen 4% compared with the same period in 2017/18..

Performance Measure 2 – Procurement Savings



GWYNEDD COUNCIL



REPORT TO A MEETING OF GWYNEDD COUNCIL CABINET

Date of Meeting: 22 January 2019

Cabinet Member: Councillor Ioan Thomas, Cabinet Member – Economic Development

Contact Officer: Iwan T. Jones, Corporate Director

Contact Telephone Number: 01286 679685

Title of Item: Economy Development Performance Report

1. INTRODUCTION

- 1.1 The purpose of this report is to update you on what has been achieved in the field for which I am responsible as the Cabinet Member for Economic Development. This includes outlining progress against the pledges within the Council Plan; the progress of the performance measures; and the latest in relation to the plans for savings and cuts.
- 1.2 We are now implementing the 2018-23 Council Plan, and I herein report on progress since July to the end of October 2018.
- 1.3 In recent months, emphasis has been placed on the implementation of the projects that form part of the Council's 2018-2023 Plan. I am, generally, satisfied with the performance of most projects and each one is on the right track. I will be elaborating on progress in the report, and will refer to examples of good practice.

2. DECISION SOUGHT

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

3. REASONS FOR RECOMMENDING THE DECISION

- 3.1 In order to ensure effective performance management.

4. COUNCIL PLAN PROJECTS



4.1 Businesses receiving support to Prosper

4.1.1 ***The purpose of the project is to establish a way of working within the Council that places the needs of businesses at the centre, and attempts to remove obstacles that prevent them from establishing and growing in the county.***

4.1.2 The county's businesses work with many Council Departments and they receive a service from them, including rates, planning, trading standards, building control and procurement. The work of scoping and holding intradepartmental discussions about adopting the 'Better Business for All' programme continues.

4.2 Create High Value Jobs (£26,500 + salary)

4.2.1 ***This project will look at targeting sectors that pay well by creating an environment that supports new businesses and grows existing businesses. The project will focus on attracting investment to strategic sites such as the Trawsfynydd Power Station, Llanbedr Airfield and Parc Bryn Cegin/Parc Menai.***

4.2.2 Once more, the project has had a challenging quarter with another important digital company closing four regional offices, including one in Bangor, with the loss of 105 high value jobs. Work has taken place to try to ensure that these individuals will find alternative jobs in other businesses nearby. But, the lack of business space continues to be an obstacle. We are aware of one digital company that plans to expand and create 100 jobs, but office space is a barrier.

4.2.3 The project is continuing to work to attract new development to the Trawsfynydd site, with the UK Government's Nuclear Sector Deal showing strong indications that there is potential to locate the SMR small reactor technology in Trawsfynydd.

4.2.4 The work of developing the Llanbedr site continues and the funding package is now complete after Welsh Government confirmed a £9.5m investment over the next three years. Officers will collaborate closely with the site's owners and the Transportation Department to begin the work in the new year.

4.2.5 Work to support the Creative North Wales Network continues, and a Creative Audit has since been published on the Creative North Wales website.

4.3 Arloesi Gwynedd Wledig Programme

4.3.1 The purpose of this programme is to build on the good work that has already been done to transform the rural economy through the introduction of innovation within traditional sectors (such as agriculture and tourism) as well as supporting investment in digital infrastructure, giving particular attention to the Dwyfor and Meirionnydd areas.

GWYNEDD COUNCIL



4.3.2 Work continues with a number of exciting and ground-breaking developments in the pipeline across the County. Plans include a community transport plan in Harlech for visitors, launching the Cysawd Eryri and the Drone School. The Drone School was run jointly by the High Value Jobs Plan and Arloesi Gwynedd Wledig. Over 25 young people attended activities over six weekends to learn about flying drones and to hear from drone users such as North Wales Police and film-makers.

4.3.3 Following a successful bid to Welsh Government to establish public Wi-Fi provision in rural communities, arrangements are in place to install the equipment in seven communities; in addition, public computers will be set up in rural communities.

4.3.4 During the period, further work has been done to try to develop some of the successful trials. It seems, however, that further work is required to measure the long term effect of the plans.

4.3.5 Gwynedd Council is part of the Arfor plan, and work is currently afoot to create a programme of projects to be implemented in Gwynedd over the next two years to create jobs to sustain the Welsh language within our communities.

4.4 Gwynedd Slate

4.4.1 ***The purpose of the project is to deliver a programme of regeneration activities in the slate areas, and continue to work to secure a World Heritage Site status for the slate industry in Gwynedd.***

4.4.2 The UK Government (DCMS) has now confirmed that the Gwynedd Slate nomination will be the next to be submitted from Britain to the World Heritage Committee.

4.5 Increase the Benefits from Major Events

4.5.1 ***The purpose of this project is to attract nationally or internationally high-profile events to Gwynedd in order to take advantage of the economic and social benefit which will ensue.***

4.5.2 The project has been promoting a support package for the 2018/19 season, and 23 events have received support. We succeeded in generating economic benefit of £5.7 million.

4.6 Benefiting from Tourism

4.6.1 ***The purpose of this project is to look at the possibility of getting visitors to contribute financially to maintaining and enhancing Gwynedd destinations***

and raising the standards of the tourism sector. By doing so, we will improve the provision of the county's destinations and increase the standard of the provision for the tourist industry.

- 4.6.2 This work is still in its infancy. A workshop was held with the sector in October in order to find out people's views and assist with the work of setting a course that will form the basis to the business plan of the Benefiting from Tourism scheme. A Project Board has been established, to guide and scrutinize the plans.

4.7 More Gwynedd residents playing a full part in the world of work

- 4.7.1 ***The purpose of this project is to focus on a series of activities in order to get more Gwynedd residents into full time work thereby reducing inactivity and unemployment.***

- 4.7.2 This project continues to operate a package of activities that reduces the barriers Gwynedd residents face when seeking work or access to services. Following receipt of a Work and More Communities grant from Welsh Government, work has been made to develop the model and the employment team in Gwynedd. The Council's employment support is now being offered through two age-related teams. This will facilitate the individual's journey to find the right support. To date, 929 individuals have received support through one of the five employment projects, of whom several have gone on to work, education or training.

5. MEASURING PERFORMANCE

- 5.1 **Appendix 1** reports on performance measures that are associated with my portfolio.

5.2 I am satisfied that the department is on the right track in terms of performance measures.

- 5.3 The department collects field measures (where more than one service feeds into the measure) and measures for each service.

5.4 Field Measures

- 5.4.1 Grant / Match funding secured for the County - up to the end of October 2018. £10.7m has been attracted to the County through the Snowdonia Aerospace Centre infrastructure plan in Llanbedr, the STEM Gogledd project will encourage young people to pursue careers in the STEM sector, and LleChI will support communities to capitalise on the World Heritage Site nomination.

5.5 Service Measures

- 5.5.1 The **Business Support Service** provides information, advice and support for businesses so that they can establish themselves, be competitive and develop in Gwynedd. The service is responsible for implementing, managing and

GWYNEDD COUNCIL



promoting loan funds such as the Caernarfon Town Centre Loans Fund and the Bangor Area Fund.

- 5.5.2 An example of a company that has been supported by the Business Support Service is Kehoe Countryside Ltd, which has received Financial support for the delivery of ISO accreditations. Since receiving this support, the company has earned contracts with Horizon Nuclear Power and Wales & West Utilities and has established itself as a framework contractor. The company has also created five new full time posts.
- 5.5.3 The '**Business enquiries acted upon**' shows that the number of business enquiries has fallen (105) compared to previous years due to a lack of financial schemes. The Unit has held sessions to raise awareness of the Town Centre Loans Fund.
- 5.5.4 The 'Council owned industrial/commercial space that is full' shows that 96% of our units are full. And, as I previously stated, this is reinforced by the High Value Jobs programme that shows that a lack of space is a barrier to several companies who wish to become established in the County.
- 5.5.5 The Maritime and Country Parks Service has successfully completed the work of dredging the Victoria Dock marina basin. The work of draining the filtration bund at Pwllheli Harbour will begin on 11 December. I am confident that the work will be carried out in accordance with the Strategy.
- 5.5.6 The purpose of the Tourism, Marketing and Events Service is to maximise the benefit and value to the Gwynedd economy that derive from tourism. The work of creating a Snowdonia Mountains and Coast tourism website continues. One of the main measure is the number of visitors to the Snowdonia Mountains and Coast website. A Beta version of the website is about to be released to the sector for input. It will go live in a month or two after that. We anticipate an increase in the use of the website once it is up and running. Another piece of work by the Service was a review of accommodation. The desktop exercise has been completed and the analysis work will be completed by May.
- 5.5.7 Work of implementing a programme of projects to regenerate Caernarfon Waterside is moving forward, and two strategic regeneration plans for Caernarfon have been completed. Galeri2 has been completed and an official opening held; Welsh Highland Railway has been completed and is expected to open in spring. The construction work at Cei Llechi has commenced. Following initial investment to re-establish the Business Improvement Area (HWB Caernarfon), there has been success with investments in buildings, free wi-fi network available in town, art plans, discussions to reopen the Tourist Information Centre.
- 5.5.8 The Bangor regeneration projects plan has received support in principle by the Cabinet for a package of proposed plans as prioritised by the Partnership. Project groups will move forward with plans.



6. FINANCIAL/SAVINGS SITUATION

- 6.1 The Department has made satisfactory progress in delivering all the plans in my portfolio; as such, there are no matters to discuss here.

7. NEXT STEPS AND TIMETABLE

- 7.1 None to note

8. ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION

8.1 Views of the Statutory Officers

i. Monitoring Officer:

No observations in relation to propriety.

ii. The Head of Finance Department

Nothing to add to the report from a financial propriety perspective.

8.2 Views of the Local Member:

- 8.2.1 Not a local matter.

8.3 Results of Any Consultations

- 8.3.1 None to note

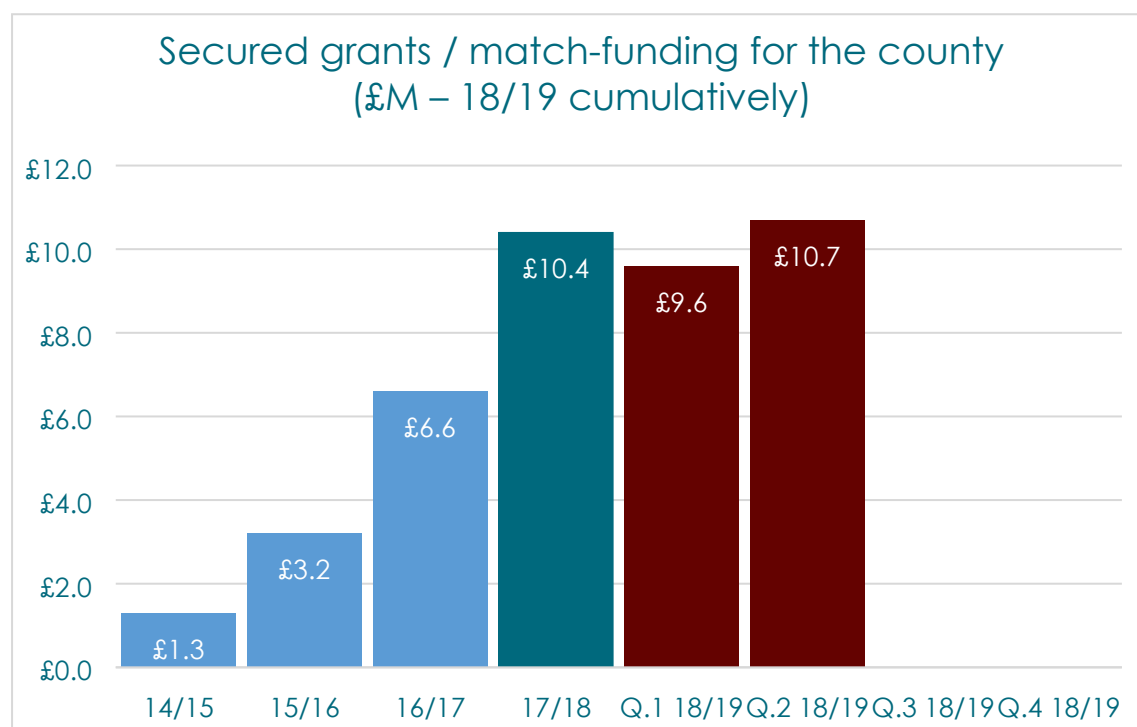
Appendices:

Appendix 1 Measures of the Economy & Community Department (Economy Development)

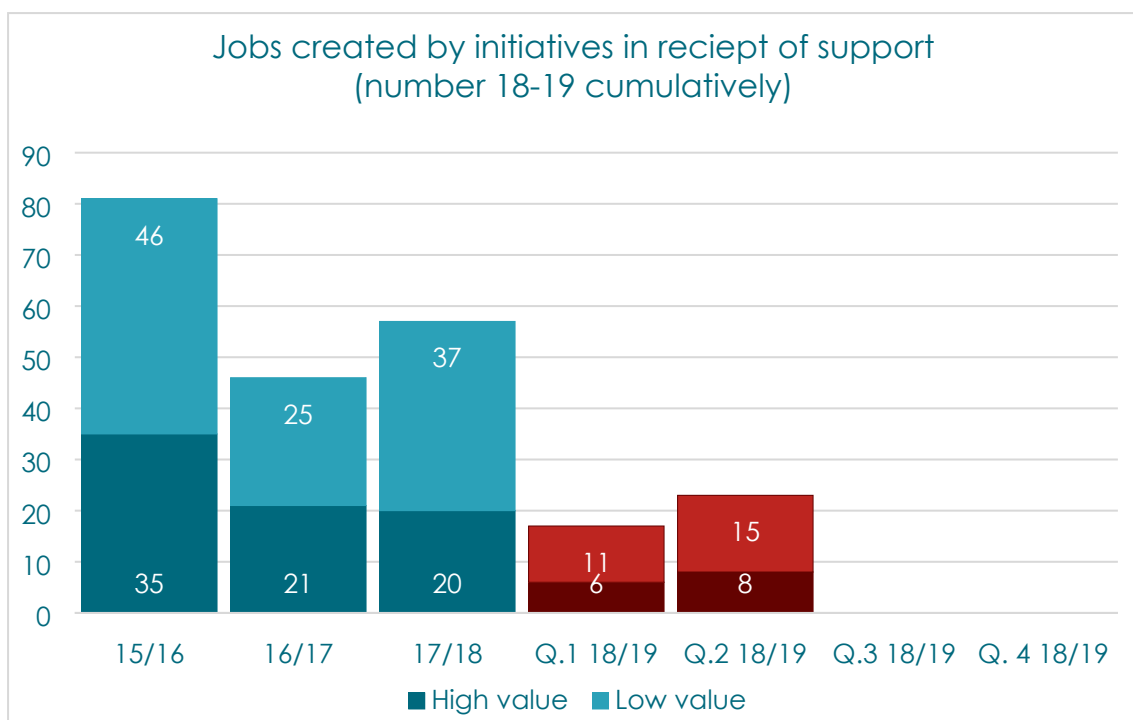
CABINET MEMBER FOR ECONOMIC DEVELOPMENT'S MEASURES

(up to the end of Quarter 2 2018/19)

Field Measures



COMMENTS: Includes the STEM Gogledd project (proportion) to encourage young people to high-value jobs and LleCHI to support communities to take advantage of the World Heritage Site nomination.



COMMENTS: Aware that more high-value jobs have been created during the quarter in the digital sector but the evidence is not yet available.

Service Measures

Business Support Service

Measure	2017/18 Performance	Figure to date	Comments
Number of Business enquiries acted upon	220	105	Number of business enquiries have reduced compared to previous years due to a lack of financial support plans
Council owned industrial / commercial space that are full	94%	96%	Percentage is quite stable as the majority of units have been leased in the Enterprise Centres and the industrial Units are full.

Tourism and Marketing Service

Measure	2017/18 Performance	Figure to date	Comments
An increase in the number of visitors to the Snowdonia Mountains and Coast website	972,831 -12%	720,893	Website is not yet live. A larger increase is anticipated once that digital platform is operational.



Date:	22 January 2019
Title of Item:	Performance Report of the Cabinet Member for Finance
Purpose:	To accept and note the information in the report
Cabinet Member:	Councillor Peredur Jenkins
Contact Officer:	Dilwyn Williams, Chief Executive

Report for a meeting of Gwynedd Council Cabinet

1. INTRODUCTION

- 1.1 The purpose of this report is to update my fellow members on what has been happening in the fields within my remit as Cabinet Member for Finance. This includes outlining the progress against the pledges within the Council's Plan; the progress of the performance measures; and the latest in relation to the savings and cuts schemes.
- 1.2 The matters noted in this report have already been the subject of discussions and have been scrutinised at a meeting of the Finance Department management team, which also included representation from the Audit and Governance Committee, who is undertaking the scrutiny role in this field.
- 1.3 On the whole, I am comfortable with the performance of the project and performance measures for which I am responsible, or that relevant steps have been taken to improve performance.

2. THE DECISION SOUGHT

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

3. CONTINUATION OF WORK ON 2017/18 GWYNEDD COUNCIL PROJECT PLANS

- 3.1 Both projects below were a priority within the abovementioned Plan that ended in March 2018. The work of implementing the Information Technology Strategy is continuous and, therefore, I will continue to report on this work until the new Strategy is adopted. The Electronic Document and Records Management System (EDRMS) project implementation timetable has slipped since publishing the 2017/18 Gwynedd Council Plan; therefore, I will also continue to report on the work until it is complete.

An Effective and Efficient Council

FfG5 - Information Technology Strategy (IT)

- 3.2 As the current Information Technology Strategy is ending, we have commenced internal discussions in order to devise a new Strategy. When ready, I will bring it to the attention of the Cabinet for discussion.
- 3.3 **Digital Channel and Facilitating Contact with the Council:** 'ap Gwynedd' was released in September and it has been downloaded 285 times so far. The work of improving and increasing services available through the 'app' continues in accordance with the project's work programme.
- 3.4 **Innovation:** The IT Service has recently been examining LoRaWAN technology. This technology enables wireless networks across broad areas. A pilot has been established on a joint basis with Gwynedd Consultancy to monitor water levels of streams that feed the river Gwyrfa. Information fed from sensors will enable flooding teams to make decisions based on robust data should there be a flood risk.
- 3.5 **Education Information Technology Strategy:** The Department officers are working with officers from the Education Department to develop a new Strategy that will focus on providing the best IT support system for Gwynedd schools.

C7 Electronic document and records management system (EDRMS)

- 3.6 The work of disseminating the use of the system to Council departments is nearly concluded. The work was programmed for completion by May 2019, but there is a risk that staff absence and turnover will result in delay. Although resources are limited, the development work continues with a view to make the most of the investment in the system by making use of templates, workflows and improving the departmental intranets.

4. PERFORMANCE

Appendix 1 provides a full report on the performance measures related to my portfolio.

- 4.1 The purpose of the **Risk and Insurance Service** is to protect the interests of taxpayers by ensuring appropriate insurance arrangements and deal with claims. I have challenged service performance and I am satisfied with 90% of public accountability claims successfully defended by the unit, and 73.3% by insurers, in the period since the last performance report. I wish to note that the work of this service delivers an important role to ensure that the Council arrangements are robust in order to enable us to minimise harmful incidents. By defending claims, the service scrutinises the action taken by the service in which the claim was made against, and provides feedback in order to improve and do what is required to protect Gwynedd residents.
- 4.2 The **Internal Audit Service** gives confidence to the citizen and the Council on the Council's control environment and governance arrangements. Out of 16 final reports produced, only one audit was given a 'Restricted' opinion. Reports received the attention of the Audit and Governance Committee on 27 September and 29 November. As part of adding value and attracting additional income, the service has been offering an audit service to Town and Community Councils, and has audited 57 Councils in Gwynedd and 10 in Anglesey. This additional work generated £14,000 in extra income, and it is noted that some Councils have already returned to the Service for an audit in 2018/19.
- 4.3 The purpose of the **Payroll Service** is to pay staff correctly and on time, whilst maintaining relevant accounts for paying external bodies such as HMRC. In quarter 2, 100% of payments were submitted accurately and within the time limit for external bodies. No significant incidents in quarter 2 affected salary payments, and although the number of cases which led to further adaptations in salary (CD8.07) and the number of workers contacting about any shortcoming in the salary payment process (CD8.08) was slightly higher than the average of quarters since April 2018, they were within usual margins.
- 4.4 The **Creditors' Payments Service** ensures that the Council's creditors are paid promptly and correctly. It is noted that an increase in seen in the number of adaptations to previous payments by the Council from 4 in period 1 to 8 in period 2. After I challenged this increase, the Service noted that errors had occurred in busy periods. It was also noted that no duplicate payments had been made and staff had been reminded to take care when processing payments. The service now receives more information electronically, which facilitates the work of the service.
- 4.5 The Council's performance on measuring the 'percentage of invoices paid within 30 days' has recently reduced, compared to the beginning of 2018/19. However, it should be noted that performance trends are improving, especially the performance of the Environment Department which has substantially improved from 73% to 84% during 2018/19.
- 4.6 The **Information Technology Service** supports and enables all Council services to serve the residents of Gwynedd in an effective, flexible and secure way.
- 4.7 On the whole, the performance measures demonstrate consistent performance and a high satisfaction level across all units.

- 4.8 Following difficulties experienced earlier this year, upgrading work was undertaken on the server room in order to protect the resilience of Council systems in future.
- 4.9 It has become increasingly apparent that discontent with the time it takes to complete projects is at the root of most negative feedback received by the Information Technology Service. The Service has to make effective use of scarce resources, which leads to strict prioritising of their work. This has increased at a time when a number of Council units are reviewing their working arrangements as a result of the Ffordd Gwynedd challenging work. The side effect of this is delay or developments that would lead to better provision and efficiency of Council services. In an attempt to mitigate the situation, I have asked the Service to draw up a case for the provision of more resources for consideration of the Cabinet.
- 4.10 The **Pensions Service** administers the Local Government Pension Scheme on behalf of over 40 employers in order to calculate and pay pensions promptly and accurately. In terms of measuring **Average number of work days taken to send a letter notifying the value of retirement benefits - estimate (CD9.03)** there was a small growth again in the average time since the first quarter of 2018/19 (4.2 working days compared to 3.5 working days). Despite this, it is an improved performance from 9.70 days in 2016/17.
- 4.11 The Service also continues to work to promote self-service provision; approximately 10,000 users have now logged into the On-line Pension service.
- 4.12 The purpose of the **Finance and Accounting Service** is to provide a finance and accounting service, and help and support services to be effective and efficient. The service delivery measure is success in staying within the budget and it is anticipated to do so from 0.11% in 2018/19. This performance is lower than the 0.36% in 2017/18 and 0.28% in 16/17, but it reflects the financial challenges facing the Council.
- 4.13 As the statutory requirements have changed recently, the Service is currently changing arrangements in an attempt to close accounts sooner, and therefore, it enables them to provide more assistance and support for Council departments and services.
- 4.14 The purpose of the **Income Service** is to process income and collect the Council's debts promptly and efficiently to maximise income, whilst being sympathetic to the departments' needs and operating sensitively to debtors' financial circumstances.
- 4.15 It is noted that **Total value of various debts over six months old (with the exception of deferred payments and debt referred to other services for further action) CD7.02** has continued to increase, with a higher total value of debts over six months old on 30 June 2018 compared to 30 June 2017. The Service also noted that the Health Board had a debt of £438,000 to the Council, and that the Service was working with the Health Board in order to find a way forward to solve the problem.
- 4.16 The purpose of the **Benefits Service** is to process Housing Benefits and Council Tax Reduction Scheme applications promptly and accurately, to assist to the citizens of Gwynedd to pay their rents and Council Tax bills. It is noted that **Average time taken to process a new benefit application (CD12.03)** has deteriorated from 18.77 days in quarter 1 to 21.14 days in quarter 2. In response, the Service noted that

changes in school uniform grant rules and arrangements had led to unexpected additional work. In addition, the Service lost two staff members in the same period with one on sickness absence and the other retiring, which had contributed towards the deterioration in Service performance. By getting staffing levels back on track, it is anticipated that performance will also improve.

- 4.17 In December 2018, full Universal Credit became operational across the whole of Gwynedd. We have been taking note of what has occurred in other authorities when it was introduced and I am concerned regarding the impact on Gwynedd residents. We will do our best to assist Gwynedd Residents with any difficulties they will face although it must be noted that people will be referred to the citizens' advice bureau as the available resource for assistance.
- 4.18 I am satisfied with the performance of the **Tax Service** but I would like to draw your attention to one matter that we are monitoring in light of information gathered on the non-domestic tax collection rate. We are aware of transfers from the Council Tax to the Non-domestic Rate. This means that there is considerable loss to the public purse in Wales, at a time when public funding is scarce. We anticipate a loss of over £1m to the public purse in 2018/19 in Gwynedd alone resulting from transferring houses to the non-domestic system.
- 4.19 Work is ongoing with the Welsh Local Government Association's Rural Forum to try to ensure the support of other rural authorities to change national policy in this field.

5. FINANCIAL POSITION / SAVINGS

- 5.1 The department have achieved all the savings asked of them.

6. NEXT STEPS AND TIMETABLE

- 6.1 None to note.

7. ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION

7.1 Views of the Statutory Officers:

i. Monitoring Officer:

No comments in terms of propriety

ii. Head of Finance Department:

I confirm the accuracy of the report's contents, and I will support the Cabinet Member to achieve the relevant objectives.

7.2 Views of the Local Member:

Not a local matter.

7.3 Results of Any Consultation:

None to note.

Appendices

PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19

Risk and Insurance Service - Achievement Measures (Quarterly)

Senior Responsible Manager: Dewi A Morgan
Responsible Manager: Gwyn Varney

Purpose of the Service:

Supports the Council's departments as they assess the threats and opportunities which they could face when providing their services and prioritise their activities based on the assessment. Protect the interests of ratepayers by ensuring appropriate insurance arrangements and deal with claims

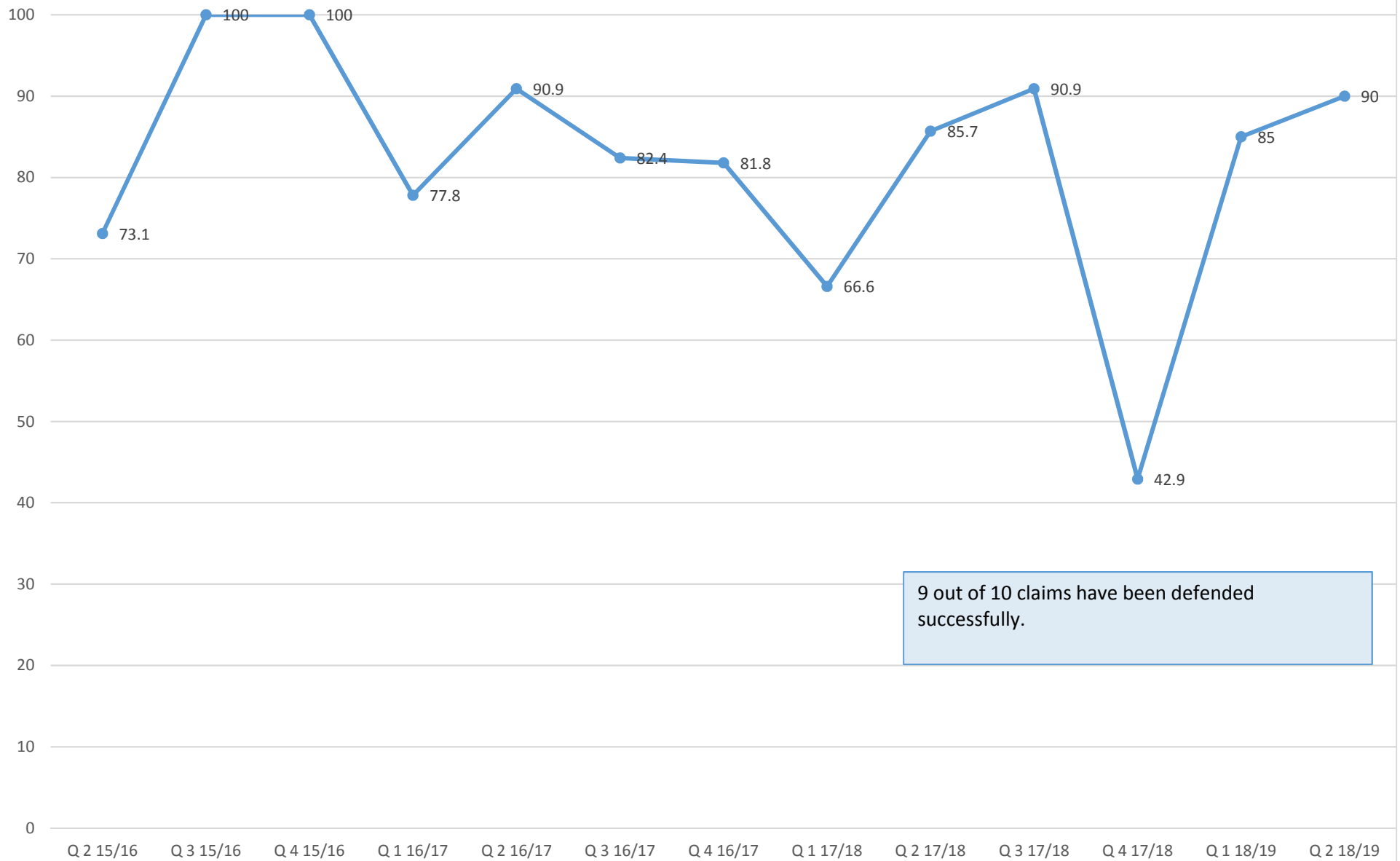
Addressing Risk

During quarter 2, we arranged specialist insurance, mainly for objects on loan to the Council and that are kept and are on display at Storiel. This protection meets the expected requirements when also transporting the articles. This addresses the risk more comprehensively. The policy also extends to other insured items, and includes a higher level of protection than had previously been in place.

We have circulated recent decisions at the Court of Appeal to the relevant services in order to gain a better appreciation of what the Court would expect of us if a similar claim were to be made against the Council:

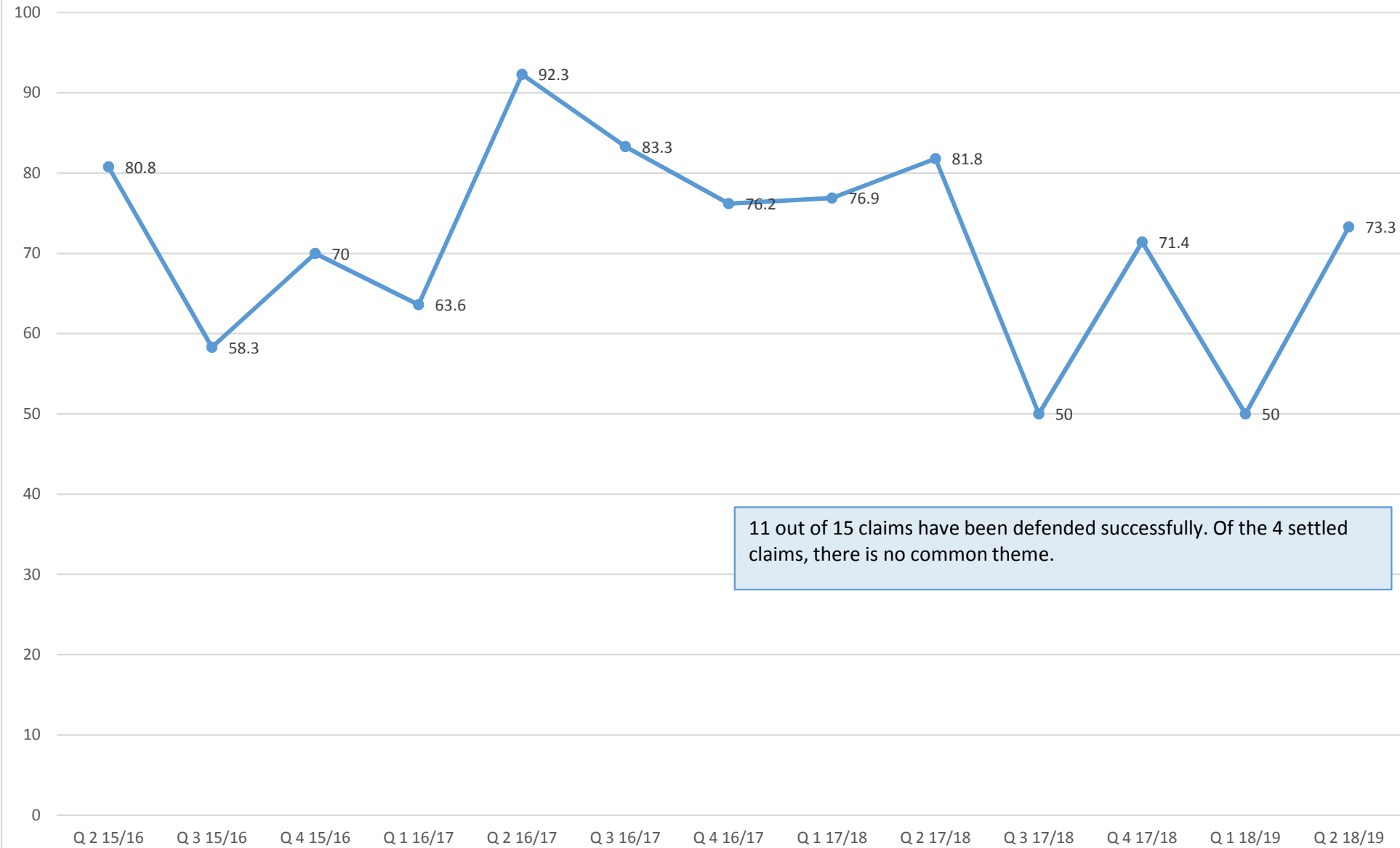
- i) Tree survey/inspection arrangements
- ii) Grifting car parks

Percentage of Public Liability Claims Denied by the Unit



Percentage of Public Liability Claims Denied by the Insurers

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INTERNAL AUDIT SERVICE

AUDIT ASSURANCE LEVELS AND RISK SCORING ARRANGEMENTS

Purpose of the Service

The purpose of Internal Audit is to give the citizens and the Council confidence in the Council's management environment and governance arrangements by reporting independently and objectively to the Head of Finance and the Audit and Governance Committee.

Complete the Audit Plan (CD2.03)

By 30 September, 29.09% of the audit plan had been completed. This compared favourably with the internal profile of 20%.

A new procedure for assessing audit work

At its meeting on 19 July, the Audit and Governance Committee approved the new procedure for expressing audit findings.

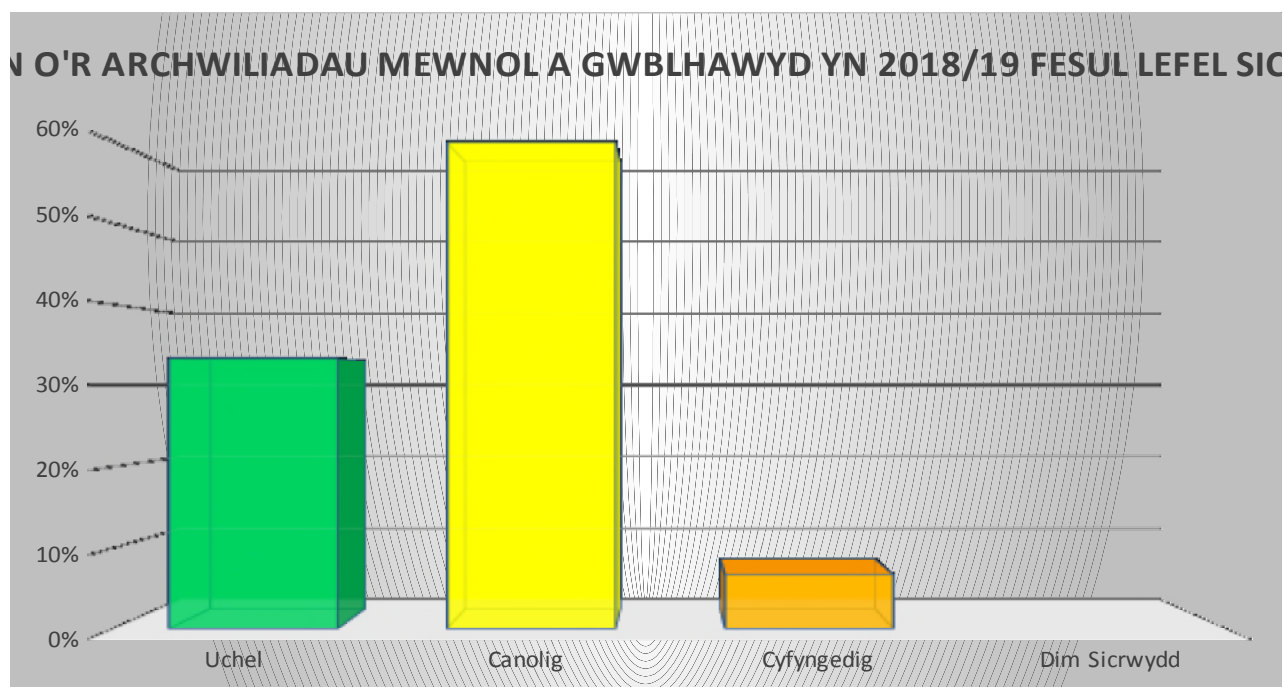
For audits from 2018/19 onwards, Internal Audit reports will be placed into one of four general assurance categories, namely:

ASSURANCE LEVEL	HIGH	Assurance of propriety can be stated as it is possible to depend on the internal controls in place to deliver objectives.
	ADEQUATE	There are controls in place to deliver objectives; however, there are aspects of the arrangements that could be tightened to further mitigate risks.
	LIMITED	There are controls in place, however, improved compliance with the controls and/or introducing new controls is necessary to reduce the risks to which the service is vulnerable.
	NO ASSURANCE	It is considered that the controls in place are inadequate and there is a failure to deliver objectives.

(These assurance levels have superseded the historic system, where audits had been given opinion categories ranging from 'A' to 'Ch').

In the period between 1 April 2018 and 30 September 2018, 16 final reports of the annual plan have been released. Out of 16 audits that were received, only one was given a 'Restricted' assurance level.

The final reports that were released between 1 April 2018 and 30 September 2018 have been awarded the following assurance levels:



The Audit and Governance Committee has discussed these reports in its meetings on 27 September and 29 November.

TOWN AND COMMUNITY COUNCILS

The Internal Audit Service has been provided to a total of 67 town and community councils, with 57 in Gwynedd and 10 in Anglesey, which has generated just over £14,000 of additional income.

These are some observations that have been received by the Councils:

"Thank you very much for your guidance and co-operation regarding the Audit and for the detailed report which is of great help to us as a Council."

"The Town Council was very satisfied with the thorough work you did and my feedback is that I thought the procedure to be convenient."

"The Council has noted its gratitude for your thoroughness in looking at our books."

"A note to thank you very much for the arrangements for the internal audit and the report."

"Thank you very much Luned. It was a pleasure to work with both of you. The Councils are very likely to write to you for next year as well."

"Thank you very much for your report- you must be working incredibly hard to carry out such a detailed audit on the five Councils."

"Every Council was very grateful to you for your work and were amazed at the detail of the Report. I would like to express my personal gratitude for your advice and kindness."

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

"Thank you for your co-operation during the audit for this latest financial year."

"The Council wishes to formally request the team's service next year for the 2018/19 Annual Form".

**PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19**

Payroll Service - Achievement Measures

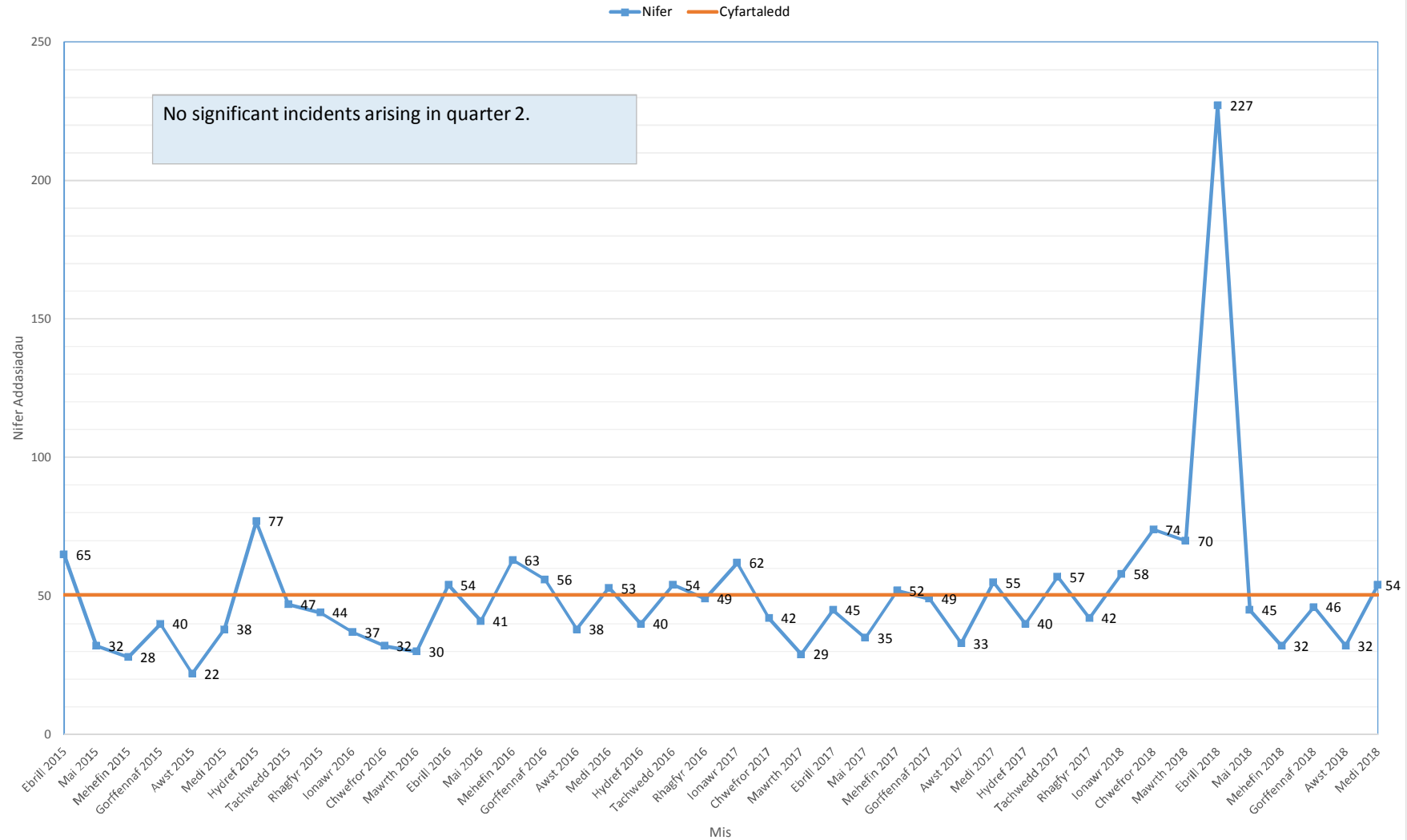
Senior Responsible Manager: Dewi A Morgan
Responsible Manager: Martin Morris

Purpose of the Service:

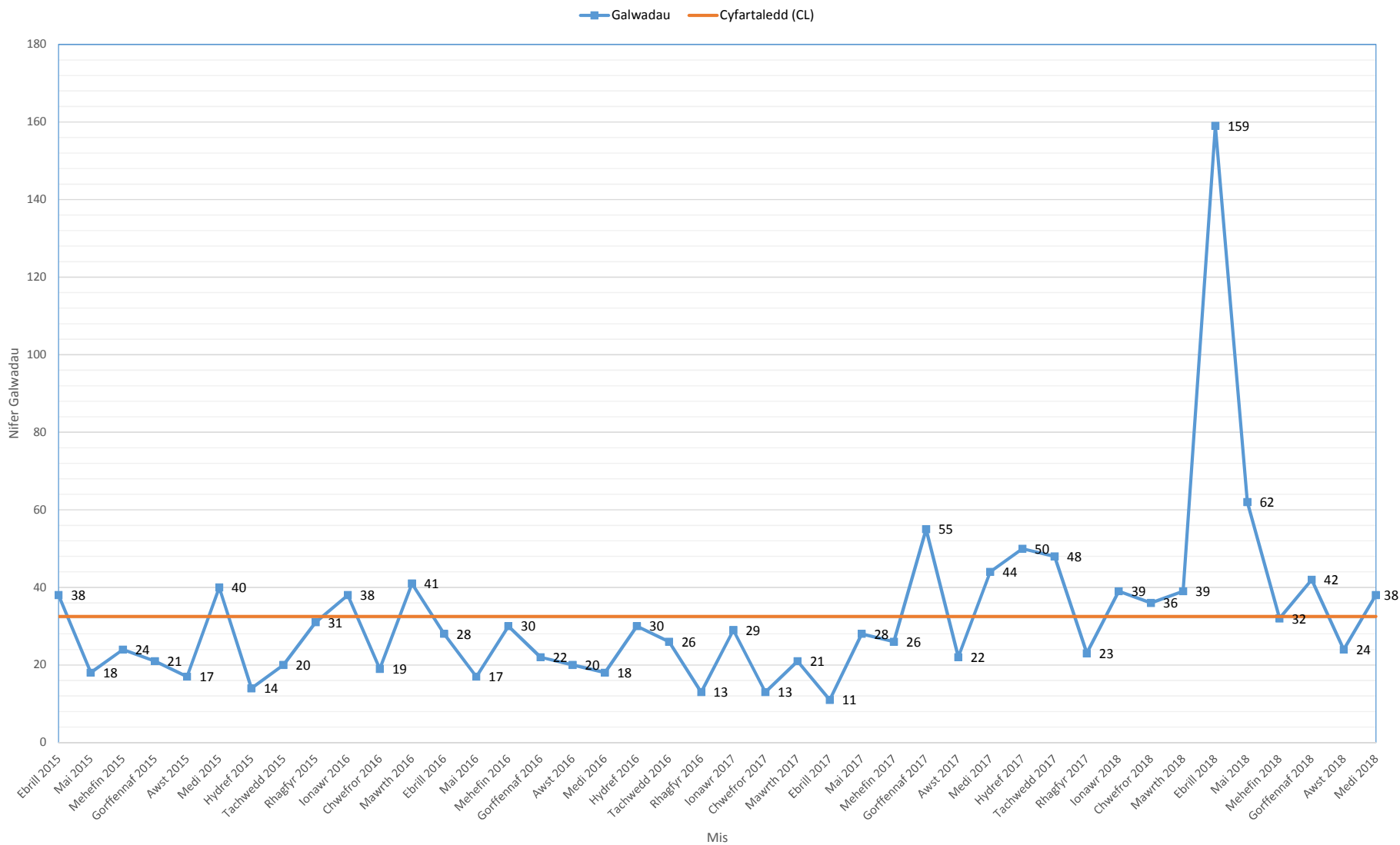
To pay staff correctly and on time, whilst maintaining relevant accounts for paying external bodies such as HMRC.

Ref.	Achievement Measure	Comments Quarter 2	Q 2 18/19	Q 1 18/19	Q 4 17/18	Q 3 17/18	Q 2 17/18	Q 2 16/17	Q2 15/16
CD8.09	Ensure correct payments within the time limit for external bodies (such as HMRC).	All external payments and reports sent on time.	100%	100%	100%	100%	100%	100%	100%

CD8.07 - Number of cases that lead to further salary adjustments.



CD8.08 - Number of workers who get in touch about shortcomings in the salary payment process.



**PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19**

Creditors' Payments Service - Achievement Measures

Senior Responsible Manager: Ffion Madog Evans
Responsible Manager: Christopher Parry

Purpose of the Service:

Paying creditors in an accurate and timely manner.

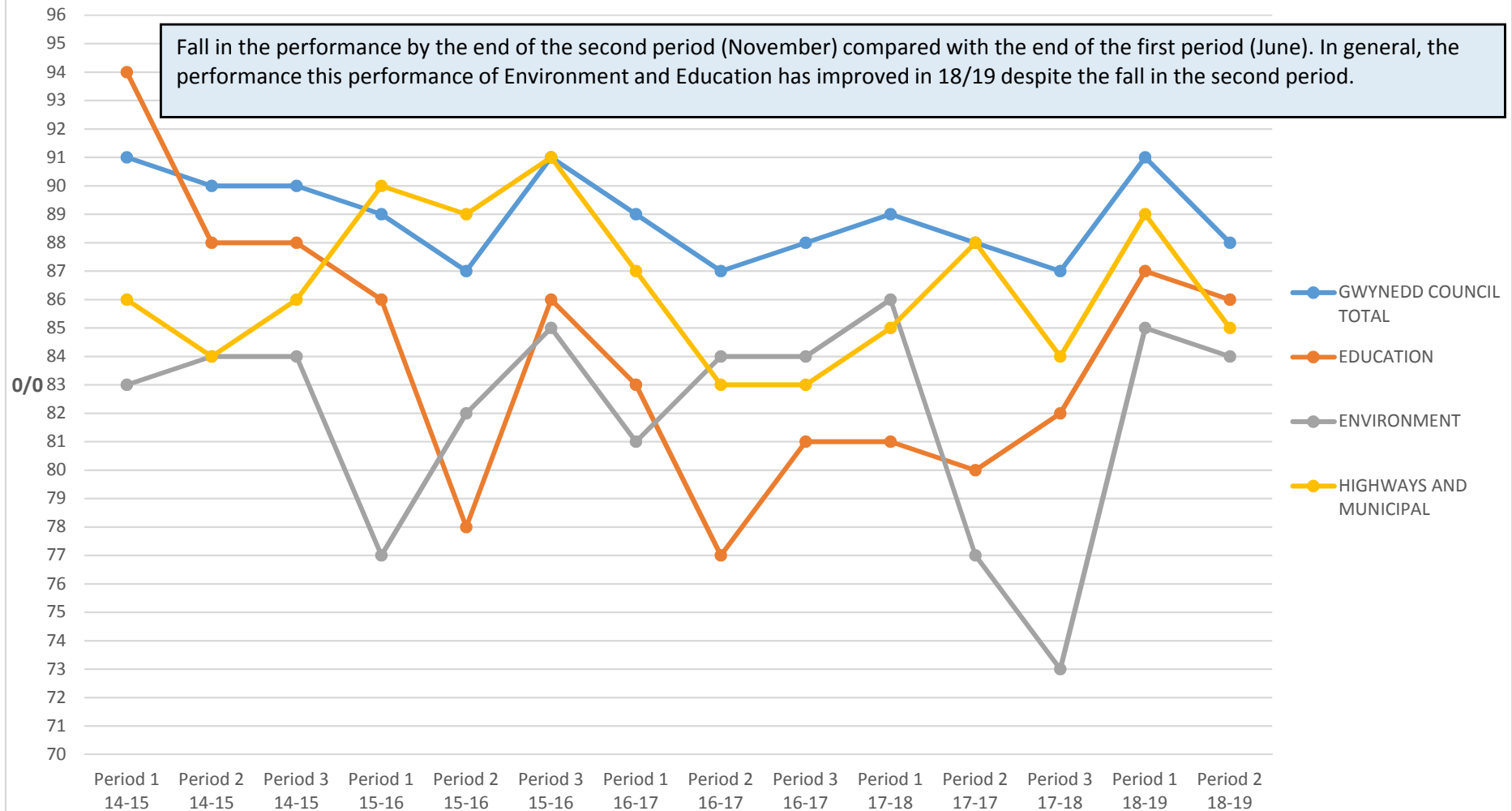
Ref.	Achievement Measure	Comments Period 2	Period 2 18/19	Period 1 18/19	Q4 17/18	Q3 17/18	Q2 17/18	Q1 17/18	Q2 16/17	Q1 15/16	Q1 14/15
CD6.03	Adjustments to previous payments by the Council	<p>Different reasons for the adjustments, including misleading payment instructions, paying a company with the same VAT and bank details, paying a similar supplier reference and paying the wrong supplier. Refunds received immediately.</p> <p>Increase in the trend of duplicate payments when moving to a more electronic arrangement and when receiving invoices from companies by e-mail. Procedure in place to identify any duplication before paying suppliers, therefore it has not led to paying twice.</p>	8	4	7	2	2	1	0		
	Review of Internal Systems	<p>- the Payments Unit now receives more information electronically from companies and loads it into the payments system, including secondary schools' invoices, school meals, praecepts, 30 hour child care grant, nursery schools' grant payments, and Libraries Thelnet etc.</p> <p>- recent development in software means that it is possible to upload an electronic image of an invoice into the payments system, which speeds up the process.</p> <p>- collaborates with the Property Department to try to move water bills so that there is one bill for the whole Council.</p>									

Period 1: April, May, June

Period 2: July, August, September, October, November

CD6.01 Percentage of invoices paid within 30 days (across the Council)

Fall in the performance by the end of the second period (November) compared with the end of the first period (June). In general, the performance this performance of Environment and Education has improved in 18/19 despite the fall in the second period.



CD6.02 Percentage of invoices paid locally within 30 days (across the Council)



**PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19**

The Information Technology Service (Support Services and Infrastructure) - Achievement Measures

Responsible Managers: Bryn Goodman Jones (Support Services), Gwyn Jones (Infrastructure)

Senior Manager: Huw Ynyr

The purposes of the Service:

(Help Desk) To support and enable all Council Services to serve the citizens of Gwynedd in an effective, flexible and secure way.
(Infrastructure) Develop and support the Council's infrastructure to provide a resilient and safe platform to maintain the Council's information technology services.

Ref.	Achievement Measure	Quarter 2 Comments	Q2 18/19	Q1 18/19	Q4 17/18	Q3 17/18	Q2 17/18	Q2 16/17	Q2 15/16	Q2 14/15
TG01	Percentage of network availability	A problem occurred with the firewall for a few minutes on 3 April, however, the software has now been updated so that this cannot happen again. This accounts for the 0.03% loss of network during the quarter.	99.99%	99.97%	99.98%	99.20%	99.96%	99.93%	100%	99.87%
TG02	Percentage of Public Website availability	The figure reflects 2.15% of the quarter (47 hours) where the website could not be accessed. This figure coincides with two specific incidents that disrupted our services.		97.85%	99.41%	100.00%	99.74%	99.64%	99.98%	99.94%
TG05	Average Help Desk user satisfaction score	Only 3.8% chose to respond, the number has fallen since the last quarter, but this is also true for poor feedback. A new procedure will be put in place in the next month or two to attempt to secure an improved vision and measure	1. Unhappy 10 (0.2%) 2. Happy 237 (3.8%) 3. No response 6288 (96%)	1. Unhappy 13 (0.2%) 2. Happy 277 (4.3%) 3. No response 6,196 (95.5%)	1. Unhappy 12 (0.18%) 2. Happy 259 (3.86%) 3. No response 6,431 (95.96%)	1. Unhappy 7 (0.09%) 2. Happy 192 (2.36%) 3. No response 7,915 (97.55%)	1. Unhappy 33 (0.46%) 2. Happy 222 (3.14%) 3. No response 6,822 (96.4%)	Not counted	4.80	4.80

Service: Information Technology
Unit : Infrastructure
Reporting date : 13 December 2018

New Developments Network indicators demonstrate the performance of the availability of core links.

		July 2018	August 2018	September 2018	Q2
Core Network		100.00%	100.00%	99.97%	99.99%

Unfortunately, this is not the full picture for systems availability. On Sunday 22 July 2018, all Council systems failed. The failure was caused by a problem that manifested due to a fault in the air-conditioning system in the data centre to control humidity, and a weakness in the SAN (storage) to cope with this humidity. Throughout the week, the Council's core systems were restored and in the following weeks, all Council systems were restored, and the final task of moving servers back to Penrhyndeudraeth was completed on 3/10/18.

Since then, Gwynedd Council has invested in a new air-conditioning system in the data centre, and the infrastructure team has accelerated their restoration schedule to order the storage/servers soon, with a short/medium term plan to improve the service continuation. The air-conditioning work will be completed 07/12/18, with the first stage of the server change to be completed by 1/2/19.

During the quarter, the infrastructure teams have began providing VPN technology so that staff are able to work remotely, and following the innovative work on "Crwydro" (PSBA Secure Roaming) throughout Wales, we have seen that over 50 of our users are able to work flexibly and collaborate within the buildings of other organisations. This number should increase in the coming months as the provision expands.

Support Services

The number of telephone calls increased in the weeks following the incident with minor difficulties raised by users. This was to be expected as the Cloud teams had migrated the Data Centre from Penrhyn to Caernarfon to enable systems to be available. There was an increase of over 2,000 calls and, despite this, the performance of the Helpdesk in terms of answering calls was good. They succeeded in answering every call received within 40 seconds on average, over 90% of calls were answered in the week where over 1,000 calls were received.

Although the week the systems went down was fairly quiet for the Helpdesk teams (nothing we could really do without the systems), we were aware that there was a risk that the 'thin client' environment would not be restored as quickly as some other core systems. Consequently, we contacted departments to see whether there was a risk for them if this happened. Key staff were identified and work commenced to replace thin clients with computers so that there would be no delay for them once the system was restored (revenue and benefits, etc.). Over 150 of these were replaced in a week thus reducing the impact on the people of Gwynedd.

Much work done to improve the calls/work management system of the IT Department (Topdesk), with the hope that reports would be more useful and might offer improved measures against the service. It would also improve our ability to anticipate difficulties before they impact a large number of people, and thus reducing the calls (pro-active). The duration the call is open, the number of calls that are escalated from the front line to a specialist service; do they really need to be escalated? Note all the maintenance and variable work of our IT systems. Offer many things in the Self-service system, e.g. monitoring and updating/closing calls, a list of each individual's resources where the manager can view it. See and note that there are problems and that they are also impacted without having to contact the helpdesk each time. An improved process for leaving feedback. It is hoped that we will not order unnecessary licences/computers and make the most of what we have, thus saving money in the long term.

Also, four additional services now use the system. This will improve the ability to see each request noted on the system, and will be available on one screen (support x2, H&S, eProcurement). Obviously, this will also give them the ability to offer improved measures for the performance of their service.

Much work has already commenced or has been maintained during the quarter -

The work of updating anti-virus commenced and has now been completed. Nearly 2,000 system updates were completed silently. Our new product is BitDefender which replaces Kaspersky. It is good practice to replace it and also there are a number of stories about KAV and the Russian state.

Ensure the Protection of the computer environment before our penetration test.

Provide for our change in 365 Microsoft licences; everything will be changed from a licence for the device to a User licence.

PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19

The Information Technology Service (Development and Maintenance) - Achievement Measures

Responsible Managers: Rhodri Fretwell and Elfyn Evans

Senior Manager: Huw Ynyr

The purposes of the Service:

- (Development) Collaborate with our customers to develop and evolve innovative solutions in response to business needs.
- (Maintenance) Maintain a range of technological systems and solutions to keep us operational, efficient and up-to-date.

Ref.	Achievement Measure	Quarter 2 Comments	Q2 18/19	Q1 18/19	Q4 17/18	Q3 17/18	Q2 17/18
TG15	Development opinion poll: "Were you happy with the suggestions, solutions and the service in general that was received by the development unit?" . 1 - Yes, I do not have any suggestions for improvement 2 - Yes, but I believe that there is room for improvement 3 - No	19 projects have received feedback. One long-term project has noted (2) due to a lack of development resource in light of a change in the development agenda priority. The website work and the Ffos system received a feedback of 2 because the self-service priority means less time and resource for other projects.	1. Happy, no improvement 74% 2. Happy, room for improvement 26% 3. Unhappy 0%	1. Happy, no improvement 84% 2. Happy, room for improvement 16% 3. Unhappy 0%	1. Happy, no improvement 85% 2. Happy, room for improvement - 15% 3. Unhappy 0%	Jointly with quarter 4	1. Happy, no improvement 86% 2. Happy, room for improvement - 14% 3. Unhappy 0%

Service:	Information Technology
Unit :	Development
Reporting date :	13 December 2018

PURPOSE:	Development Collaborate with our customers to develop and evolve innovative solutions in response to business needs.	Maintenance Maintain a range of technological systems and solutions to keep us operational, efficient and up-to-date.
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Feedback Request Submission Date	Arloesi Gwledig Project	Score	Feedback	Contact
11/29/2018	Records Management System <i>IT Project Manager : Rhodri</i>	1	1 - Yes, I do not have any suggestions for improvement	Sharon Penny Fielding
11/30/2018	Self Service <i>IT Project Manager : Rhodri</i>	2	2 - Yes, but I believe that there is room for improvement Thank you very much for the work completed. The product received at the end of the project was in-keeping with what was noted in the specification, but there had been a slight misunderstanding during the process of developing the final product. In order to attempt to avoid a similar situation in future, we have met in order to identify what could be done better by everyone involved with the project and we have started to operate in a slightly different way on the next project.	Eleri Williams
	Working in the field <i>IT Project Manager : Rhodri</i>			Steffan Jones

11/30/2018	Health and Safety - HS11 <i>IT Project Manager : Rhodri</i>	<p>A solution to enable Council officers to submit HS11 incident forms in electronic format, and to enable the Health and Safety Unit to administrate forms. Addressing the needs of this project means financial savings for the Council.</p> <p>An electronic HS11 form has been completed and is operational. Work is underway to incorporate the HS11 form as part of the staff self-service.</p>	1	<p>1 - Yes, I do not have any suggestions for improvement</p> <p>The project took a long time to be completed but I might be to blame for this as well, failing to push services to provide feedback! Ffion always responds to any requests for assistance/development.</p>	Gwennan Roberts
11/30/2018	Health and Safety - Staff Safety Register <i>IT Project Manager : Rhodri</i>	<p>A system for protecting the Council's front line staff who deal with the public face to face, either in the offices or at their homes, by keeping a register of individuals who could be threatening or violent, along with guidelines to follow when visiting these individuals to minimise any risk.</p> <p>Development work is completed, and is about to be transferred to the</p>	1	<p>1 - Yes, I do not have any suggestions for improvement</p> <p>I would say that the work is developing quickly</p>	Gwennan Roberts
11/30/2018	The Welsh Language Charter <i>IT Project Manager : Rhodri</i>	<p>The Welsh Language Charter has gone from strength to strength, and it is now a solution that is used throughout Wales, in primary and secondary schools. We are continuing to expand the system's functions to satisfy the requirements of the Language Charter's co-ordinators, as well as Welsh Government.</p>	1	<p>1 - Yes, I do not have any suggestions for improvement</p> <p>An extremely supportive and valuable service for us with the Welsh Language Charter project. Thank you for all your support.</p>	Sian Vaughan
12/3/2018	Additional Learning Needs and Inclusion Website <i>IT Project Manager : Rhodri</i>	<p>Develop a website for the ALN service in order to increase understanding and share information about this new service, as well as raising awareness of the Additional Learning Needs and Education Tribunal (Wales) Act 2018.</p> <p>An innovative resolution which enables integration between Council websites and the external Sharepoint port.</p>	1	<p>1 - Yes, I do not have any suggestions for improvement</p> <p>Overall, I was very satisfied with the service received from you as a development unit. No improvement to offer.</p> <p>The development unit understood the requirements from the outset and responded promptly to enquiries that arrived during the work</p>	Eleri Llewelyn Owen / Cerys Hudson
12/4/2018	Ffos (Galw Gwynedd) <i>IT Project Manager : Rhodri</i>	<p>A system for Galw Gwynedd/back office services to receive, process and respond to enquiries received through the digital channel, phone or any other source.</p>	2	<p>2 - Yes, but I believe that there is room for improvement</p> <p>Pressure to complete the Self-service project means that we are not given adequate time to satisfy the needs of Galw Gwynedd and the back office services in Ffos.</p>	Alison Owen
	Ffos (Municipal) <i>IT Project Manager : Rhodri</i>	<p>A system for Galw Gwynedd/back office services to receive, process and respond to enquiries received through the digital channel, phone or any other source.</p>			Steffan Jones

12/4/2018	The Council's Website <i>IT Project Manager : Rhodri</i>	Development and maintenance work on the Council's corporate website.	2	2 - Yes, but I believe that there is room for improvement Monthly meetings are ongoing. We are satisfied with the work plans that have been completed recently (e.g. creating templates to place on banners on the website / amending the website footer in order to promote apGwynedd, create new icons, work on the on-line maps). There is still a slippage with some other plans, but we accept that this is partly due to a lack of response from other services, and due to the priority to support the Self-Service Plan.	Sioned Vaughan-Jones
11/29/2018	HW1512 - Time-sheets (Residential) <i>IT Project Manager : Elfyn</i>	Residential home managers to create a work rota in the Staff Self-service, with staff able to access their work rota. Staff to avoid submitting timetables. A system to administrate holidays and sickness. Interface to feed the details into the payroll system.	2	completely satisfied with the proposals and the resolution, but it takes too much time to develop due to lack of resources and the expectation to prioritise work.	Mari P Jones
11/29/2018	HW1509 - Appointment and Recruitment <i>IT Project Manager : Elfyn</i>	Reduce the demand on Human Resources when developing a Staff Self-Service system for managers to submit a request for a job advertisement, drawing up a short list, appointment, integrating to send details to Cyborg, etc.	2	completely satisfied with the proposals and the resolution, but it takes too much time to develop due to lack of resources and expectations to prioritise work.	Mari P Jones
11/29/2018	SSG1701 - Workforce Data <i>IT Project Manager : Elfyn</i>	Automise reports for internal purposes and statutory reports, e.g. ONS. The data also to be used to populate managers' dashboards in the Staff Self-service	1	Respond with 1, and also make the observation that Mark's input and level of understanding of the data and background systems has been critical to developing a better and more efficient way of addressing the workforce reporting requirements for ONS.	Emyr Edwards \ Tryfan Williams
11/29/2018	D1804 - Prioritising Services Questionnaire <i>IT Project Manager : Elfyn</i>	Due to the financial challenge that the Council is facing, provide a questionnaire on opportunities for the people of Gwynedd to understand more about the challenge, and to prioritise the local Services that are most important to them. Submit the results and main messages of the exercise to Gwynedd Councillors so that they can use the feedback when considering which Services to safeguard.	1	I was very satisfied with the support received from Celfyn and Aled, therefore a score of 1. Thanks to both of them and the rest of the team for their support.	Sion Gwynfryn Williams
11/29/2018	G1511 - Fleet Tracking <i>IT Project Manager : Elfyn</i>	Financial savings by replacing an external system. Module on the use / under-use of fleet vehicles at work.	1		Kev Sheret
11/29/2018	D1805 - Revenue Questionnaire (Prioritising) <i>IT Project Manager : Elfyn</i>	A series of Council revenue schemes need to be prioritised. Enable an Elected Member of the Council to place the schemes in order of priority. Need to demonstrate the scheme's financial total as part of the exercise.	1		Dilwyn Williams

11/29/2018	D1605 - Learning and Development Integrated System <i>IT Project Manager : Elfyn</i>	Centralise all aspects of staff learning and development. Possible for managers to administrate courses, submit a request for a course in the Staff Self-service (managers to check). Possible for managers to tailor training course needs.	1		Carey Cartwright
11/29/2018	SY1806 - Gwynedd Assets (supersede AMX) <i>IT Project Manager : Elfyn</i>	A mobile solution to record surveys (including photographs) of assets associated with prevention or that are damaged as a result of floods (bridges, ditches, sea walls, etc.). Results to feed into the back office system to create statutory reports and analyses that support the financial bids to improve the assets. An annual income of £2,500 to IT, £2,500 for the Floods Unit in addition to efficiency savings.	1		Rob Williams
11/29/2018	Coastal Monitoring Site - Wales <i>IT Project Manager : Elfyn</i>	Establish a site to capture coastal data (beach profiles). Welsh Government has agreed in principle to fund the site to include Wales data. Income to be collected from the development of the concept and also for annual maintenance.	1	Completely satisfied	Emlyn Jones
11/29/2018	D1803 - Occupational Health <i>IT Project Manager : Elfyn</i>	Introduce a computer system to offer a more efficient method for the Service to keep track of its day-to-day work involving Appointments - and cope with the increasing workload in light of offering the service to external organisations. Following the assessment of an external system on the cost below, it was decided that it did not respond to the service's needs (too broad and no integration to a human resources system) - (Gwynedd Jobs System). Supplier 1 Cost of setting up £14,850, Annual £13,699 Supplier 2 Cost of setting up £22,319, Annual £5,248	1		Catrin Love
11/29/2019	L18011 - Monitor Rivers <i>IT Project Manager : Elfyn</i>	Connect the LoRaWAN (Long Range Wide Area Network) wireless network to sensors that monitor the river water levels in the catchment area of Bontnewydd and Waunfawr. The ability to warn officers/the community via text message or e-mail. Also, saving time staff spend visiting sites to download data from existing sensors. Very low demand on the battery enables monitoring without the cost of an electricity and network connection.	1		Rob Williams

Further comments

Minor developments - improve working arrangements	Library measures questionnaire	A mobile and desktop development to simplify and facilitate the process of gathering library service measures. Reports to analyse the data.
	Reporting Enquiries (Children and Supporting Families)	A development to simplify and facilitate the process of recording enquiries for Tŷ Cegin, Maesgeirchen. Reports and further analysis are available.
Fleet Tracking	A visit to Cardiff Council to demonstrate the fleet tracking system, with a discussion on the possibility of providing the service for the Council. Rhondda Cynnon Taf, Conwy and Ceredigion are also interested and are currently trialling a system of using the mobile tracking solution for hire vehicles.	
Drupal Websites Platform	Established a Drupal environment on our infrastructure. A powerful, free web development platform. This will enable us to offer to develop and host websites for Council services that currently pay external companies to develop and host their websites.	

A procedure and priority panel has been set up (within the IT service). Submit the prioritisation procedure to the development application by the next meeting of the group (January 2019)

Requests awaiting comments

Department	Number of Requests	Reason / Outcome
Education	3	No development resource - Prevented from achieving efficiency savings to ALN&I Pupil Units, Education Staff Contracts and Governor administration through Self-service
Environment	2	- waiting for the service to present needs - Transportation and Street Care efficiency savings
GC	10	Waiting for the service to present needs
GC	12	Resource in place but insufficient to respond to the requests. - unable to introduce an electronic recruitment procedure, sickness, applications for eye test refunds, etc, in the Staff Self-service
Corporate	9	No development resource - slippage on elements of iGwynedd work, e.g. moving away from the K drive, improvements to Map Gwynedd
Finance / IT	1	Waiting for needs to introduce rights to Cartrefi Cymunedol Gwynedd staff to gain access to salary slips through the Gwynedd Staff Self-service
Economy	2	No development resource - prevented from introducing improvements to work processes and the flexibility of having external access to iGwynedd files
Social Services	1	Delay - waiting for an action timetable from the department
Social Services	2	No development resource - unable to introduce a system to improve the administration of equipment and installation of telecare systems
Adults, Health and Well-being	3	No development resource - unable to expand the concept of providing devices to track the location of vulnerable adults. Savings of £40k per annum by removing the current system and also enabling the introduction of the services to more at a much lower cost than the current provider
Children	1	No development resource - Site for foster carers

		No development resource - unable to introduce improvements to the management of fleet vehicles, e.g. applications to purchase a car - annual savings of approximately £30k to remove the fleet asset management system with an in-house solution - unable to introduce a system for mechanics which minimises the effort of recording information during fleet vehicle tests - no system to manage waste and recycling stock - no maps to the information about public services
Highways and Municipal	6	
Gwynedd Consultancy	0	

FINANCE DEPARTMENT
CABINET MEMBER - CHALLENGE PERFORMANCE REPORT

SERVICE: Programme Management

The purpose of the tim: *Ensure that the Council's services use the correct technology to introduce ongoing improvements to the Council's services.*

Measuring Performance

Projects

We are currently working on 52 projects, which vary from small to large. The following is a taster of some of those projects.

Mobile Solution for Highways Inspectors - Highways and Municipal

Part of the Digital Channel project that transfers processes from Highways to the Self Service Portal:

- Working with Highways officers to identify the current working arrangements
- Identify an opportunity to use mobile technology to introduce more efficient work practices - and eliminate redundant steps
- Ensure that the solution is in keeping with the needs of the Digital Channel and integrates with Council systems
- Ensure the solution is scalable - that it can be used in other fields of work across the Council e.g. Plans already in place to expand across the following teams:

Street Enforcement

Street Cleaning

Street lighting

How does this work?

- Essentially, the mobile solution will enable Area Administrative Officers to assign customer service requests directly to a field inspector in Ffos. Thus, an application will appear immediately in the Inspector's work schedule on his/her mobile device.
- In practical terms, the Service's use of appropriate and cost effective technology is in keeping with the Ffordd Gwynedd principle of eliminating several redundant steps from the procedure.

For example:

	Previous Highways Inspection Procedure	New Highways Inspection Procedure
1	Customer submitting a service request or reporting a problem	Customer submitting a service request or reporting a problem
2	Request recorded in Ffos	Request recorded in Ffos
3	Administrative Officer assigning the Case to the Inspector in Ffos	Administrative Officer assigning the Case to the Inspector in Ffos
4	Administrative Officer printing the request	
5	Inspector collecting the paper request when next at the office	
6	Inspector carries out inspection	Inspector carries out inspection
7	Inspector records next steps on the paper request	Inspector records next steps on the mobile request
8	Inspector returns the paper request when next at the office	
9	Administrative Officer reopens and updates the request in Ffos	

Benefit to the Service

- More effective and efficient way of bringing service requests from the people of Gwynedd to the attention of relevant officers in the field as quickly as possible, using technology, and eliminating redundant steps. WHAT TYPES OF REQUESTS?

Benefit for the people of Gwynedd (the Customer)

- Ensure that customer issues are given due attention by the relevant officers as soon as possible, without superfluous administrative intervention
- Ensure the customer is updated quickly and in brief about the Council's response to his/her request

Gwynedd Jobs System Data (GJS) - Corporate Support

The purpose of the work is to help the Support Team to identify GJS data needs and prepare guidelines for the system administrator.

As part of the project, we are helping the Support Team to:

- Establish rules for the system to improve accuracy and ensure complete data
- Identify further needs
- Prepare Guidance for GJS Administrators

Benefits:

Jobs system that is aligned with the Council's Self Service Digital Strategy.

Analyse the Council's Income and Payments - Finance

The purpose of the work is to analyse the Council's income and payments in order to get a full picture and identify improvement opportunities.

As part of the project, we will:

- Analyse Barclays Bank and Capita fees with credit and debit cards
- Analyse the costs of the Post Office (Santander) service
- Compare provider costs
- Benchmark with other counties
- Begin a review of our Finance systems

Projection of possible savings, by comparing current demand and costs with formal quotations from other Income Service Providers.

Benefits

1. Identify opportunities for improvement
 2. Possible financial savings for the Council.
-

IT strategy for Education - Education

Create an IT strategy for Gwynedd schools that contains a vision for the IT service they will receive, access to IT equipment and service, how schools can be protected, and principles for the future.

Benefits to the Council/Schools:

- Assurance that the IT equipment is fit for purpose
- Value for money for the schools - use the Council's equipment procurement functions, use central servers
- Equipment upgrade programme
- Support model that is based on the needs of the educational establishments

Benefits for the people / pupils of Gwynedd:

- Good quality equipment with which to work
 - Strong support network
 - Investment in the latest software
-

Procurement and Administration Team

Using a Ffordd Gwynedd approach, this team is currently evaluating all processes in order to provide the best service. As part of this process, performance measure procedures will be identified and reported on at the next meeting.

**PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19**

Pensions Service - Achievement Measures

Senior Responsible Manager: Dafydd L. Edwards
Responsible Manager: Nick Hopkins

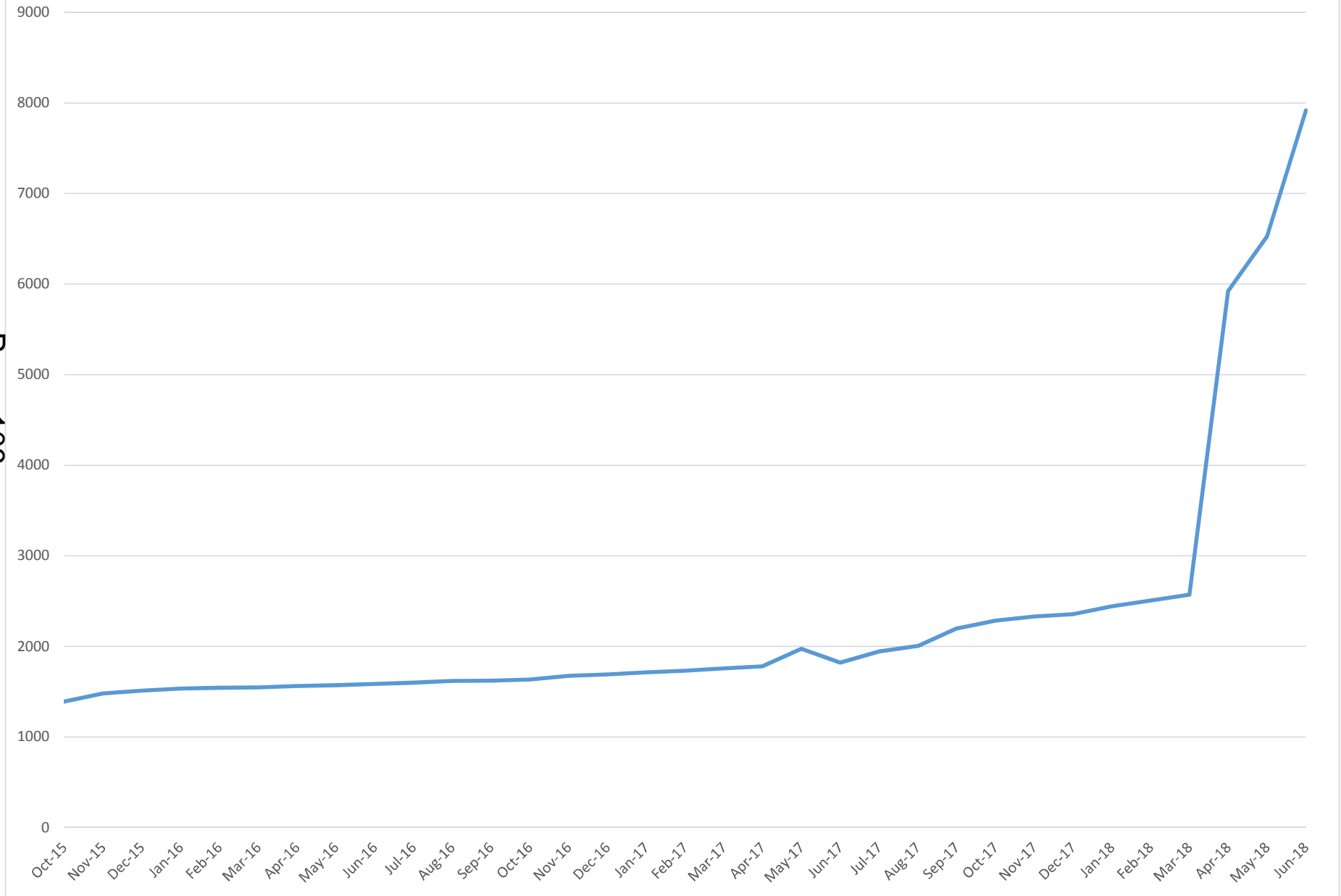
Purpose of the Service:

To administrate the Local Government Pension Scheme on behalf of over 40 employers including Gwynedd Council, Anglesey County Council and Conwy County Borough Council in order to calculate and pay pensions promptly and accurately.

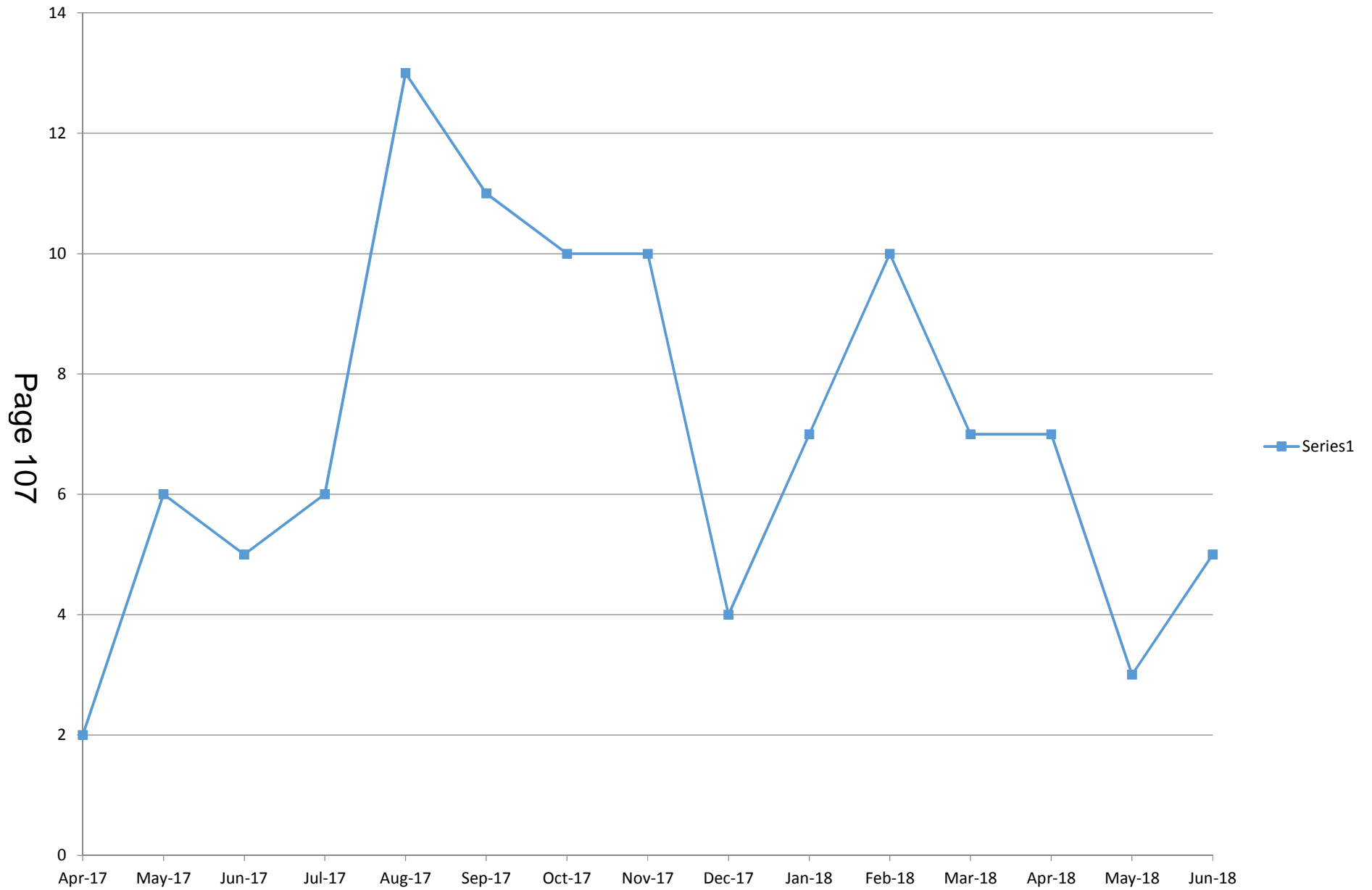
Ref.	Achievement Measure		Quarter 2 18/19	Q 1 18/19	Q 4 17/18	Q 3 17/18	Q 2 17/18	Q 2 16/17	Q2 15/16	Q2 14/15
CD9.03	Average number of work days taken to send a letter giving notice of the value of retirement benefits - estimate.		4.20	3.50	3.30	4.70	2.40	9.70	11.80	11.50
CD9.04	Average number of work days taken to send a letter giving notice of the value of retirement benefits - estimate.		1.80	2.10	1.50	2.40	5.30	2.20	4.20	5.80
CD9.05	Average number of work days taken to complete dependants' accounts and payments following the death of a member of the scheme.	One staff member retired and a new staff member took over	9.10	6.70	9.82	9.69	4.56	5.80	8.57	4.90

First Online Pension Log-in

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Cases of Internal Errors



**PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19**

Investment and Treasury Management Service - Achievement Measures

Senior Responsible Manager: Dafydd L. Edwards

Responsible Manager: Caroline L Roberts

Purpose of the Service:

Maximise the benefits from investing the Pension Fund, and keep appropriate accounts;

Invest the Council's cash flow safely, with acceptable interest;

Manage long-term loans

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Ref.	Achievement Measure	Q3 18/19	Q2 18/19	Q1 18/19	Q4 17/18	Q3 17/18	Q2 17/18	Q2 16/17	Q2 15/16	Q2 14/15
CD13.05	Pension Fund - Portfolio managers' investment performance compared with the specific benchmark set for it.		0.70	0.70	-0.60	-1.00	-0.20	-0.10	+1.0	-0.30
CD13.06	Security of Council funds in relation to bank deposits - quarterly analysis by Arlingclose of the credit score (1 being highest, namely a credit status of AAA, 2 is AA+, 3 is AA, 4 is AA-, 5 is A+, 6 is A and 7 is A-).		4.21	3.85	3.96	3.76	3.97	3.00	3.44	3.21
CD13.07	Interest income on bank deposits to be measured against the 7 day non-compounded LIBID rate	0.62	0.65	0.61	0.45	0.47	0.42	0.58	0.62	0.66

**PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19**

Finance and Accounting Service - Achievement Measures

Senior Responsible Manager: Ffion Madog Evans

Responsible Manager: Sian Pugh

Purpose of the Service:

Provide a finance and accounting service, and help and support services to be effective and efficient.

Ref.	Achievement Measure	Comments	18/19	17/18	16/17	15/16	14/15
CD5.01	Success in staying within the budget	Overspend forecast in 2018/19 by the Children and Supporting Families Department, the school transport element of the Education Department, and in the waste services of the Highways and Municipal department. One-time underspend by the Corporate Support and other departments assist with this year's financial situation. Changes to the budgetary monitoring arrangements have become operational in 2018/19, reporting on the situation in August, work nearing completion on November's review and a third report to be completed by the end of the financial year. The changes will assist with the new requirements to close the Council's accounts sooner.	-0.11%	-0.36%	-0.28%	-0.13%	-0.18%

**PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19**

Finance and Accounting Service - Achievement Measures

Senior Responsible Manager: Ffion Madog Evans
Responsible Manager: Sian Pugh

Purpose of the Service:

Provide a finance and accounting service, and help and support services to be effective and efficient.

Ref.	Achievement Measure	Comments Quarter 2 18/19	Q2 18/19 17/18 16/17 15/16 14/15	Q1 18/19 17/18 16/17 15/16 14/15	Q4 17/18 16/17 15/16 14/15
CD5.3	Financial monitoring including producing quarterly reports for the Budget Managers, the Leadership Group, the Portfolio Leaders, the Cabinet and the Audit Committee, as well as monitoring the performance of the Council's savings and cuts schemes.	<ul style="list-style-type: none"> · A report was given on the end of year revenue, capital and savings situation to the Cabinet 16/10/18 and to the Audit and Governance Committee in November 2018. Work proceeds on the November review · Monthly reports of expenditure against the budget are sent to budget managers. · The work of monitoring savings and cuts was permanently ongoing, with reports being submitted to the departmental performance challenge meetings and department management team meetings regularly. · A change to the review system for 2018/19 onwards, as noted in CD5.01. 	Reported on the Quarterly Review	Reported on the Quarterly Review	Reported on the Quarterly Review
CD5.04	Formulate and distribute the Council's Budget annually and in line with the specific and designated timetable to achieve the necessary essential steps	<ul style="list-style-type: none"> · Work done on 2019/20 Budget projections, looking at staffing structures and 2019/20 salary points, inflation rates, changes to the national salary points, grant and settlement figures, service pressure, income etc. · Work has been completed to provide information on the budget for Council Members' Budget workshop at the beginning of December. - projections prepared for 2020/21 and 2021/22 budget forecasts. 	Work on 2019/20 Budget completed on schedule, 2020/21 and 2021/22 forecasts complete	Initial work has been completed	2017/18 - Completed the work of the budget earlier in comparison to previous years, as part of the service's attempt to close final accounts earlier
CD5.5	Completion of the Final Accounts (Accounts of Gwynedd, two Joint Committees and the four Harbours) and the relevant requirements to produce a Draft Statement Accounts and to ensure approval of the final Statement of Accounts.	<ul style="list-style-type: none"> · The accounts of Gwynedd, Joint Committees and the Harbours had been completed earlier for 2017/18, having completed and submitted them to the Auditors by 15 June, which is the statutory date for 2018/19 and 2019/20. This is compared to 30 June in previous years. The actions completed to attempt to respond to the challenge had been successful, but the work was ongoing in order to attempt to improve and speed up our processes, and identify and overcome barriers. · Statutory date is 31 May for 2020/2021 onwards. · It was intended to achieve the 31 May date before it became statutory in 2021. Whole of Government Accounts returns are complete by reporting to Welsh Government earlier this year. · 2017/18 revenue and capital outturn returns completed earlier by the Accountants. · An audit of the accounts from Deloitte completed and presented to the Audit and Governance Committee by the end of September. · AS part of the attempts to speed up the closing of the accounts and comply with the statutory requirements beforehand, have requested that Deloitte complete the 2018/19 audit by the end of July, Deloitte have agreed to this. The end of July will be statutory 	Accounts completed finally by 30 September.	2017/18 Accounts completed by June 15 2018, before the statutory deadline of 30 June	Work done on the schedule for closing the 2017/18 accounts in an attempt to complete the work by 30 June, in preparation to tighten the schedule for 2018/19

**PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19**

Income Service - Achievement Measures

Senior Responsible Manager: Dewi A Morgan

Responsible Manager: Stephen Williams

Purpose of the Service:

Process various incomes and collects the Council's debts promptly and efficiently to maximise income, whilst being sympathetic to the departments' needs and operating sensitively to debtors' financial circumstances

Ref.	Achievement Measure	Comments Quarter 2	Q 2 18/19	Q 1 18/19	Q4 17/18	Q 3 17/18	Q 2 17/18	Q 2 16/17	Q2 15/16	Q2 14/15
CD7.05	Rate of various debt collection within the quarter - Value	There had been a decline in the performance compared with quarter 2 2017/2018 and the previous quarter.	84.25%	86.47%	89.39%	88.56%	86.94%	90.17%	86.37%	91.76%

CD7.06 Indicator: Percentage of debts where a payment agreement was made with the debtor.

A payment arrangement was in place for 6.98% of debts at the end of quarter 2. Here are some examples of such agreements:

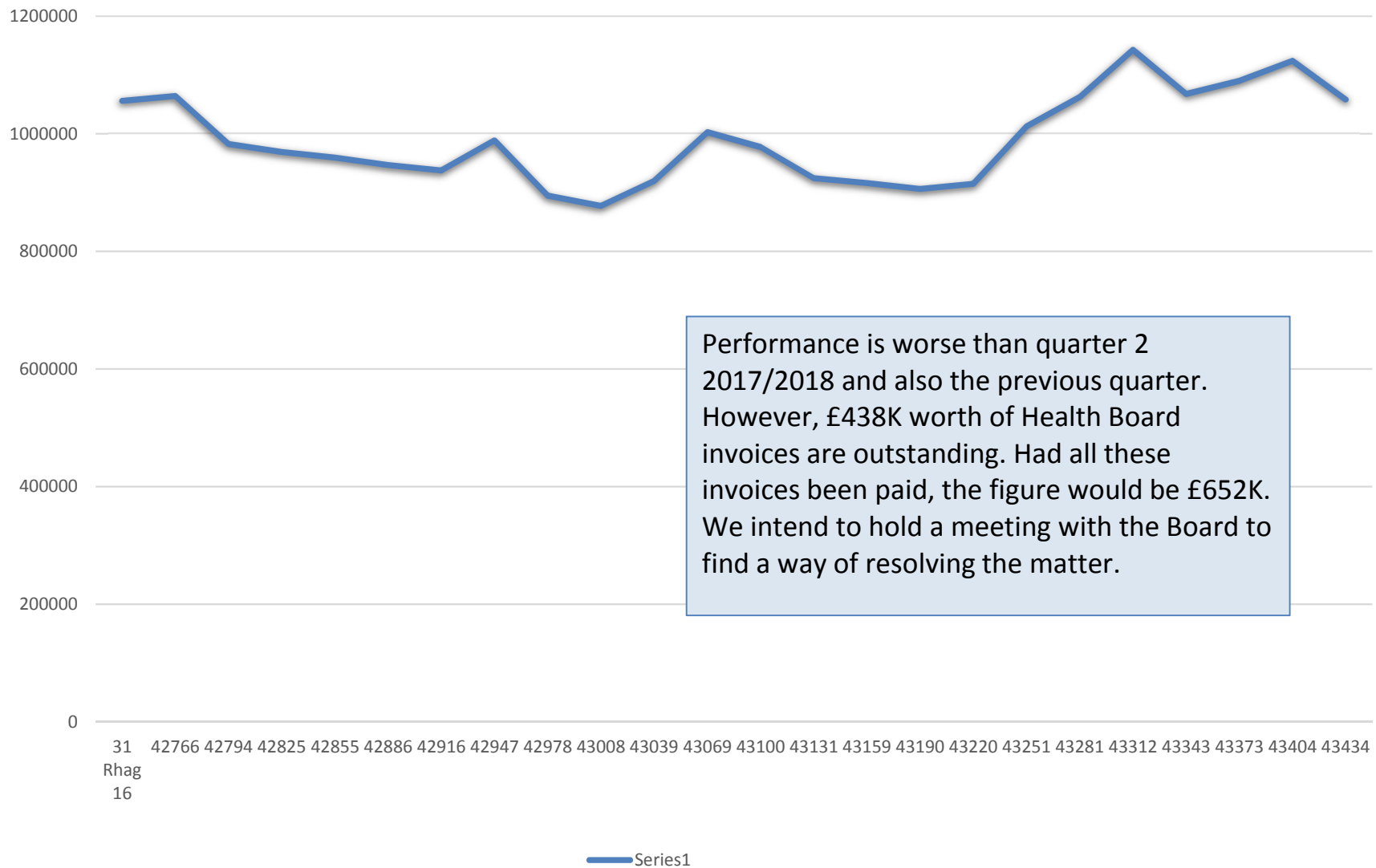
In February 2018, a business in the County was having cash flow problems and, having discussed this with the relevant department, a temporary repayment "holiday" was approved. Once the business had had the chance to improve its financial situation over the summer, payments started to be claimed from June 2018 on an initially lower scale, but by September 2018 the payments were back to the expected level.

The Council invoiced a family that had a backlog of school meals debts payable to its primary school. The parents were invoiced in October 2018 and a request was made for an initial arrangement of £10.00 a week. This was agreed to on condition that the sum would be reviewed and that they honoured the arrangement.

A ready meals business was having cash flow problems and, because of other financial commitments, such as rent etc., it was unable to maintain payments of £200.00 a month for a commercial waste collection service. It was explained to the owner that collections would end if payments were not made. However, an amended agreement was reached whereby a payment of £30.00 a month would be made and this has been upheld.

An individual was invoiced for garden clearance work at a rental property. The debtor, who receives full housing benefit as well as a Reduced Council Tax, stated that it would not be possible to pay the sum in one payment. Because of her situation, an arrangement was reached whereby £5.00 would be payable each week at the post office and she has honoured this arrangement so that almost half the debt has already been paid off

(Various Debts over 6 months old, except for debts referred to other services for further action)



**PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19**

Benefits Service - Achievement Measures

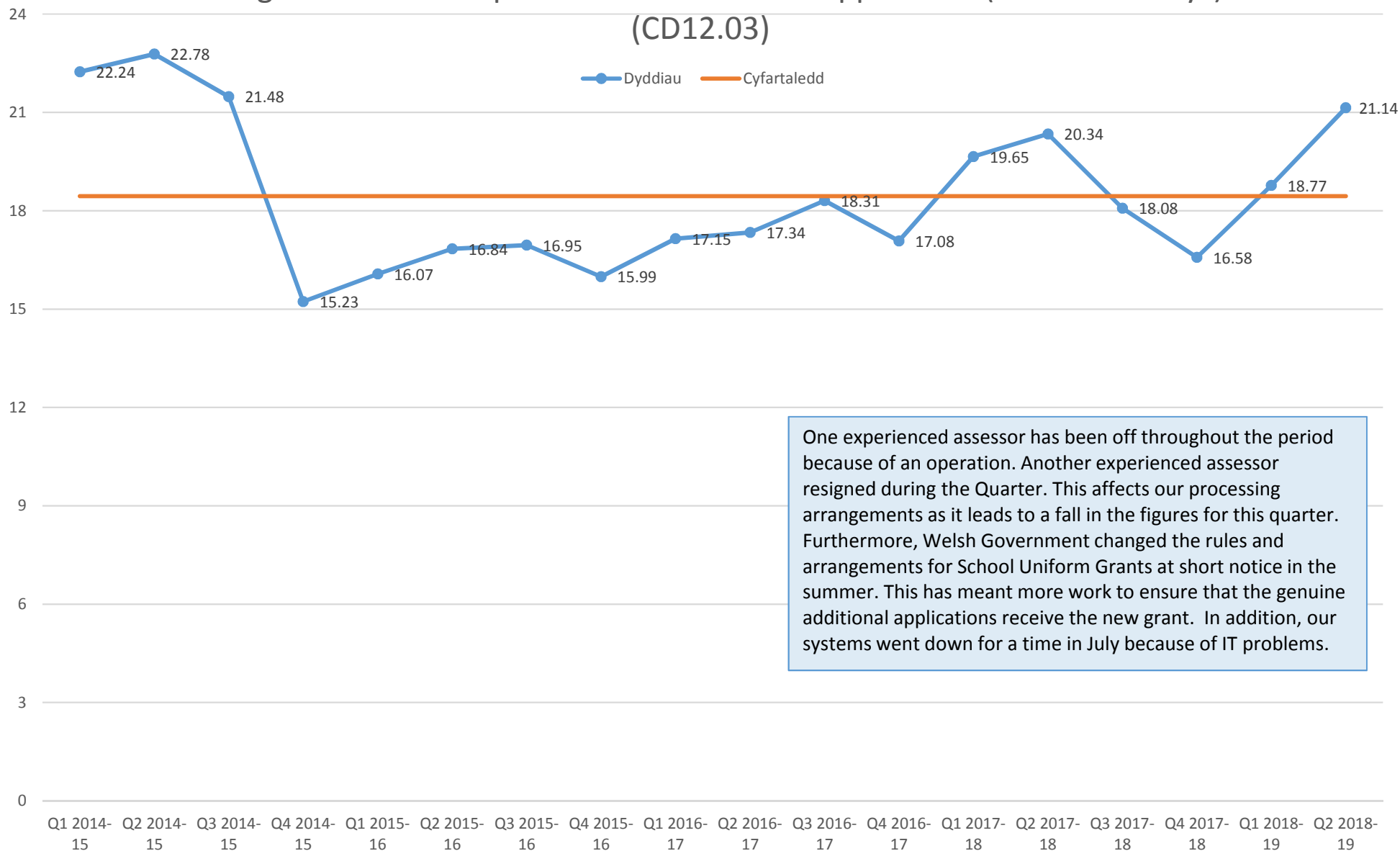
Senior Responsible Manager: Dewi A Morgan
Responsible Manager: Dylan Griffith

Purpose of the Service:

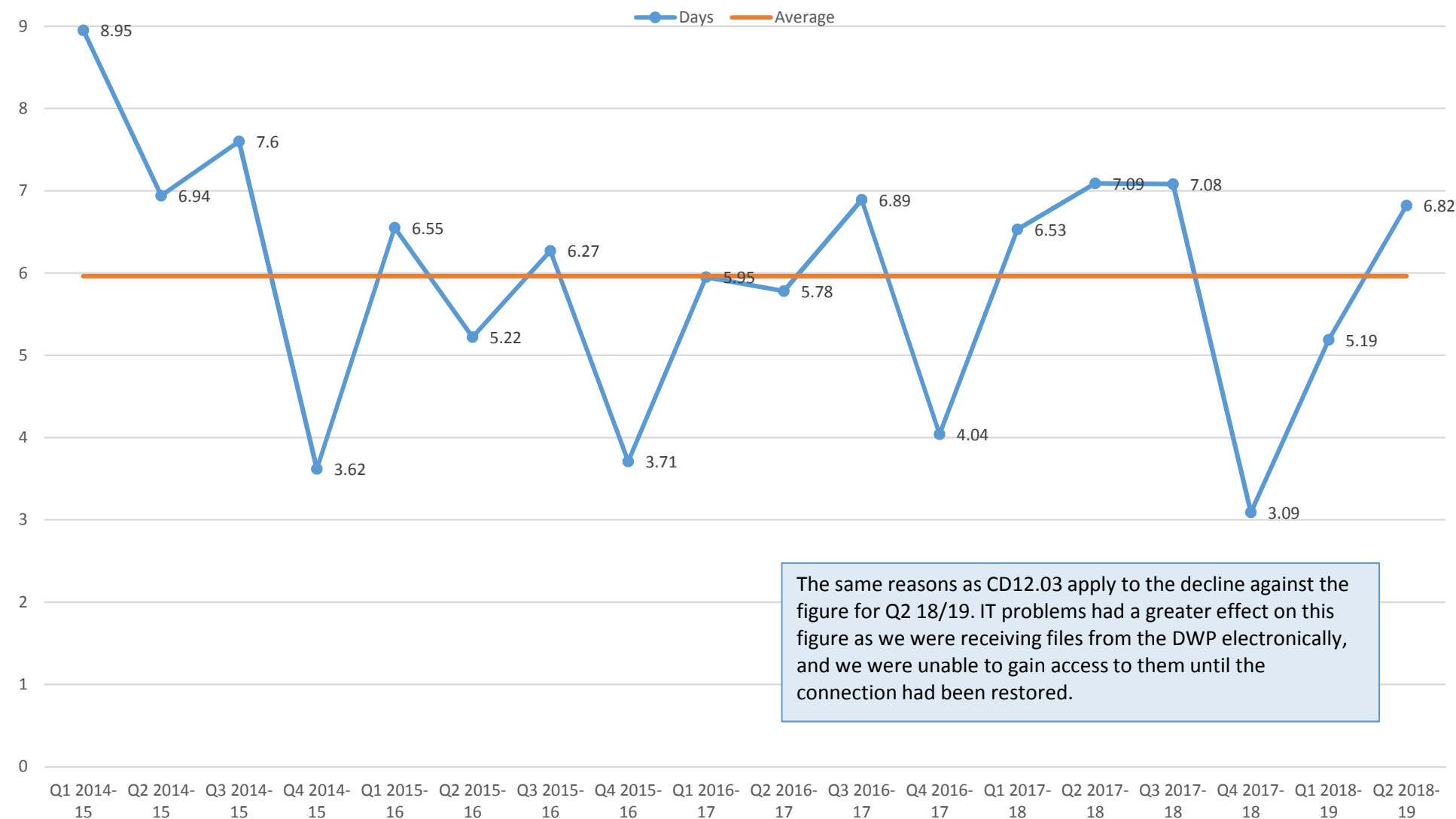
Process Housing Benefits and Council Tax Reduction Scheme applications promptly and accurately, to assist to the citizens of Gwynedd to pay their rents and Council Tax bills.

Ref.	Achievement Measure	Quarter 2 Comments	Q2 18/19	Q1 18/19	Q 4 17/18	Q 3 17/18	Q 2 17/18	Q 1 17/18	Q 1 16/17	Q1 15/16	Q1 14/15
CD12.03	Average time taken to process a new benefit application (days)	One experienced assessor has been off throughout the period because of surgery. Another experienced assessor resigned during the Quarter. This affects our processing arrangements as it leads to a fall in the figures for this quarter. Furthermore, Welsh Government changed the rules and arrangements for School Uniform Grants at short notice in the summer. This has meant more work to ensure that the genuine additional applications receive the new grant. In addition, our systems went down for a time in July because of IT problems.	21.14	18.77	16.58	18.08	20.34	19.65	17.15	16.07	22.24
CD12.04	Average time taken to process a notice of change in circumstances (benefit) (days)	The same reasons as CD12.03 apply to the decline against the figure for Q2 18/19. IT problems had a greater effect on this figure as we were receiving files from the DWP electronically, and we were unable to gain access to them until the connection had been restored.	6.82	5.19	3.09	7.08	7.09	6.53	5.95	6.55	8.95
CD12.05	Percentage of cases in a random sample where the calculation had to be amended following internal checks	Verified 145 applications and 7 calculations were changed. From the analysis work carried on the data for the quarter, no common pattern emerged	4.82%	4.54%	5.07%	4.70%	5.88%	6.82%			

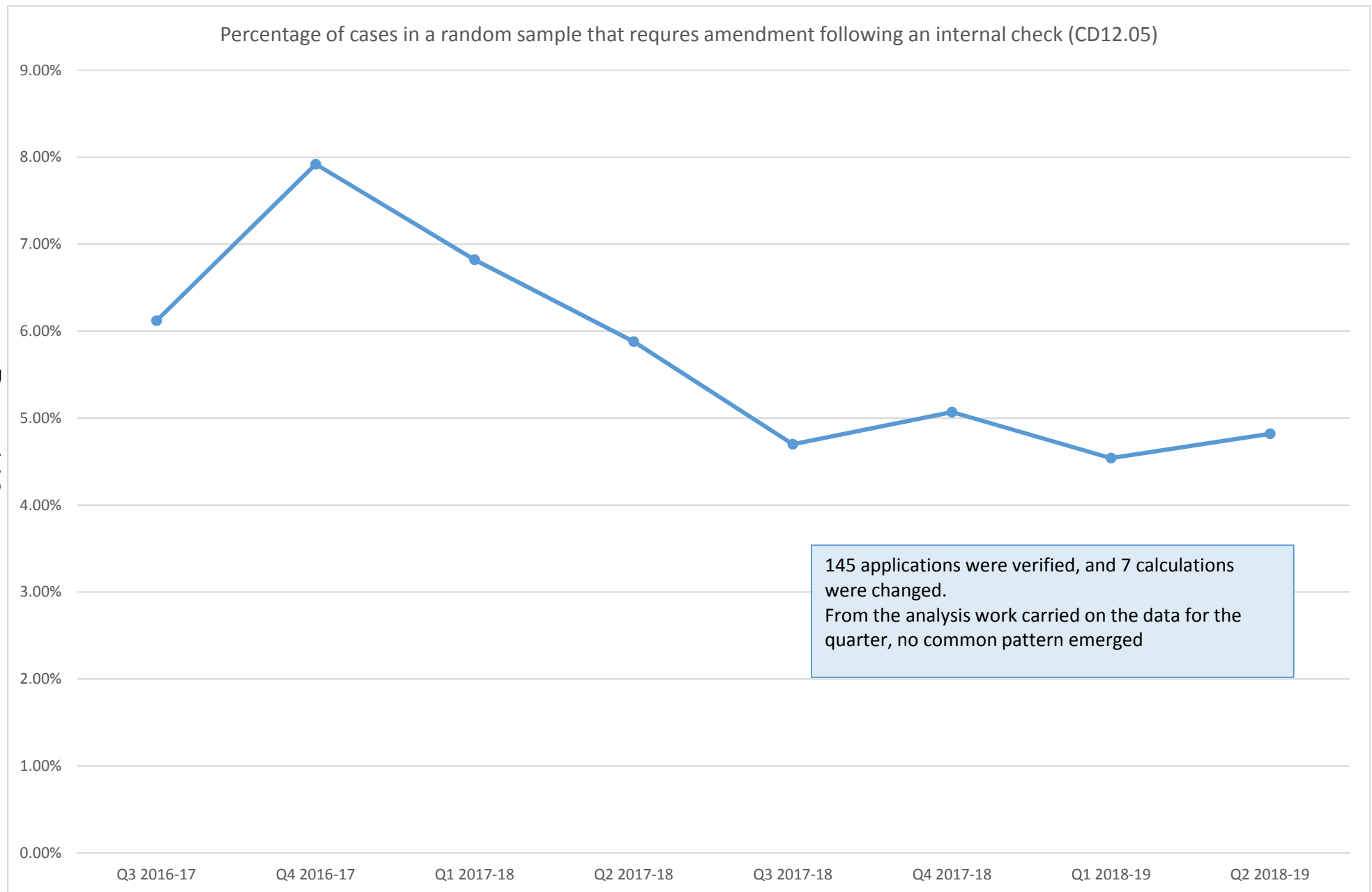
Average time taken to process a new benefits application (number of days) (CD12.03)



Average time taken to process a change of circumstance notice (benefit) (dates) (CD12.04)



The same reasons as CD12.03 apply to the decline against the figure for Q2 18/19. IT problems had a greater effect on this figure as we were receiving files from the DWP electronically, and we were unable to gain access to them until the connection had been restored.



**PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19**

Tax Service - Delivery Measures (Quarterly)

Senior Responsible Manager: Dewi A Morgan

Responsible Manager: Bleddyn Jones

Purpose of the Service:

Collecting taxes promptly and efficiently, whilst trying to be flexible and sympathetic to individuals' circumstances.

Ref.	Achievement Measure	Comments Quarter 2	Q2 18/19	Q1 18/19	Q4 17/18	Q3 17/18	Q2 17/18	Q2 16/17	Q2 15/16	Q2 14/15
CD11.01	Council Tax Collection Rate	Effect of premium; increase in property value, flow into TAN	57.2%	30.0%	97.13%	85.11%	57.8%	58.06%	58.15%	58.12%
CD11.02	Non-Domestic Tax Collection Rate	2017 list in place, no problems	62.52%	28.42%	98.54%	87.07%	62.44%	62.8%	63.6%	63%
CD11.04	Number of council taxpayers who contacted the recovery team and who were referred to the CAB organisation for further debt advice		24	18	55	62	41	68		

A review by Internal Audit was carried out in Quarter 2, which involved:

Stopping and Cancelling Council Tax:

Business Rates - Pricing List.

Both reports expressed a HIGH level of certainty, and there were no necessary improvement steps.