

GWYNEDD COUNCIL CABINET

Report to a meeting of Gwynedd Council Cabinet

Date:	2 January 2018
Title of Item:	Performance Report of the Deputy Leader
Purpose:	To accept and note the information in the report
Cabinet Member:	Councillor Mair Rowlands
Contact Officer:	Dilwyn Williams, Chief Executive

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1. INTRODUCTION

- 1.1 The purpose of this report is to update my fellow members on what has been achieved in the fields within my remit as Deputy Leader. This includes outlining the latest developments of promises within the Council's Plan; where we have reached with measuring performance; and the latest in terms of the savings and cuts schemes.
- 1.2 I will remind you that all matters have already been the subject of discussions and have been scrutinised at a meeting of the Corporate Support Department, which also included a representation from the Scrutiny Committee.
- 1.3 On the whole, I am happy with the progress of the Strategic Plan's projects and the performance measures for which I am responsible.

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2 THE DECISION SOUGHT

2.1 To accept and note the information in the report.

3 THE REASON FOR THE NEED FOR A DECISION

3.1 In order to ensure effective performance management.

4 STRATEGIC PLAN PROJECTS

Poverty, Economy, Housing

4.1 T2 Keeping the Benefit Local

4.1.1 I explained to you in my previous report on 5 September that I will not be reporting on this project separately anymore, as the work is part of the department's core responsibilities. Nevertheless, the measures that are relevant to the work have been included at the beginning of Appendix 1, and I would like to draw your attention to the fact that we now report on revenue expenditure only, and exclude capital expenditure. In future, I will also be keeping an eye on the results of our savings plans, and that they do not lead to too many changes to our aim of buying locally.

The Welsh Language

4.2 I1 Communities promoting the Welsh Language

4.2.1 This project is still ongoing in the communities of Bangor, Dolgellau and Porthmadog/Pwllheli; a summary of the main activities can be seen below. Activities in the four areas have been divided under three main headings, namely 1) Children and Young People, 2) The Community, 3) Business. You are reminded that the work programme for this project has been agreed jointly with Welsh Government which funds the work via Hunaniaith.

4.2.2 County developments

A Business Officer has been appointed to work jointly between Hunaniaith and Menter Iaith Môn, to work specifically with businesses. The post is financed by a grant from the Government, and is part of a scheme that is implemented and co-ordinated by Mentrau Iaith Cymru. A conference was held for representatives of every secondary school in Gwynedd to discuss ideas on how young people could promote the use of the Welsh language amongst their peers. A training session was also held for employees that hold activities for pre-school aged children and their parents in the community.

4.2.2 Bangor

The progress on Bangor's work programme for this period has been slow as a result of the Development Officer's absence, but three pieces of work have been commissioned for three fields of work, and sessions have been organised to disseminate information about the Magi Ann and Selog apps

(Mentrau Iaith characters for young children) to Bangor schools, outdoor sessions for Ysgol Tryfan pupils and a seminar has been organised for the city's primary care providers (a follow-up of work from earlier on in the year).

4.2.3 **Dolgellau**

The work with children and young people includes –

Dolgellau's Entertainment Initiative (MAD) is still active in the community, and it held a successful gig in October, which 81 young people under 18 years old attended. Representatives also shared their experiences as part of a conference organised by Hunaniaith for young people. The organisation's members were also present at the Train the Trainer Session which prepares young people to be leaders and role models by enabling them to hold language awareness sessions for their peers. Sessions were also held to increase the use of the Welsh language at the local Guides group, including sharing resources such as vocabulary and poster templates with the leader, who is a learner, in order to improve her ability to provide bilingually, and organise activities such as a workshop to create lanterns for the group.

The work with the local community includes organising a guided walk to celebrate the Shwmae Su'mae Day, contributing towards the Halloween Fun day, and a Dolgellau Partnership Meeting was held to share information about the Community Translation Scheme, which led to booking the service for a series of five meetings up to March 2018. Much work was also done to share information and resources with local businesses.

4.2.4 **Porthmadog/Pwllheli**

The work with the local community includes holding a successful evening of entertainment at the Golf Club in Pwllheli with Wil Tân, which approximately 75 local residents attended. The club has expressed an interest in staging further evenings with Welsh artists. A coffee morning was held to note the "Su'mae Day" at the Centre, Porthmadog, and 19 learners and six first language speakers attended the event. There was effective collaboration with Coleg Meirion Dwyfor Welsh for Adults and also Merched y Wawr.

The work with business and tourism includes sharing information and guidance with two tourism businesses to increase use of the Welsh language, namely The Golden Fleece Inn, Tremadog and the Tudor Lodge, Porthmadog. Presentations were given to Porthmadog and Dolbenmaen Town Council to discuss ways they can promote the Welsh language in their communities and to share information about the Community Translation Scheme.

4.3 **I2 - The Welsh language and public services**

4.3.1 Due to internal staffing circumstances and the fact that the Public Services Board have not yet established its well-being plan, there was no significant progress. As the officer who has been leading this project within the Council

on behalf of the Public Services Board has retired, I have asked for a confirmation in regards to the project's leadership for the future.

4.4 I4 Audit of the Welsh Language's situation at Gwynedd Council

- 4.4.1 There had been little progress in recent months due to the internal staffing situation. Nevertheless, a number of language awareness sessions have been held, questionnaires about needs have been shared, and discussions have been held to plan suitable training.
- 4.4.2 I agree with the Welsh Language Unit's intention to use the time now to assess the existing action methods in order to be able to see results sooner, and to plan appropriate training based on the audit's results, working across the Council and not within specific departments only.
- 4.4.3 I would like to note that the work of developing the Language Strategy is ongoing. As part of this work, there will be an opportunity to set a requirement on the Council's departments to create action plans that will show their commitment to develop the use of the Welsh language - internally and externally.

Delivering the Plan

4.5 FfG1 Implementing the Ffordd Gwynedd Project

- 4.5.1 The review within the Highways and Municipal Department and the Maritime Service is ongoing, and we are beginning to see the fruits of the labour. What's important is that the changes to our methods of working have led to better outcomes for the people of Gwynedd.
- 4.5.2 Before changing the methods of working, dangerous faults in the Meirionnydd area used to be repaired within an average of 15.5 days (with a range of 0 to 49 days), but now the average is 1.1 days (with a range of 0 to 5.4). One key lesson that was learnt with this work was that the Central Unit needs to consider whether we are becoming over-dependent on the staff who work on the Ffordd Gwynedd scheme to hold the reviews, and in future, would it be better to expect the managers within the departments to lead on holding service reviews, especially after receiving the 'Leaders Development Programme' training?
- 4.5.3 In addition, two further reviews have just commenced in the Registration Section within the Environment Department and the Income and Welfare Section within the Adults, Health and Well-being Department. A further review will take place within the Leisure Department over the coming months and within the Planning and Building Control Services before the end of 2017/18. I will update you on their developments in future reports.
- 4.5.4 We have now commenced training sessions for the Council's Managers, and 70 had attended by the end of the calendar year. These sessions will mean that all Council managers will have been immersed in the principles of Ffordd Gwynedd, ensuring that they all have an understanding of the

relevant concepts and what they can do to disseminate the mindset within their units. The intention is that all Managers will have completed the course by the end of 2017/18.

4.6 FfG2 Leaders Development Programme

This programme is for developing leadership within the Council on a Cabinet member level and on a Senior Officer level within the Council.

4.6.1 In terms of the members, five members of the Cabinet have been taking advantage of the coaching sessions whilst one Cabinet member (and three other members) are following the Leading Wales programme. It is intended to hold a workshop with all Cabinet members soon in order to introduce them to the concept of "The five behaviours of a cohesive team".

4.6.2 Work is also ongoing in an attempt to establish a brief definition of what is meant by "leadership" here in Gwynedd and, by the next meeting, we will certainly be able to report further on this.

4.7 FfG3 Communication and Engagement

I am glad that the Youth Participation Group is in the process of being established, which will be working with young people who are already members of our Youth Panel; it will strengthen the contribution of those who are being looked after, and will ensure that the voice of children and young people is heard.

4.7.1 I am satisfied with the department's performance when offering a service to support the Council's Departments that engage with the people of Gwynedd (a score of 9 or 10 as Appendix 1 notes). I am also satisfied that the Communication Department will delay its audit into the ability of the rest of the Council's Departments to take responsibility for themselves for engagement plans until 2018/19. This will ensure a fair amount of time will be given in order for the Ffordd Gwynedd principles to filter through the workforce.

4.8 FfG4 Extending the use of self-service

4.8.1 I am very happy that the Cabinet accepted the Self-Service Business Projects Plan in our meeting on 3 October. Since then, on 13 November, a number of services were seen to be available to residents by getting in touch or ordering on on-line accounts. These include re-ordering garden waste collections or paying for school dinners. By now, we have 34,488 accounts compared to 22,647 in October 2016, and I would like to acknowledge the work of our staff at the call centre, Galw Gwynedd, for their help in sharing information and assisting our residents to move to using on-line self-service.

4.8.2 More services will be available via the self-service method in the new year. I will have more information to report to you in my next report, and I look

forward to seeing the number of people who use the self-service systems increasing.

Financial Planning

4.9 CA4 Further efficiencies and service provision models

4.9.1 At our meeting on 3 October, the Cabinet accepted an **Alternative Cabinet Model** in order to Provide Leisure Facilities. Further details on how we can realise the plan will be submitted to the Cabinet at the beginning of 2018.

5 PERFORMANCE

5.1 A full report on the performance measures associated with the portfolio is provided in **Appendix 1**. I am responsible for remits within the **Corporate Support Department** in addition to the **Legal Service**.

5.2 **Health, Safety and Well-being Service** – A substantial increase has been made over the years on the management of health and safety within the Council. Nevertheless, it is essential as a result of transforming Services etc. that managers have received appropriate training to identify and manage risks, and there are some managers who have still not attended training. Health and safety training is not optional. All Departments are required to ensure that managers who manage significant risks have attended training. This matter will receive attention within the Council's employment capability framework in order to ensure that any manager who does not attend and / or does not take action once they have received the appropriate training is held to account.

5.3 **Galw Gwynedd and Siopau Gwynedd Units** provide prompt and accurate assistance for customers to access Council services by providing answers, guidance and service.

5.4 The measure of **Percentage and score of less than 10 noted with the service provided when contacting the Council by calling Galw Gwynedd** was discussed, *and the percentage that had been given a score of less than 10 has fallen from 28% to 25%*. Nevertheless, 9% of these was given a score of 1 but with no explanation (electronic questionnaire). Without us knowing the nature of the complaint, it is very difficult for us to improve the service for the future.

5.5 It is very encouraging that Galw Gwynedd has nearly reached its target of answering telephone calls within 40 seconds on average. The performance has improved since April, and the current average is 41 seconds.

5.6 Of the 666,820 individuals who visited **the Council's website** between 1 July and 31 October this year, 580 completed the satisfaction questionnaire. Compared to the results of the period between 1 April and 30 June, the percentage that had given a score of 5 out of 5 had increased from 72% to 86% and the percentage that was unsatisfied with the website fell from 24%

to 12.5%. What's also important of course, is that 100% of the enquiries that reach us through the website have either been resolved (and 79% of those within 24 hours) or are in the process of being resolved.

- 5.7 The **Procurement Unit** enables the Council to focus on value for money and keeping the benefit local within the procurement field. Some progress has been seen in the measures measuring local expenditure over the past two years with the **Percentage of the Council's procurement expenditure awarded to companies with its headquarters or a branch in Gwynedd and local expenditure through sub-contracts** has increased to 62% in the second quarter of 2017/18 compared with 59% during the same quarter in 2016/17. Moreover, we have well exceeded our target of achieving procurement savings in the business case management category by 150%.
- 5.8 However, when discussing the measure, I agreed that there was a need to keep an eye on the situation so that the savings requirements we have as a Council do not lead to a decline in our procurement expenditure with local companies.
- 5.9 Having challenged the performance of the **Legal Service** I am happy with the progress of the work. The Service provides more agreement work to Cartrefi Cymunedol Gwynedd, and this work brings income with it.
- 5.10 I am also glad to be able to confirm that the Electoral Commission has determined that we have reached the required standard in administering Local Government elections and the 2017 General Election.
- 5.11 Over the past four years, within the field of **Information Management** we have seen a decrease in the cases of misdirecting information, however we have seen a small increase this year. By challenging performance, it was noted that there were many reasons but I have asked the Unit to consider whether it would be possible to take steps to overcome some of the reasons and for us to have a discussion about this at our next performance meeting.
- 5.12 Of course, only the main performance matters are noted above. Whilst I have had detailed discussion on various other matters within the different units, I am satisfied that the performance of the rest of these units are within the expected performance range.

6 FINANCIAL POSITION / SAVINGS

- 6.1 Every Department's savings plans for 2017/18 have been realised, and no problems are anticipated for realising the two plans identified for 2018/19. Work is currently in progress within the Department to look at options should there be a need for further savings from 2019/20 onwards.

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 terms of propriety.

ii. Head of Finance Department:

I can confirm that the comments in section 6 of the report are a correct reflection of the situation to realise the savings plans: that is, that the Corporate Support Department have realised their plans for 2017/18 and are 'on track' to realise the two plans identified for 2018/19.

8.2 Views of the Local Member:

8.2.1 Not a local matter.

8.3 Results of Any Consultation:

8.3.1 None to note.

Appendices

Appendix 1 – Performance Measures