

Complete Agenda

CABINET

GWYNEDD COUNCIL

DATE	Tuesday, 1st November, 2016
TIME	1.00 pm
LOCATION	Siambr Hywel Dda, Council Offices, Caernarfon, Gwynedd. LL55 1SH
CONTACT POINT	Sophie Hughes 01286 679729 cabinet@gwynedd.llyw.cymru

GWYNEDD COUNCIL CABINET MEMBERS

Members	
Dyfed Wyn Edwards	Leader
Dyfrig L. Siencyn	Deputy Leader
Peredur Jenkins	Cabinet Member for Resources
John Wynn Jones	Cabinet Member for the Environment
Dafydd Meurig	Cabinet Member for Planning and Regulatory
W. Gareth Roberts	Cabinet Member for Adults, Health and Wellbeing
Mair Rowlands	Cabinet Member for Children, Young People and Leisure
Gareth Thomas	Cabinet Member for Education
Ioan Thomas	Cabinet Member for Housing, Customer Care, Libraries, Deprivation and Equality
Mandy Williams-Davies	Cabinet Member for Economy and Community

AGENDA

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THE CABINET 4/10/16

Present-

Councillors: Dyfrig L. Siencyn (Chair), Peredur Jenkins, John Wynn Jones, Dafydd Meurig, W. Gareth Roberts, Mair Rowlands, Gareth Thomas, Ioan Thomas and Mandy Williams-Davies.

Also present-

Dilwyn Williams (Chief Executive), Iwan Evans (Monitoring Officer), Dafydd L. Edwards (Head of Finance Department), Morwena Edwards (Corporate Director), Iwan Trefor Jones (Corporate Director), Sioned E. Williams (Head of Economy and Community Department – for items 6 and 7 on the agenda), Catrin Thomas (Community Learning Senior Manager – for items 6 and 7 on the agenda), Dylan Griffiths (Strategy and Development Manager – for items 6 and 7 on the agenda), Aled Davies (Head of Adults, Health and Well-being Department – for items 8 and 9 on the agenda), Rhion Glyn (Senior Operational Officer – for item 9 on the agenda), Sian Lloyd Roberts (Senior Operational Officer – for items 10 and 11 on the agenda) and Dewi W Jones (Senior Operational Officer – for item 12 on the agenda).

1. APOLOGIES

Cabinet Members and Officers were welcomed to the meeting.

An apology was received from Councillor Dyfed Wyn Edwards.

2. DECLARATION OF PERSONAL INTEREST

There were no declarations of personal interest.

3. URGENT ITEMS

There were no urgent items.

4. MATTERS ARISING FROM THE OVERVIEW AND SCRUTINY

There were no matters arising from overview and scrutiny.

5. MINUTES OF THE MEETING HELD ON 13 SEPTEMBER 2016

The Chairman signed the minutes of the Cabinet meeting held on 13 September 2016, as a true record.

6. IMPLICATIONS OF THE EUROPE REFERENDUM RESULT

The item was submitted by Cllr Mandy Williams-Davies.

RESOLVED

To accept the report and consider at the earliest opportunity the internal

procedures that should be put in place so that the effects of the United Kingdom's decision to leave the European Union on the county can be monitored continually during the coming period and convey messages to the Westminster Government and Welsh Government.

DISCUSSION

Councillor Mandy Williams-Davies noted that the United Kingdom's decision to leave the European Union had a profound impact on Gwynedd, including on the economy, pensions and the environment. Attention was drawn to the list of valuable projects that had been partially funded by funding from Europe since 2007. It was emphasised that there was a need to voice opinions and portray the county's uniqueness.

The Members noted the following main points:-

- The list of projects was confirmation of the substantial investment realised in Gwynedd as a result of funding from Europe
- Concern in terms of uncertainty for the future
- The need to campaign for Gwynedd's best interests, ensuring a voice for Gwynedd in Cardiff and Westminster
- The need to be clear and coherent to safeguard Gwynedd's interests
- Concern in terms of the effect on higher education in the county, considering that around half of Bangor University's research income comes from Europe
- There would also be opportunities in times of change that we should make the most of
- Gwynedd would be much poorer without the funding that was received from Europe
- There is a role for the North Wales Ambition Board
- Concern that the focus would be on economic projects rather than on supporting people through schemes such as OPUS and TRAC 11-24*
- The need to ensure that funding set aside for funding under the European Union programmes until 2020 would come to Gwynedd
- There was considerable concern in the agricultural sector and this sector should be included when lobbying

Iwan Trefor Jones (Corporate Director) noted that it was essential that the United Kingdom have access to the single market in order to take advantage of funding from the European Investment Bank to carry out infrastructure plans. He added that Gwynedd needed to be part of the discussions when negotiating commercial contracts with other countries and regions. It was emphasised that the North Wales Ambition Board had a role to play in identifying opportunities and threats.

It was noted that, due to the situation being unclear at the moment, the Leadership Team should consider having a mechanism in place to respond to the situation as it develops, in order to ensure lobbying in the right place at the right time.

7. HARLECH AND ARDUDWY LEISURE

The item was submitted by Councillors Mandy Williams-Davies and Mair

Rowlands.

RESOLVED

Subject to the six Community Councils contributing in accordance with the funding model outlined in section 4.3 of the report, to commit making financial contributions to "Harlech & Ardudwy Leisure" towards the swimming pool by –

- prejudicing the success of the application for additional permanent funding of £6,000 from 2017/18 onwards as part of the joint financial package with the local community councils.
- asking the Head of Finance Department to assign £20,000 in the second quarter review of the 2016/17 budget, so as to release a one-off bridging payment in 2016/17 for the period up to 31 March 2017.

DISCUSSION

Cllr Mandy Williams-Davies noted that community councils should be praised for taking responsibility to ensure the resource. This was an example of the Council collaborating with the local community to ensure that an important resource for the community is saved whilst sending a message that the Council is ready to collaborate with partners when looking at the way it provides services in the future.

Members noted their appreciation of the community councils' willingness to take some of the financial burden to protect the resource.

8. COMPLAINTS AND SERVICE IMPROVEMENT ANNUAL REPORTS

The report was submitted by Cllr Ioan Thomas.

RESOLVED

To accept the reports.

DISCUSSION

Cllr Ioan Thomas noted that one objective of the new procedure in terms of corporate complaints, that became operative on 1 April 2015, was to bring a specific benefit to the citizen by focussing on the solution instead of the process. It was emphasised that listening to the citizen's voice and learning from the experiences and disseminating good practice was at the core of the new procedure. It was noted that it was not possible to compare with previous years due to it being a new procedure.

Cllr. W. Gareth Roberts referred to the report in relation to the social services' complaints procedure, drawing attention to the fall in formal investigations reducing as a result of the effort made to try to have a local/informal solution. It was noted that lessons would be learnt from the tendencies to prevent the same thing from happening again.

It was explained that an individual had the right to appeal to the Ombudsman if they were dissatisfied with the Council's formal response. Attention was drawn to an amended letter that was accepted by the Ombudsman, which showed that the Council compared favourably on a national level with local authorities, National Parks and the Health Services in terms of the time it took to resolve complaints. It was noted that a 44% decrease was seen in the number of complaints that were referred to the Ombudsman.

The Chief Executive referred to the statistics in the amended letter received from the Ombudsman, which showed that the Council had not responded within three weeks to the Ombudsman's request for information. He explained that, whilst needing to ensure information so that the Ombudsman was able to appropriately consider a complaint, giving priority to it every time could not be justified because it would mean removing officers from their day to day work to produce information to respond to one application, and this would have an effect on the services provided for residents. Considering the lack of resources, a slippage in the time it took to respond was to be expected.

The above observation was corroborated by members, noting that a balance was needed in terms of a timely response and providing services.

The Service Improvement Officer was thanked for her enthusiasm in dealing with complaints in order to improve.

9. **PERFORMANCE REPORT: CABINET MEMBER FOR ADULTS, HEALTH AND WELL-BEING**

The report was submitted by Cllr W. Gareth Roberts.

RESOLVED

To accept and note the information in the report.

DISCUSSION

Cllr W. Gareth Roberts drew specific attention to Project **G7 'Capacity and Sustainability of the Care and Health System'**, noting that the project was added to the Strategic Plan this year due to great concern with regard to the current problems in terms of care and health provisions, within the older people field specifically. It was noted that there was a lack of staff in the field to provide the service, including nurses and home carers. It was noted that problems were highlighted by the performance under the measure **SCA/001 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over**. It was noted that there was a high percentage of cases of delay in the South Meirionnydd area where there was a lack of provision and that the Council would be addressing this issue.

He noted that collaborating with the Health Service was vital to providing a service in a different way and that there was a need to look at the recruitment problem, and identify the obstacles nationally.

Cllr Dyfrig Siencyn referred to the proposal to develop Llys Cadfan Residential Home in order to be able to offer additional nursing support that would allow individuals to stay in the residential home longer and avoid being admitted into a nursing home. He welcomed the proposal, noting that the new care model attempted to address the gap in the provision.

10. PERFORMANCE REPORT: CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND LEISURE

The report was submitted by Cllr Mair Rowlands.

RESOLVED

- To accept and note the information in the report.
- Send a letter to Carl Sargeant AM, Cabinet Secretary for Communities and Children and Mark Drakeford AM, Cabinet Secretary for Finance and Local Government, drawing attention to the practical impact of receiving information regarding grants for preventative work belatedly, and asking for more assurances in terms of funding preventative services for groups of vulnerable children and young people in the County.

DISCUSSION

Cllr Mair Rowlands drew specific attention to Project **P8, 'Early Intervention for groups of vulnerable children and young people in Gwynedd'**, noting that the grant funding for Families First would be coming to an end in March 2017 and that there was uncertainty in terms of financing the project in future. This created instability for staff, creating a risk of losing staff that had developed expertise, and this then hindering the preventative service provided. It was reported that bridging arrangements were in place to be able to give some assurance for staff. It was noted that the Leadership Team would receive an update in during November.

Iwan Trefor Jones (Corporate Director) added that Welsh Government were currently reviewing grants, and combining grants for supporting people and together was being considered. It was noted that the council was keen to ensure that this preventative agenda would continue in order to try to prevent children and young people from becoming dependent on statutory services.

The Chief Executive suggested that sending a letter to Carl Sargeant AM, Cabinet Secretary for Communities and Children and Mark Drakeford AM, Cabinet Secretary for Finance and Local Government should be considered to draw attention to the practical effect of receiving information regarding grants for preventative work belatedly, and asking for more assurances in terms of funding preventative services for groups of vulnerable children and young people in the County.

Reference was made to the **IEU05 'Number of accreditations that young people receive through the Youth Service'** performance measure. The work was praised and reference was made to the 27% increase in the number of accreditations received during 2015-16. Cllr Mair Rowlands noted that she would

convey the message to the officers.

11. PERFORMANCE REPORT: CABINET MEMBER FOR EDUCATION

The item was submitted by Cllr Gareth Thomas.

RESOLVED

To accept and note the information in the report.

DISCUSSION

Cllr Gareth Thomas drew specific attention to the conditional results of Summer 2016 which showed that the performance in Gwynedd was generally good across all key stages. It was highlighted that there was room for improvement at the Foundation Phase because results had stayed static over the past few years and that 2016 A Level results showed that 96.2% had gained A*-E grades at A level. This figure is -1.1% lower than the national figure and is the lowest figure in North Wales.

Key Stage 4 was referred to, and it was noted that a substantial increase of +5.2% could be seen in the percentage of those crossing the Level 2+ threshold (the equivalent of five GCSEs grades A to C including Welsh or English and Mathematics). The performance suggested that Gwynedd could be placed second among all Welsh authorities. Attention was drawn to the 13.5% increase in the TL+2 performance measure since the beginning of the current council period in 2012, and that it was a substantial improvement in the performance of pupils taking GCSEs.

The opportunity was taken to thank the staff at all the schools and the Department of Education for their work in terms of addressing standards. The increase would not have been possible without their commitment.

It was noted that great progress was made in the attendance percentage of secondary schools. Gwynedd was the first authority to reach a greater than 95% attendance for secondary and special schools, with the secondary schools reporting an average of 95.16%, placing Gwynedd first in terms of authorities in Wales.

In response to a question from a member, as to why Ysgol Morfa Nefyn was under an authority monitoring category, even though the school had been judged outstanding in all criteria under the ESTYN inspection. Cllr Gareth Thomas explained that the attendance of pupils came under consideration from ESTYN and, if the attendance was lower, the school moved directly into monitoring authority category.

The work of the schools was praised, noting that the improvement was encouraged.

12. PERFORMANCE REPORT: CABINET MEMBER FOR RESOURCES

The report was submitted by Cllr Peredur Jenkins.

RESOLVED

To accept and note the information in the report.

DISCUSSION

Cllr Peredur Jenkins notes that two things need to be corrected in this report, which are:

- change paragraph 1.1. to read "...in the fields that I am responsible for as *Cabinet Member for Resources.*"
- there was no representation from the Corporate Scrutiny Committee at the Management Team meeting, there will be representation at the next meeting

Project **C1 'Implementing Ffordd Gwynedd'** was referred to, and it was noted that the number of reviews held during 2016-17 had decreased from 12 to 7 to ensure that detailed work would be done. Attention was drawn to project **C2 'Development of Leaders Programme'**. It was explained that, even though the work at the senior officers level was ongoing, as expected, there was concern about its suitability for Cabinet Members. It was noted that it was decided that the project would concentrate on the senior officers over the next months, re-visiting the needs of Cabinet Members early in 2017.

It was confirmed that the efficiency savings that were planned by the end of March 2017 had been realised and further efficiency plans were discovered to be realised in accordance with the timetable.

In response to an observation from a member that the performance of the Department of Education in terms of paying invoices within 30 days impacted on the performance measure **Percentage of the invoices that were paid within 30 days (across the Council)**, it was noted that discussions had been held with the Cabinet Member for Education and that a work programme has been established to deal with the matter. Cllr Gareth Thomas added that establishing regional offices would reduce the burden on the Heads and he was confident that the performance would improve.

The meeting commenced at 1.00pm and concluded at 2.20pm

CHAIR

Agenda Item 6

REPORT TO THE CABINET

1 November, 2016

Cabinet Member:	Councillor Dafydd Meurig
Subject:	Closure of offices at Frondeg, Pwllheli and Beach Road, Felinheli
Contact officer:	Dafydd Gibbard - Senior Corporate Property Manager

Decision sought

Proceed with the closure of Frondeg, Pwllheli early in the 2017/18 financial year and to sell it as soon as possible on the open market in order to enable the financial savings to be achieved in full by 2018/19, with the Department bridging the deficit in the meantime.

Allow the use of up to £30,000 of the capital receipts from the sale of the building to fund one-off re-location costs.

Reduce the space leased by the Council at Beach Road, Felinheli in order to reduce the annual expenditure.

Achieve the remainder of the cut by leasing further space at Penrallt Offices, Caernarfon.

Local member's views

Ffordd y Traeth Felinheli

Cyng. Gareth Griffith - No objections to the report as regards Felinheli

Frondeg Pwllheli

Cyng. Michael Sol Owen – I agree with the recommendations

Cyng Hefin Underwood – No comments

1. INTRODUCTION

- 1.1 At the Council meeting on 3 March this year, a series of cuts which was necessary in order for the Council to be able to reach a balanced budget, was agreed to. The

closure of offices at Frondeg, Pwllheli and Beach Road, Felinheli was among these, which would result in annual savings of £60,000.

- 1.2 When making the decision, it was agreed that a further report would be submitted to the Cabinet before closing the building, in order to ensure that it would be possible to re-locate the current users and services to suitable locations.

2. FRONDEG, PWLLHELI

- 2.1 The Frondeg building has been in Council ownership for decades and continues to be the home of several varied services within the Council itself and many other users. Since the Council's decision, officers from the Property Department have been trying to identify and agree on alternative locations for each of these.

- 2.2 These discussions can be summarised as follows:

Use	Possible re-location options	Re-location timeframe
<i>Cylch Meithrin</i>	The <i>Cylch Meithrin</i> meets every day at Frondeg currently. Frondeg is a considerable distance from the Primary School therefore many parents have to try to take their children to these two locations at the same time in the mornings. Therefore, the <i>Cylch</i> was very keen for us to assist them to re-locate to the Primary School and the discussions with the Head and Governors were very positive from the very beginning. A suitable space was identified within the school as a unit currently located there is being relocated to the new Ysgol Hafod Lon. The cost of adapting this space for nursery children was £10,000 and the work has already been completed. The <i>Cylch</i> is therefore very much looking forward to relocate by January 2017.	January 2017
Staff from the Children Department and the Adults Department	Nearly 50 officers from these two departments are housed at Frondeg currently, together with secure interview rooms and a family room. Following a detailed assessment of the density of the use of space at Embankment Road Offices, Pwllheli, it was concluded that the space per head was considerably higher than that allowed by the Council at other offices. Over the past two years, several rooms have been seen to be underused.	Summer 2017

	<p>We have now held discussions with each Head of Department and have redesigned the use of space at the Embankment Road Office. With the co-operation of staff, we will be able to re-locate the officers currently at Frondeg to the Embankment Road office. This will result in a better service for the public also by allowing them to be directed to one building for every Council service in Pwllheli.</p>	
Youth Club	<p>Members will be aware that the Youth Service, following Her Gwynedd decisions, is considering models for the provision of youth services and the network of youth clubs for the period after March 2018. The present needs of the service can be accommodated in the interim period between disposing of Frondeg and establishing the new model for Service provision in March 2018, by relocating to other buildings in Pwllheli, with the assistance of the Property Service. The service's needs beyond March 2018 can not be presumed at present.</p>	March 2017
Council committees	<p>There is a purposeful committee room in the Frondeg building. It is used to hold the Planning Committee, Dwyfor Area Committee, Licensing Committee and the Pwllheli Harbour Advisory Committee mainly.</p> <p>It is possible to hold some of these at the meeting room in Embankment Road but the room is not big enough to re-locate some of the larger committees, particularly when the public wishes to attend. We have therefore held discussions with the Economy and Community Department and have reached the conclusion that holding the larger committees at Neuadd Dwyfor is one option. There is a suitable space there which would provide plenty of room for the public also. Other options are also under consideration and we will receive the opinion of Dwyfor Members before reaching a final decision.</p>	March 2017
Clwb Ni	<p>Clwb Ni is a service provided for adults with learning disabilities. It has been housed at Frondeg for many years and is an invaluable service for the residents of the area. We have held discussions with the Club and with the managers of Canolfan y Gwystl, Ffôr. There is space there which has been adapted purposefully and is underused in the evenings. These discussions are ongoing and no</p>	March 2017

	final decision has been reached so far; however, reaching an agreement would ensure not only a suitable space for the Club but also better use of the other building which is already in Council ownership.	
Community Users / Groups	Frondeg is used by a number of community groups to hold various activities. We have opened discussions with several owners of other buildings in the area which offer meeting space or space which is suitable to hold events. Many have expressed their willingness to offer a home to various groups. Therefore, we have corresponded with each group to notify them that Frondeg is closing and at the same time have shared information about other potential locations in order to try to assist them to re-locate. We will continue to try to offer assistance to these groups over the coming months.	March 2017

2.3 The closure of any building and the need to re-locate the users will create inconvenience and a period of uncertainty which is unavoidable. However, the discussions which have been held to date have resulted in being able to find sensible re-location options for the majority of the existing users. Opportunities have been identified to improve some services and we are confident that we will be able to continue to assist others in order to reach an acceptable solution under the circumstances.

2.4 We are aiming, therefore, to empty the building by summer 2017. This will allow the savings to be achieved on some headings within the budget immediately, as follows:

Cleaning (75% of the annual budget)	£15,698
Gas (75% of the annual budget)	£ 4,418
Water (75% of the annual budget)	£ 3,300
Fire Extinguishing Equipment	£ 310
Land Maintenance contract	£ 460
Rates (3 months of the budget)	£ 4,100
Less loss of income from leasing rooms	-£ 1,860
Total saving available immediately	£ 26,426

2.5 We will continue to face other costs until we will have sold the building. It is believed that the site could be sold by the end of March 2018 which would allow the entire savings to be achieved by April 2018. The entire saving will not be achieved before

2018/19 therefore; but the Department will bridge this deficit for the next financial year by using other savings from offices, which have been achieved early.

- 2.6 As we will be re-locating some services to other buildings, some of the existing Frondeg revenue budget will have to be transferred to those buildings. Specifically, a contribution of approximately £1,000 will have to be made towards additional costs at Neuadd Dwyfor if agreement is reached to re-locate Committees there, and £7,000 will have to be transferred to the Embankment Road office budget in order to cope with the increase in revenue costs at that building.
- 2.7 This means that the total saving for a full year is £44,460.
- 2.8 In order to ensure that the full savings are available as soon as possible, it is intended to start marketing the site early in 2017, whilst the existing users are being re-located.
- 2.9 In order to facilitate the re-location, some one-off expenditure will be required. The cost of re-locating the *Cylch Meithrin* is already known, namely £10,000. There will be some costs also in re-locating office staff and other minor items. It is estimated that these costs will be up to £20,000. Therefore, we request the right to allocate the first £30,000 of the capital receipts from the sale of the Frondeg building to fund these costs. The capital receipt has not been committed to other use in the Asset Management Plan.

3. BEACH ROAD, FELINHELI BUILDING

- 3.1 In association with the cut to close the Frondeg building, there was also an intention to close the Council building at Beach Road, Felinheli.
- 3.2 This building is used by the Children Department, but it is also a home for up to eight other organisations working in partnership with the Council to offer support and services for young offenders.
- 3.3 The eight organisations all contribute to the building costs and, therefore, if we were to end the lease, the saving would be shared among all the partners.
- 3.4 It is not sensible for the Council to leave the building itself, without the other partners. The work of the partnership is entirely dependent on being able to work with all the organisations in order to be able to provide a complete service to the clients.

- 3.5 The original intention was to re-locate Council staff to the Penrallt Office, Caernarfon. However, substantial space would be required if we were to re-locate the entire partnership there - space which would generate a better income for the Council if we were to lease it on the market rather than what we would save from emptying Beach Road.
- 3.6 We have already held discussions with a prospective tenant who is ready to move in to the space in question in Penrallt by April 2017. By leasing the space to the prospective tenant rather than using it to house the partnership at Beach Road, we can realise the expected cut on time, for the 2017/18 financial year.
- 3.7 We are also looking in more detail at the space at Beach Road currently and in co-operation with the Children Department we believe that we could reduce the amount of space needed and consequently reduce the costs at that location also.

4. SUMMARY OF THE BUDGETARY SITUATION

- 4.1 The expected savings referred to in part 2 and 3 of this report can be summarised as follows:

	Saving in 2017/18	Saving in 2018/19	Total Savings
Closure of Frondeg building	£26,426	£18,034	£44,460
Reduce space on lease at Beach Road, Felinheli	£5,000	£5,000	£10,000
Leasing space at Penrallt	£16,000	£0	£16,000
Total Savings	£47,426	£23,034	£70,460

- 4.2 The deficit in 2017/18 will be bridged by the Department from other offices schemes which have been realised earlier than expected.
- 4.3 By 2018/19 we will exceed the expected £60,000 and the additional amount will be used to address other deficits in the offices budget which have been addressed with bridging funding recently.

5 RECOMMENDATIONS

- 5.1 Proceed with the closure of Frondeg, Pwllheli early in the 2017/18 financial year and to sell it as soon as possible on the open market in order to enable the financial savings to be achieved in full by 2018/19, with the Department bridging the deficit in the meantime.
- 5.2 Allow the use of up to £30,000 of the capital receipts from the sale of the building to fund one-off re-location costs.
- 5.3 Reduce the space leased by the Council at Beach Road, Felinheli in order to reduce the annual expenditure.
- 5.4 Achieve the remainder of the cut by leasing further space at Penrallt Offices, Caernarfon.

Views of the statutory officers

The Chief Executive:

Obviously, the contents of this report relates to a decision made by the full Council in March 2016. From reading the report, it appears that alternative answers have been identified for the majority of the needs. I commend the recommendations.

The Monitoring Officer:

The recommendations are supported by consultation work and reasonable plans to relocate present users. In my opinion this has led to an appropriate recommendation.

The Head of Finance:

As a Council we must move forward to rationalise resources where possible; this report provides evidence of the thorough work that has been done by Corporate Property to discover alternative locations for the services noted.

I can confirm the accuracy of the financial information included in the report, and I support the decision sought.

Appendices

GWYNEDD COUNCIL CABINET



Report to the Cabinet

Meeting Date: 01/11/16
Cabinet Member: Councillor Mair Rowlands
Contact Officer: Ian Jones
Contact Number: 01286 679 804
Item Title: Request for resources from the Transformation Fund

1 DECISION SOUGHT

To make a one off investment of £50,000 from the Transformation Fund to develop an outline business case to assess possible business options for the Leisure Service and, subject to that business case, commit a further £100,000 for implementation.

2 REASON WHY DECISION IS NEEDED

This request for a one off investment to develop a business case that aims to:

- Ensure a modern, fit for purpose, sustainable and inclusive Leisure provision that inspires and supports the people of Gwynedd to live a healthy life
- Realise permanent savings of over £500,000

3 INTRODUCTION

The Leisure Service has already delivered savings of almost £0.82m against a target of £1.05m within our Savings Strategy for 2015 – 2018 through a combination of efficiency and increased income.

Our current Financial Strategy also forecasts that the Council will need to identify further savings over the next 3 years which will put further financial pressure on our services.

The proposed work will consider the options and delivery models that could deliver the significant financial savings required, whilst also maintaining the service's viability and sustainability.

A one off investment of £50,000 is requested in the first place to develop a business case that will determine the most viable and sustainable model to deliver our vision for the future. Subject to that business case it's possible that

a further one off investment of £100,000 could be required for implementing a new model. The required investment will become clearer if or when a specific model is determined.

4 NEXT STEPS & TIMETABLE

The aim is to present a business to the Cabinet in July 2017.

5 ANY CONSULTATIONS UNDERTAKEN PRIOR TO MAKING THE DECISION

Comments from Statutory Officers:

THE CHIEF EXECUTIVE: The savings requirement on our Leisure Service means that, as a Council, we obviously need to consider different options on the shape and nature of the service for the future. Exploring the implications of any options is a very specialist field and it's important that we have access to specialist advice on the different aspects when options are considered.

I am aware that over the next few months the Communities Scrutiny Committee intends to look at any options that are to be considered. It's therefore essential that specialist advice and information on every aspect is available at that point and for when the Cabinet will make its decisions in the future.

THE HEAD OF FINANCE: As the report makes clear, the Leisure Service is in a position where it must act decisively and without delay in order to achieve the expected savings. There are a number of possible options for achieving this, but any proposed solution must be viable, sustainable and lawful. Collecting evidence of the experiences of others is also key.

I therefore support the decision sought, and I can confirm that an adequate resource in the Transformation Fund for the funding required.

THE MONITORING OFFICER: When considering a direction that could lead to business transformation it is essential that detailed preparatory work is done early in order to identify appropriate and sustainable options. This initial piece of work is necessary and I support the intention.



Report to the Gwynedd Council Cabinet

Meeting Date:	1st November 2016
Cabinet Member:	Councillor Peredur Jenkins
Contact Officer:	Geraint Owen
Contact Number	01286 679 335
Item Title:	Human Resources Annual Report

1 DECISION SOUGHT

Approval of the annual report and adoption of the People Plan

2 REASON WHY DECISION IS NEEDED

To reflect and agree on the future corporate strategy in this crucial area.

3 INTRODUCTION

This report is presented as the first attempt to produce an annual report in relation to human resources within the Council. An annual report on the Council's financial position is already presented and it is suggested to you that the ability to fulfil the human resources strategy is, at least, as crucial to our overall ability to provide those services required by the people of Gwynedd.

The Local Joint-Consultative Committee (the joint forum between the recognised unions' representatives and Elected Members) is in receipt of an annual report on activity within the area of human resources but that report is focused on the operational relationship between the employer and workforce representatives.

This report's intention is to present details concerning the nature of the workforce and its employment as well as outline objectives for employees' development and set a strategic direction for the future (see appended the proposed People Plan for 2016-18).

We will build on the content of the current annual report by analysing any changes in the workforce's constitution and practices which will, in turn, assist us to prioritise and amend the work programme as required.

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1. Council Workforce

The numbers of those employed on a full-time and part-time basis within the Council over the past three years is noted below. It should be noted that these numbers include school-based staff but not those staff who are employed on a casual basis during periods of holiday/sickness amongst the contracted workforce.

	31/3/14	31/3/15	31/3/16
Full Time	3,178	2,967	2,965
Part Time	3,290	3,318	3,029
Total	6,468	6,285	5,994

These details show a reduction of 474 in the number of individuals employed by the Council at the end of March this year in comparison with the same period in 2014 i.e. a reduction of 213 full-time employment contracts and 261 part-time. This reduction has been realised through a combination of redundancies, retirements and natural turnover.

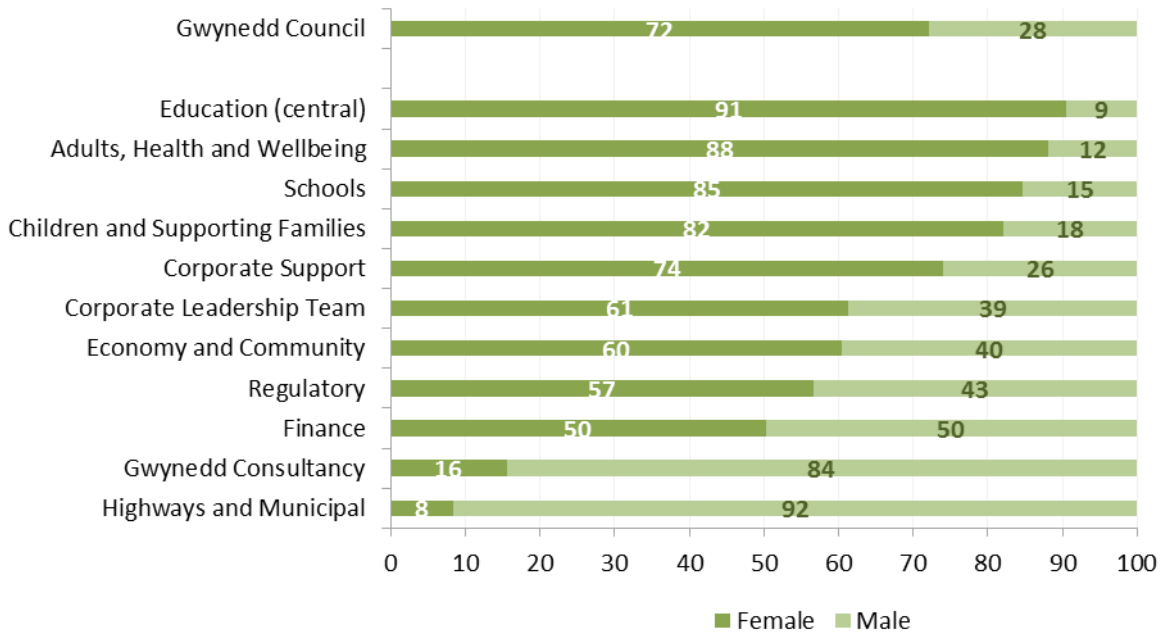
2. Division of Workforce by Gender

Here we see a further analysis of the number of males and females employed on a full-time and part-time basis during the same period. The details show a reduction of 104 males and 109 females employed on a full-time basis whilst the number of females employed on a part-time basis fell by 208 compared with 53 males.

		2013/14	2014/15	2015/16
Full Time	Men	1,474	1,399	1,370
	Women	1,704	1,568	1,595
Part Time	Men	352	350	299
	Women	2,938	2,968	2,730
Total	Men	1,826	1,749	1,669
	Women	4,642	4,536	4,325
Total %	Men	28.2%	27.8%	27.8%
	Women	71.8%	72.2%	72.2%

See further an analysis of the male/female division within the Council's departments as it appeared on the 31st March, 2016.

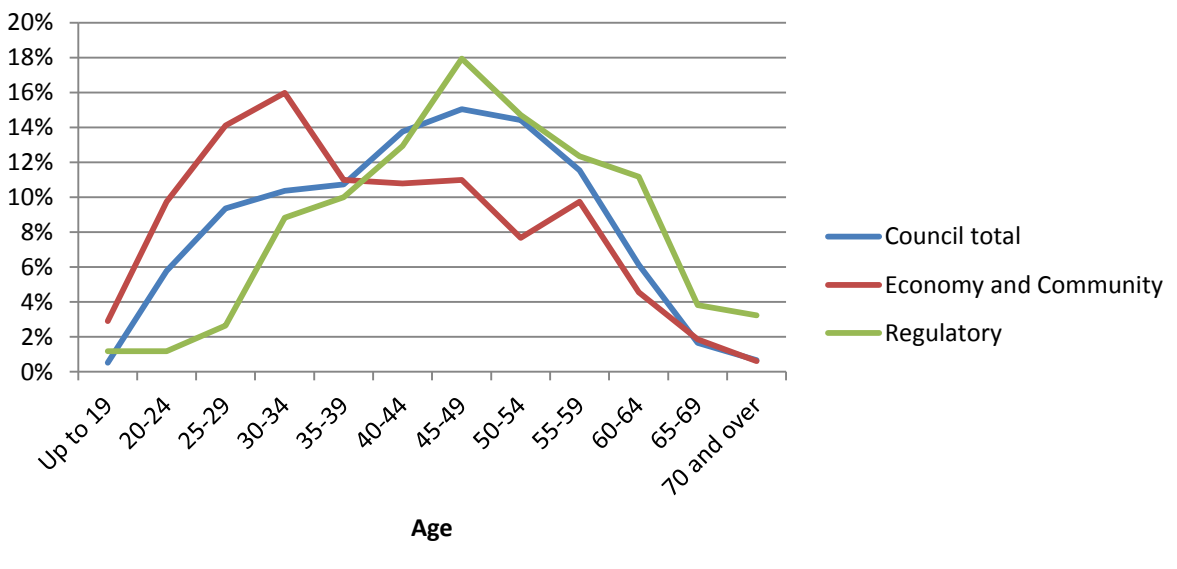
Female / male split of Gwynedd Council staff by Department, 31 March 2016



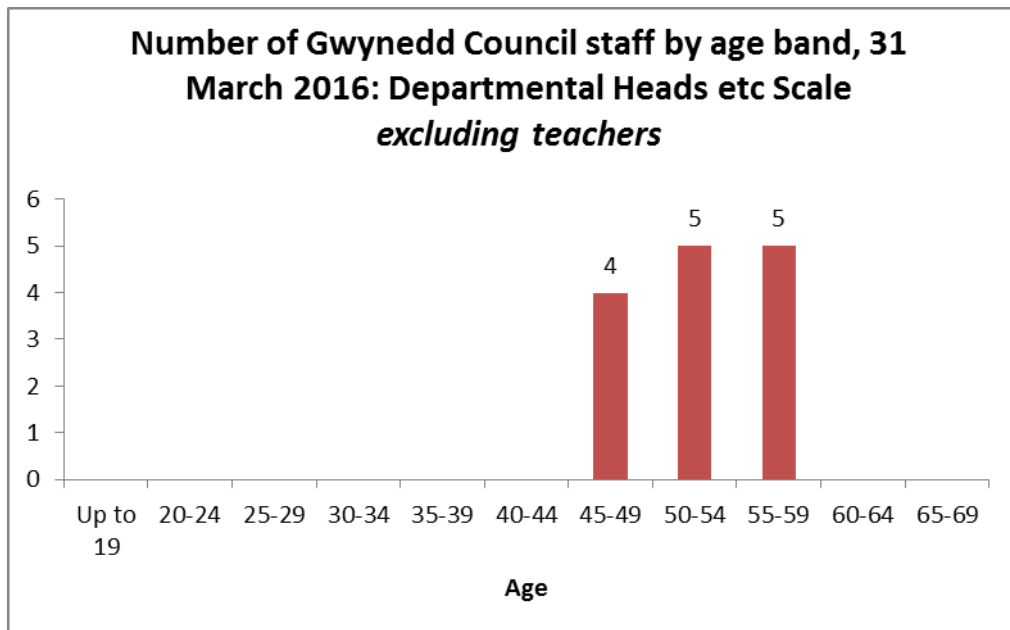
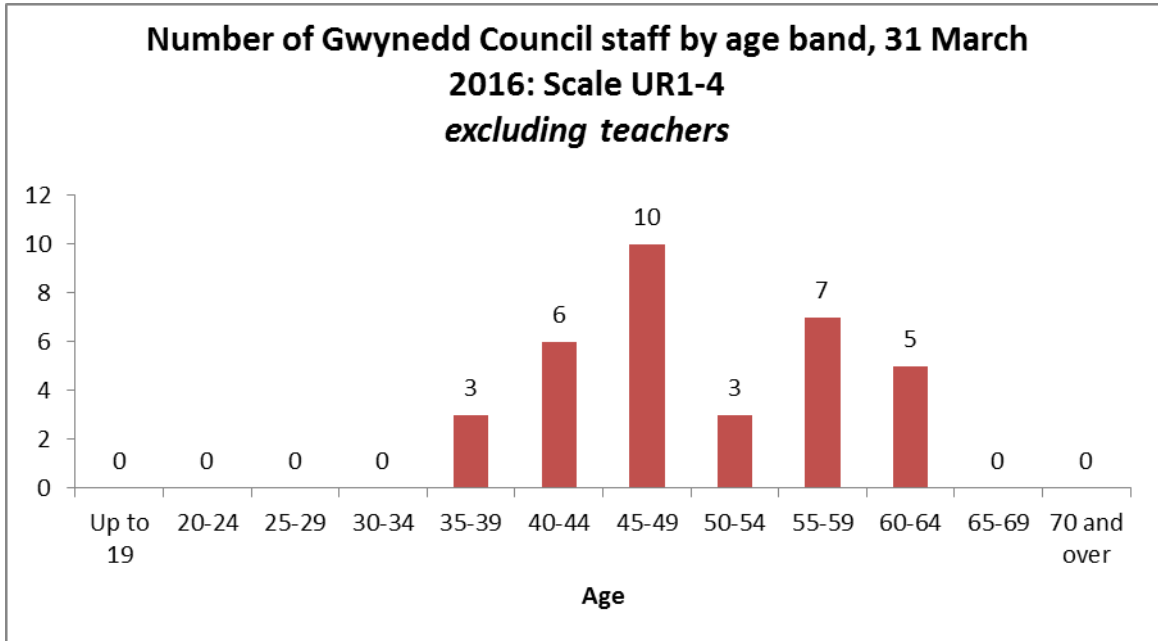
3. Council Staff Age Profile

The Council staff's age profile is shown here as it appeared on the 31st March 2016. It shows that over 63% of the Council's current workforce is older than 40 years of age whilst 34.5% are older than 50 years of age.

Proportion of staff by age band, 31 March 2016



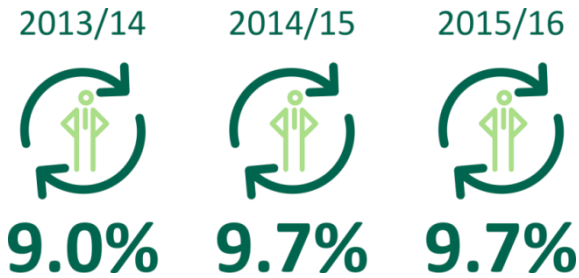
Maintaining a record, analysing and sharing this information is crucial in enabling managers to plan for the future and subsequently to consider those proactive steps required in order to ensure service continuity. See below two examples of tables which provide a clear illustration of the current age profile amongst our senior managers and the Corporate Management Team (heads of department, the directors and the Chief Executive). It should be noted that the tables below do not include staff in schools but do include officers from the Highways Agency and GwE.



4. Staff Turnover

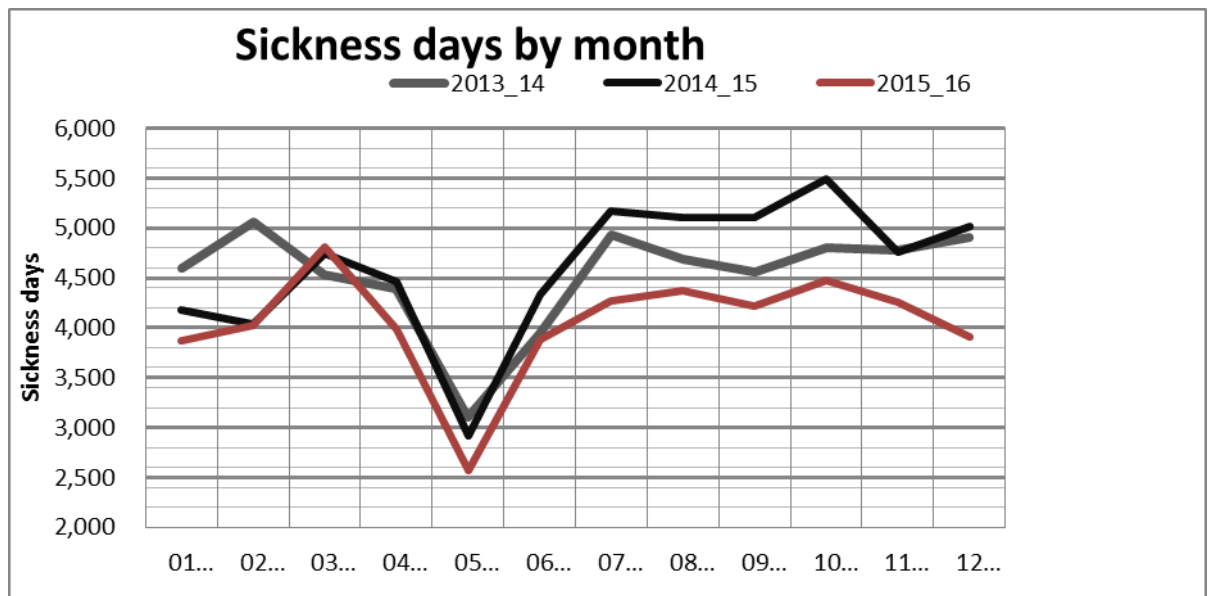
Historically, turnover within the Council has been comparatively stable but a pattern of small increases has been evident over a number of years (although the evidence below shows that turnover has remained at 9.7% over the past two years).

The biggest turnover is to be seen within some of the Economy and Community Department's services (17.4%), Regulatory Department (10.6%) and the Children and Young People's Department (10.2%) whilst turnover is at its lowest within Gwynedd Consultancy (8.9%), the Education Department (9%) and the Adults, Health and Well-Being Department (9.3%).



5. Sickness Absences

The number of days lost to sickness across the Council has fallen by approximately 20,000 full-time working days over the last 7 years and the average number of days lost to sickness across the Council has fallen from 10 days per head in 2008/09 to 8.44 days per head in 2015/16. The table below shows the level of sickness absence, month by month, for the last three years.



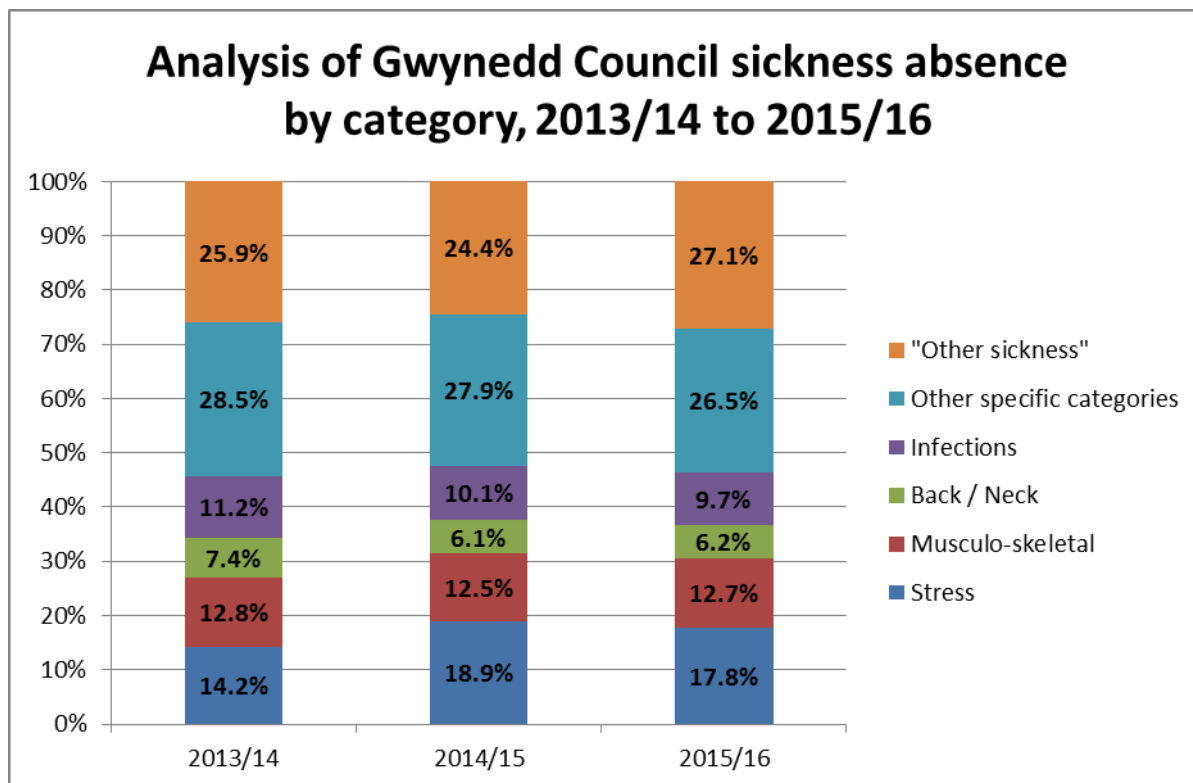
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The emphasis given to effectively managing absenteeism, and on the health and wellbeing programme, has contributed towards this improvement and it is important that the Council does not lose focus on this work and the opportunities to further reduce absenteeism over the next few years.

The table below further analyses the reasons recorded for sickness absence for the past three years. This information is used in order to inform the discussion when considering the annual health and wellbeing programme.



Sickness absence in 2015/16 is at its highest within the Cleaning Service (17 days), Residential and Day Care (15.6 days) and Community Care (13.5 days) whilst sickness absence is at its lowest within Gwynedd Consultancy (5.2 days) and the Finance Department (5.6 days). A working group of officers meets regularly to review individual cases of absence and naturally concentrates its efforts within those services where sickness absence is at its highest.

It is important to note here that 38.4% (2,301) of the Council's staff did not lose a single day to sickness absence during the last twelve months.

6. Learning and Development

The number of traditional training days provided by the corporate Training Service has fallen over the past three years (from 3,043 in 2013-14 to 1,794 in 2015/16). This would appear as a cause for concern since there seem to be fewer opportunities for Council staff to learn and develop. However, in reality, the figures simply reflect the fact that learning and development within the Council these days is provided by a number of alternative means e.g. e-learning, coaching, mentoring.

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Personal development consultations are offered to staff and these consultations, in turn, assist both individuals and whole teams to identify skills to be developed as well as how best to provide the learning. The emphasis on the combination of normative learning (learning through experience), social learning (such as coaching, mentoring and learning through feedback) as well as traditional learning is beginning to take root within the Council. There will be further developments to promote such learning as part of some of the work streams in the People Plan, which will attempt to ensure that the method of delivering training, in itself, is not an obstacle to personal development.

7. Salary Structure and Equal Pay

The 2016/17 Pay Policy was approved by the Council at its meeting on the 3rd March, 2016. Previous steps taken by the Council, hand in hand with the latest national pay agreement for local government workers, has led to a minimum salary of £7.65 per hour as from April 1st, 2016 (which will rise to £7.90 per hour as from April 1st, 2017). It was reported to Cabinet members earlier in the year that discussions were being held with trade union representatives in respect of attempting to ensure means of further raising the Council's minimum wage. Those discussions are ongoing on both a local and national level.

The work involved in attempting to settle the equal pay claims submitted to the Tribunal in 2008 has continued with significant steps taken since October 2015 to bring the matter to a close. It is anticipated that the small number of claims which have not as yet been settled will be cleared by November of this year.

8. Leadership Development

Emphasis has been placed on developing alternative appraisal arrangements which focus on the expected behaviours in order to promote the culture of empowerment, enablement and fulfilling amongst Council staff. The previous appraisal arrangements were terminated in February 2015 and gradually, since the Autumn of last year, the Council has introduced the concept of continuous appraisal for officers and thus avoiding the "annual appraisal event". These arrangements were launched with members of the Council's Management Team and then cascading the new scheme through the Senior Managers to managers and all other officers throughout the Council. The receiving of feedback from others, be they colleagues, managers or stakeholders, is central to the revised arrangements with encouragement to present that feedback in an open and respectful manner to each other.

These new arrangements have not as yet been fully implemented across the whole Council but the emphasis on conducting the dialogue as opposed to completing the paper work has been welcomed and is already paying dividends in those services where the arrangements have been introduced.

A Council Senior Manager Group was established during the year with the intention of providing opportunities to develop potential future leaders. The terms of reference for the Group includes accepting commissions from the Management

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Group to conduct work on corporate issues as well as being a forum to challenge, verify and exchange experiences in those common areas of responsibilities.

9. Recruitment and Appointments

See below statistical information relating to the number of posts advertised by the Council during the past three years together with the number of applications received as well as the number of vacancies where a second advert was required. The analysis of these details again will contribute to our ability to identify those areas of activity where the Council needs to focus in terms of developing specialisms and future workforce planning.

Year	Number of Jobs Advertised	Number of Applicants	Number of Jobs re-advertised	Number of Applications for the second advert
2013	462	2938	20	115
2014	433	2055	29	138
2015	442	2525	30	106
2016	390	1821	40	142

A report was submitted to the Language Committee on the 21st April this year which outlined revised arrangements for implementing the requirements of the Language Policy in respect of recruitment and appointments. Committee members supported the adoption of the revised framework for denoting language levels for posts and staff on the basis of the WJEC Welsh for Learners language levels. Those definitions adopted will offer better guidance to managers when denoting appropriate language levels and also offer recognised standards for measuring progress and an individual's achievement.

Furthermore, it was accepted that there would be no time limitations on learning the language to the necessary level but the need to regularly monitor an individual's progress was emphasised.

The work of denoting language levels for all posts is currently ongoing with an assessment of the training requirements to follow.

10. People Plan

The proposed People Plan (Appendix 1) sets the direction and prioritises work streams to develop the workforce for the period between now and 2018. "Ffordd Gwynedd" is a central driver to the ultimate ambition within the Plan and the work programme is based on that which is required in order to realise that ambition. It will be necessary to regularly review the Plan in order to reflect the consistent and increasing change envisaged in the area of employment and this will take place in consultation with the Cabinet Member (Resources) as well as the Management Group/Senior Managers' Group.

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Although individual work streams are being co-ordinated by officers from the Corporate Support Department, the ambition relates to the Council as a whole and consequently it is crucial that every manager and leader takes ownership of that which we are attempting to achieve.

CONCLUSIONS

All the statistical information contained herein, if carefully analysed, will assist managers, and those officers who advise them, to plan services and timely identify those matters which require further investigation and action e.g. workforce planning.

There is a need to develop and increase the use of all the data held in order to assist us to prioritise the support and encouragement required by employees and prospective employees to give their best. This work stream appears in the People Plan and development within this area of work is critical in enabling the Human Resources Advisory Service to introduce its revised business model which will empower and enable managers to be proactive in their role of managing people in future.

NEXT STEPS AND TIMETABLE

The Cabinet is asked to present observations on the report's content as well as approve the objectives as noted for the future in the People Plan. The next steps and timetable are as stated in the People Plan

OPINION OF THE STATUTORY OFFICERS

The Chief Executive:

It is a cliché to say that the Council's staff is our most important resource. But, cliché or not, it is true. The Council cannot achieve its aim of putting Gwynedd's People central to everything we do without the staff having been developed, empowered and supported to achieve on behalf of the people.

This report does two things. Firstly, it gives a picture of the workforce which is very useful and offers some challenges, for example with respect to the age profile of the workforce with a view to providing services in the future. Secondly, the People Plan recognises those fields that need attention in order to enable the Council to have the most suitable workforce.

The Monitoring Officer:

By reporting on an overview of the Council's staffing circumstances there is an opportunity for the Cabinet to receive information and context regarding this essential resource. The recommendation to adopt the People Plan is an opportunity to set a framework and provide appropriate guidance for the Authority's staffing for the future.

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The Head of the Finance Department:

I welcome the intention of presenting an Annual Human Resources Report. It is a further example of the Council's commitment to preparing in advance and planning thoroughly when facing the challenges of the future.

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People Plan

2016 - 2018



Developing the workforce and supporting the culture required to ensure that the people of Gwynedd are central to everything we do

INTRODUCTION

This People Plan sets the direction for developing the workforce for the period between 2016 and 2018 in order to be able to meet the needs of the People of Gwynedd. It looks at introducing a collection of work arrangements, behaviours and culture which will allow us to place the people of Gwynedd at the centre at all times. Also, the Plan identifies the fields to be developed in order to achieve this vision.

Every service provided by the Council relies, to various degrees, on its staff. Ensuring an appropriate workforce in order to meet the challenges is all important in order to realise the Council's vision for the future.

The Purpose of the People Plan

The People of Gwynedd expect and deserve the best possible services and the quality of the workforce that the Council employs is an important factor to this end. Considering the way in which the Council recruits and selects staff, develops their skills and ensures that they have the ability to work to their full potential, in a safe environment, is crucial.

The People Plan sets out a programme of developmental work drawn up with the intention of enabling the Council to create the most suitable workforce to;

- realise the priorities of the Council's Strategic Plan
- meet the challenges which derives from the financial situation

eliminate the obstacles which prevent the ability to deliver for the needs of the people of Gwynedd

The plan is based on the following headings:

- ❖ **THE DRIVERS - WHY ARE THE CHANGES IN THIS PLAN REQUIRED?**
- ❖ **THE AMBITION - WHAT IS THE REQUIREMENT?**
- ❖ **THE WORK PROGRAMME - WHAT NEEDS TO BE DONE TO REACH OUR AMBITION?**
- ❖ **RESPONSIBILITIES - WHO IS RESPONSIBLE FOR IMPLEMENTING THIS PLAN?**
- ❖ **THE MEASURES - HOW DO WE KNOW IF WE ARE SUCCEEDING?**

THE DRIVERS

WHY ARE THE CHANGES IN THIS PLAN REQUIRED?

The Council's Strategic Plan

Supporting the People of Gwynedd to prosper in difficult times

The Council's Strategic Plan contains a series of visions which describe the difference that the Council wishes to make within specific fields. One of the main fields is the "Council's Culture and Business Arrangements" with the vision of ensuring that the "People of Gwynedd are central to everything we do". The outcomes for this vision are:

Ffordd Gwynedd

Ffordd Gwynedd is the name given to the "way" Gwynedd Council will ensure that it places the people of Gwynedd at the centre of everything it does. As a body which exists to serve the people of Gwynedd, the culture and working arrangements should support this aim.

The strategy identifies several fields which require attention if the Council is to follow Ffordd Gwynedd successfully. Specific fields which are related to the workforce have been identified within the Ffordd Gwynedd Strategy, such as:

- Leadership
- Managers
- Staff
- Engagement Arrangements
- Performance Framework
- Governance Arrangements
- Service Provision Arrangements
- Policies
- Employment Frameworks

This includes undertaking a review of existing services which will inevitably lead to a change in culture.

The People Plan contains the work which needs to be done of the coming years in order to ensure that these specific fields reach the necessary standard to support Ffordd Gwynedd.

FFORDD GWYNEDD



As part of human resources management arrangements in the Council, several key measures are collected which are used to assess effect and as evidence to set direction.

Financial Situation

The Council is facing unprecedented financial challenges during the period of the People Plan. A reduction in the budget together with an increase in demand for services is forcing us to aim for more innovation, flexibility and efficiency. This means that staff need to develop and practise new skills.

A smaller workforce is unavoidable as a result of the financial austerity and the introduction of new working methods. It will be necessary to ensure that the Council can support workers to continue in employment, whether that be within or outside the Council.

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

The Council has a duty to work in accordance with the sustainable development principle, namely seeking to ensure that present needs are met without endangering the ability of future generations to meet their needs.

The Council needs to consider the importance of the long-term effect the proposed developments contained in this Plan will have in accordance with the requirements of the Act.

Staff Engagement

During periods of change, it is important to maintain high levels of staff engagement. In order to reduce the effect that the uncertainty and instability of the coming years could create, it will be essential to work hard on all aspects of staff engagement. Without committed staff who promote change, it is unlikely that the Council will succeed to deliver its plans.

The Council's Values

This People Plan states how we will support our workforce to develop in order to meet the challenges in a way which supports our values. "**Respect, Serving, Positive, Team-work, Value for money**" are the values embraced by the Council staff.

Gwynedd Council is a complex and varied organisation. If we are to allow our workforce to work effectively across our wide range of activities, we must be clear about the way we work, and the requirements expected in the future.



THE AMBITION - WHAT IS THE REQUIREMENT?

Discovering the current situation was crucial as a starting point to identify what needs to be changed in order to meet the requirements of the future. This was done by speaking with leaders, staff and managers on all levels of the Council. By using all the information available and by looking in as much detail as possible into the future, the following objectives have been identified as ones which encompass the changes which will be necessary to implement in order to ensure our future success. The following paragraphs, which outline the ambition for the workforce, have been grouped under the developmental fields of Ffordd Gwynedd.

It is recognised that this is not an easy objective. Any effort to change culture takes significant time to embed and is a continuous development.

Leadership that highlights the importance of Ffordd Gwynedd and maintains the vision

We will have ensured:

- leadership which inspires and motivates staff and which leads by example
- an effective internal communication framework which continually conveys and promotes the Council's vision

Managers who are “at work” empowering and equipping staff to meet the needs of customers and looking for methods of deviating the demand for our services; understand the needs of customers and get rid of obstacles.

Staff who are empowered and equipped to work flexibly to address customers' needs and to go after opportunities to eliminate demand for services.

We will have ensured:

- a workforce who are aware of their role
- a workforce with the appropriate skills, a positive attitude towards work and the confidence to make appropriate decisions in the interests of the people of Gwynedd
- a healthy and committed workforce
- a culture which is positive towards health, safety and well-being
- managers who use the suitable methods and style in order to develop the potential of the workforce
- managers and staff who have been prepared and equipped to face change and who have the skills and knowledge to cope with change in order to deliver effectively
- that all members of the workforce feel a part of the Council and are appreciated via the use of effective communication methods

Suitable engagement arrangements to ensure that we do the right things in terms of what matters to the people of Gwynedd and where to prioritise our resources

We will have ensured:

- A workforce which contributes to meeting needs
- Consultative services which realise the needs of managers and staff

Performance Management Procedure which measures what is important to the people of Gwynedd (and uses those measures to drive continuous improvement)

We will have ensured:

- a work culture which supports, inspires and encourages continuous improvement
- a culture of learning from other people's good practice and sharing the Council's best practices with partners
- individuals and teams which are supported to reach their full potential
- a workforce which takes ownership for delivering and is accountable for its behaviours
- an opportunity available for each member of staff to nurture information, skills, experiences, understanding and the qualifications they require to be able to deliver innovative methods of learning and developing

Governance arrangements that make decisions on the basis of firm evidence of the effect on the people of Gwynedd

We will have ensured:

- A procedure which nurtures and supports the appropriate behaviours
- Consistent use of data and trends to lead decisions regarding the workforce

Service provision arrangements that create value for the customer.

We will have ensured:

- staff who focus on creating value for the customer
- a high level of attendance at work
- suitable managerial structures in order to support the workforce to deliver
- working in partnership with other organisations in the interests of the people of Gwynedd.
- a workforce which can provide a service through the medium of Welsh and English
- flexibility within the workforce in order to respond to the needs of the people of Gwynedd

Policies that promote and support the ability to meet the needs of our people rather than create obstacles

We will have ensured:

- the promotion of collaboration across the Council and its departments and beyond
- a 'One Council' culture which maintains the mind-set of acting as a whole organisation
- positive and constructive links with staff and their representatives with the ambition of working in partnership
- planning the workforce for the future including identifying and developing potential
- flexible working options which promote a work-life balance

Employment Arrangements that equip staff and reinforce those behaviours which place the people of Gwynedd at the centre

We will have ensured:

- recruitment and appointment processes which include an assessment of applicants' attitude and potential
- an inclusive learning and development culture which focuses on the ability to achieve
- financial and non-financial benefits available in order to attract and retain quality staff
- Gwynedd Council is recognised as an employer of choice within the area
- a working environment which promotes the Welsh language as the natural language in all aspects of the Council's work
- that the Council is recognised as a pioneer in the field of human resources
- an inspiring working environment, which supports self-development for the entire workforce



THE WORK PROGRAMME - WHAT NEEDS TO BE DONE TO REACH THE AMBITION?

In order to realise the ambition, a comprehensive work programme was drawn up for the period of the People Plan. There will be consistent and increasing change over the course of the coming year and the Plan will need to be revised to reflect that. It is recognised, therefore, that the Plan will not stand still, but the projects listed below have been identified as the main current interventions.

Leadership that highlights the importance of Ffordd Gwynedd and maintains the vision	Leader
Create and maintain a leaders' development programme	GO
An internal communication system for all	SGW
Manager who are "at work" empowering and equipping staff to meet the needs of customers and look for methods of deviating the demand for our services; understand the needs of customers and getting rid of obstacles. Staff that are empowered and equipped to work flexibly to address customers' needs and to go after opportunities to eliminate demand for services;	
Ensure that managers and staff have the appropriate skills to implement	SJB
Review schemes to welcome new staff and managers	JCC
Improve the standard of health among staff by developing and extending the health and well-being promotion programme and its impact on all parts of the Council	CL
Ensure effective arrangements for hearing and listening to the voices of staff	SJB
Provide business models which support empowering and enabling managers and staff	EHW
Introduce innovative methods of learning and developing in order to identify and address various requirements	JCC
Suitable engagement arrangements to ensure that we do the right things in terms of what matters to the people of Gwynedd and where to prioritise our resources	
Introduce a system to discover the satisfaction level of the human resources advisory services	GO
Governance arrangements that make decisions on the basis of firm evidence of the effect on the people of Gwynedd	
Introduce and implement a system which uses human resources information and data to lead decisions	EE
Introduce a system which ensures the most benefits from the information which derives from the staff surveys	SJB

Performance Management Procedure which measures what is important to the people of Gwynedd (and uses those measure to drive continuous improvement)	
Establish a culture of continuous performance reviewing	GO
Service provision arrangements which create value to the customer and to the people of Gwynedd in a wider sense	
Service Reviews	GR
Embed the visual campaign in order to promote the culture	SJB
Incorporate good practices of designing structures into the restructuring process	EHW
Increase staff attendance levels	EHW
Promote the consistent use of the Welsh language in order to address the needs of the people of Gwynedd	GO
Policies that promote and support the ability to meet the needs of our people rather than create obstacles	
Ensure that corporate policies are in-keeping with the culture of delivering	JR
Review and ensure that working conditions reflect the culture that we seek to establish	EHW
Promote, support and facilitate workforce planning arrangements	EHW
Promote, support and facilitate alternative working patterns and arrangements	SJB
Build and develop and understanding of working in partnership with staff and their representatives	EHW
Employment Arrangements that equip staff and reinforce behaviours to place the people of Gwynedd at the centre	
Introduce good practices in terms of managing talent across the Council	JCC
Adapt recruitment arrangements in order to ensure that measuring "people skills" is a part of the process	EHW

THE RESPONSIBILITIES

WHO IS RESPONSIBLE FOR IMPLEMENTING THIS PLAN?

It would be easy to limit accountability for delivering this Plan to the Corporate Support Department alone, but in truth, it relates to the entire Council. To succeed, it requires all our commitment and energy.

- The Leadership Team and Elected Members have the responsibility to lead by example and present a direction which is clear and unambiguous with appropriate behaviour to support them.
 - Every manager is responsible for ensuring that each member of the workforce can achieve to his/her full potential.
 - Ownership and input from the workforce is essential in order to make this Plan live and to set it as part of our culture. Through our actions and behaviours we can show that the Council is serious about what we are doing.
- The support departments have a responsibility to create, review and maintain relevant policies and processes to support this Plan, and ensure that they are innovative ones which continue to meet the requirements via continuous development.
- Officers within the Corporate Support Department will co-ordinate the individual projects and will ensure input from others across the Council's services.

GOVERNING THE PLAN

Responsibility for monitoring the progress of the Plan remains with the Cabinet Member (Resources) and the Head of Corporate Support Department will report to him. In addition, a group of representative officers will keep an overview and will suggest adaptations to resolve changes in the situation.

REVIEWING THE PLAN

The matters which drive this Plan will evolve over its implementation period with some new ones arising and the emphasis and priority of others changing. It will be all important that the Plan itself evolves in the same manner. We will assess the progress and effect of our work regularly in order to ensure that we continue to work towards the Council's vision and satisfy the drivers which affect it.

The Plan will be reviewed formally every year but the emphasis will be on continuous review. This will be done through a combination of reporting to the Cabinet Member (Resources) and consulting with the Management Group and the cross-departmental Senior Managers Group.

MEASURING THE IMPACT –

HOW DO WE KNOW IF WE ARE SUCCEEDING?

A combination of measures and management data as well as consulting/engaging with staff and managers across the Council

Measures

- Percentage of staff who are positive and satisfied with the Council as an employer
- Level of positivity among Gwynedd residents in relation to the Council as an employer
- Percentage of suitable internal and external candidates for jobs on all levels within the Council
- Percentage of staff who can provide a service through the medium of Welsh and English
- Number of days of sickness absence per head
- Number of flexible working arrangements and the opinion of officers regarding their efficiency
- Number of employment cases referred to the Employment Appeals Committee, and the number of appeals allowed by that Committee
- Opinion of Council staff regarding the nature and content of the benefits package offered

Management Data

We will also use a series of management data across the work fields in order to ensure clarity of the situation and progress in our work programme.



Report to a meeting of Gwynedd Council Cabinet

Date:	1 November 2016
Title of Item:	Performance Report of the Cabinet Member for the Environment
Purpose:	To accept and note the information in the report.
Cabinet Member:	Councillor John Wynn Jones
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 Environment. This includes outlining the latest developments against promises within the Strategic Plan; where we have reached with the performance measures; and the latest in terms of savings and cuts schemes.
- 1.2 The only promises which are relevant to the Strategic Plan are the savings schemes and an update on these is provided in part 5.
- 1.3 I would remind you that all matters have already been the subject of discussions and have been scrutinised at meetings of the relevant Management Teams (which also included a representation from the Scrutiny Committee as an experiment in this cycle).
- 1.4 On the whole, I am satisfied with the performance of most all the Units within the Department for which I am responsible.

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. PERFORMANCE

4.1 **Appendix 1** reports on the performance measures that are associated with my portfolio.

4.2 HIGHWAYS AND MUNICIPAL DEPARTMENT

4.2.1 Maintaining a high quality local environment as well as the appearance of streets and public places is important to the residents of Gwynedd. The work of the **Street Services** is to keep our streets clean and tidy and there are several measures which look at how well they do this. On the whole, the performance of the measures is good and I am satisfied with the increase made with the latest figure of 77.2 for the **Measure of the Cleanliness and Appearance of Streets (STS/005a)** exceeds the figures for the last three years.

4.2.2 The **Waste and Recycling Service** is responsible for dealing with waste in a sustainable way. I am satisfied with the performance of most measures for this service but I would draw your attention to the following points:

- The further increase in levels of **Percentage of urban waste collected by the Local Authority and prepared for reuse, recycling or composting (WMT/009)** to 62.75% by the end of July is noted. This represents a significant increase compared with 54.3% in 2013/14, 55.25% in 2014/15 and 58.70% in 2015/16.
- Though noting the significant progress made it is acknowledged that more needs to be done in order to improve our performance compared with other areas and the rest of Wales. Our rate of 58.70% at the end of 15/16 compares with the average rates of 60.19% for Wales and 64.7% for the "family" of rural Councils. It is hoped that once the three-weekly system has set-in across the County there will be an increase in the rates. It is also noted that introducing the Regional Waste Treatment Scheme will lead to a further significant increase.
- I have questioned the performance of the measure **Percentage of commercial recycling/composting levels (PB51)** and the reason that the rate has reduced during the past months from 40.80% for April/May to 40.04% for June/July. It was noted that the rates will increase again at the end of the tourist season and that changes to the collection arrangements within schools should lead to an improvement in the situation also. I will continue to keep an eye on the situation.
- What's important to the people of Gwynedd is that their waste is collected on the right days. The Service is looking at establishing a measure for the number of missed waste/recycling collections so that we can identify the reasons for that and address the elements which we can influence. Though we have the figures further work needs to be done in order to analyse and understand them before we can report back.

4.2.3 It is important that businesses and residents in Gwynedd can move with ease within the County and the aim of the **Highways Service** is to achieve that aim

whilst trying to maintain the standard of our roads. Due to the reduction in the maintenance budget it is unavoidable that there will be an element of deterioration.

- 4.2.4 The measures in relation to the standard of the roads are measured annually and at the end of 2015, 3.1% of the main roads (class A), 3.4% of the class B roads and 15.8% of the class C roads in the County were defective. The rates compare favourably with the national figures where 3.7% of the class A roads, 4.3% of the class B roads and 15.9% of the class C roads were defective and for the 'family' Councils where the defective rates are 3.5%, 4.4% and 17% respectively.
- 4.2.5 Work is continuing to develop a suitable measure for how well the Service responds to issues and I hope that I will be able to update you on developments in my next report.
- 4.2.6 I am satisfied with the performance of the majority of measures in the Service but I have challenged the performance of measure **Percentage of Highway Maintenance calls addressed the first time (PB58)** which has reduced to 88.15% compared with 93.37% in 15/16 and 90.00% in 14/15. In order to better understand the situation I have asked them to set out the reasons why 11.85% of the calls made in relation to Highway Maintenance are not addressed the first time and to highlight how it is intended to improve the situation.

4.3 CONSULTANCY DEPARTMENT

- 4.3.1 One main measure as been identified for this Department, namely **Profit**. The latest profit projection is -£74,814 but this is not unusual for this time of year as work for the year is continuing to come in.
- 4.3.2 As I have noted previously the emphasis of the majority of the Units within this Department is on generating income but aspects of the work of the **Building Control Unit** and the **Water and Environment Unit** have a direct impact on the residents of Gwynedd.
- 4.3.3 The **Building Control Unit** has developed a set of measures which measure its performance and they reported on them for the first time to the last challenging performance meeting. The information regarding customer satisfaction (**BC-AP-01 measure**) showed that the average score was 9.6 out of 10 whilst **the % of full plans Building Control applications approved during the years (BC-AP-02)** was 87%. I have asked them to look further into the reasons why everyone wasn't entirely satisfied and why applications had not been approved in order to have a better understanding of the situation.
- 4.3.4 Further work is being carried out by the **Water and Environment Unit** before its series of measures can be confirmed and this was discussed at my last challenging performance meeting. I hope that robust ones will be available by the next meeting.

4.4 REGULATORY DEPARTMENT

- 4.4.1 The carbon field is the only field within my portfolio in this Department. Carbon emissions in Gwynedd have a harmful effect on the local environment as well as contributing towards the climate change effects on a global level. The Council plays its part by reducing carbon emissions deriving from the use of energy from sources such as non-domestic buildings (offices etc.).

- 4.4.2 At present, the following measure is collected annually - **Percentage reduction in carbon dioxide emissions in the non-domestic public buildings stock (Eiddo10)**. By now we have the ability to look at the performance of individual buildings and compare the use of energy over a period of time therefore we should have a better idea of where we are and give a projected performance against the measure during the year.
- 4.4.3 Historically, of course, we have succeeded to reduce our carbon footprint by 26.20% since 2005 and have succeeded in delivering accumulative financial savings of over £3.09 million since starting to roll-out the scheme.

5 FINANCIAL POSITION / SAVINGS

- 5.1 Three historical schemes worth £100,000 (Public Toilets, Ffridd Rasus Energy Savings and Rationalising Recycling Banks) are yet to be realised by the **Highways and Municipal Department**; however, a work programme exists in order to move forward with these. By now, in 2017/18 it is anticipated that a percentage of these savings will be achieved.
- 5.2 In terms of 2016/17 schemes, very good progress is seen where all the efficiency savings and cuts have either been realised or are on the right track. The forecasts for delivering the schemes for the two subsequent years are also promising.
- 5.3 The **Consultancy Department** has realised all of the 2016/17 efficiency and cuts schemes, and is making a very acceptable progress towards realising the schemes of the two subsequent years with all of them on the right tracks.

Views of the statutory officers

The Chief Executive:

The report submitted is open and honest about performance within the Cabinet Member's field. It shows good progress in the majority of fields but also notes some fields in which further improvement is needed, such as the financial position of Gwynedd Consultancy, percentages of commercial waste and the percentage of Highway Maintenance calls addressed the first time. Clearly, awareness of these matters is important and also that there are definite plans to address them.

The Monitoring Officer:

No observations from a propriety standpoint.





The Head of Finance Department:

Mae'r adroddiad yma rhoi adlewyrchiad teg a cytbwys o sefyllfa'r gwasanaethau. O safbwynt yr agweddau ariannol, gallaf gadarnhau fod cynnydd derbynol yn cael ei wneud o safbwynt gwireddu cynlluniau arbedion a thoriadau, er gwaethaf sefyllfa heriol iawn.

Appendices



Appendix 1 - Performance Measures

Highways and Municipal Department



Service	Level	Heading	2013-14 Annual Performance	2014-15 Annual Performance	2015-16 Annual Performance	2016-17 Annual Performance	Movement	Department's Comments	Owner
Highways	Achievement Measures	THS/01 Ia Percentage of main roads (class A) which are in a poor condition	4.40	3.50	3.1			Annual Indicator	Steffan Jones
Highways	Achievement Measures	THS/01 Ib Percentage of roads (class B) which are in a poor condition	4.70	3.70	3.4			Annual Indicator	Steffan Jones
Highways	Achievement Measures	THS/01 Ic Percentage of roads (class C) which are in a poor condition	14.70	14.2	15.8			Annual Indicator	Steffan Jones
Highways	Achievement Measures	THS/009 Number of calendar days taken on average during the year to repair all faults in street lamps	2.70	3.50	2.32			Annual Indicator	Colin Worth

APPENDIX 1

* = Lower figure is an improvement






Highways	Achievement Measures	PB8 Percentage of incidents of dangerous damage to roads and pavements which were repaired or made safe within 24 hours of the time that they were reported.	97.20	97.00	97.8	98.3		Monthly Estimate - August	Steffan Jones
Highways	Achievement Measures	PB9 Percentage of safety inspections completed within the specified time.	98.30	98.00	99	99		Monthly Estimate - August	Steffan Jones

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Service	Level	Heading	Actual 2013-14	Actual 2014-15	Actual 2015-16	Target 2016/17	April-May	Latest Information (month - July)	Movement	Department's Comments	Owner
Street Services	Achievement Measures	STS/005a A Measure of the Cleanliness and Appearance of Streets	73.5	70.65	76.26	70.00	81.00	77.2		Based on the internal survey - awaiting the external report.	Peter J. Simpson
Street Services	Achievement Measures	STS/005b Percentage of highways and relevant land inspected which have high or acceptable hygiene standards	93.5	94.3	96.7	93.00	98.57	93.58		Based on the internal survey - awaiting the external report.	Peter J. Simpson






APPENDIX 1

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Street Services	Achievement Measures	STS/006 Percentage of cases of fly tipping on relevant land which is cleared within five working days of the time that they are reported.	97.3	96.5	96.50	95.00	96.50	96.50		Sample based on Q.1 (final figures for Q.2 available in October)	Peter J. Simpson
Street Services	Achievement Measures	PBI5 Percentage of graffiti/posters which hide traffic signs and cause dangers, cleaned/ cleared within 24 hours of the time that they are reported.	100	100	100.00	95-100	100.00	100			Peter J. Simpson
Street Services	Achievement Measures	PBI6 Percentage of racist/delinquent graffiti/posters on Council property, cleaned/cleared within 5 working days of the time that they are reported.	100	100	100.00	95-100	100.00	100			Peter J. Simpson
Waste and Recycling	Achievement Measures	WMT/004 Percentage of urban waste sent to landfill	45.94	43.33	34.34	34.00	40.00	28.3			Steffan Jones
Waste and Recycling	Achievement Measures	WMT/009 Percentage of urban waste collected by the Local Authority and prepared for reuse, recycling or composting	54.3	55.25	58.7	59.70	58.50	62.75			Steffan Jones

APPENDIX 1

* = Lower figure is an improvement

Waste and Recycling	Achievement Measures	PB51 Percentage of commercial recycling/composting levels	30.79	35.45	41.44	43.00	40.80	40.04			Steffan Jones
Waste and Recycling	Achievement Measures	PB60 Maximum tonnage of landfilled biodegradable waste (landfill allowance)	19650	18603	81.47	17896.00	97.00	98			Steffan Jones
Waste and Recycling	Achievement Measures	PB56 Percentage of Waste calls addressed the first time	94.5	95	95.86	96.00	94.24	93.55		July and August Statistics	Steffan Jones
Waste and Recycling	Achievement Measures	PB57 Percentage of Municipal calls addressed the first time	92.6	91.3	93.30	94.00	92.46	89.54		July and August Statistics	Medwyn Williams
Highways	Achievement Measures	PB58 Percentage of Highway Maintenance calls addressed the first time	86.70	90.00	93.37	94.00	92.32	88.15		July and August Statistics	PA's

Regulatory Department

Unit	Reference	Measure	Frequency of monitoring	14/15 Performance	15/16 Performance	Q1 Performance	Q2 Performance	Comments
Energy	Eiddo10	Percentage reduction in carbon dioxide emissions in the non-domestic public buildings stock.	Annual	30.3	32.60	-	-	A new system has been introduced which will enable us to measure the energy use of individual buildings and compare it over a period of time therefore we should have a better idea of performance during the year.

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Consultancy Department

Reference	Measure - definition	2013-14	2014-15	2015/16	Latest information
Consultancy	Profit against the target	-	-	-£166k (June 2015/16)	-£74,814
BC-AP-01	Customer satisfaction survey, the average figure given by clients for the building control service (score out of 10)	-	-	-	9.6 (Q1)
BC-AP-02	% of full plans Building Control applications approved during the year	-	-	-	87 (Q1)
BC-AP-03	The average number of days taken to check a full plans application (initial decision)	-	-	-	19 (Q1)
BC-AP-04	Time taken to deal with dangerous structures, after notification (hours)	-	-	-	2 hours

Report to a meeting of Gwynedd Council Cabinet

Date:	1 November 2016
Title of Item:	Performance Report of the Cabinet Member for Planning and Regulatory
Purpose:	To accept and note the information in the report
Cabinet Member:	Councillor Dafydd Meurig
Contact Officer:	Dilwyn Williams, Chief Executive

1 INTRODUCTION

- 1.1** The purpose of this report is to update my fellow members on what has happened in the fields within my remit as Cabinet Member for Planning and Regulatory. This includes outlining the latest developments against promises within the Strategic Plan; where we have reached with the performance measures; and the latest in terms of savings and cuts schemes.
- 1.2** The only promises which are relevant to the Strategic Plan are the savings schemes and an update on these is provided in part 5.
- 1.3** I would remind you that all matters have already been the subject of discussions and have been scrutinised at meetings of the relevant Management Team (which also included a representation from the Scrutiny Committee as an experiment in this cycle) as well as the Leadership Team.
- 1.4** I am comfortable with the Department's performance on the whole but I would draw your attention to the following matters:
- 1.4.1 Percentage of appeals to the independent adjudicator which are approved (Parcio4)** - The measure has allowed us to identify problems in a specific location (Maes, Caernarfon) and to put steps in place in order to respond as outlined in 4.2 below.
- 1.4.2 Transport 2 and 3** - I have questioned the suitability of these measures in relation to conveying the 'story' to the citizen. Further information is provided in 4.3.
- 1.4.3 Percentage of the substantial offences that were resolved through intervention from Public Protection (GyC24)** - It is questionable if this measures the right thing and I have asked the service to consider this or if there is another way of measuring if they are fulfilling their role effectively. Further information is provided in 4.4.

2 THE DECISION SOUGHT

2.1 To accept and note the information in the report.

3 THE REASON FOR THE NEED FOR A DECISION

2.1. In order to ensure effective performance management.

4. PERFORMANCE

4.1 **Appendix 1** reports on the performance measures that are associated with my portfolio.

4.2. After introducing the measure **Percentage of appeals to the independent adjudicator which are approved (Parcio4)** we have identified the Maes in Caernarfon as a location where a high number of appeals were allowed. Consequently, steps have been put in place in order to address the matters highlighted and we are in the process of changing the parking restrictions on Y Maes to ensure that the public understands them better. Over the past three months, not one appeal has been submitted to the adjudicator. In my opinion this is a good example of using the performance measures to improve the situation for the residents of Gwynedd.

4.3. I have challenged the performance of **Transport 2 and 3** and have questioned if these measures in their current form convey the actual situation or the 'story' to the citizen and i have asked them to consider if measuring the number of complaints would be a better way of measuring satisfaction with the services in question.

4.4 We discussed the performance of measure **Percentage of the substantial offences that were resolved through intervention from Public Protection (GyC24)** which was 53% for the period from April to July 2016, compared with 62% for the first quarter in 2015/16. The nature of what had been included under the measure was discussed, together with any matters which have been highlighted and how cases are closed in order to seek a better understanding of the situation.

4.5 It is questionable if this measures the right thing and if this is done effectively or not. Consequently, I have suggested that they work with the Ffordd Gwynedd Team to consider if it is possible to have a better definition for the measure or establish a more suitable measure.

5 FINANCIAL POSITION / SAVINGS

5.1 In terms of 2016/17 schemes, 85% of the efficiency savings have either been realised or are on the right track and 80% of the year's cuts have been achieved. There are four schemes which are not on the right track and some work is required either to move them forward or develop alternative schemes if no progress is seen over the coming months.

5.2 Although there is also progress towards realising savings for the two subsequent years, several schemes continue to be likely to slip, with one scheme worth £35,000 that will be unable to be achieved. The Department is working on alternative schemes in order to address any deficit.

5.3 Though there is some further work that requires attention, I am of the opinion that the Department is making very acceptable progress towards achieving its savings schemes.

Views of the statutory officers

The Chief Executive:

As the report highlights, we are continuing to learn in some fields in terms of identifying suitable measures which measure the citizens' experience in reality (see the observations on Transport 2 and 3 and GyC24 measures). This shows that as a Council we are developing our maturity in terms of measuring and reporting on the effect of our performance on residents. This should be applauded.

The Monitoring Officer:

No observations from a propriety standpoint.

The Head of Finance Department:

Previous meetings of the Cabinet have received information that there are various reasons why some of the Regulatory Department's original savings plans had not been realised, but I understand that the Department continues to develop alternative savings worth £278,440. It was stated on 12 July that a further report will be presented to the Cabinet before April 2017 in order to approve the details of those plans.

Appendices

Appendix 1 - Performance Measures

* = Lower figure is an improvement

Appendix I - Measures

Reference	Measure	13/14 Performance	14/15 Performance	15/16 Performance	2016/17	
					Q1 Performance	Q2 Performance
Integrated Transport Unit						
Cludiant01	Percentage of public transport journeys that are punctual	-	-	80.00 (on average)	75.00	78.00
Cludiant02	Percentage of customers satisfied with the bus service in general	-	-	50.00 (on average)	43.00	49.00
Cludiant03	Percentage of customers satisfied with the commercial service	-	-	No measure	100 (12/12)	100 (7/7)
Traffig01	Percentage of customers stating that they are satisfied with the level of service	-	-	98.00 (on average)	100 (8/8)	100 (9/9)
GStryd01	Percentage of customers who responded to a survey and said that they were satisfied with the service level	-	-	99.00 (on average)	100 (285/285)	100 (16/16)
DFF1	Percentage of attendees who have learned to be safer on the roads as a result of the lesson/training	-	-	99.00 (on average)	100 (285/285)	100 (796/796)
C&G02	Percentage of customers stating that they are satisfied with the level of service	-	-	No measure	-	100 (33/33)
Comments						
Cludiant 01 - 18 of 23 service buses monitored were punctual.						

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Reference	Measure (definition)	13/14 Performance	14/15 Performance	15/16 Performance	2016/17	
					April/May Performance	June/July Performance
Public Protection Unit						
GyC02	Percentage of customers who responded to a survey and said that they were pleased with the service level	97	97	99	0	97%
GyC07	Percentage of Air Pollution Processes businesses inspected during the year.	100	100	100	0	12%
GyC24	Percentage of the substantial offences that were resolved through intervention from Public Protection	92	88	86	34	53%
GyC26	Percentage of high risk businesses inspected in line with the programme.	100	100	99	9	24%
PAM9	Percentage of food establishments who roughly comply	97.49	97.2	97.95	97.87	98.22%

* = Lower figure is an improvement

	with food hygiene standards (equivalent to a score of 3 or more).					
GyC-T2	Average number of days taken to determine a taxi licence application.	-	-	-	0	9
Comments						
CyC02 - 89 customers participated with 86 noting that they were satisfied with the service.						
GyC07 - Challenge given regarding the increase and a response received noting that the rate is comparable with previous years.						
GyC26 - Challenge given regarding the increase and response received noting that the rate is comparable with previous years.						

Reference	Measure (definition)	13/14 Performance	14/15 Performance	15/16 Performance	2016/17
Planning and Environment Unit					
CT30 RHENGI	Reach a key step in the process of preparing the Joint Local Development Plan. Consider responses to the Consultation on the Deposit Plan. Submit the Joint Local Development Plan to Welsh Government.	-	-	-	33.20%
PLA004b Local	Average time taken to decide all applications (Days)	-	-	60	51.75
PLA004b (National Measure)	Percentage of all relevant planning applications determined within 8 weeks	72.86%	76.44%	82.30%	86.06%
PLA/005	Average time taken to resolve Enforcement cases (Days)			164	133
PLA/005 (National Measure)	Percentage of enforcement cases solved within 12 weeks of receipt during the year	69.50%	71.43%	72.75%	76.55%
PLA/002	Percentage of planning applications determined that were approved	94.76%	93.28%	90.33%	90.83%
Cynllunio01	Percentage of customers who stated that they were satisfied or very satisfied with the level of the Planning service	-	-	88.68%	85.90%
Comments					
PLA/002 - It was asked if establishing the pre-app system has made a difference but it was noted that it was a little too early to determine if it has or not.					

* = Lower figure is an improvement

Reference	Measure	13/14 Performance	14/15 Performance	15/16 Performance	2016/17	
					Q1 Performance	Q2 Performance
Corporate Property Unit						
Eiddo1	Time (in days) taken to respond to a request for maintenance work	-	9	8	8	7
Eiddo2	Percentage of maintenance customers' satisfaction over the past 6 months.	-	97.5	98.09	99.08	100.00
Eiddo3	Percentage of Council buildings categorised as being in good or acceptable condition	-	96	97.18	97.18	97.35
Eiddo4	Percentage of buildings with appropriate security systems in place	-	New	66	70.00	75.00
Eiddo5	Percentage of customers who are satisfied that the service they received was efficient and purposeful	-	New	100	100.00	100.00
Eiddo11	Percentage of customers satisfied with the service received from the Property Development Unit during a construction project	-	New	100	-	100%
Eiddo13	Percentage of customers satisfied with their new building two years after finishing the work	-	New	100	-	-
Eiddo8a	Income from disposing of properties that is available for the Council to re-use	-	£1,967,000	£682,000	£141,000	£199,000
Parcio4	Percentage of appeals to the independent adjudicator which are approved	-	New	80	100.00	0.00
Comments						
Eiddo4 - It is noted that the increase is not as good as anticipated as a result of poor performance by external consultants. This contract has been cancelled and new consultants have been appointed who are making good progress and it is anticipated that the performance will be around 90% within the next month.						

CABINET CYNGOR GWYNEDD

Report to a meeting of Gwynedd Council Cabinet

Date:	1 November 2016
Title of Item:	Deputy Leader's Performance Report
Purpose:	To accept and note the information in the report.
Cabinet Member:	Councillor Dyfrig Siencyn
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 achieved in the fields within my remit as Deputy Leader. This includes outlining the latest developments of promises within the Strategic Plan; where we have reached with measuring performance; and the latest in terms of savings and cuts schemes.
- 1.2 I would remind you that all matters have already been the subject of discussions and have been scrutinised at meetings of the relevant Management Teams as well as the Leadership Team.
- 1.3 The Department's performance is acceptable on the whole but I will be keeping an eye on the development of the project **The Welsh language and public services** as the Public Services Board is established and confirms its priorities.

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

The Welsh Language

4.1. I1 Communities promoting the Welsh language - Promote the Welsh language by supporting and empowering four communities by assisting residents to undertake an assessment of the position of the Welsh language in the community in order to strengthen the status and the use of the language.

Project Progress

4.1.1 The project is still underway in the communities of Bangor, Dolgellau and Porthmadog Pwllheli and a summary of the main activities can be seen below. You are reminded that the work programme for the project has been agreed jointly with Welsh Government which funds the work via Hunaniaith.

4.1.2 **Bangor**

- The language centre has opened and it houses eight staff from the Urdd and the Menter Iaith Manager/Development Officer. The official launch of the centre and the Menter will be held with Alun Davies AM on 14 October and I hope to be able to take advantage of the opportunity to discuss several matters with him.
- A Business Plan for the Menter Iaith will have been completed by the end of the month which will include its vision and priorities for the next five years. In addition, a series of activities will follow to raise the status of the Welsh language in Bangor between September and the end of March and beyond.

4.1.3 **Dolgellau**

- The Dolgellau Entertainment Organisation has held four activities in which 183 people enjoyed entertainment through the medium of Welsh.
- Six activities for learners have been held with 101 present (68 learners)
- Leaflets to promote the Welsh language in business have been distributed at local agricultural shows and discussions have been held with Grŵp Llandrillo Menai regarding the possibilities to collaborate.

4.1.4 **Porthmadog/Pwllheli**

- Work is underway with Clwb Hwyl Ifanc y Porth in order to hold a language awareness session for young people and provide opportunities to lead activities in Welsh.
- 15 activities held with local groups in Porthmadog have been identified as ones which need to increase their use of the Welsh language such as the Cob Race, Tremadog Fair and the Ospreys Project.
- Collaborating with ten business in Porthmadog and Pwllheli to increase their use of the Welsh language.

4.2 I2 - The Welsh language and public services - Assist public organisations to increase and improve their provision of bilingual services for the residents of Gwynedd so that they can use the Welsh language naturally. By collaborating

with the Local Services Board, it will be possible to set consistent and clear standards and act jointly on plans that will improve the user's experience.

Project Progress

- 4.2.1 There has been very little progress with this project as a result of the lack of clarity regarding whether it will be a priority for the Public Services Board for Gwynedd and Anglesey.
- 4.2.2 A report will be submitted to a meeting of the Public Services Board on 23 September outlining the progress to date, asking for initial comments on the level of priority which should be given to the field.
- 4.2.3 In the meantime, senior officers from all organisations have been nominated to be members of the group which will lead on the work and they will meet in October. The purpose of this meeting will be to establish where everybody has reached so far in terms of the current level of Welsh-language service provision for residents and to consider the level of ambition to improve this.

4.3 13 Young people using the Welsh language socially - Set a baseline and measure the increase in young people's social use of the Welsh language.

Project Progress

- 4.3.1 In order to ensure ownership of the project within the Education Department the responsibility for its leadership has transferred to Garem Jackson, Education Officer. As the Cabinet Member leading on the language, I am also a member of the Language Charter Group.
- 4.3.2 Initial discussions have been held with the Secondary Language Co-ordinators and a select group of Head teachers during June/July and several suggestions were received to develop the project in the secondary sector.
- 4.3.3 In light of these discussions, an initial draft strategy has been created and work to develop it is continuing.

4.4 14 Audit of the Welsh Language's situation in Gwynedd Council -

We will:

- i) Consider the success of the Council in normalising the Welsh language in its departments and the services it provides to the county's residents.**
- ii) Deliver research work in order to find and confirm to what extent the Council goes a step further and succeeds in taking advantage of every opportunity to promote the Welsh language through the services that we provide to the county's residents.**

Project Progress

- 4.4.1 The work of analysing the audit questionnaire results has been completed and we have identified trends and pockets of concerns. Following the completion of the work, four Departments have been prioritised for the first cycle of action:
- Economy and Community
 - Regulatory
 - Consultancy
 - Care
- 4.1.2 Meetings have been held with the senior officers in these Departments to discuss the findings of the audit and agree on a detailed action plan in order to ensure

ownership. I will update you on the development of the work in future performance reports.

- 4.4.2 In terms of more general interventions across the Council, the new language policy has been passed and language guidelines for staff have been amended and presented, and a guide to set language conditions within contracts is being amended.
- 4.4.3 In the meantime, I am eager to look into options in order to highlight the fact that the Welsh language is used and is the operational language within the Council in locations such as Siop Gwynedd. I will also be asking Customer Care to consider whether it is possible to establish the practice of addressing customers and starting conversations with customers in Welsh at all times.

Effective and Efficient Council

- 4.5 **C3 Engagement - The purpose of this project is to improve engagement across the Council.**

By the end of March 2017, this project will ensure that an Engagement Strategy is implemented that includes a series of activities aimed at improving engagement across the Council.

- 4.5.1 A Citizens Panel Survey Summer 2016 and Public Survey Summer 2016 have been held and I will be in a position to report on the findings in my next performance report.
- 4.5.2 In addition, work is currently underway to create a log of projects and identify the associated engagement requirements over the coming months in order to agree on the central communication resources which will be needed and available for them.
- 4.5.3 In order to ensure that our engagement work remains up-to-date and relevant, I will arrange a meeting of the Engagement Group during the coming weeks in order to establish where we have reached in terms of the original work programme and to set the direction for the future.

- 4.6 **C4 Implementing a performance system - The purpose of this project will be to develop and implement a new performance system. The system will ensure that service teams measure what matters to the people of Gwynedd, and use those measures to improve performance.**

The procedure for reporting on that will add value by holding services accountable.

- 4.6.1 By now the Departments' measures series is beginning to show a difference and is focusing more on improving circumstances for the people of Gwynedd.
- 4.6.2 It is noted that the Performance Module Training has slipped a little but I have asked the Project Leader to address this in order to ensure that it happens. Having attended the training, officers will have a better understanding of the new arrangements and will be equipped with the skills to be able to analyse and challenge the performance of their services.

5 PERFORMANCE

- 5.1 By now the majority of the Units have confirmed their purposes and have a set of associated measures. A full report on the performance measures associated with the portfolio is provided in **Appendix 1**.
- 5.2 At the challenging performance meeting with the Legal Service we discussed whether there were more appropriate measures for the fields of Electoral Registration and Elections than the current ones. I have asked them to consider whether it is possible to present information on performance in the fields in narrative form and identify any obstacles or issues which require attention and highlight how the Service is responding.

6 FINANCIAL POSITION / SAVINGS

- 6.1 The **Corporate Support** Department has realised all of the 2016/17 efficiency and cuts schemes, and is making very acceptable progress towards realising the schemes of the two subsequent years.

Views of Statutory Officers

The Chief Executive:

I welcome this report. It notes considerable activity in the linguistic field, a field where it is very difficult to see early results for the work. In the field of Engagement, we will see the public's response to the summer survey very shortly and, as noted by the Cabinet Member, the important messages from that will require attention in the next cycle. The performance in terms of realising savings and cuts is very encouraging.

The Monitoring Officer:

No observations from a propriety standpoint.

The Head of Finance Department:

No comments from the perspective of financial propriety.

Appendices

Appendix 1 - Performance Measures

* = A lower figure is an improvement

Appendix 1

Corporate Support Measures

Measure - definition	2013-14	2014-15	2015-16	Direction of Ambition	2016-17
Translation Unit					
1. User opinion on quality of written translation work	-	100%	-	Maintain	New procedure is being set-up
2. User opinion on quality of simultaneous translation work	-	100%	-	Maintain	New procedure is being set-up
Research and Analysis					
1. The number of customers who note that the assistance helped them to benefit the people of Gwynedd	-	-	-	-	22 Yes 2 No
Comments	1. Of the two cases where an answer of "no" was given, the information asked for did not exist.				
Gwynedd and Anglesey Partnership Unit					
1. % of the partners who are agreed that the administrative elements of the partnerships are of good quality and timely Public Services Board Community Safety Partnership Children and Young People Partnership	- - -	- 100% 100%	- - -	-	100%
2. % of the partners who are agreed that the meetings and partnership work delivers effectively for the people of Gwynedd and Anglesey	-	-	-	-	New
Communication and Engagement					
1. Department's satisfaction with the Unit's support to help them engage with the residents of Gwynedd	-	-	-	-	9.5
Comments	1. Three Departments scored less than 10, and lessons have been recorded to enable improvement.				
Strategic Planning and Performance Team					
CG26 Gwynedd's residents are satisfied with the information available to them about what the Council is doing, and its future intentions	-	-	-	Improvement	-
CG27 Does the information help you to know how/what the Council is doing?	-	-	-	Set a baseline	-
Comments	CG26 and 27 Awaiting engagements results with the citizens Panel but responses received from other sources note issues such as not having seen the documents, do not feel that they are relevant and that the documents are too long. A desire to keep things simple and brief was noted using visual information and highlighting and conveying information about things which are important to the public such as grass-cutting, potholes, emptying bins and dog fouling. The Team has put steps in place in order to respond to these points.				

* = A lower figure is an improvement

Projects Team					
CG04 Percentage of projects, that receive support from the projects pool that have fulfilled their purpose in terms of aims, time and cost (to be measured at the end of the financial year)	-	-	-	Set a baseline	Annual
CG05 Customer Satisfaction - Project Board, Project Leader, Senior Supplier, Senior User	-	-	-	Set a baseline	Comments below
Comments					
<p>CG04 Monitored in one-to-one meetings with every project manager.</p> <p>CG05 Since the last meeting, appraisal arrangements have begun. The majority of information is now measured in this system with the manager discussing with customers who have not been included as part of these arrangements. Comments received as part of this process and steps have been taken in order to respond.</p>					

Legal Service Measures

Measure - definition	2013-14	2014-15	2015-16	Direction of Ambition	Latest information
1. Percentage of satisfaction questionnaire from client officers that score the service as excellent or good.	98%	98%	100%	Maintain	100%
2. The service to meet the requirements of the Electoral Commission's performance standards for a Returning Officer in an election	Achieved	Achieved	Achieved	Maintain	-
3. The service to achieve Electoral Commission performance standard requirements for Electoral Registration	Achieved	Achieved	Achieved	Maintain	-
Comments					
<p>1. No negative comments contained on the questionnaires in the year to date.</p> <p>2. Have satisfied the standards of the Commission for the 2015 General Election. It is too soon yet to be able to report on the 2016 elections (Assembly, Police Commissioner and the Referendum on Europe) as the Commission has not reported on them.</p> <p>3. The Council will submit information to the Commission soon after the Electors' Register is completed in December. Gwynedd is not one of the authorities which is monitored by the Commission this time (a percentage is monitored every year).</p>					

REPORT TO A MEETING OF GWYNEDD COUNCIL'S CABINET

Date of Meeting:	18 October, 2016
Cabinet Member:	Councillor Mandy Williams-Davies, Cabinet Member for Economy & Community
Contact Officer:	Iwan T. Jones, Corporate Director
Contact Telephone Number:	01286 679685
Title of Item:	Economy & Community Performance Report

1. INTRODUCTION

- 1.1. The purpose of this report is to update you on what has been achieved in the fields I am responsible for as the Cabinet Member for Economy & Community. This will include outlining the latest and the pledges in the Strategic Plan; where there are performance measures; and the latest in terms of the savings and cuts plan.
- 1.2 I will remind you that all matters have already been the subject of discussions and have been scrutinised at meetings of the Economy management team, which also included a representation from the scrutiny committee.
- 1.3 On the whole, I am satisfied with the performance of most projects and measures for the Economy and Community Department.

2. REASONS FOR RECOMMENDING THE DECISION

2.1. In order to ensure effective performance management.

3. STRATEGIC PLAN PROJECTS

3.1. T1 High Value and Quality Jobs

3.1.1. The purpose of this project is to work pro-actively in order to create the correct conditions to develop high value and quality jobs in Gwynedd.

3.1.2 Since the last meeting, the project has been focusing on two specific fields namely Energy and Digital in order to highlight opportunities and create conditions to create high value jobs. By working with the NMI gaming company and a cluster of digital projects in Parc Menai, Bangor, the project has succeeded in creating ten high value jobs since July 2016 (**High Measure 07 - Number of High Value Jobs created - Appendix 1**). A link is available to a video which shows how this work has had a positive impact on keeping our young people in the County by offering opportunities in high value fields <https://www.youtube.com/watch?v=N2v2a3ZJq0E>. This project will focus on working with the creative sector during the next few months and attempt to attract young people to work in the field.

3.1.3 The work of responding and contributing towards the Welsh Government Task Force regarding responding to the job losses in Trawsfynydd is ongoing. The emphasis here is on ensuring high value jobs in the Trawsfynydd area as well as responding to the job losses in the area. In addition, the work of developing an application for Europe funding for Snowdonia Airspace Centre infrastructure has commenced and is gathering momentum, and the application will hopefully be submitted before Christmas.

3.1.4 A consultation process for engagement regarding the SMR in the Trawsfynydd area will commence shortly. I believe that this is an important step forward as there will be an opportunity for community councils to have an input.

3.2. T2 Keeping the Benefit Local

3.2.1 The purpose of this project is to maximise the Council's expenditure with local businesses. There are two aspects to the project, namely setting out a procurement procedure for new services and products in the Council and supporting businesses to compete and win contracts from the Council and beyond.

3.2.2 **Category Management** : A report was submitted to a meeting of the Leadership Team in September noting the Council's direction with procurement arrangements and Strategic purchasing. The project will focus on establishing processes in the Environment and Corporate field in the next few months.

3.2.3 **Maximising Local Business Expenditure**: A work programme has been set for the work of maximising local business expenditure. One of the main matters the project will emphasise is the need to provide support for businesses beyond procurement arrangements. It was decided to focus on providing support for businesses in the Construction and Care sector in the first instance.

3.2.4 We currently measure this project by considering a percentage of the Council's procurement expenditure that goes to companies within the County (if the main office has a postcode within the County) (**Caff06 Measure in Appendix 1**). I do not feel that this measure reflects the real situation in terms of procurement expenditure. For example, Wynne Construction, based in Denbighshire, was awarded the majority of construction contracts for 'schools in the 21st century' in Gwynedd, with approximately £8.67m spent by the Council during 2015-16. However, over £3.4m came back into Gwynedd via sub-contracts as Wynnes constructed Ysgol Hafod Lon alone. I am eager for the Department to consider establishing an additional measure that includes financial value that comes into the County via sub-contracts. I can report on this new measure when I will be reporting next time.

3.3. T3 Digital Gwynedd

3.3.1 The purpose of this project is to support efforts to transform the use made of technology by Gwynedd businesses, services and residents by ensuring that there is a provision of up-to-date broadband across the county.

3.3.2 Since I last reported, I have requested that the project focused on sparking interest among businesses of the support available via the Superfast Business Wales programme, as evidence shows that awareness of the support is low. A brief has been formulated to arrange a series of activities to encourage Gwynedd residents and businesses to take advantage of broadband in the County, with the intention of arranging events before the end of November.

3.3.3 Perhaps you will remember that last time I noted a pilot scheme to provide public wi-fi in Aberdaron as part of the project. A recent application for Welsh Government funding to support further wi-fi schemes in the county and to extend the provision of computers available for use by the public was approved. Lack of access to IT/digital equipment has been highlighted as a problem by individuals/groups in our rural communities, therefore, this additional investment will respond to the problem. Additional action points are expected to be seen in public spaces such as libraries, leisure centres, social housing centres and community facilities in rural Gwynedd.

3.3.4 This plan has been working with the Rural Gwynedd Innovation project and Welsh Government to develop a pilot scheme to trial a new method of providing superfast broadband to remote areas using wavelengths that exist between signals by television masts (these are the wavelengths that travel the furthest and are the best to transmit through obstacles such as trees and buildings).

3.3.5 Representatives from Rural Gwynedd Innovation and Welsh Government visited the Isle of Arran in Scotland to see the technology at work, and we intend to trial out the technology at the Trawsfynydd Snowdonia Enterprise Zone site. This will be the first time for the technology to be used in Wales.

3.4. T4 Rural Gwynedd Innovation Scheme

3.4.1 The purpose of this project is to create the conditions to strengthen Gwynedd's rural economy and encourage local enterprises to establish and develop in order to maintain employment. This will be delivered through Rural Gwynedd Innovation - LEADER Rural Development Programme.

- 3.4.2 One of the activities being piloted through this project is the Innovation Hub, namely a new collaboration space with 'hot desk' facilities that has now opened in the Old Library in Porthmadog. The purpose of this pilot is to see whether or not the collaboration space is viable and beneficial within our rural communities. The need for the hub has been highlighted through challenges that face our rural communities. The Dwyfor and Meirionnydd areas are among the highest in terms of individuals who work from their homes. The scheme also makes use of empty buildings in the area. Should the Hub in Porthmadog be successful, it will then be possible to consider further hubs across the County.
- 3.4.2 In addition, this project has worked closely with Friends of the Lloyd George Museum to identify alternative management arrangements and to ensure accreditation for the Museum. This is a good example of how this scheme intertwines with the work of other units in the Department, thus ensuring the transfer of community assets.
- 3.4.4 Due to the innovative nature of LEADER funding, a number of sub-projects have been implemented, but there is no evidence of the impact of these activities at present. I am eager for the scheme to focus on evaluating the impact thus far and to consider mainstreaming some of the schemes that show the greatest impact on Gwynedd residents.

3.5. T5 World Heritage Site

- 3.5.1 The purpose of this project will be to create an economic benefit of Gwynedd's rich heritage. We will focus on existing World Heritage Sites and will submit a case for an existing World Heritage Site status for parts of the slate valleys.
- 3.5.2 The Govannon Consortium continues to work on the nomination for the status, along with the work of mapping options for protection and conservation elements within the proposed site. It is expected that we will identify boundaries for the nomination in the next few months. A final decision on the nomination will be done by February 2018, in accordance with UNESCO's timescale.
- 3.5.3 It is fair to say that the emphasis of the project thus far has been placed on developing the nomination for the status, rather than considering the economic benefit that derives from the work. A Business Group has been established to consider the economic benefit, which is a step forward, but I have also asked the Department to consider changing the emphasis of the project to focus on the economic benefit in the next few months. Specifically, I am eager for us to consider what are the economic opportunities that arise in our communities.
- 3.5.4 Development work continues with the Glannau Menai project, and the application for Europe funding to undertake improvements in order to restore the Former Island Site, for new railway developments, an extension for Galeri 2 and town centre improvements in Caernarfon, was submitted in September. Confirmation of the funding package is expected to be received by mid-November.

3.6. T6 Improving access to employment for the people of the county and responding to barriers

- 3.6.1 The purpose of this project will be to facilitate and implement a package of projects in order to support vulnerable individuals into work. It is a regional project

through the work of the North Wales Ambition Board and Gwynedd has been contributing towards commissioning the work.

- 3.6.2 By now, 133 young people have received support through the TRAC scheme that targets young people who are unlikely to be in work, training or employment. Thus far, 29 young people have moved to education or training after receiving support from the project. This is a step towards reducing the figure of young people who are NEET at 16 years old.
- 3.6.3 Since I last reported, the OPUS scheme that targets vulnerable adults in order to support them into sustainable employment has been approved for Europe funding. The Adults and Well-being Department will lead on implementing this project.
- 3.6.4 Two risks/barriers were identified for this scheme, namely the implications of leaving Europe on the projects' funding resources post 2018. Another matter that can affect the implementation of some projects is the arrival of the Work and Health Programme by Job Centre Plus. Although these two risks are matters beyond our control, it is important that the project plans and considers the next steps in order to ensure that the service provided for our vulnerable residents is not affected.

3.7. T7 High Profile and Strategic Events

- 3.7.1 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.
- 3.7.2 This project has supported 15 additional events since the last time I reported on this. Thus far, it can be noted that economic benefit from the events was £1.9m (**TMGC4 Measure - Benefits to the economy from supporting high-profile events in Appendix 1I**), with 4,287 having taken part in the events, and 55 of the County's companies employed to work on the events.

4. MEASURING PERFORMANCE

- 4.1. On the whole, I am satisfied with the performance of most measures for this Department - see **Appendix 1**. I have already referred to some of the measures as I discussed the projects. However, I will draw your attention to the following matter:.
 - 4.1.1 **PENECON01 Number of posts created with the assistance of the Economy and Community Department** - The figure to date is 30. In comparison with previous years, the trend shows that the figure has been reducing annually (234 jobs created in 2014-15 compared to 81 in 2015-16). It is important to note here that this is in accordance with expectation as a result of major programmes such as the Local Investment Fund, that has been providing grants for businesses, coming to an end.
- 4.2 When discussing and challenging the performance of the Department at a recent meeting, I am eager to review some of the measures I report upon to include the work of some units such as Maritime and Country Parks as I consider that some of these measures are important to the people of Gwynedd. The Department is currently working on their business plan, and is reviewing the purposes and measures of services.

5. SAVINGS/FINANCIAL POSITION

- 5.1. I am pleased to be able to report that all of the Economy and Community department's relevant savings schemes for 2016/17 have been realised, and they are also making very acceptable progress towards realising 2017/18 schemes.

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. The Chief Executive:

"As is clear from the report, this field is a broad one which has several projects to which the report refers.

It is important to note that the 'deterioration' seen in some fields is something that we had anticipated. For example, the reduction in the number of jobs created (PENECON01) is a result of the reduction in external funds available for us to take advantage of. The report also notes some of the reasons for the performance in terms of local companies gaining work."

ii. The Monitoring Officer:

"No observations from a propriety standpoint."

iii. The Head of Finance Department:

"In accordance with previous observations, I can confirm the situation noted in part 5 of the report, which is that the relevant savings plans have been realised, or are on their way to being realised in full and on time."

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 Measures of the Economy and Community Department

COUNCILLOR MANDY WILLIAMS-DAVIES' MEASURES (up to September 2016)

Service	Measure - definition	2013-14	2014-15	2015-16	Latest information (Culmulative Data up to 30/09/16)
Tourism, Marketing and Customer Care	TMGC4 Benefits to the economy from supporting high profile and strategic events	£4,666,626	£4,814,867	£5,928,034	Reporting annually (interim at the end of September 2016 £1.92M)
Economy and Community Department	Uchel 07 Nifer y swyddi gwerth uchel wedi'u creu	-	34	35	20 (Interim total)
Economy and Community Department	PENECON01 Number of posts created with the assistance of the Economy and Community Department	New to 2014-15	234.5	81	30
Strategy and Development Unit	GW01 Investment secured to developed Gwynedd innovative rural enterprises	-	-	-	£128k
Strategy and Development	SD08 Investment for the county via projects	£4,332,108	£1,255,00	£3,241,616	£1,466,928

Service	Measure - definition	2013-14	2014-15	2015-16	Latest information (Culmulative Data up to 30/09/16)
Unit					
Community Regeneration	Adfyw01 Percentage of Regeneration projects supported which are viable / sustainable after three years	-	-	-	Reporting Annually
Strategy and Development Department	YRE1 Number of the County's business that report that they use technology (e-business/ e-commerce) as a result of Digital Gwynedd interventions	-	-	36	17
Corporate Commissioning	CAFFO6 The percentage of the Council's expenditure with local business	41%	40%	38%	Adrodd yn flynyddol

Observations/narrative on the figures:

TMGC4	Measure reporting annually. Interim figure after Q2 is £1.92M with support provided to 15 events.
Uchel 07	10 further high value jobs have been created by Nmi Gaming company (www.nmi-gaming.com) in addition

	to the 10 created in Q1.
PENECON01	As expected, the total number of jobs created with the support of the Department is reducing as a result of major programmes such as the Local Investment Fund coming to an end. However, the Department continues to offer a range of support for the county's businesses.
GW01	Measure reporting every six months. A range of activities in the field receiving support including a selection of innovative schemes via <i>Arloesi Gwynedd Wledig</i> . A successful stage 1 bid to the RCDF fund for £128k submitted in Q2.
SD08	£10k from Welsh Government towards the Bangor and Caernarfon Business Improvement Districts. £155k from Visit Wales to Gwynedd Council to implement the regional plan.
Adfyw01	Measure reporting annually.
YRE1	Measure reporting every six months. Superfast Business Wales Programme operational in Gwynedd - target to support at least 94 local businesses during 2016/17.
CAFF06	The reduction in the local percentage to 38% is mainly linked to the fact that providers from outside Gwynedd have managed to win a high percentage of substantial projects in the Construction field. Wynne Construction, based in Denbighshire, was awarded the majority of construction contracts for Twenty First Century Schools with approximately £8.67m spent by the Council during 2015/16. However, over £3.4m came back into Gwynedd via sub-contracts as Wynne constructed Ysgol Hafod Lon alone.