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

Cyfarfod / Meeting

PWYLLGOR CRAFFU CORFFORAETHOL
CORPORATE SCRUTINY COMMITTEE

Dyddiad ac Amser / Date and Time

10.00AM, DYDD IAU, 14 TACHWEDD, 2013
10.00AM, THURSDAY, 14 NOVEMBER, 2013

Lleoliad / Location

***SIAMBR HYWEL DDA,**
SWYDDFA'R CYNGOR, CAERNARFON

*Nodwch y lleoliad ogydd / *Please note venue

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(DOSBARTHWYD / DISTRIBUTED 6/11/13)

PWYLLGOR CRAFFU CORFFORAETHOL CORPORATE SCRUTINY COMMITTEE

AELODAETH/MEMBERSHIP (18)

Plaid Cymru (9)

Y Cynghorwyr / Councillors

Elwyn Edwards

Aled Evans

Selwyn Griffiths

Charles Wyn Jones

Dyfrig Jones

Dafydd Meurig

Michael Sol Owen

Mair Rowlands

Gareth Thomas

Annibynnol / Independent (4)

Y Cynghorwyr / Councillors

Lesley Day

Trevor Edwards

Eryl Jones-Williams

Eirwyn Williams

Llais Gwynedd (3)

Y Cynghorwyr / Councillors

Gweno Glyn

Simon Glyn

Jason Humphreys

Llafur / Labour (1)

Y Cynghorydd / Councillor

Gwynfor Edwards

Rhyddfrydwyr Democrataidd / Liberal Democrats (1)

Y Cynghorydd / Councillor

June Marshall

Aelodau Ex-officio / Ex-officio Members

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

AGENDA

1. APOLOGIES

To receive any apologies for absence.

2. DECLARATION OF PERSONAL INTEREST

To receive any declaration of personal interest.

3. URGENT BUSINESS

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

4. MINUTES

The Chairman shall propose that the minutes of the last meeting of this committee held on 5 September, 2013 be signed as a true record (copy attached).

Please note that the times noted below are estimates only

5. GO GWYNEDD!

Cabinet Member: Councillor John Wynn Jones

To consider the report of the Member Support and Scrutiny Manager (copy attached).

10.10am – 10.40am

6. THE COUNCIL'S WORKFORCE

Cabinet Member: Councillor Peredur Jenkins

(A) Staff Engagement Survey 2013

To consider the report of the Human Resources and Organisational Development Manager on the results of the recent staff survey (copy attached).

(B) Managing Sickness

To consider the report of the Senior Manager – Human Resources to the Corporate Health, Safety and Welfare Panel on Sickness Absence in 2012-13 (copy attached).

(C) Officers Retiring and Returning

(information attached).

10.40am – 11.40am

7. SCRUTINY ANNUAL REPORT 2012-13

To consider the report of the Member Support and Scrutiny Manager (copy attached).

11.40am – 12.10pm

8. THE COMMITTEE'S FORWARD WORK PROGRAMME 2013 - 2014

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

12.10pm – 12.20pm

CORPORATE SCRUTINY COMMITTEE, 05.09.13

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

Councillors:- Trevor Edwards, Aled Evans, Selwyn Griffiths, Jason Humphreys, Eryl Jones-Williams, June Marshall, Gareth Thomas and Eirwyn Williams.

Officers present: Geraint George (Head of Strategic and Improvement Department), Gareth James (Member Support and Scrutiny Manager) and Eirian Roberts (Member Support and Scrutiny Officer).

Present for item 3 below:-

Councillor Ioan Thomas (Cabinet Member – Customer Care);
Gwenan Parry (Head of Customer Care Department).

Present for item 4 below:-

Councillor Peredur Jenkins (Cabinet Member for Resources);
Dafydd Edwards (Head of Finance Department).

Apologies: Councillors Lesley Day, Elwyn Edwards, Gweno Glyn, Charles W.Jones, Dafydd Meurig, Michael Sol Owen and Mair Rowlands.

1. DECLARATION OF PERSONAL INTEREST

No declarations of personal interest were received from any members present.

2. MINUTES

The Chairman signed the minutes of the previous meeting of this committee, held on 23 May 2013 as a true record.

3. ENGAGEMENT STRATEGY

Cabinet Member: Councillor Ioan Thomas

Submitted - report by the Cabinet Member for Customer Care detailing the Council's arrangements for improving engagement. The report was structured on the basis of a series of matters that the Cabinet Member had been requested to address, and the Draft Engagement Strategy as it currently stood had been attached.

The Cabinet Member set out the context and the members were then given an opportunity to ask questions and offer observations. During the discussion the following main observations were noted:-

- A member noted that she and her fellow-member representing Menai Ward, Bangor, had recently had to cancel a public meeting which had been arranged to discuss the Council's strategies and policies, as the Head of the Regulatory Department had decided not to release his officers to attend. From the

information submitted, this appeared to be contrary to the spirit of the Strategy, and the member was asked to pass on the full details to the Member Support and Scrutiny Officer to be formally presented on behalf of the Cabinet Member for Customer Care on behalf of this committee.

- It was noted that officers did not consult the Council's Calendar before determining the dates of meeting with members, and reference was made to a meeting which had clashed with the Full Council on 19 September as an example of this problem.
- Referring to the measures which were proposed to measure success, it was noted that the second bullet point, *'number of Gwynedd residents agree that it is possible for them to influence decisions in their local area'* set an impossible challenge as it was extremely difficult for elected members, let alone their constituents, to influence decisions due to the financial constraints etc. placed upon local government by central government. It was also noted that it was important for all local authorities to reach agreement on the measures in order to be able to compare one council with another.
- Referring to the same bullet point, it was suggested that the wording *'influence decisions'* suggested that the decision had been made and that a wording such as *'solve problems'* would be more appropriate. The Head of the Customer Care Department replied that the wording had been taken from the MORI poll conducted throughout Britain in order to form a comparison, but she agreed to look at this in the context of what was also being done on a national basis.
- It was suggested that there were ways of making members feel more included in the Council's decision-making procedures, and that ways of making the ratepayers feel more included to give them more ownership could be looked at.
- It was emphasised that better engagement with the members was needed, and it was noted that effective engagement with the public was impossible if the engagement with members was ineffective. It was noted that *Rhaeadr* had been one step in the right direction, but more departments needed to use it as a method of engaging with members.
- Concern was expressed that the Area Forums, with the exception of Dwyfor, were not open to the public.
- In terms of ensuring maximum value from statutory consultations, it was noted that the Council undertook the work of disseminating messages to the public, but it was questioned whether those messages were heard. As an example of this, reference was made to the practice of posting the details of a local planning application on lamp posts, and it was suggested that rather than presenting a bulk of information in fine print, that it would be more meaningful to provide a summary of the application in bold print with contact details for further information.
- Reference was made to examples of officers engaging with specific groups within an area, but not contacting the local member for that area.
- Reference was also made to a number of examples of insufficient consultation with members of the public. It was noted that this was more problematic in some departments than others, and it was emphasised that the a change in culture must be a priority. This was simply a matter of courtesy and would not incur any costs or add to an officer's workload.
- It was noted that it was important for front line members to convene to discuss the needs of members in the engagement process with the Cabinet Member or the Engagement Project / Programme Board.
- It was noted that the Democratic Services Committee had a role in this process. It was suggested that parts 5 and 6 of the report, relating to the perceived role of front line members in these new engagement arrangements, and what type of assistance and guidance would be available to Councillors, Council managers and

staff, could form a brief for the Chair of the Democratic Services Committee to work on, and the Cabinet Member agreed to contact her.

- The importance of conveying correct information to members was stressed, and it was noted that errors in Council reports etc. were unacceptable.
- It was noted that members and officers had become distanced from each other and that an opportunity was needed for both sides to re-introduce themselves to each other from the perspective of their daily work.
- An enquiry was made whether the Engagement Project / Management Board could be extended to include front line members, such as champions, a representative from the Democratic Services Committee. The observation was noted by the Cabinet Member.
- Overall support for the direction of the strategy was expressed, but the importance of ensuring that the timescales were as realistic as possible was stressed.
- It was suggested that this subject should be revisited again during the lifespan of this committee to review progress.

Members were requested to contact the Member Support and Scrutiny Officer if they wished to receive a copy of the Engagement Handbook.

4. SAVINGS STRATEGY

Cabinet Member: Councillor Peredur Jenkins

Submitted - a report from the Cabinet Member for Resources detailing the developments in the area of finance and specifically, the impact of these savings on the residents of Gwynedd. The report was structured on the basis of a number of issues which the Cabinet Member had been asked to address.

The Cabinet Member set out the context and the members were then given an opportunity to ask questions and offer observations. During the discussion the following main observations were noted:-

- The decision in the Preparatory Meeting was noted, that this meeting should also look at the capital and revenue budget, the Assets Plan and the impact of the loss of the Rural Development Plan funding, but as this had not yet been conveyed to the Cabinet Member, the committee could possibly revisit those elements in future.
- It was noted that the Cabinet Member's observation that the cuts had not affected the public could not be accepted, and examples were referred to, such as the cuts in bus services in Meirionnydd, to reinforce this point. Reference was also made to the practice of repairing pot holes rather than resurfacing, but the Head of the Finance Department confirmed that there had been no decrease in the roads maintenance budget as a result of the corporate savings programme.
- Again, in reference to the transport service in Meirionnydd, it was noted that there had been no engagement with the public, and it was stressed that the members should be an integral part of the savings strategy from the outset.
- It was noted that everyone should be responsible in ensuring that the process of implementing the savings and cutting services, when it had to happen, was undertaken in the most painless method possible.
- Concern was expressed that the financial crisis in the field of health would lead to the transfer of additional responsibilities and the associated costs, to the county councils.
- Emphasis was placed on the need for the departments to discuss efficiency savings with staff at the lower levels, and that staff should be requested not to fall

back on easy answers such as "corporate savings" where there was a failure to spend due to departmental priorities.

- The importance of investing to save was stressed, and members were asked to refer any ideas for savings to the Cabinet Member for Resources, or the Head of the Strategic and Improvement Department, or the Head of the Finance Department.
- It was noted that a decision should be made in the next Preparatory Meeting on how best to follow up this discussion.

5. SCRUTINY FORWARD WORK PROGRAMME 2013-14

Submitted – the latest version of the work programme.

RESOLVED to approve the work programme.

6. SUSTAINABLE PROCUREMENT SCRUTINY INVESTIGATION

Submitted - a request to extend the period of the investigation to December 2013 and to submit the report to the attention of this committee in January 2014.

RESOLVED

- (a) To approve the request to ensure sufficient time to complete the work in a thorough manner.**
- (b) Add the clause '*Promote a fully bilingual service*' to the purpose of the investigation, in accordance with this committee's previous decision.**

The meeting commenced at 10.00am and concluded at 12.40pm.

Committee	Corporate Scrutiny Committee
Date	14 November 2013
Item	Go Gwynedd
Author	Gareth James, Scrutiny and Member Support Manager
Main matters that need attention	<ul style="list-style-type: none"> • Consider the contents of the Appendices and question accordingly • Consider how best to encourage Gwynedd's citizens to register for Cyd Cymru • Consider registering as a partner to Cyd Cymru

1 Context

The results of a Review by YnNi Llŷn presented to a meeting of the Corporate Scrutiny Committee on 13 December 2012 were noted as follows:

These results show a vulnerable economic and environmental picture of Pen Llŷn. For the three categories (Electricity, Heating and Transport) that were looked at, the cost of use of energy is higher than the national average

The aim of this scrutiny item is to consider how best to lead or support an arrangement to procure energy in a cheaper way for the residents of the County by increasing their purchasing power.

2 Recent Developments

2.1 A new scheme was launched in Wales on 21 October 2013 with the aim of encouraging the people of Wales to come together to purchase in order to reduce their energy bills.

2.2 The scheme is called Cyd Cymru which has been formed by Cardiff City Council and the Vale of Glamorgan County Borough Council with the support of the Welsh Government and is open to the residents of the whole of Wales.

2.3 By purchasing energy together, similar schemes have saved between £60 and £250 per home per year to those taking part.

3 Communication Plan

An outline of a Communication Plan is enclosed

switch on to cheaper energy...



Sign up now.
Collectively we can save more.

0800 093 5902
www.cydcymru-energy.com

Power to the people

You may not have heard about collective energy buying before, but the concept is really simple. By coming together as one to buy our energy, we can negotiate better deals with energy providers, making bigger savings which are passed on to you!

We all know that by switching energy suppliers we can save some money. However people across Britain are seeing bigger benefits by switching and collectively buying their energy together, saving between £60 and £250 per household per year!

At a time when the costs of energy seem to be going up, ways to save some money have never been more important.



Cyd Cymru – Wales Together

Cyd Cymru is a Wales-wide collective switching buying scheme. Wherever you live in Wales if you sign up and switch your energy supplier, you could be feeling the benefits. The more people we can sign up, the better discounts we can negotiate.

Cyd Cymru is a Welsh Government funded project, and has been developed with partners across Wales to help you get a better deal on your energy prices.

How does the process work?

There is no obligation to switch supplier(s) and you will have the final say on whether you want to switch or not. The process is quite simple:

1. **Registration:** The first step is to register your interest, providing as much detail about, not of your energy use as possible. You can do this online or on the telephone.
2. **Energy Auction:** An energy auction will then take place where Energy suppliers are asked to give their best price to those who have registered to be part of the collective.
3. **New rate offered:** You will be contacted with a personal offer calculated for you, based on the information you have provided.
4. **You decide to switch.** If you accept the offer, you will be assisted whether to switch to the new cheaper tariff.
5. **Our partner, energyhelpline, will assist you in completing the switch.**

How do I register?

There will be at least two switches between now and March 2014 where you can register your details either online or by telephone. The first switch opened on 21 October and will remain open until at least 1 December 2013.

You can register your details with us by:

1. filling in the online form on our website www.cydcymru-energy.com
2. calling our contact centre on 0800 093 5902



Cyd Cymru / Wales Together

An Overview of the Collective Energy Buying Scheme for Wales

October 2013





Purpose

The purpose of this document is to provide stakeholders across Wales with an update on the Cymru Collective Energy Buying Scheme, an overview of the work done to date whilst also highlighting some of the key forthcoming dates.

It is hoped that it will encourage partners across Wales to formally pledge their support to the scheme and make collective energy buying an opportunity for everyone.

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Introduction

We know that the cost of energy has been a real challenge for people in recent years. That is why we have looked at how we can help address the issue. Cyd Cymru is an important scheme because it can help tackle the increases in energy bills and potentially deliver further savings. Not only can it help heat homes this winter but it will also make a positive contribution to the environment by sharing information on how homes can be made more thermally efficient.

With the support of the Welsh Government's Regional Collaboration Fund, we have developed a collective energy buying scheme that we feel everyone across Wales can get behind.

Cllr Ashley Govier, Cabinet Member, Environment, Cardiff Council

Many of you will be familiar with the concept of collective energy buying. With energy costs going up its important we do everything we can to help people keep their costs down. By buying energy together through the Cyd Cymru/Wales Together initiative, people can not only potentially save money but also learn more about the opportunities to make their homes warmer and more efficient.

This document is intended to provided the information needed for partners and stakeholders across Wales to get involved.

Cllr Rob Curtis, Cabinet member for Environment and Visible Services, Vale of Glamorgan

Overview

With winter fast approaching the issue of fuel poverty should be high on our agendas.

We know that the price of energy has been going up over recent years. According to Ofgem and ONS figures, energy bills rose by as much as 24% between 2009 and 2012 whilst household incomes only rose by 2.9% over the same period. Because this is a trend that is likely to continue it means that the most vulnerable people in society are likely to be the worst affected.

That is why we all have an obligation to consider how we can help people with their fuel bills. Collective energy buying provides a unique opportunity for households and businesses to make compelling savings on their bills. By buying energy together, participants of previous collective switching schemes have saved between £60 and £250 per household per year.

Cymru is a collective energy buying scheme that has been developed to offer people in Wales an opportunity to save money by coming together to buy fuel “in bulk”.

Developed initially by Cardiff Council and the Vale of Glamorgan, with support from the Regional collaboration Fund, Cyd Cymru will be launched this autumn and is open to everyone across Wales.

Because the more people that take part, the better the deal likely to be, we are keen to ensure that everyone across Wales is in a position to join in. The Cyd Cymru project Board has benefited from input by representatives of an all Wales Stakeholder Group. However to ensure that everyone is fully aware of the work done to date, and what the next steps are, we are circulating this Cyd Cymru prospectus to help answer many of the questions that have been raised with us.



If you want to take part, Cyd Cymru communications and promotional material will be shared with you. Please feel free to tailor it to meet your local needs. Hopefully, this document will answer some of your key questions and allow you to formally pledge your support. The more people that get behind the scheme the better the benefits, but also the more likely people are to get involved.

The first switch will take place before Christmas, with another two scheduled for early in the New Year. Again, the more people involved, the better the deal, so it is important that everyone across Wales considers this scheme.

What is Collective Energy Buying?

The idea behind collective energy switching is similar to bulk-buying products in order to get a better price. However, in a collective switch those interested in receiving a better deal group together as a 'collective' before approaching the energy suppliers. The larger the number of people that get involved, the more attractive the group of customers are likely to be to the energy suppliers.

A similar collective purchasing scheme undertaken in Cornwall in 2012 helped more than **1,000 people save an average of £133** on their annual energy bills - with some households saving over £700. So the benefit to individuals who get involved is clear!

How Does it Work?

How it works is simple. There are 5 key steps.

- **Registration:** The first step is to register interest, providing as much detail about the household's energy use as possible. This information will be used to estimate the savings that could be made, so the more accurate this is the more likely the household will be to realise the savings from a new tariff. This will probably require an energy bill to hand. Support will be provided to help participants understand what information is needed once full registration opens in a few weeks
- **Forming a collective:** The registration period for the first Cyd Cymru switch will open w/c 21st October. The registration period will be open for approximately 6 weeks to gather details from everyone wishing to participate in the scheme and collect the necessary details. After the registration period closes all of the data from those who've registered will be collated and presented for an energy auction
- **Energy Auction:** An energy auction will then take place with a variety of energy companies offering their best prices to the people who have registered their interest
- **New tariff offered:** A personal offer will be made to those who have registered and projected savings will be calculated based on the information provided by individuals in the registration phase.
- **You decide?** If, after the individual offer is issued, a decision is made to accept the offer then support will be available to accept and switch. If anyone decides not to accept, and there is no obligation to accept, information will be made available about the next opportunity to switch.



Background:

Early in 2013, Cardiff Council and the Vale of Glamorgan successfully applied to the Welsh Government Regional Collaboration Fund for support to develop a collective energy buying scheme for Wales.

The Cyd Cymru Project Board brought together officers from across Cardiff and the Vale to develop the work. To ensure that the scheme would be open and appropriate for people across Wales, an All Wales Stakeholder group was established consisting of organisations interested in collective switching. The All Wales Stakeholder Group has observed the development of Cyd Cymru and provided input at various stages of development.

The next step is to select an appropriate switching agent and to start increasing awareness of the coming registration period with the public.

Development of a Project Plan

The Energy Saving Trust are working in partnership with Cardiff Council and the Vale of Glamorgan council to deliver the Cyd Cymru project. The Energy Saving Trust has developed a detailed implementation plan until March 2014, including the key deliverables, procurement of the switching provider, delivery of a local engagement plan and project evaluation methodology.

Rationale for Selecting a Switching Agent

It is important to demonstrate best value in procuring a switching agent and to ensure a high level of customer service. Working with the Energy Saving Trust we have developed a range of evaluation criteria for the Cyd Cymru switching agent. The Energy Saving Trust's knowledge and expertise enabled us to develop draft criteria in August and since then the Energy Saving Trust

have carried out some soft market testing with a number of switching agents that have previously been involved in previous switching projects. In September, we launched our tender for a switching agent on Sell2Wales and results of the procurement exercise will be finalised during the week commencing 14th October.

Many of the common questions are covered by Ofgem regulations, for example:

- Standard and Pre-payment meter customers with debts of up to £500 can switch supplier (Ofgem's Debt Assignment Protocol)
- The provision of information on customer bills showing usage for the corresponding period last year, usage over the last 12 months and an illustrative projection of costs for the next 12 months using this data.

In addition Ofgem have recently consulted on their Retail Market Review.

“The RMR aims to make the market better at serving the interests of consumers and enable individuals to get a better deal from energy companies.... If an appeal is not lodged, the rest of the package can start to take effect from 23 October 2013.”

This will mean that a number of further changes to simplify energy tariffs will be coming into force around the time of our first collective switch. These changes will reduce the number of tariffs that each energy supplier can offer, but does include the ability to offer a special tariff to collective switches.ⁱ

In addition we also expect that energy suppliers may announce price increases in autumn 2013.^{ii,iii}

Evaluating the Switching Agent

Working closely with the Energy Saving Trust we have released a tender to procure a switching agent for Cyd Cymru. There will be no charge to Cyd Cymru for the switching agents service, instead it is intended that the switching provider will re-cover their costs for project delivery via new tariff sign-up fees as is usually the case in collective switches.

The Evaluation criteria have been divided into 7 categories, including the financial status of the organisations procured.

From a delivery and customer service perspective the key evaluation categories are:

- Previous Experience – here we are looking for expertise in delivering previous switches so that we know the organisation we are working will have the expertise and capacity to deliver.
- Facilities – we will evaluate the range of facilities provided by the switching agent, for instance:
 - The range of facilities to allow customers to join the switch (i.e. online, phone etc.);
 - the provision of services in Welsh;
 - the ability to negotiate single fuel, dual fuel and economy 7 tariffs, for direct debit, quarterly and pre-payment customers;
 - the ability to identify customers who are on the Priority Service Register and Warm Homes Discount so not to disadvantage them by switching;
 - clarify the standardised information provided to customers to show the pros and cons of the new tariff offered.
- Customer Service – this is about understanding their approach to the full customer journey, meaning that we will ask the switching agent to demonstrate:
 - A clear customer journey;
 - An ability to provide data at each stage of the switching process;

- A commitment to supporting customers during and after the switching process to the new supplier;
- The ability to support applications in different languages to ensure the scheme is as accessible as possible;
- A willingness to accept applications from residents across the whole of Wales.
- Implementation Plan – The tight timescale for launching the project requires clarity on what will be available for project launch and the timescales for implementing further developments.
- Sustainability – we will seek clarity over the sustainable practices that will be incorporated within project delivery.
- Added Value – we will seek clarity over the switching agent’s willingness to share open book accounts. This will involve identifying the indicative levels of funding that could be contributed to a potential community fund. It will also involve understanding if there are any added benefits that the organisation can bring to promoting the scheme through their connections.

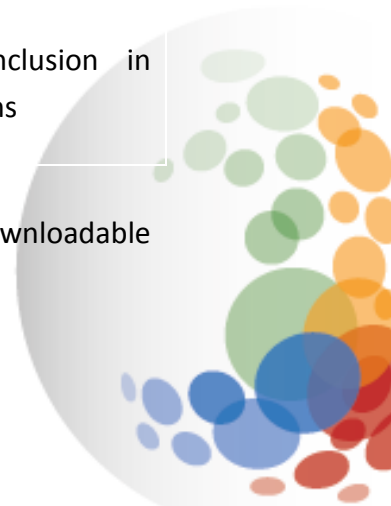
The evaluation and decision on the successful tenderer will be made during the week commencing 14th October 2013.

Supporting Resources

Supporting resources will be made available to stakeholders across Wales to assist with promoting and marketing the scheme in their areas. Again, these can be tailored to suit your local need, on the agreement that the Cyd Cymru brand is used. These will include:

- Leaflets
- Designs for Pull-Ups
- Designs for Banner Flags
- Designed A3 Posters
- Designed Vinyl banner with eyelets
- Articles for inclusion in local publications

These will be made available in an electronic toolkit downloadable from the website or on DVD by request.





Key Milestones

w/c October 14

- Appoint Switching Agent to serve the project until March 2014

w/c October 21

- First Switch Goes Live

November

- Dates for second and third switches to be confirmed.

December

- Expectation that the first switch will close at the start of December. Customer will then receive offers before Christmas and reminder emails/letters in the New Year.

January

- Results of the first switching round to be shared with the Cyd Cymru Project Board.
- First round Customer Satisfaction Survey to be conducted.
- Second round of switching will open, ending in February.

February

- First round Customer Satisfaction survey results will be shared with the Cyd Cymru Project Board.
- Second round of switchers receive offers.
- Third round of switching will open, ending late March.

March

- Second round of switching results will be shared with the Cyd Cymru project board
- Second round Customer Satisfaction Survey will be conducted.

i

https://www.ofgem.gov.uk/sites/default/files/docs/decisions/the_retail_market_review_-_implementation_of_simpler_tariff_choices_and_clearer_information.pdf

ii

<http://www.telegraph.co.uk/finance/personalfinance/consumertips/household-bills/10232886/Energy-volcano-to-erupt-with-10-per-cent-price-hikes.html>

iii

<http://www.moneysavingexpert.com/utilities/you-switch-gas-electricity>

Cyd Cymru Collective Energy Scheme

Initial Engagement

Internal Teams/Projects:

- Housing
- Revenues and Benefits
- Team Around the Family/Family Intervention Team
- Supporting People
- Flying Start
- Older Persons Strategy Coordinator
- Carers Strategy Coordinator
- Heads of Service & Managers (Housing, Children's Services, Adult Care)
- Partnership and Scrutiny Support Coordinators (Children and Young People, Health and Wellbeing and Economy)
- Family Information Service Manager
- Sheltered Housing
- Good Neighbour Schemes
- Housing Policy Officer
- Community Regeneration Manager
- Library Services
- Customer Liaison Officers
- Contact Centre
- Child Care Managers/Adult Services Managers

Elected Members

- Particularly Anti-Poverty Champion
- Cabinet
- All Members

External Organisations:

- Public Health Wales
- Betsi Cadwaladr University Health Board
- Mantell Gwynedd
- Communities First
- Housing Associations
- Citizens Advice Bureau
- Credit Unions
- Tenants and Residents Associations

- Job Centre Plus/DWP
- Community Councils

Potential Awareness Raising/Marketing Activities

No Cost/Low Cost Options

- Websites – Internet/Intranet
- Social Media – Facebook/Twitter
- Word of Mouth
 - Frontline services/support workers
 - Team meetings
 - Staff email networks/contacts
 - Elected Members
 - Town and Community Councils
- Emails to 'All' staff
- Payslips
- Newsletters
- Events

Cost Options

- Leaflets/Posters
- Newsletters
- Newspaper
- Radio

MEETING	Corporate Scrutiny Committee
TITL OF THE REPORT	Staff Survey 2013
DATE	14 November 2013
REASON FOR PRESENTING THE REPORT	Present the results of the recent staff survey
AUTHOR	Steve Barnard, Human Resources and Organisational Development Manager

1. INTRODUCTION

- 1.1 The latest Staff Survey was run during February 2013. The survey is carried out every two years; this is the third time that the Council has been through the process
- 1.2 The survey measures staff engagement. This is defined by Best Companies, the company commissioned to undertake the survey, as “an employee’s drive to use all their ingenuity and resources for the benefit of the organisation”.
- 1.3 Significant research has identified a clear link between levels of engagement of an organisation and its performance.
- 1.4 The survey reports its results against the eight factors that affect staff engagement i.e leadership, managers, personal development, the Council, team working, welfare, fair deal and giving something back
- 1.5 The survey is open to all staff of the Council other than those directly employed by the County’s schools. The percentage of staff responding to the three surveys were:

2009	31%
2011	31%
2013	26%

This level of response is considered statistically robust. Efforts were made following feedback to promote easy access to computers to those staff who do not work in the offices to enable them to complete the survey during working hours.

2.0 SUMMARY OF 2013 RESULTS

- 2.1 The level of staff engagement increased by 4.9% between the first and second surveys. It decreased slightly between 2011 and 2013 but is still 3.2% higher than the baseline set in 2009; analysis of staff engagement trends indicates a small decrease both nationally and internationally during the same period.
- 2.2 There has been an increase in the scores for four of the eight factors with the other four showing a decrease
- 2.3 As in previous surveys staff engagement levels vary between departments as do the changes from one survey to the next. The Head of Human resources is in the process of visiting all heads of service to discuss the obligations of their results and to help create suitable action plans.
- 2.4 The main messages of the survey are:
- Key messages coming from the leadership of the Council regarding direction, values and future are not in some instances reaching all staff and actions can be deemed to be inconsistent with messages.

- staff want the leadership to be seen to lead, motivate and inspire the workforce and to recognise and appreciate the value of their work.
- there is a feeling of pride amongst the staff in providing quality services that make a difference to the lives of the people of Gwynedd. There is a particular pride in the uniqueness of working for an organisation that uses Welsh as its administrative language.
- The Manager factor was the only one of the eight that failed to show progress between the 2009 and 2011 surveys which resulted in a programme to train and develop managers. The overall score for managers has improved for the 2013 survey.
- The factor that measures work pressures and the balance between work and home lives and their effect on personal health and performance shows a decrease since 2011 when it scored the highest of all the eight factors. It is the only factor that scores lower in 2013 than the original survey in 2009.
- Good team working flourishes between immediate colleagues but there is a feeling that the Council would benefit from better working between units and departments.

3.0 BENCHMARKING

- 3.1 In addition to comparison with previous surveys, the survey results are being benchmarking against other organisations. This is proving challenging as no similar sized unitary authorities are part of Best Companies published survey. However a Welsh Unitary Authority has been identified that has taken part in the survey but have not published their results who are willing to compare and share best practise.

4.0 WORK PROGRAMME

- 4.1 As a result of the Staff Survey 2013 the Human Resources Department will operate a work programme designed to address the issues raised. The programme includes:

- Reviewing the internal communications plan
- Raising awareness of the Council's positive effect on the community and environment
- Review managers's training and development programme
- Review the flexible working opportunities
- Research methods o promoting inter-departmental working

MEETING:	Corporate Health, Safety and Welfare Panel
DATE:	13 June 2013
TITLE:	Sickness Absence 2012-13
RECOMMENDATION:	For information, discussion and to establish a work programme.
AUTHOR:	SENIOR MANAGER - HUMAN RESOURCES

BACKGROUND

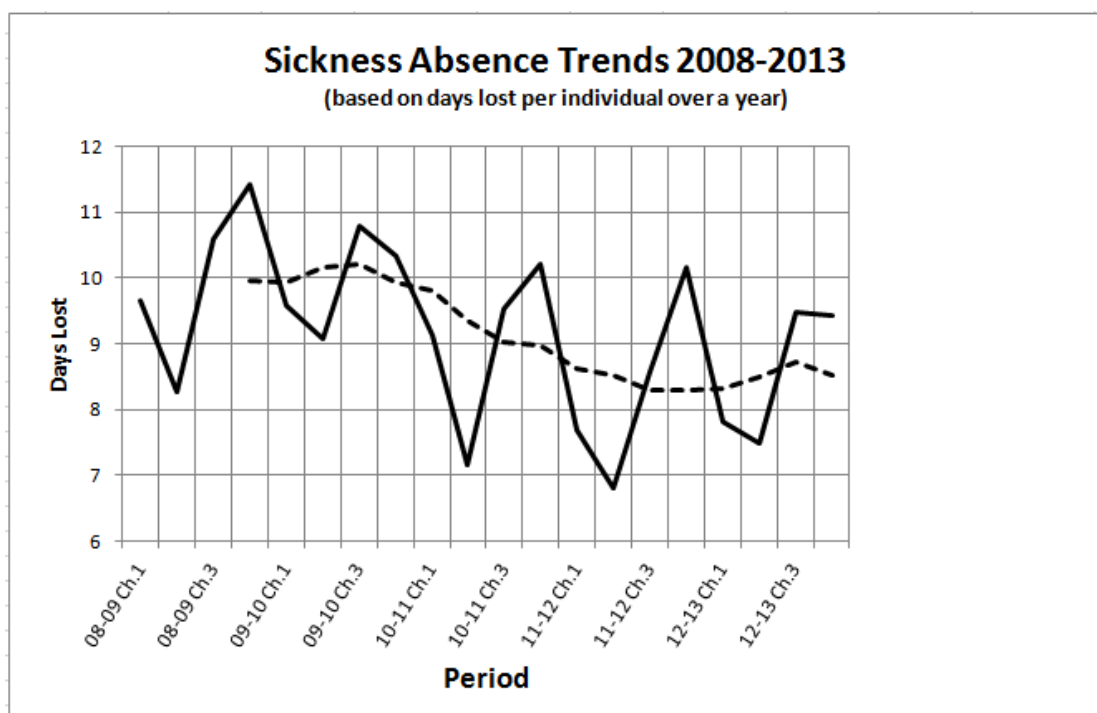
During the last three years in particular, the Council has placed a lot of emphasis on managing absences effectively, hand in hand with promoting health and well-being within the workforce.

The number of sickness days for each member of staff is one of the Council's key indicators and performance on this issue is reported annually to the Assembly.

There has been a significant reduction in the number of days lost due to sickness on a corporate level since the end of 2009-10 when the average sickness absence per person across the Council was 10 days. That was equivalent to nearly 68,000 sickness days across all departments.

The number of sickness absence days per person came down to less than 9 days by the end of 2010-11 and to 8.3 days per person by the end of 2011-12, namely a reduction of 18,000 days lost due to sickness in a period of two years.

Despite many departments succeeding to reduce the number of days lost due to sickness again during 2012-13, the corporate average increased to 8.5 days per person.



The performance of 8.5 days is not as good as last year but it continues to be the second best annual performance historically in Gwynedd Council.

The increase in the number of days lost was mainly due to a significant increase in sickness absence within two specific Departments, namely the former Provider and Leisure Department and the Highways and Municipal Department. Had the performance within the two Departments continued to show the improvement experienced during the previous two years, it would have been quite likely that the target of reducing the sickness absence average to 8 days per person would have been achieved during 2012-13.

2012-13 Performance for each individual Department

Service Summary	Target 2012-13	Indicator Accumulative
Education – Teachers and Ancillary Staff	6.75	6.74
Education – Office Staff	4.50	3.50
Human Resources	7.00	7.74
Trunk Road Agency	3.50	2.78
Finance	6.50	8.20
Provider and Leisure	11.00	13.34
Democracy and Legal	6.00	6.37
Economy and Community	4.40	2.98
Customer Care	7.30	7.24
Housing and Social Services	8.00	8.13
Highways and Municipal	9.75	11.83
Regulatory	6.00	5.51
Strategic and Improvement and the Leadership Team	7.50	6.25
Consultancy	6.50	6.74
Total	7.88	8.52

The pattern of increase in absences, within the Provider and Leisure Department specifically, was identified during the year and steps were taken to slow down the increase and overturn the pattern emerging. Special meetings were held with managers and supervisors within the care field specifically in order to ensure that absence management arrangements were being implemented and that the medical support within the Occupational Health Unit was being used regularly across the services.

Furthermore, the Department introduced arrangements to publish a regular league table within the Residential and Day Unit in which the individual homes received information about their performance in comparison with other homes.

These efforts resulted in the slowing down of the increase in absences within the Department and to a significant reduction during the last quarter of 2012-13, which bodes well for an improvement in performance during the coming year.

A critical factor in the reduction during the last three years has been the efforts of the absences reduction project (since September 2010) in which

personnel officers, occupational health advisers and managers in services have worked together to manage absences and promote health and well-being in general.

Absence management workshops were held with managers within specific services in order to convey messages regarding best practices of absence management and an arrangement of holding capabilities panels on grounds of ill-health were introduced as part of the campaign to reduce absences.

These capabilities panels on grounds of ill-health have contributed to the reduction noted and mainly, initially, by dismissing several members of staff on grounds of ill-health – staff who had been absent for some time and where it was not likely that they would return to work. However, as well as reaching a decision to dismiss individuals, these panels can also;

- recommend an appropriate relocation
- set targets for improving attendance
- satisfy that the attendance and ill-health have improved sufficiently so that no further action is needed

The continued, regular and purposeful use of the capabilities panel on grounds of ill-health is key to the success of the absence management procedure and personnel officers will work closely with relevant managers to ensure that.

TYPES OF SICKNESS

In order to succeed to improve health and well-being and reduce absences, the focus needs to be not only on those departments which have a high level of absence but also on the reasons for the sickness absence. Please find below statistical information in relation to the reasons given for sickness absence within the Council over the last four years.

Corporate - Percentage	09_10	10_11	11_12	12_13
Other	28.6%	29.0%	29.7%	25.3%
Pregnancy	1.5%	2.0%	1.8%	1.4%
Chest/Respiratory	4.3%	4.6%	5.5%	4.0%
Heart/Blood	2.6%	2.3%	2.9%	3.3%
Back/Neck	8.4%	5.9%	8.2%	7.0%
Mouth / Eyes / Ears / Nose	3.5%	4.8%	5.0%	4.5%
Genito-urinary	2.4%	1.5%	1.4%	0.8%
Musculoskeletal	13.4%	10.5%	9.7%	12.3%
Infection	13.0%	13.5%	10.4%	14.1%
Neurological	2.8%	3.4%	3.6%	4.0%
Stress	12.8%	16.2%	13.7%	15.5%
Stomach/Digestion	6.7%	6.2%	8.0%	7.8%

Historically, “stress” and “musculoskeletal” have appeared as the main reasons for sickness absence and the Council’s efforts have focused on improving staff awareness of the methods and techniques of avoiding/dealing

with both. The Manual Handling Unit was established within the Human Resources Department some years ago and a large number of staff have and continue to receive training in this field in an attempt to educate them regarding the dangers of lifting weight incorrectly. Also, since July 2011, a physio service is being provided through the Flex company.

The increase in absences due to musculoskeletal reasons during 2012-13 is a concern and we need to undertake further analysis of these statistics, especially bearing in mind that the number of days lost in the previous two years had reduced e.g. need to consider whether the increase is in accordance with the increase in absence within the care field, where musculoskeletal problems have been highlighted historically.

The increase in stress is not surprising in reality due to the long-standing doubts that the actual percentage of sickness due to "stress" was higher than the percentage published annually i.e. that some sickness due to "stress" was being reported as "other sickness". The percentage of sickness reported as "other" has reduced during 2012-13 and efforts to reduce that percentage further in the next year will continue i.e. it is pivotal that we are aware of the reasons for absences if we are to provide the most effective support and given that a quarter of the number of days lost due to sickness within the Council is noted as "other", this work must be a priority in the future.

A review of the counselling service provided by the Council was held during the last year and a new three-year contract will start on 1 July this year, which will include the option of providing drop-in centres in Council centres.

Furthermore, and again, in order to support staff to deal with situations of stress, a series of mental well-being workshops for staff are about to start across the Council. These sessions will be provided by Bangor University with the arrangement allowing us to hold four series of six sessions each annually for a period of two years initially.

ABSENCE MANAGEMENT WORKING GROUP

An Absence Management Working Group has been established since the start of the Absences Reduction Project in 2010. The Working Group meets on a quarterly basis and analyses the information to hand in order to identify sickness patterns across Council departments. The liaison personnel officers for each Department report to the Working Group on the attention given to every case of long term sickness and the cases of numerous short term sickness and this arrangement will assist in ensuring that due attention is given to individual cases. One of the outcomes of the work of this Working Group is that every manager receives a summary of the sickness record of his/her business unit every month as one further attempt to ensure live awareness of the absence situation within his/her responsibility.

As part of this focus, the "absences management" and "phased return to work" policies have been reviewed during the last year and an additional policy regarding dealing with serious illness has also been introduced for the first time within the Council.

CONCLUSION

Challenging targets have been set and agreed upon for all Council departments in 2013/14, with individual targets taking into account the performance of the previous three years. The corporate target of eight days per person for 2013-14 has been set on the expected performance of each Department.

Departments' Targets Table 2013/-14

Service Summary	Target 2012-13	Indicator Accumulative	Target 2013- 14
Education – Teachers and Ancillary Staff	6.75	6.74	6.7
Education – Office Staff	4.50	3.50	3.5
Human Resources	7.00	7.74	6.5
Trunk Road Agency	3.50	2.78	2.5
Finance	6.50	8.20	7
Provider and Leisure	11.00	13.34	11.5*
Democracy and Legal	6.00	6.37	6
Economy and Community	4.40	2.98	3.7
Customer Care	7.30	7.24	7
Housing and Social Services	8.00	8.13	7.75*
Highways and Municipal	9.75	11.83	10.75
Regulatory	6.00	5.51	5.5
Strategic and Improvement and the Leadership Team	7.50	6.25	7
Consultancy	6.50	6.74	6.5
Total	7.88	8.52	8

If the priorities noted within this report are delivered, this target, which would be the best ever performance for this Council, is considered realistic and achievable.

GO/Absenoldebau1213

Retirements

During 2011/12, 25 (0.33%) former council workers were re-employed.

13 were appointed by head teachers/governing bodies as supply teachers or administrators for specific periods.

Of the remaining 12, across the whole council, all were employed on an occasional basis or for specific periods apart from one who is employed as a gypsy site officer for 15 hours a week.

In this context, it is worth noting what full Council adopted in relation to this matter in June 2012, viz:

“The Council does not exclude former officers, who were in receipt of redundancy payments, on the basis of overstaffing or pension, from being re-employed.

The Council will however consider each candidate on their own merits and will appoint with a view of achieving the best efficiency for the service and best value for its ratepayers.

Such appointment, if made, would be subject to any abatements stipulated in the Local Government Pension Scheme Regulations.”

14/11/13

Committee	Corporate Scrutiny Committee
Date	14 November 2013
Item	Scrutiny Annual Report 2012-13
Author	Gareth James, Member Support and Scrutiny Manager
Main matters that need attention of members	<ul style="list-style-type: none"> • Consider the content of the Appendix, suggest changes and approve if appropriate as a record of the work of the Scrutiny Committee for the year to be included in the Scrutiny Annual Report • Consider and recommend how best to track Implementation of recommendations

1 Context

1.1 The *Centre for Public Scrutiny* holds an *Annual Review of Overview and Scrutiny* across England and Wales..

1.2 One of the main findings of the Review this year is that Councils that track progress of recommendations made by Scrutineers are able to show more clearly the effect that Scrutineers have.

1.3 The Review notes that there is a difference between the number of recommendations that are **Accepted** by the Cabinet Member and the number of recommendations **Implemented** by the Cabinet Member.

1.4 Here are the figures for the Councils in England and Wales that did track their recommendations during 2011-12:

- Percentage of Accepted Recommendations – 83%
- Percentage of Implemented Recommendations – 62%

2 Gwynedd's Situation

2.1 The situation regarding the Recommendations of the Corporate Scrutiny Committee that have been Accepted is :

- Accepted – 14
- Considered – 3
- Reject – 2
- No Response - 11
- Percentage – 47%

2.2 The above figure is lower than the average for England and Wales

2.3 No assessment has been undertaken of the Implemented Recommendations.

Corporate Scrutiny Committee

Main Activities for 2012-13

- A1 - Community Strategy**
- A2 - Savings Strategy**
- A3 - Systems Thinking**
- A4 - Gwynedd's Performance Report for 2011-12**
- A5 - Rural-Urban Balance**
- A6 - Partnerships and Collaboration**
- A7 - Sustainable Procurement**

A1 The Community Strategy

The Community Strategy aims to involve key stakeholders in the county to collaborate on forming a vision and planning and providing services for the benefit of the people of Gwynedd.

The Council is responsible for leading on the work in Gwynedd, but it also involves the Health Board, the Police, colleges and others.

Gwynedd Council and Anglesey Councils have also committed to jointly draft one Joint strategy from now onwards.

Scrutiny undertaken

Considered:

- What was achieved and which things remain unachieved from the *Gwynedd Together Strategy 2008-12*?
- Have those matters been duly addressed in the latest version of the Community Strategy – *Improving Gwynedd Together 2011 onwards*?
- What is the effect of the Strategy on the people of Gwynedd?

Recommendations from the Scrutiny Members to Councillor Dyfed Edwards, Council Leader

Recommendation A1.1

To ensure that specific consideration is given to maintaining services in rural areas along with urban areas when planning services jointly across the County.

Accepted

Recommendation A1.2

To consider withdrawing from collaborative projects when it is obvious that there is no appropriate commitment from other partners. In particular when there are substantial costs for the Council in trying to maintain the partnership.

Accepted

Recommendation A1.3

To give attention for the need to have indicators that emphasise the effect on our residents.

Accepted

Recommendation A1.4

In general, we would welcome appendices that provide evidence of your observations in your future reports.

Accepted

Anticipated Impact

- **That the work of planning the Council's and its partner's services gives specific attention to the needs of rural and urban communities in Gwynedd.**
- **That the Council makes the best possible use of scarce resources for the benefit of the County's citizens in relation to joint working.**
- **That the County's citizens can see for themselves how successful the Council is in influencing its partners to achieve for the benefit of its residents.**

A1 Savings Strategy

In order to plan for, and realize savings of £37.2m, the Council has been considering since 2008 how best to achieve this while maintaining services of the highest possible standard.

Scrutiny undertaken

Considered

- Report from the Cabinet Member providing some background to this subject area for the benefit of new members, and clarifying the Strategy's progress to date.
- Update on the funding gap faced, progress to date and plans to address the remainder
- The problems in attaining some plans and steps to address this
- It was noted that the Cabinet Member had commissioned work to assess what had happened to the performance measures in the areas where efficiency savings had been attained, but at the time of scrutiny (July 2012) there was insufficient mature evidence to present.

Recommendations by the Scrutiny Members to Councillor Peredur Jenkins, Cabinet Member for Resources

Recommendation A2.1

If it is your intention to request schools to identify efficiency savings, would you consider giving a more challenging target for those schools holding large balances rather than introducing a uniform target for everyone.

Consider

Recommendation A2.2

To provide further reports for this committee on the progress of the 62 plans which will be realised in 2013/14.

Accept

Recommendation A2.3

To provide information regarding the number of staff who are retiring and are re-employed by the Council under a different role.

Accept

Recommendation A2.4

To report back to this committee further on in the financial year on any further progress or developments.

Derbyn

Anticipated Impact

- **Identify the impact of implementing the Financial Strategy on the services provided to Gwynedd's residents**
- **Highlight potential problems and deficiencies following the Strategy's implementation**
- **Lessen the potential impact on educational arrangements by using balances held by schools to mitigate the impact of implementing the strategy on educational plans.**

<p><u>A3 Systems Thinking</u></p> <ul style="list-style-type: none"> - In 2009 the Council pledged to improve services to customers by using Systems Thinking. - Systems Thinking is a recognised method in the area of business developed, which aims to simplify business processes by maintaining of improving customer services - This would be expected to achieve a saving 		
<p><u>Scrutiny undertaken</u></p> <p>A Scrutiny Investigation was held and the following matters were considered:</p> <ul style="list-style-type: none"> - The successes and deficiencies of the two pilot schemes in the Maintenance Service (Intervention Team) and the Homelessness Service - Has it improved the service for the users? - Has it achieved a saving? 		
<p><u>Recommendations by the Scrutiny Members to Councillor Peredur Jenkins, Cabinet Member for Resources</u></p> <p>Recommendation A3.1</p> <p>To extend Systems Thinking across the Council.</p>	Accept	
<p>Recommendation A3.2</p> <p>To ensure that the Cabinet Members and Senior Managers have a thorough understanding of the principles of Systems Thinking to realise the potential of redesigning Council services for the customer's benefit.</p>	Accept	
<p>Recommendation A3.3</p> <p>To provide full support to maintain the 'day job' while officers work on the Systems Thinking scheme.</p>	Accept	
<p>Recommendation A3.4</p> <p>Develop the scheme across the Council by striking a balance between carrying out this work internally and getting external and independent input as necessary.</p>	Accept	
<p>Recommendation A3.5</p> <p>To consider the information obtained from the customers and partners thoroughly in order to assess the demand and the true needs of the customer.</p>	Reject	
<p>Recommendation A3.6</p> <p>To consider the value of appropriate measures carefully to assess success and problems with implementing the scheme across the Council and report on any matters of concern to the Cabinet.</p>	Accept	
<p>Recommendation A3.7</p> <p>The process so far has been too slow – it is crucial that the work proceeds more quickly in future.</p>	Accept	
<p>Recommendation A3.8</p> <p>That work is carried out immediately to assess the scheme's costs in order to identify the sum of the expenditure and any savings that have derived from it so far and to consider the projection over the life of this Council.</p>	Consider	
<p><u>Anticipated Impact</u></p> <ul style="list-style-type: none"> - Improve the planning and provision of services by shifting the emphasis on the customer while achieving significant savings over the life of this Council. 		

<p>A4 <u>Gwynedd Council's Performance Report (Improvement Plan) 2011-12</u> The Council publishes an annual Report on its success in planning and providing services. The Report is based on the Council's Strategic Plan for 2001-12</p>	
<p><u>Scrutiny undertaken</u> - Considered the draft Report and made recommendations</p>	
<p><u>Recommendations by the Scrutiny Members to Councillor Dyfed Edwards, Council Leader</u> Recommendation A4.1 – Main Recommendation - In future the scrutiny input needs to happen two months earlier. This would allow the scrutiny members to submit written observations for the Leader's consideration.</p>	Consider
<p><u>Recommendations Received</u></p> <ul style="list-style-type: none"> - A4.2 – Enablement Scheme (T15- Ref CGOE01) – Need to quantify the progress by the number of additional hours and percentage. - A4.3 – Tomorrow's Service (T20) – Note the size of the Bid - A4.4 – Overcoming barriers to work – (T32 – SMG07) change 'adfocatiaeth' to 'eiriolaeth' in the Welsh version - A4.5 – Design, develop and implement... (T84 – Add.11) – change to Amber - A4.6 – Language Charter Scheme (T84 – PSI05) – change to Amber - A4.6 – Hold a high-profile event (T84 – PSI05) – change to Amber - A4.8 – Invest in a translation scheme (T85 – PSI09) – change to Amber - A4.9 – Children's Referral Percentage (T38 – Graph 3) – change 'Number' to 'Percentage' 	Accept
<p><u>Recommendations rejected</u></p> <ul style="list-style-type: none"> - A4.10 – Job vacancies indicator (T24) – Figures for Junes 2011 are used for such a crucial area in terms of the present Economy where things could change substantially within a year. The June 2012 figures should be presented (or more recent figures than June 2011) - A4.11 – Rate of Children in Gwynedd within unemployed families (T27) – A more comprehensive indicator is required to reflect a family's income level - A4.12 – Transforming Services for Children and Young People ((T40 – Add.04) – if the improvement refers solely to 'secondary' age children, this needs to be noted - A4.14 - % of 3-4 year olds able to speak Welsh (T81) – need to note a specific number of families - A4.14 – Implement the Thriving Welsh speaking Neighbourhoods Characteristics Framework (T86 – PSI10) – change to Red - A4.15 - Design and develop a Welsh Language Skills Development Academy)T86 – PSI13) - Ambiguous Note the scale of progress. - A4.16 - A developmental project to increase professional use of the Welsh language in the workplace (T86 – PSI14) – Ambiguous. Note the scale of progress. - A4.17 – Number of Residential Units (T89) – Note the number of housing units approved in column 3. 	Reject
<p><u>Anticipated Impact</u> - Matter of concern/recommendations to be referred to the Scrutiny Forward Programme - Ensure the accuracy of the report for the residents of Gwynedd.</p>	

A5 Urban and Rural Balance

- This area was noted as a concern by members of the tree Scrutiny Committees in the Workshops
Annual Scrutiny, summer 2012
- One of the Priority Projects in Gwynedd's Strategic Plan 2013-17 is Promoting Sustainable Rural Communities to address this issue.

Scrutiny undertaken

- A Scrutiny Investigation was established to look at:
- What examples are there of successful plans in enhancing inclusion in Gwynedd
- To note and consider examples of good practice outside the County
- To identify recommendations for the Council to act on directly and as a partner for promoting inclusion.

Recommendations by the Scrutiny Members

Anticipated Impact

- **Improve social inclusion**

A6 Partnerships and Collaboration

- The importance of scrutinising this element of the Council's work which is increasing in this area was noted

Scrutiny undertaken

- No scrutiny activity during the year.

Recommendations by the Scrutiny Members

Include on the Scrutiny Forward Programme 2013-14

Anticipated Impact

A7 Sustainable Procurement

- The Council operates a Procurement Strategy across all its services.
- The Council intends, through the implementation of this strategy, to ensure that it increases the number of local businesses which can compete for work and that opportunities to create social benefits are maximised.

Scrutiny undertaken

Considered

- The successes and problems of implementing the Strategy
- Independent evidence was gathered from procurement experts, companies who participated in the process, external promoters and Community Schemes.
- 11 recommendations were produced for the attention of the Cabinet Member
- It was decided to conduct a further Scrutiny Investigation to assess the success of implementing the strategy across all the Council's services

Recommendations by the Scrutiny Members to Councillor John Wynn Jones, Cabinet Member for the Economy

A7.1 The officers of the procurement service should be thanked for the progress made over the past two years in implementing the Sustainable Procurement Policy.

A7.2 Undertake urgent work to substantially streamline the existing tender documentation. Ensure that the documentation is fit for purpose, and does not include or request unnecessary information

A7.3 Work should continue on amending the Supplier Qualification Information Database (SQUID) to take into account current and proportionate risk levels in terms of turnover thresholds and insurance.

A4.7 Central / corporate procurement arrangements should be developed further, ensuring there were sufficient resources for delivery.

A7.5 Ensure that full and appropriate feedback is provided to unsuccessful companies at the request of those companies.

A7.6 Ensure that a clause is included in the tender and the agreement noting that successful companies are required to pay subcontractors more swiftly.

A7.6b Lobby the Welsh Local Government Association (WLGA) to introduce this element generally across Wales.

A7.7 Detailed work should be undertaken to assess the numbers, situations and reasons as to why companies who won contracts tended to sub-contract rather than employ, aiming to increase the number of jobs being created.

A7.8 Discussions to be held with the Welsh Government to see how awareness could be raised amongst businesses of the potential to receive a higher percentage of the Public Spending in Wales.

A7.9 Prospective clients should be encouraged and guided to complete the SQUID electronically, so that companies are not forced to waste long periods of time re-entering information for different tenders.

A7.10 Following the success of the collaborative work to form tenders jointly with local partnerships in Blaenau Ffestiniog, this arrangement should be developed with local partnerships when opportunities arise.

A7.11 Ensure that the need to provide a full bilingual service is one of the most important conditions and that the appropriate weight needs to be given to this in the procurement policy and in implementing the policy.

It is anticipated that the Investigation will submit further recommendations to the Corporate Scrutiny Committee meeting on 5 September 2013.

Anticipated Impact

- **Improve services by placing the emphasis on the customer while achieving significant savings over the life of this Council.**

Forward Work Programme 2013-14

A	Corporate
A1	The Council and the Public – Engagement
A2	Savins Strategy + effect of Council tax increase
A3	Improvement Plan
A4	Partnerships and Collaboration – assess progress
A5	Gwynedd Amdani – purchase of electricity, gas etc on behalf of communities to ensure a better price
A6	Planning Committee Arrangements
A7	Sickness Measure
A8	People retiring and returning as Consultants
A9	Worforce – Maintain workers morale high in a difficult period
A10	Collaboration with Anglesey
A11	Carbon Footprint Update
A12	Strategic Plan 2013-17

30 July 2013