

# Complete Agenda

# CABINET

## GWYNEDD COUNCIL

<b>DATE</b>	Tuesday, 5th September, 2017
<b>TIME</b>	1.00 pm
<b>LOCATION</b>	Siambwr Hywel Dda, Council Offices, Caernarfon, Gwynedd, LL55 1SH
<b>CONTACT POINT</b>	Annes Siôn 01286 679490 cabinet@gwynedd.llyw.cymru

### GWYNEDD COUNCIL CABINET MEMBERS

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

## AGENDA

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8	PERFORMANCE REPORT OF THE DEPUTY LEADER	Cyng / Cllr. Mair Rowlands	Dilwyn Williams	24 - 36

**THE CABINET TUESDAY, 18 JULY 2017**

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**Present-**

Councillors: Dyfrig L. Siencyn, Mair Rowlands, Craig ab Iago, Peredur Jenkins, Dafydd Meurig, W. Gareth Roberts and Gareth Thomas

**Also present:** Dilwyn Williams (Chief Executive), Dafydd Edwards (Head of Finance Department), Iwan Evans (Head of Legal Services)

Item 6: Aled Davies (Head of Adults, Health and Well-being Department) Marian Parry Hughes (Head of Children and Supporting Families Department), Steve Barnard (Organisational Development Manager), Meinir Williams (Service Improvement Officer).

Item 7: Garem Jackson (Acting Head of Education Department), Ffion Madog Evans (Senior Finance Manager).

Item 8 and 9: Ffion Madog Evans (Senior Finance Manager).

**1. APOLOGIES**

Cabinet Members and Officers were welcomed to the meeting.

Apologies were received from Cllr. Ioan Thomas, Cllr. Gareth Griffiths and Cllr. Dilwyn Morgan.

**2. DECLARATION OF PERSONAL INTEREST**

There were no declarations of personal interest.

**3. URGENT ITEMS**

There were no urgent items.

**4. MATTERS ARISING FROM OVERVIEW AND SCRUTINY**

There were no matters arising from overview and scrutiny.

**5. MINUTES OF THE MEETING HELD ON**

The Chair signed the minutes of the Cabinet meeting held on 27 June 2017, as a true record.

**6. REPORT ON THE COUNCIL'S COMPLAINTS AND SERVICE IMPROVEMENT PROCEDURES**

The item was submitted by Cllr. Mair Rowlands

**RESOLVED**

To accept the annual report of the Council's Complaints and Service Improvement

arrangements (Corporate and Social Services Adults and Children Procedures).

## **DISCUSSION**

The report was presented and it was noted that three complaints reports could be seen in the appendices. It was emphasised that there were specific reasons for producing separate reports, but that they needed to be considered together in order to obtain a full picture of the Council's complaints situation.

It was noted that the number of complaints received by the Council had fallen, and was continuing to fall as the numbers had reduced again during the first quarter of 2017/18. It was emphasised that a change in culture and in the way complaints were dealt with, had been the reason for the reduction. In addition to this, the Complaints Coordination Team (Corporate) were working with departments to attempt to find a way of improving and learning from complaints.

Observations arising from the discussion

- It was noted that it was valuable to have a team that worked independently to any other service and that they focused on solving problems. The work of analysing the problems was emphasised and a change in culture in the departments was reflected in the reduction in the number of complaints.
- The most obvious reason for the complaints was a lack of response; it was asked what was being done to improve this. It was noted that work was still in progress to improve performance and, whilst the departments were gradually changing, there was room for improvement.
- The corporate system's report was presented to the Corporate Management Team every quarter, and the Service Improvement Officer, on one hand, worked as an agent for residents but on the other hand, assisted the departments to consider whether there needed to be a change in arrangements to ensure that the same complaint was not received again.
- It was emphasised that complaints in the Children and Supporting Families Department were resolved during Stage 1 at manager level, and that no complaints had progressed to Stage 2 in the past two years.

## **7. SAVING STRATEGY 2018/19 ONWARDS**

The report was submitted by Cllr Peredur Jenkins

### **RESOLVED**

To accept the procedure noted in Appendix 1 of the report in order to plan further savings from 2019/20 onwards.

### **DISCUSSION**

It was noted that as it was a new Council term, it was important to ensure that we had a system to identify any financial deficits which would be likely to appear in the future. It was emphasised that Gwynedd Council had been praised by external organisations for their forward planning work. Savings planning would need to begin for 2018/19 and beyond, although the Finance Department would not be aware of the settlement until late October.

Work had been completed by the Head of the Finance Department, in which he noted 46,600 possible scenarios; this gave the Council an opportunity to plan based on information and probability. It was emphasised that, during the past 12 years, the Council had harvested £62m of savings, and because of this, it was obvious that the task of identifying any possible savings was likely to be much more difficult from now on.

During the previous period, departments were asked to identify efficiency savings opportunities and work was undertaken to discover cuts by identifying the possibilities and asking the public which services they wished to retain. All the plans resulted in a series of 10 buckets, and cuts were implemented by cutting buckets one to four. One option was to repeat the procedure if cuts would be needed, depending on buckets five to ten.

Another option was discussed to consider a range of proposals across all Council services and the impact of those proposals on Gwynedd residents. A definitive timetable would be in line with the aspiration of conducting more pre-scrutiny. The procedure included the Scrutiny Committees from the outset, and the public and all members would be included in the prioritising process.

Observations arising from the discussion

- The new option was favoured as it was a new term and made use of the scrutinising procedure from the outset. One lesson confirmed by our previous arrangement was that planning far enough in advance generally led to less of an impact for residents. However, the point was made that as we were now beginning from a position where the easiest savings had been delivered - future savings would not be painless.
- It was noted that the new option gave more time to plan and focused on the importance of having a broad discussion.

## **8. REVENUE BUDGET 2017/18 - IDENTIFYING EARLY RISKS**

The report was submitted by Cllr. Peredur Jenkins.

### **RESOLVED**

To accept the report and note the budgetary risks identified in early 2017/18 and agree that the Cabinet Members and the relevant heads of department should take appropriate steps regarding the matters under their management.

### **DISCUSSION**

The report was presented and it was noted that this was the first quarterly report for 2017/18. It was explained that there was outline per department and brief comments about the main matters where there were significant differences. It was noted that spending tendencies were not very clear again as it was early in the year.

It was confirmed that every cabinet member had received reports from accountants for their particular field. It was noted that the report highlighted five departments that had a tendency to overspend, and it was emphasised that there was a responsibility on every department and cabinet member to control their budget.

Reference was made to the overspend forecast in the field of school transportation, and it was asked what was the intention to cope with this.

It was noted that the department intended to review packages to see whether the need identified at one time continued to be appropriate in order to see whether it was possible to bring the budget under more control. The department would be taking steps to readdress the situation.

Observations arising from the discussion

- It was noted that monitoring budgets was a continuous process, and it was noted that the current review was a fore-warning given in order to attempt to solve any

problems before they became too large.

## 9. CAPITAL PROGRAMME 2017/18 - FIRST QUARTER REVIEW

The report was submitted by Cllr Peredur Jenkins

### RESOLVED

To accept the report on the first quarter review (30 June 2017 position) of the capital programme, and to approve the revised financing as shown in part 4 of the report, namely an increase of:

- £3,332,000 in various sources to fund actual slippages from 2016/17
- £3,253,000 in the use of grants and contributions
- £55,000 in the use of revenue contributions
- £956,000 in the use of renewal funds and others
- £428,000 in the use of the capital fund

### DISCUSSION

The quarterly report was presented in order to submit the capital programme and to approve the relevant financing sources. It was noted that they predicted a capital programme of £46,725,000 for the next three years.

It was noted that the main conclusions were firm plans to invest £32.7m during the year and that £5.8m had been drawn from specific grants. In addition, it was noted that an additional £3.3m of proposed expenditure had been re-profiled from 2016/17 to 2017/18.

Observations arising from the discussion:

- Although this is a technical report, it was important to note that this money made a difference to the lives of Gwynedd residents.
- It was noted that there was a significant fall in the proposed programme between 2017/18 and 2019/20 as there was no certainty which grants would be available, and what impact Brexit would have on the Council's budgets and grants.

The meeting commenced at 1.00 pm and concluded at 2.00 pm

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CHAIRMAN

## Report to a meeting of Gwynedd Council Cabinet

<b>Date:</b>	5 September 2017
<b>Title of Item:</b>	Performance Report of the Cabinet Member for the Environment
<b>Purpose:</b>	To accept and note the information in the report
<b>Cabinet Member:</b>	Councillor Dafydd Meurig
<b>Contact Officer:</b>	Dilwyn Williams, Prif Weithredwr

### 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 pledges within the Strategic Plan; our progress with the performance measures; and the latest in terms of savings and cuts schemes.
- 1.2 The only pledges 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 Management Team which also includes two representatives of the relevant Scrutiny Committee.
- 1.4 On the whole, I am happy with the performance of the measures for which I am responsible, or that relevant steps have been taken to improve performance.

## 2 THE DECISION SOUGHT

- 2.1 To accept and note the information in the report

### 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. I welcome the fact that graphs are used to report on a number of the measures by now, presenting the information in a clear and visual way.
- 4.2 The **Property Service** is responsible for supporting the Council's Departments by providing suitable property for delivering services and ensuring that the Council's property portfolio is managed effectively and efficiently.
- 4.2.1 By now, it can be seen that the data for the **Percentage of buildings with appropriate security systems in place (Eiddo 4)** is stable, with the performance at 94% compared to 90% in both previous reporting periods, and 75% and 70% in the first two periods of 2016/17. I have received an explanation as to why the performance is not 100% and I have asked for a list of the sites without systems in place, as well as what is intended to be done for response by the next performance challenge meeting.
- 4.2.2 It is noted that the method of gathering the information for the **Safety and Scheduled Work Unit Customer Satisfaction Percentage (Eiddo5)** has changed, meaning that the customers have to give a reason if they do not give a score of 10. As a result, although the performance appears to have deteriorated, more constructive comments have been received that will enable the Unit to put steps in place to improve performance.
- 4.2.3 It can be seen that the **Number of appeals to the independent adjudicator which are approved (Eiddo11)** has decreased over the past two years, and there were no appeals in the previous period, or the period before that. The measure has allowed the Parking Unit to identify the reasons for the appeals and to put steps in place in order to respond to them; this is reflected in the reduction in numbers.
- 4.2.4 The Estates and Facilities Unit has been reviewing their purposes and measures in order to ensure that they are current and I will report upon them in my next performance report.
- 4.3 The **Integrated Transport Unit** in its entirety facilitates people's ability to travel from one place to another across a network which is safe whilst also raising their awareness of, and educating them on safety.
- 4.3.1 It is noted that there was an increase in the **Number of complaints received about public transport services contracted to the Council (Cludiant2)** by 4 in the previous reporting period to 8. Similarly, there has been an increase in the **Number of complaints received about commercial public transport services (Cludiant 3)**, from 8 to 19. I have challenged the performance of these measures and have received an explanation about the issues raised, and I am satisfied that appropriate steps have been taken for response.



- 4.3.2 However, it became clear that the figures include enquiries in addition to complaints and, for the future, I have asked them to report on the complaints only, and how they have responded to them.
- 4.3.3 It is noted that work is in progress in the Street Works Unit and the Countryside Unit to develop suitable measures and I will report upon them in the next performance report.
- 4.4 The **Planning Service** is responsible for facilitating and managing developments in the interests of our communities, the economy and the environment.
- 4.4.1 It is noted that the **Percentage of all relevant planning applications determined within 56 days (8 weeks) (C4)** for the year to date is 74% compared with 90.12% for the same period last year, and an average of 81.18% for 2016/17.
- 4.4.2 I have challenged the deterioration in the performance and I have asked the Service to highlight the reasons for this in the future, giving attention to issues that are within our control and how we intend to respond. It is important to note that the forecasts are not promising and we are not likely to see an improvement in the performance during the year. In order to ensure that the situation does not further deteriorate, I will continue to keep a constant eye on the situation.
- 4.4.3 It is seen that the performance of the measure **Percentage of planning applications determined that were approved (C5)** has improved by 91.97% for the same period last year to 93.79%. It also compares favourably with the average for 2016/17 of 91.53% and there is room to believe that the new arrangements prior to submitting an application has led to applications of higher quality which, in turn, has led to a higher percentage of applications being approved.
- 4.4.4 It is noted that the **How quickly have all Enforcement cases taken on average to be solved (C6)** performance measure appears to have improved, reducing to 92 days compared to 142 days in the same period in 2016/17. Likewise, it is seen that the **Percentage of enforcement cases solved within 12 weeks of receipt during the year (C7)** has increased to 82% compared to 72.74% in the same period in 2016/17.
- 4.4.5 However, as I have reported before, I am uncertain as to whether these measures convey what matters to the citizen, and the Service is still considering how it can be shown that our enforcement activities have protected people.
- 4.5 The purpose of the **Public Protection Service** is to support businesses and safeguard public health and environmental standards and trading standards for the public and ensure that licensable activities are provided in a way which protects the public and supports businesses.
- 4.5.1 In the period in question, it is seen that the **Percentage of high risk businesses inspected in line with the programme (G2)** is 7 compared to 9 for the same period in 2016/17. For the future, I have asked for the graph to show the increase against the expectations in addition to historical performance, explaining the risks attached to any slippages.
- 4.5.2 It is noted that the **Percentage of the significant breaches that were resolved through intervention from Public Protection (G5)** is 57% compared to 34% for the

same period in 2016/17. Although this seems to be a significant improvement, I am eager to ensure a better understanding of the reasons. Consequently, I have asked for a further analysis of the unsolved cases in order to understand the reasons and the period of time that they have been at stand still.

- 4.5.3 The information regarding the **Average number of days taken to determine a taxi licence application (G7)** shows that the performance is relatively stable on 10.24 days compared to 11 in 2016/17. However, looking at the cases, it is clear that some applications are taking more time than they should and, consequently, I have asked for a report on cap graph form for the future in order to highlight the exemptions and the reason for any delays.

## **5. FINANCIAL POSITION / SAVINGS**

- 5.1 Although there is some slippage, all 2016/17 savings plans have been realised by now.
- 5.2 Very good progress has been made towards realising the 2017/18 plans; 98% of the savings have either been realised or are on the right track to be realised in time.

## **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 Monitoring Officer:**

No observations in terms of propriety.

**ii. The Head of Finance Department:**

I am satisfied that the contents of the report are a fair reflection of the financial situation, with the Environment Department making very acceptable progress towards realising those savings plans referred to in part 5 of the report.

### **7.2 Views of the Local Member:**

- 7.2.1 Not a local matter.

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## **Appendices**

### **Appendix 1 - Performance Measures**

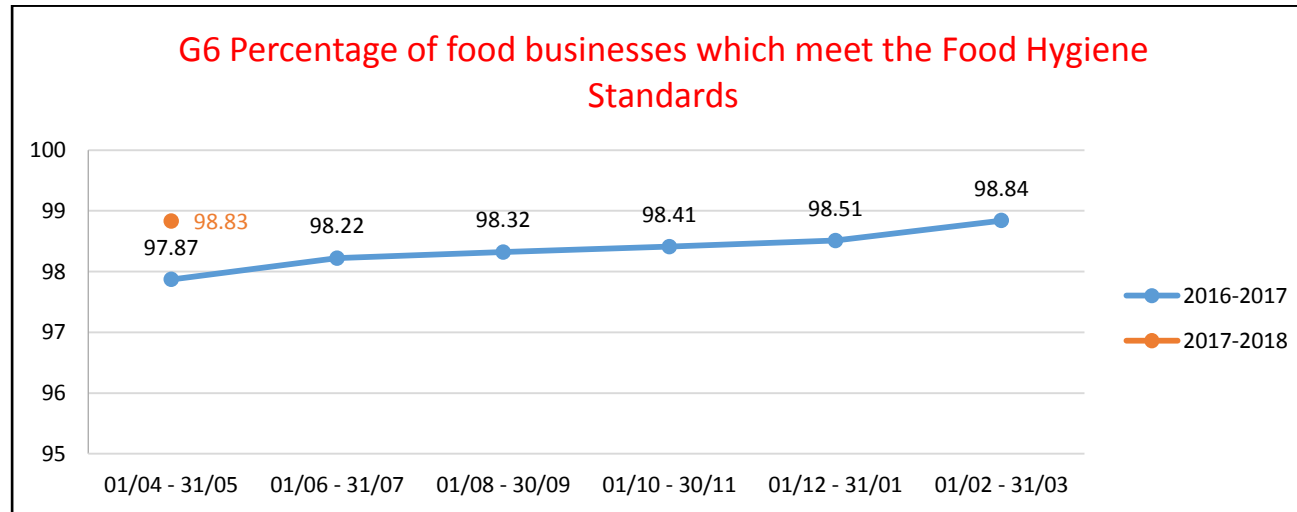
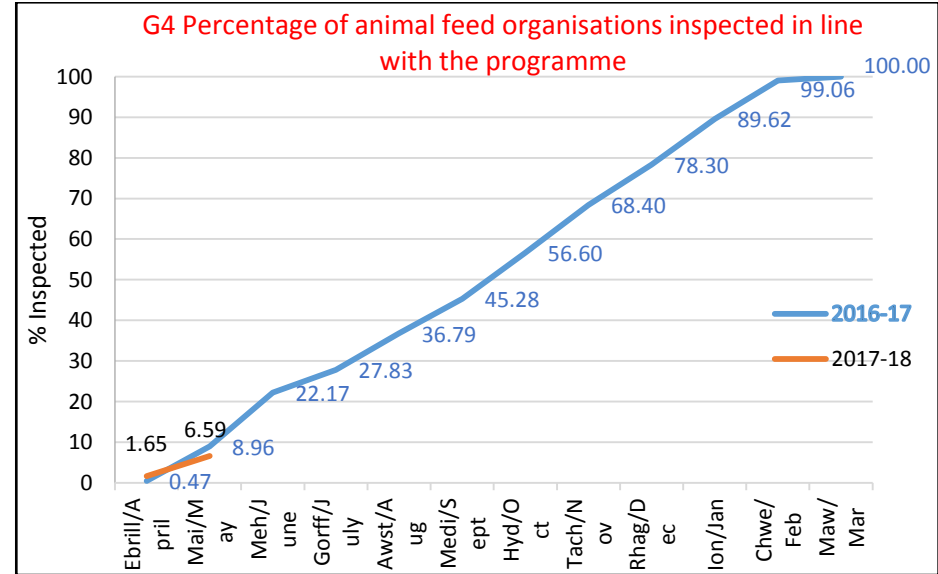
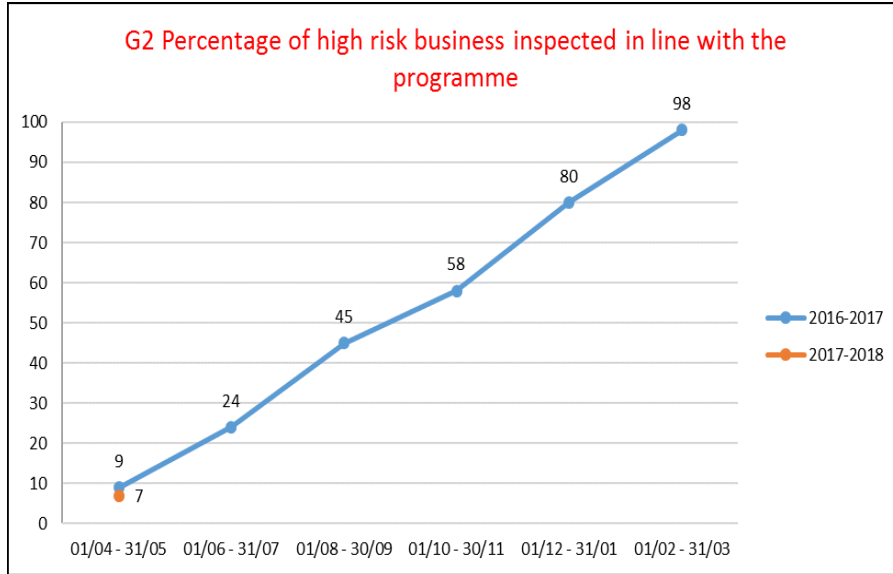
\* = Lower figure is an improvement

## Appendix I- Measures

Reference	Measure	15/16 Performance	16/17 Performance	Performance April-June 17/18
<b>Integrated Transport Unit</b>				
Cludiant01	Percentage of public transport journeys that are punctual	80 (on average)	92	96
Cludiant02	Percentage of customers satisfied with the bus service in general		4	8
Cludiant03	Percentage of customers satisfied with the commercial service		8	19
DFF1	Percentage of attendees who have learned to be safer on the roads as a result of the lesson/training	99 (on average)	100 (752/752)	100 (519/519)

Reference	Measure	14/15 Performance	15/16 Performance	16/17 Performance	Performance April-June 17/18
<b>Public Protection Unit</b>					
G1	Percentage of customers who responded to a survey and said that they were pleased with the level of service	97	99	96	100
G3	Percentage of Air Pollution Processes businesses inspected during the year	100	100	43	0
G5	Percentage of the substantial offences that were resolved through intervention from Public Protection	88	86	89	57
G7	Average number of days taken to determine a taxi licence application	-	-	8	10.24

\* = Lower figure is an improvement

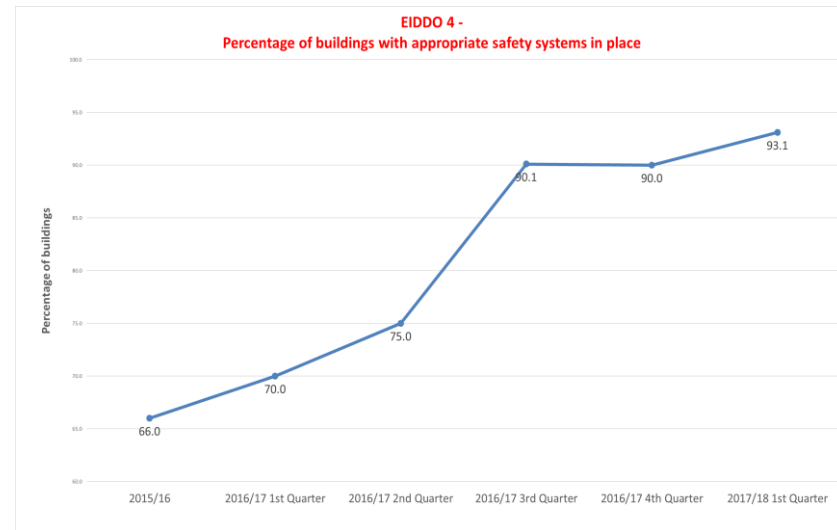
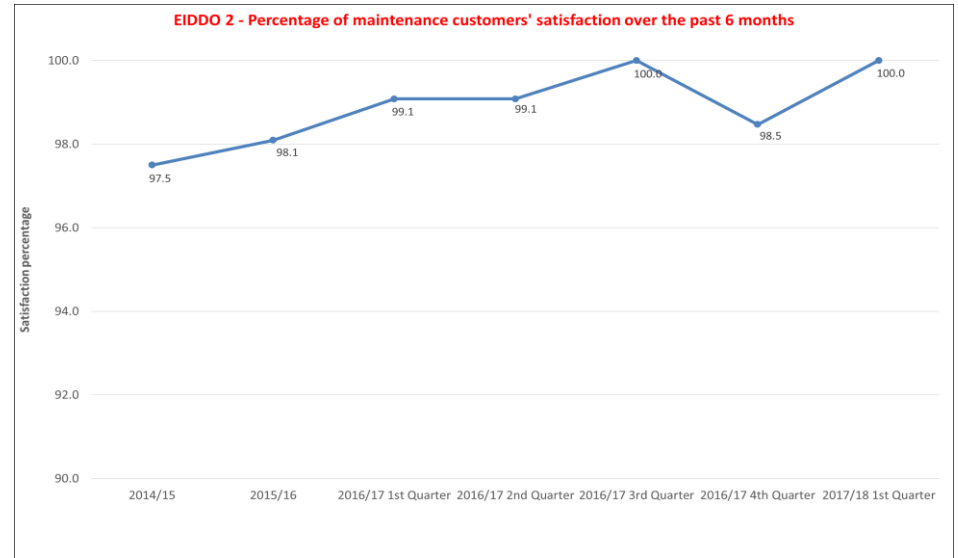
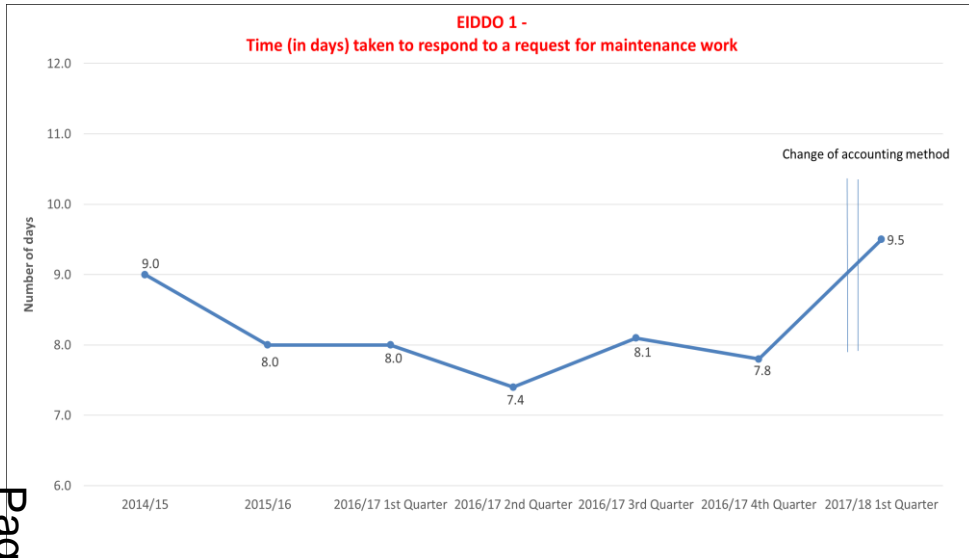


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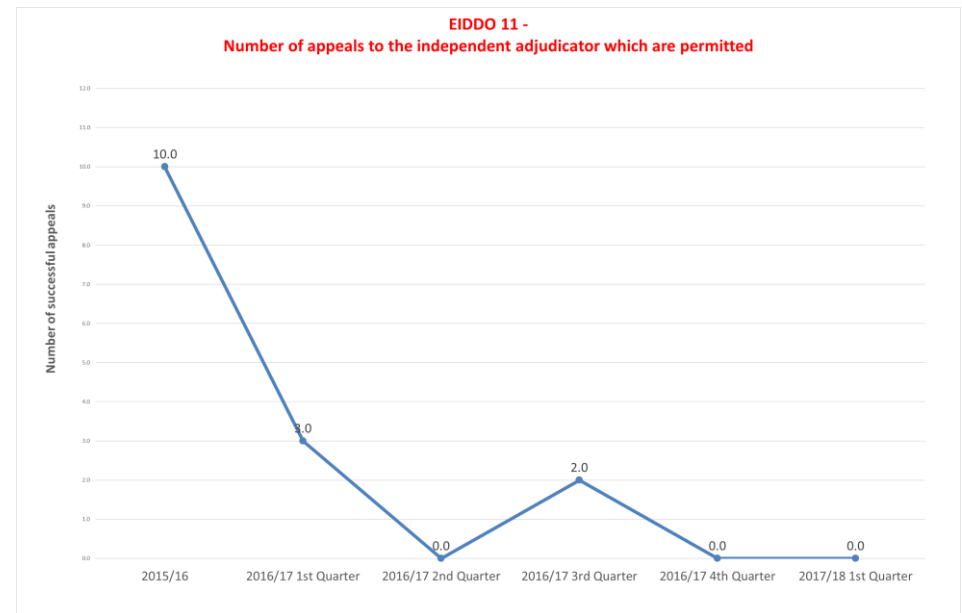
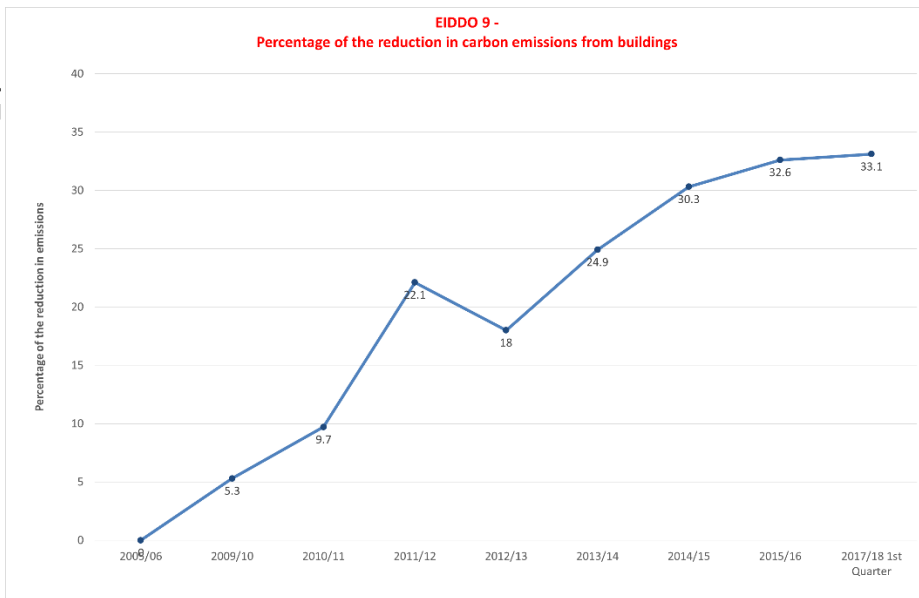
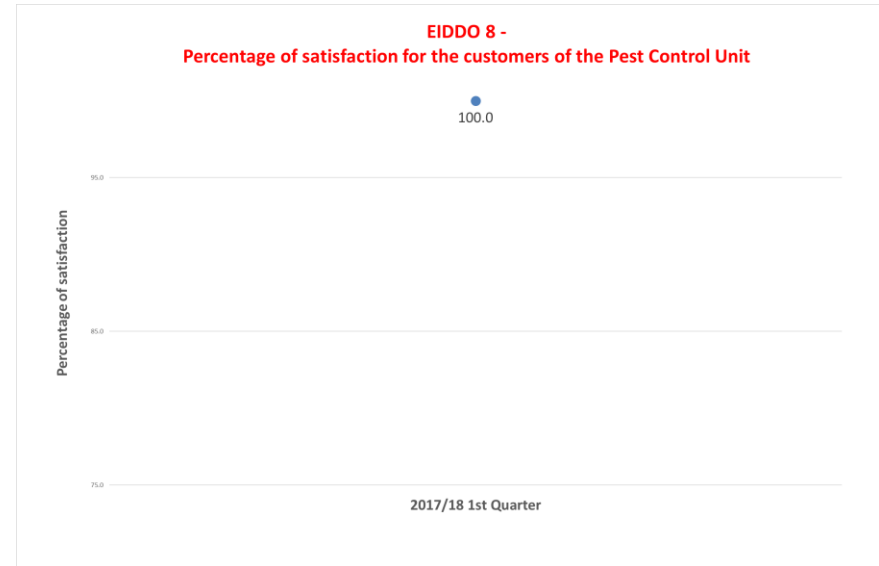
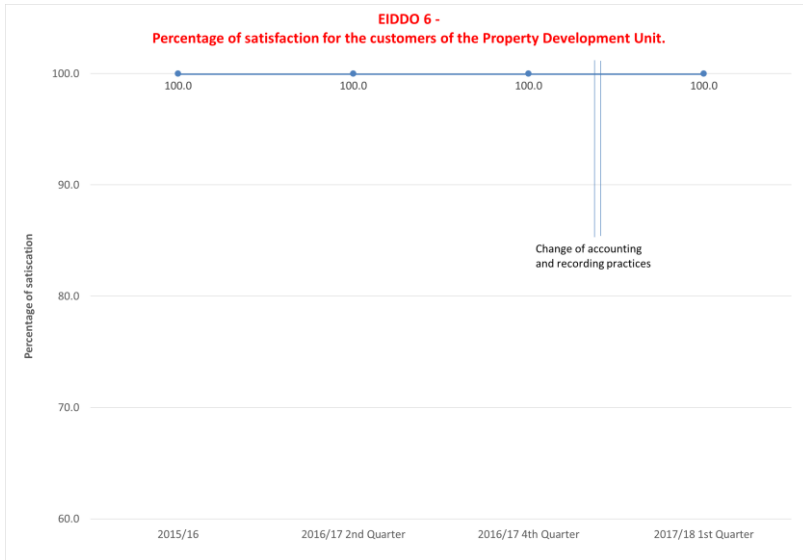
Reference	Measure	14/15 Performance	15/16 Performance	16/17 Performance	Performance April-June 17/18
<b>Planning and Environment Unit</b>					
C1	Percentage of customers who stated that they were satisfied or very satisfied with the level of the Planning service	-	88.68	89.13	90.00
C2	Average time taken to decide all applications (Days)		60.00	59.26	61
C6	Average time taken to resolve Enforcement cases (Days)		164	122.6	92
C5	Percentage of planning applications determined that were approved	93.28	90.33	90.85	93.75
C8	Average time the enforcement cases solved within 12 weeks have taken to be solved (number of days)			23.93	23
C9	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%	100%
C10	Percentage of affordable housing granted with housing planning applications	-	-	-	50%

\* = Lower figure is an improvement

## Measures for the Corporate Property Unit



\* = Lower figure is an improvement



\* = Lower figure is an improvement



## REPORT TO A MEETING OF GWYNEDD COUNCIL CABINET

<b>Date of Meeting:</b>	5 September, 2017
<b>Cabinet Member:</b>	Councillor Ioan Thomas, Cabinet Member – Economy Development
<b>Contact Officer:</b>	Iwan T. Jones, Corporate Director
<b>Contact Number:</b>	01286 679685
<b>Title of Item:</b>	Economy Development Performance Report

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### 1. INTRODUCTION

- 1.1. The purpose of this report is to update you on what has been achieved in the field I am responsible for as the Cabinet Member for Economy Development. 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 As this is a new portfolio for me as a Cabinet Member, over the past months I have been familiarising myself with the work of the Economy and Community Department and got to know the projects/measures the department has in place. I look forward to collaborating with the department over the coming years.
- 1.4 On the whole, I am satisfied with the performance of most projects and measures or that the appropriate steps have been taken in order to improve performance.

## 2. DECISION SOUGHT

2.1 To accept and note the information in the report.

## 3. REASONS FOR RECOMMENDING THE DECISION

3.1. In order to ensure effective performance management.

## 4. STRATEGIC PLAN PROJECTS

### 4.1. E2 High Value and Quality Jobs

4.1.1. 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.

4.1.2 The project has been focusing on responding and driving the content of the UK Government's Sector Deal for the nuclear sector in order to maximise the benefit for the Trawsfynydd Site. Through these sector deals, the industry is submitting suggestions to the Government on how to respond to challenges within specific sectors. The response has been sent to the Government and we await their response.

4.1.3 Work is underway to develop the £10m-£25m bid for European funding to improve the infrastructure at Llanbedr Aerospace Centre. In addition, a bid for £900,000 has been made for funding from the Nuclear Decommissioning Authority (NDA) for the project. There are risks associated with the project as the nature of the bid is subject to securing very substantial match funding (approximately £18m). We await a response from Welsh Government in terms of their willingness to contribute to this. I will be in a position to elaborate and submit a report to Cabinet on these projects before the end of September.

4.1.4 Since April, **76% of jobs created / safeguarded are high value jobs (over £26k) - Measure ERh6**. I have asked the department for a further analysis of this figure so that it is possible to see in which sectors and areas the progress has been seen. I am eager to further probe some of the matters arising from the analysis during the next round of performance challenging meetings.

### 4.2. E5 Digital Gwynedd

4.2.1 The purpose of the project is to support the efforts made 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.

4.2.2 The project is continuing to collaborate with Welsh Government / BT to deliver the Superfast Wales project in the county. By now: **82% of homes and businesses can receive superfast broadband in the county (Measure ERh6)**, with the number of subscribers at 42%, namely the highest in Wales.

### 4.3. E6 Rural Gwynedd Innovation Scheme

4.3.1 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 achieved through Gwynedd Rural Innovation - Rural Development Programme LEADER.

- 4.3.2 Seven small innovative projects have been approved under the Innovate fund since April. All of these projects are interesting and vary from plans to trial the use of electricity in the home, to projects trialling a new method of introducing language and culture to visitors to Gwynedd through artistic performances. I feel that the scope to trial new ideas under this fund is an exciting prospect and gives our rural communities an opportunity to consider a range of different activities. I will share case studies with you in my next report.
- 4.3.3 This scheme is also in the process of developing a bid to provide community Wi-Fi in the County. I am interested to see how this bid develops, particularly following a successful trial in Aberdaron.

#### **4.4. E7 World Heritage Site**

- 4.4.1 The purpose of this project will be to create an economic benefit of Gwynedd's rich heritage. We will focus on the existing Castles of Edward I World Heritage Sites at Harlech and Caernarfon and will submit a case for World Heritage Site status for the heritage of the slate industry.
- 4.4.2 Work has commenced on the implementation of a programme of £15m improvements to develop Caernarfon Waterfront as an asset for the entire County. This work includes an extension to Galeri, the development of Slate Quay and improvements to the Welsh Highland Railway station. I feel that this is an exciting development for the area, and I intend to update you regularly on this work as it develops.
- 4.4.3 It is fair to say that the work in Harlech has been slower. I have asked the Department to work closely with the community in order to respond to the opportunities and needs arising there. The project has appointed consultants to draw up a vision and prioritise the opportunities for Harlech, so I will be monitoring these developments.
- 4.4.4 In terms of the nomination for World Heritage Site status, we have received a response from the Westminster Government following a technical appraisal submitted in March 2017. The feedback was generally positive, and they are encouraging us to continue to develop the nomination, and to aim towards September 2018. However, strong recommendations were made for us to consider the boundaries of the nomination, in particular in the context of the working quarries. The project's Steering Group will meet at the end of September to discuss the next steps.

#### **4.5. T7 High-profile and strategic events**

- 4.5.1 The purpose of this project is to attract nationally or internationally high-profile events to Gwynedd in order to take advantage of the economic and social benefit which will ensue.
- 4.5.2 The project has been working closely with a number of events recently, including the Hi Jinx Festival in Caernarfon, ensuring a platform for the young artists of the area for Festival No.6 and Red Bull Hardline.
- 4.5.3 In addition, discussions have taken place with three communities along with the Education Department and the Leisure Service to create opportunities for young people during the Commonwealth Baton's visit to Gwynedd in September. I am

eager to ensure that giving young people opportunities to benefit from events is at the core of this project.

- 4.5.4 It was disappointing to hear that Ground Event had to cancel Gŵyl Eryri in Bala due to a lack of ticket sales. I am eager to have a further discussion with the department about this, to identify whether or not we could have done something differently.

## 5. MEASURING PERFORMANCE

- 5.1. **Appendix 1** reports on the performance measures that are associated with my portfolio. I have already referred to some of these measures whilst discussing the above projects.
- 5.2 The department has been working on a number of new measures to coincide with the purposes of their services, and has been considering more meaningful measures for the residents of Gwynedd. These measures are included in **Appendix 1**. Although good work has been done to consider meaningful new measures, I feel that further work is to be done to analyse the figures submitted further, and use this information to shape and change the direction of the services provided.
- 5.3 It is now a reality that less public money is available, and with the impact of Brexit, it is expected that grants for economy development will reduce. Therefore, we must bear this in mind when comparing the trends over the years.
- 5.4 The **Economic Development Programmes Service** draws up and implements strategic plans and projects that will transform the business environment in Gwynedd. The service is responsible for implementing many of the projects I have elaborated upon in section 4. One of the main outcomes that this service will achieve during the coming months is the drawing up of a new Economic Strategy for the County.
- 5.5. The **Business Support Service** provides information, advice and support to businesses so that they can establish, be competitive and develop in Gwynedd. One of the main matters I wish to raise here is that the **percentage of industrial space and Council offices that are full is 91%** by now. This means that there is no room for businesses to start-up here anymore, and only a few empty units are available in Mentec and InTec. This is an issue that requires further attention if we wish to encourage people, in particular young people, to start their own business. I am eager for the department to use other potential units in order to have business start-up units in the centre of our towns / villages.
- 5.6 I feel that the Unit has further work to do to capture the experiences of the businesses they work with, and possibly this is something that should be considered across the Council. Having one contact point in the Council for Gwynedd businesses is also a matter that I have asked the service to consider.
- 5.7 The **Maritime and Country Parks Service** seeks to ensure safe and quality resources in our country parks, harbours, marinas and on Gwynedd beaches. The unit is responsible for managing 301km of the Gwynedd coastline, concentrating on seven blue flag beaches, four harbours and two marinas, including Hafan Pwllheli that offers accommodation to 700 boats. Over the past months, the service has been focusing on confirming a brief in order to commission work on

the management models of Hafan Pwllheli in the future and arrange urgent dredging work in the basin of Victoria Dock, Caernarfon.

- 5.8 The purpose of the **Tourism, Marketing and Events Service** is to maximise the benefit and value of tourists to Gwynedd's economy. The Unit is responsible for the Snowdonia Mountains and Coast website, and one of the unit's main measures is the **number of Snowdonia Mountains and Coast website hits (ET1)**. Since April 2017, 316,901 have visited the website, and 41,000 have contacted through Facebook and Twitter. This figure is up by 10% compared with this time last year.

## **6. SAVINGS/FINANCIAL POSITION**

- 6.1 I am pleased to be able to report that the Department has realised all of this year's schemes (2017-18) for the fields of economy development. In general, the department is making acceptable progress towards realising the remaining schemes for 2018/19 and 2019/20 as well.

## **7. NEXT STEPS AND TIMETABLE**

- 7.1. None to note.

## **8. ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION**

### **8.1. Views of the Statutory Officers:**

#### **ii. Monitoring Officer:**

"No observations from a propriety standpoint."

#### **iii. Head of Finance Department:**

"I can confirm the accuracy of financial aspects of the report. It is encouraging that part 6.1 of the cabinet members report states that the 2017/18 savings plans will be realised on a timely basis."

### **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.

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## **Appendices:**

### **Appendix 1 Measures of the Economy and Community Department (Economy Development)**

## MEASURES OF THE CABINET MEMBER FOR ECONOMY DEVELOPMENT (up to July 2017)

Service	Measure - definition	2014-15	2015-16	2016-17	Latest Information (accumulative data up to July 2017)
Tourism, Marketing and Customer Care	<b>ET3</b> Benefits to the local economy by supporting high level and strategic events	£4,814,867	£5,928,034	£6,764,860	Figures not received.
Tourism, Marketing and Customer Care	<b>ET1</b> Number of Snowdonia Mountains and Coast website hits	-	626,498	815,675	316,901
Economy and Community Department	<b>ERh7 (NEW)</b> Percentage of high-value jobs created / safeguarded	-	-	-	76%
Economy and Community Department	<b>E1 (NEW)</b> Number of businesses receiving support	-	-	-	38
Economy and Community Department	<b>E3 (NEW)</b> Number of jobs created from initiatives in receipt of support	-	-	-	6.5

Service	Measure - definition	2014-15	2015-16	2016-17	Latest Information (accumulative data up to July 2017)
Economy and Community Department	<b>E4 (NEW)</b> Number of jobs safeguarded from initiatives in receipt of support	-	-	-	21
Strategy and Development	<b>E2</b> Investment for the county via projects	£1,255,000	£3,241,616	£6,622,171	£3,130,707
Strategy and Development	<b>ERh6 (NEW)</b> Percentage of properties in Gwynedd able to receive superfast broadband	-	-	-	82%
Strategy and Development	<b>ERh5 (NEW)</b> Number of participants in rural activities	-	-	-	40
Maritime and Country Parks	<b>EM1 (NEW)</b> Number of beaches in receipt of a quality award	-	-	-	13



## Report to a meeting of Gwynedd Council Cabinet

<b>Date:</b>	5 September 2017
<b>Title of Item:</b>	Performance Report of the Deputy Leader
<b>Purpose:</b>	To accept and note the information in the report
<b>Cabinet Member:</b>	Councillor Mair Rowlands
<b>Contact Officer:</b>	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 Council's Plan; where we have reached with measuring performance; and the latest in terms of the savings and cuts schemes.
- 1.2 I will remind you that all matters have already been the subject of discussions and have been scrutinised at a meeting of the Corporate Support Department, which also included a representation from the Scrutiny Committee.
- 1.3 On the whole, I am happy with the progress of the Strategic Plan's projects and the performance measures for which I am responsible.



## **THE DECISION SOUGHT**

- 2.1 To accept and note the information in the report.
- 2.2 Ask the relevant Cabinet Members to challenge the work progress of the Language Audit within the Gwynedd Consultancy Department and the Economy and Community (Leisure) Department as outlined in 4.4.6.

## **THE REASON FOR THE NEED FOR A DECISION**

- 3.1 In order to ensure effective performance management.

## **STRATEGIC PLAN PROJECTS**

### ***Poverty, Economy, Housing***

#### **4.1 T2 Keeping the Benefit Local**

- 4.1.1 The work of establishing the category teams has continued during recent months, and they are currently in the process of establishing a portrait of all the fields the Council scrutinise with the intention of submitting a savings plans soon. In addition, the work has continued to raise awareness amongst local companies of tendering opportunities, offers of support and reducing barriers.
- 4.1.2 This work is now part of the Scrutiny Unit's core work, therefore I will not be reporting upon it as a separate project in the future.

### ***The Welsh Language***

#### **4.2 I1 Communities promoting the Welsh Language**

- 4.2.1 This project is still ongoing in the communities of Bangor, Dolgellau and Porthmadog/Pwllheli; a summary of the main activities can be seen below. You are reminded that the work programme for this project has been agreed upon jointly with Welsh Government which funds the work via Hunaniaith.

##### **4.2.2 Bangor**

- There has only been a slight increase in this work during recent months due to the sickness absence of the Popdy Development Officer (Bangor's Language Initiative Centre).

##### **4.2.3 Dolgellau**

- 'Gig y Gwylia' was arranged by Dolgellau's Entertainment Initiative on 23 June and was attended by 92 young people under 18 years old. In addition, a questionnaire has been completed by Ysgol y Gader pupils in regards to their use of the Welsh language and social activities, with the intention of collaborating with groups that arrange activities to increase the use of the language amongst young people.
- Activities to assimilate Welsh speakers and learners were continued with, and a 'Cawl a Chân' evening was held at the end of April which was attended by 23 individuals, including nine learners.

##### **4.2.4 Porthmadog/Pwllheli**

- Hunaniaith has been collaborating on a project with 60 tourism sector businesses in the area in order to map their use of the Welsh language with the intention of increasing the use of the language.

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

- 4.3.1 A meeting between senior managers and public organisations' language officers was held during April, where an open and honest discussion was had in regards to the ambitions of this project. It became clear that there are some differing opinions within the culture of some of the organisations, and in terms of their interpretation of responsibilities in providing bilingual services.
- 4.3.2 As an initial step, it was agreed upon to work with Bangor University to produce a training and development pack to enable staff to do more to encourage the use of the language when interacting with customers.
- 4.3.3 As the officer who has been leading this project within the Council on behalf of the Public Services Board has retired, I have asked for a confirmation in regards to project's leadership for the future.

### 4.4 **I4 Audit of the Welsh Language's situation in Gwynedd Council**

- 4.4.1 During recent months, the project's work has focused on two Departments, namely Gwynedd Consultancy and Economy and Community.
- 4.4.2 By the end of June, language awareness sessions had been held with the majority of Gwynedd Consultancy's staff, with feedback already suggesting a change in attitude, more consideration in regards to using the language and clear leadership by managers in terms of the Welsh language. In addition, six Language Champions have been nominated to challenge negative attitudes and identify individuals who need support.
- 4.4.3 The progress has been somewhat slower in the Economy and Community (Leisure) Department. Whilst language awareness sessions have been held with staff from three Leisure Centres (from the four that had been prioritised) it was not possible to reach all targeted staff as a result of the Leisure Centres' staff rotas.
- 4.4.4 However, needs have already been identified in two Leisure Centres (Tywyn and Bangor) to develop verbal skills; training sessions will be held soon. In addition, it is also intended to hold a training session in order to support staff to be more confident in conducting bilingual activities.
- 4.4.5 In the future, we'll be looking to progress the work within the Adult, Health and Wellbeing and Environment Departments and I'll be reporting on this in my next performance report.
- 4.4.6 In order to ensure ownership within the Departments, I suggest that the relevant Cabinet Member should challenge the project's progress within the performance challenge meetings. Following this, an overview of the project's progress in its entirety will be presented to the performance challenge meeting in my field in order to enable me to ensure that the progress is in accordance with what is expected. I will continue to report on the project's progress as part of my performance reports.

## ***Delivering the Plan***

### **4.5 FfG1 Implementing the Ffordd Gwynedd Project**

- 4.5.1 The review within the Highways and Municipal Department has now reached the experimental stage and is looking at new ways of working in the Meirionnydd area with the intention of adopting what work best across the county. Improvements have already been seen, such as changes to the arrangements of emptying gutters which has led to a reduction in the amount of time it takes to complete the work, as well as using cheaper fuel in the gritting machines.
- 4.5.2 In addition, two further reviews have just commenced in the Registration Section within the Environment Department and the Income and Welfare Section within the Adults, Health and Well-being Department. Further reviews will take place within the Maritime and Leisure Department over the coming months and within the Planning and Building Control Services before the end of 2017/18. I will update you on their developments in future reports.
- 4.5.3 We have now commenced training sessions for the the Council's Managers. These sessions will mean that all Council managers will have been immersed in the principles of Ffordd Gwynedd, ensuring that they all have an understanding of the relevant concepts and what they can do to disseminate the mindset within their units. The intention is that all Managers will have completed the course by the end of 2017/18.

### **4.6 FfG2 Leaders Development Programme**

- 4.6.1 As you will be aware, an informal meeting was held with Cabinet Members during July in order to discuss their development needs. Many work streams have been identified as a result of this discussion which will form a revised development programme for Cabinet Members.
- 4.6.2 I am faithful that this programme will set a firm foundation, but, as a further step I have asked the Project Leader to consider how we could look at jointly developing leadership between the Cabinet and the Corporate Management Team.
- 4.6.3 Work to develop a definition of 'leadership' is continuing. I have suggested to expand the membership of the Project Group to include individuals who understand the principles of Ffordd Gwynedd in order to ensure that they intertwine before further consultation on the definition.

### **4.7 FfG3 Consultation**

- 4.7.1 During recent months, work has continued to recruit young people to be on-line members of Gwynedd's Youth Panel; there are now 300 members. Work is also

ongoing to examine the most effective methods and techniques for engaging with children and young people.

4.7.2 There has also been a campaign to improve our engagement with the Citizen's Panel by recruiting new members who are willing to provide feedback through electronic methods rather than by telephone. By now, around 300 (approximately 25%) of the adults who are members of the Panel provide feedback via electronic methods.

#### 4.8 **FfG4 Extending the use of self-service**

4.8.1 There has been an increase in the number of services available to the public through self-service. This includes ordering waste bins, blue boxes and bin bags along with submitting an enquiry or complaint about the waste and recycling service.

4.8.2 In addition, developments in the system used has enabled the customer and the Council to update the status of any application by using the self-service account. This should reduce the need to contact the Council again for an update on the status of an application.

4.8.3 Currently, an account must be created in order to use the service, but I have asked the Project Leader to consider how to meet the needs of people who wish to make a one-off application without having to create an account.

4.8.4 The business case will be submitted to the Cabinet for approval at the beginning of October.

### ***Financial Planning***

#### 4.9 **CA4 Further efficiencies and service provision models**

4.9.1 The current Financial Strategy requests further efficiency savings of £1.082m for this year, and £1.084m has already been approved. In addition, further plans or plans in development worth £5.2m have been identified for the 2018/19 to 2020/21 period.

4.9.2 Even with the most optimistic projection, this is not likely to be sufficient from 2019/20 onwards, therefore a system to discover further savings has been drawn up and approved by the Cabinet in its meeting on 18 July.

4.9.3 The work of preparing a business case for an **Alternative Leisure Model** is drawing to a close, and a report on establishing a company controlled by the Council will be submitted to the Cabinet in October.

## PERFORMANCE

- 6.1 A full report on the performance measures associated with the portfolio is provided in **Appendix 1**. I am responsible for remits within the **Corporate Support Department** along with the **Legal Service**.
- 6.2 The **Health, Safety and Well-being Service** is responsible for advising how to protect the health and safety and well-being of staff and the people of Gwynedd and monitoring quality. Although the measured performance appears comparative with previous periods, the fact that this could give a misleading impression of the situation was highlighted in the challenging performance meeting.
- 6.3 As a result, I am not completely confident that the business model we have chosen to follow is rooted within the Departments. I intend to hold further discussion about the situation with the Chief Executive and Head of the Corporate Support Department soon, and I will update you on any developments.
- 6.4 The **Galw Gwynedd and Siopau Gwynedd Units** provide prompt and accurate assistance for customers to access Council services by providing answers, guidance and service.
- 6.5 Following assigning an additional resource to Galw Gwynedd in order to answer phones in April, we have seen an improvement in the related measures. A reduction has been seen in the **Percentage of phone calls answered by Galw Gwynedd** from 0.58 minutes in 2016/17 to 0.42 minutes in the first period of 2017/18 with the **Percentage of calls not being answered by Galw Gwynedd** reducing from 11.30% in 2016/17 to 5.39%.
- 6.6 The measure of **Percentage and score of less than 10 noted with the service provided when contacting the Council by calling Galw Gwynedd** was discussed along with the fact that 28% had given a score of less than 10. Whilst I am satisfied that steps have been put in place by the Unit to respond to their relevant points, it is noted that a number of respondents had declared unhappiness in regards to services provided by other Departments.
- 6.7 I understand that all comments were passed on to the relevant services, but it is not clear to me how the information is held within their customer satisfaction performance measures. I will consider this whilst scrutinising the performance reports of my fellow Cabinet Members.
- 6.8 The **Procurement Unit** enables the Council to focus on value for money and keeping the benefit local within the procurement field. Some progress has been seen in the measures measuring local expenditure over the past two years with the **Percentage of the Council's procurement expenditure awarded to**

**companies with its headquarters or a branch in Gwynedd and local expenditure through sub-contracts** has increased to 47% in the first quarter of 2017/18 compared with 44% during the same quarter in 2016/17 and 40% in 2015/16.

- 6.9 Nonetheless, whilst discussing this measure it became apparent that the value of the expenditure is reducing as a result of a reduction in capital plans. In order to ensure that we report the true situation, I have suggested that we only report on capital and revenue expenditure individually in the future.
- 6.10 Following challenging the performance of the **Research and Analysis Unit** I am happy with the progress of the work. The Unit has recently completed detailed work examining population projections for different well-being areas in Gwynedd which could be an important resource when planning services for the future. I will report upon this work to the Cabinet Members during September.

#### **FINANCIAL POSITION / SAVINGS**

- 6.1 Every Department's savings plans for 2017/18 have been realised, and no problems are anticipated for realising the two plans identified for 2018/19.

#### **NEXT STEPS AND TIMETABLE**

- 7.1 None to note.

#### **ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION**

- 8.1 **Views of the Statutory Officers:**

**i. Monitoring Officer:**

No observations in terms of propriety.

**ii. Head of Finance Department:**

I am satisfied that the contents of the report are a fair reflection of the financial situation. The contents of part 4.9 of the report reflect the previous report by the Cabinet Member for Finance on 18 July on the need to establish arrangements to find further savings. Part 6 of the report deals with the savings plans of the Corporate Support Department, and I can confirm that these comments are a fair reflection and are to be welcomed.

- 8.2 **Views of the Local Member:**

- 8.2.1 Not a local matter.

- 8.3 **Results of Any Consultation:**

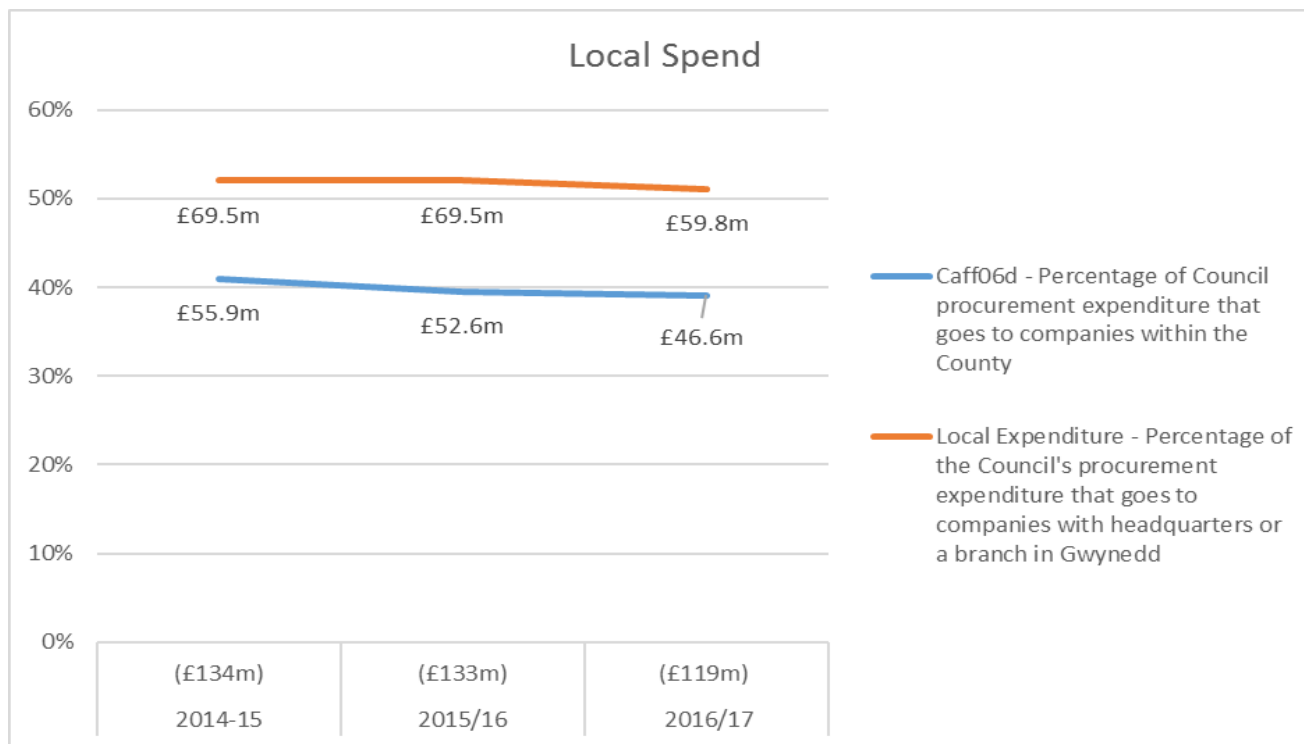
- 8.3.1 None to note.

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#### **Appendices**



Measure - definition	2014-15	2015-16	2016-17	2016-17
<b>Procurement</b>				
1. Percentage of procurement savings targets within the category management business case which have been completed (Target of £2.3m 2014/15 – 2018/19)	-	-	43% (£1m/£2.3m)	<b>44% (£1.01m/£2.3m)</b>

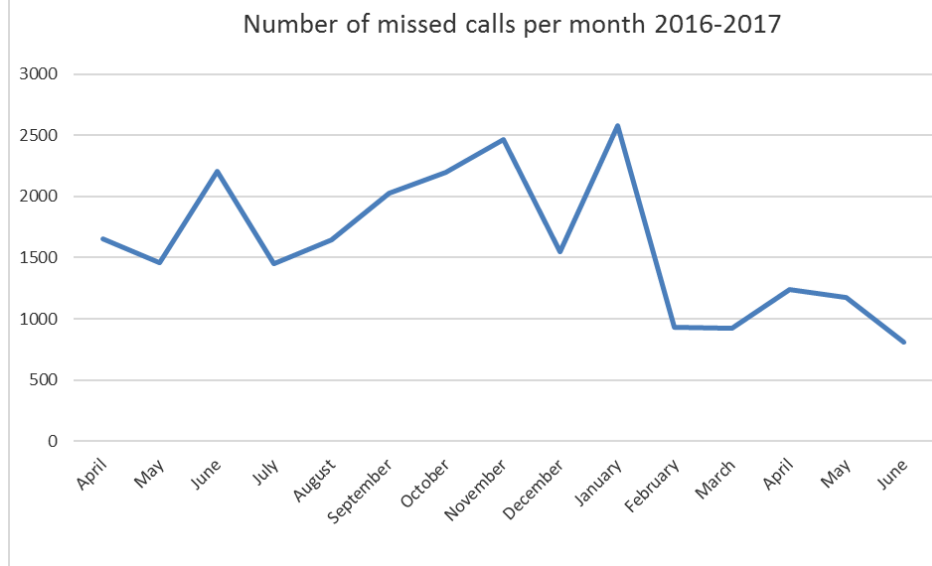
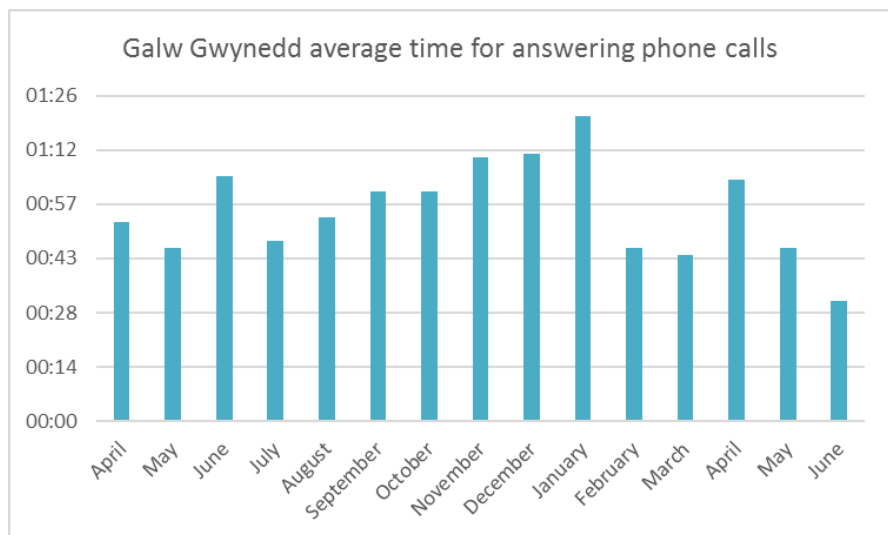


Galw Gwynedd and Siopau Gwynedd				
1. Percentage who gave a score of less than 10 for the service provided when contacting the Council through Galw Gwynedd	-	-	-	28%
2. Percentage who gave a score of less than 10 for the service provided when contacting the Council by visiting Siop Gwynedd	-	-	-	11%
3. Number who noted that the waiting time before receiving service in Siop Gwynedd was acceptable/not acceptable	-	-	-	3

**Comments**  
 Steps put in place in order to respond to the cases where customers were not happy with the service, or the matter has been passed to the relevant service.



# Appendix 1



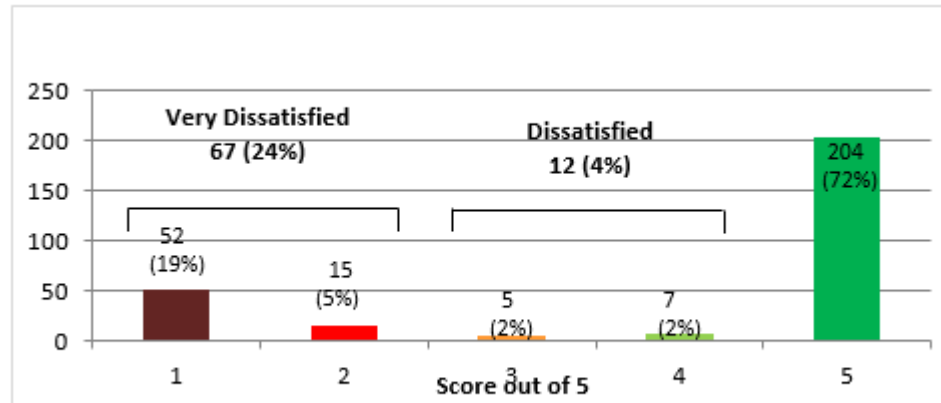
Page 23

Registration				
3. Percentage of satisfaction questionnaires which rate the Birth, Death and Marriage Registration service as being very good	-	-	-	86.6
<b>Comments</b>				
Action points put in place in order to respond to comments received regarding why the service wasn't very good.				
<b>Health, Safety and Welfare Human Resources Service</b>				
1. Number of RIDDOR incidents (1 <sup>st</sup> Quarter)	13	16	5	14  (1/4/17-30/6/17)
2. Number of H&S inspections (and the resulting number of lack of compliance cases)	-	-	-	Number of low risk sites: 13  Moderate risk: 6  High risk: 1  Exceptionally high risk:
3. Satisfaction questionnaires (score out of 10)	-	-	-	8.1

## Appendix 1

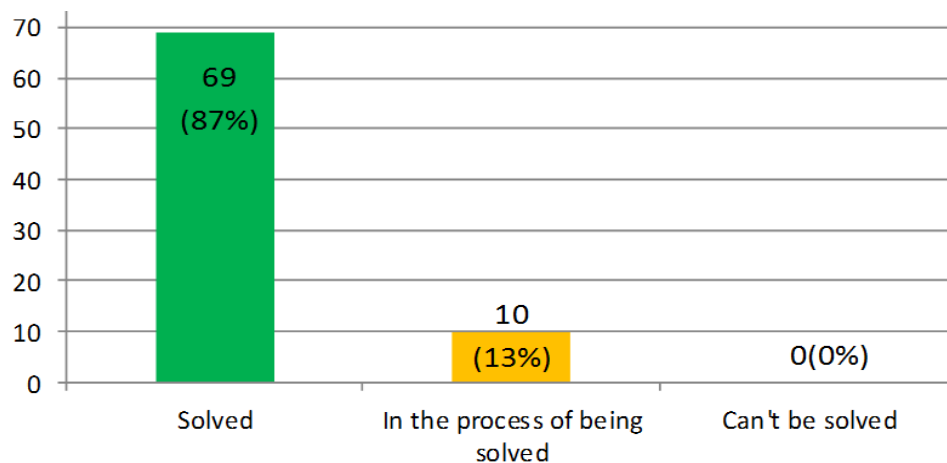
4. Number of Occupational Health interventions that have been targeted based on absence figures (what will be the impact of those interventions in due course?)	-	-	-	-
5. Number of HSE interventions and the number of material deficiencies	-	-	-	-
<b>Translation</b>				
1. User opinion on quality of written translation work	-	-	100%	100%
2. User opinion on quality of simultaneous translation work	-	-	100%	-
<b>Communication and Engagement</b>				

**Measure 1** - Number and percentage of users who report that they are dissatisfied or very dissatisfied with the website (01 April 2017 – 30 June 2017)



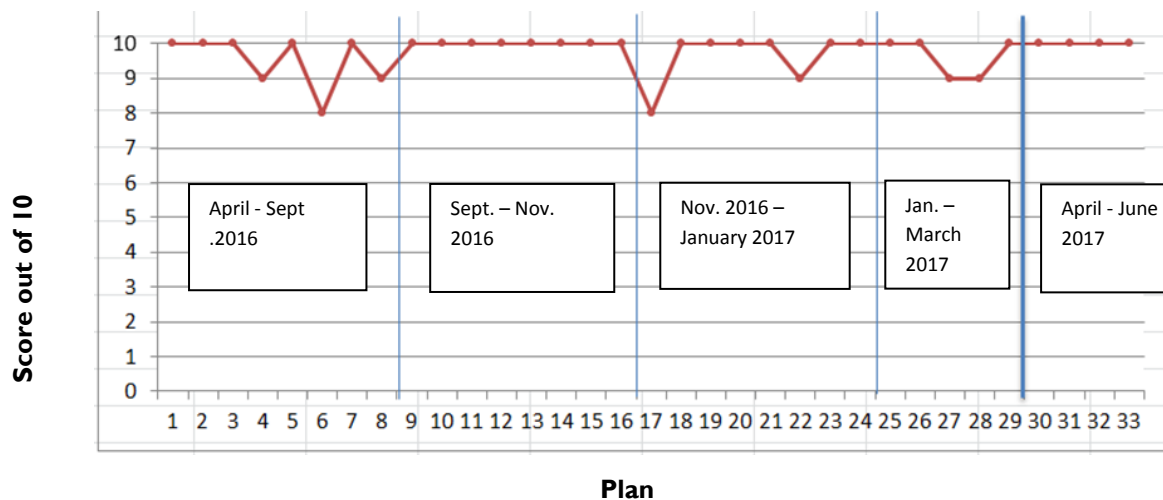
# Appendix 1

**Measure 2 – How we responded to the comments received (01 April 2017 – 30 June 2017)**



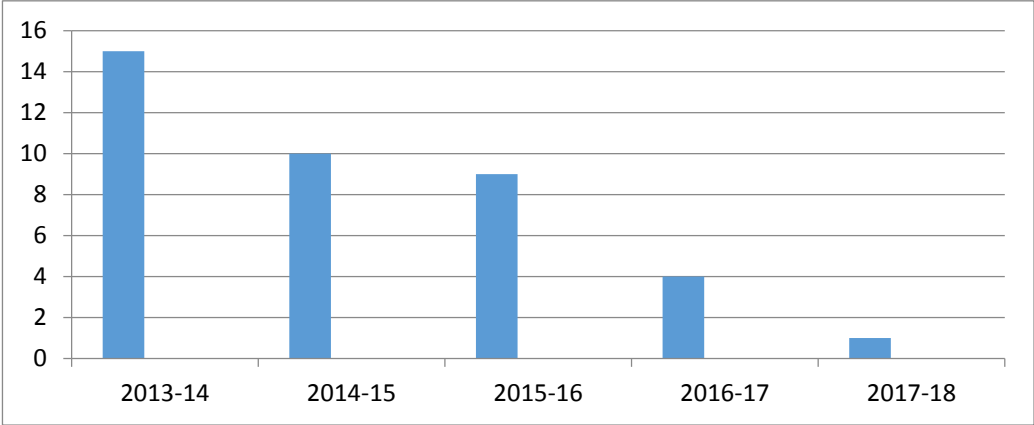
**Measure:** Communication and Engagement Plans – Score out of 10 received at the end of a particular plan in response to the question “To what extent is the support you received from the Unit helped you to engage effectively with the people of Gwynedd?”

**Score by the Department**



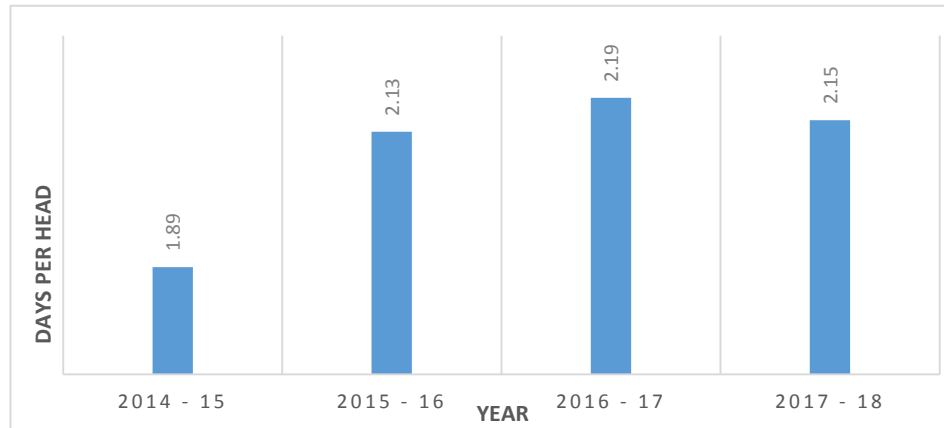
Measure - definition	2014-15	2015-16	2016-17	2016-17
<b>Organisational Development</b>				
I. Number of formal complaints received under the Council’s Corporate Procedure.	-	28	24	12
<b>Information Management</b>				

## Appendix 1

1. Questionnaire (records management/data protection/freedom of informaton/records centre) "Have you received the service you wanted?"	-	-	-	100%												
<p>2. Number of information events</p>  <table border="1" data-bbox="526 284 1556 710"> <caption>Number of information events</caption> <thead> <tr> <th>Year</th> <th>Number of events</th> </tr> </thead> <tbody> <tr> <td>2013-14</td> <td>15</td> </tr> <tr> <td>2014-15</td> <td>10</td> </tr> <tr> <td>2015-16</td> <td>9</td> </tr> <tr> <td>2016-17</td> <td>4</td> </tr> <tr> <td>2017-18</td> <td>1</td> </tr> </tbody> </table>					Year	Number of events	2013-14	15	2014-15	10	2015-16	9	2016-17	4	2017-18	1
Year	Number of events															
2013-14	15															
2014-15	10															
2015-16	9															
2016-17	4															
2017-18	1															
3. Performance of answering Freedom of Information requests – percentage answered within 20 working days	91%	86%	87%	91%												
<b>Learning and Development</b>																
1. "Does the Learning and Development provision help <b>you</b> to provide better service to the people of Gwynedd?" (Score /10) "What would raise the score to 10/10?"	-	-	8.3	8.3												
2. Does the Learning and Development provision help <b>your staff</b> to provide better service to the people of Gwynedd?" (Score /10) "What would raise the score to 10/10?"	-	-	8.0	8.6												
3. Does the Learning and Development provision help you as a Member to fulfil your role effectively in order to provide better service to the people of Gwynedd?" (Score /10) "What would raise the score to 10/10?"	-	-	9.8	9.4												
<b>Human Resources Advisory Service</b>																

## Appendix 1

I. Sickness absence April to June 2017/18 – comparison with the same period in previous years



2. Number of employment cases referred to the Employment Appeals Committee, and the number of appeals approved by that Committee (i.e. contrary to the employer's original decision).

-	-	-	-
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3. Opinion of Council managers on the service provided.

-	-	-	-
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### Comments

3. Feedback received from individual managers who have given practical action points for the team to implement.

## Legal Service Measures

Measure - definition	2014-15	2015-16	2016-17	2017-18
I. Percentage of satisfaction questionnaires from client officers that score the service as 9 or 10/10.	-	-	96%	96%