PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19

Risk and Insurance Service - Achievement Measures (Quarterly)

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

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

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


We have circulated recent decisions at the Court of Appeal to the relevant services in order to gain a better appreciation of what the Court would expect of us if a similar claim were to be
made against the Council:
i) Tree survey/inspection arrangements
ii) Gritting car parks

Percentage of Public Liability Claims Denied by the Unit

9 out of 10 claims have been defended successfully.
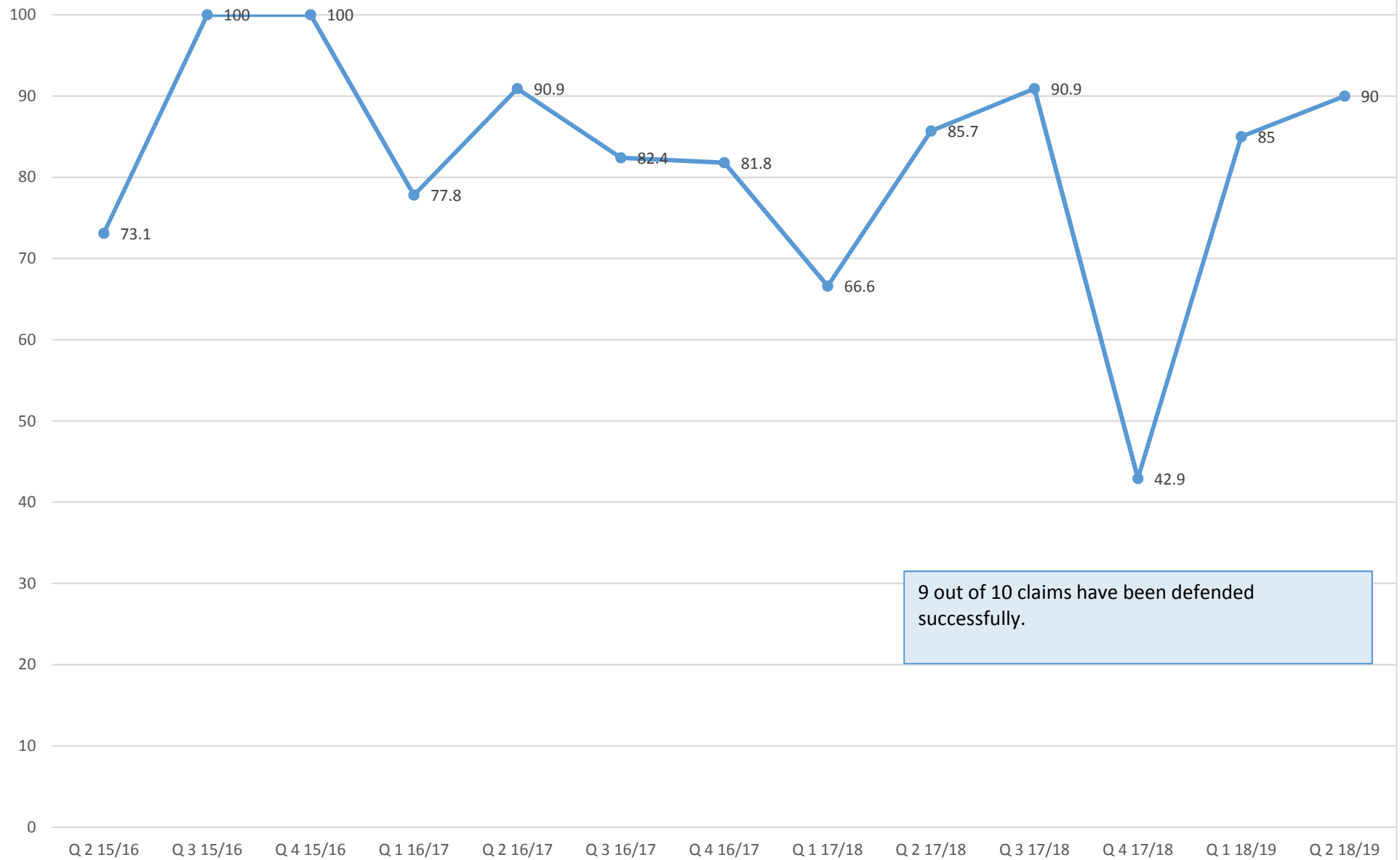
Percentage of Public Liability Claims Denied by the Insurers
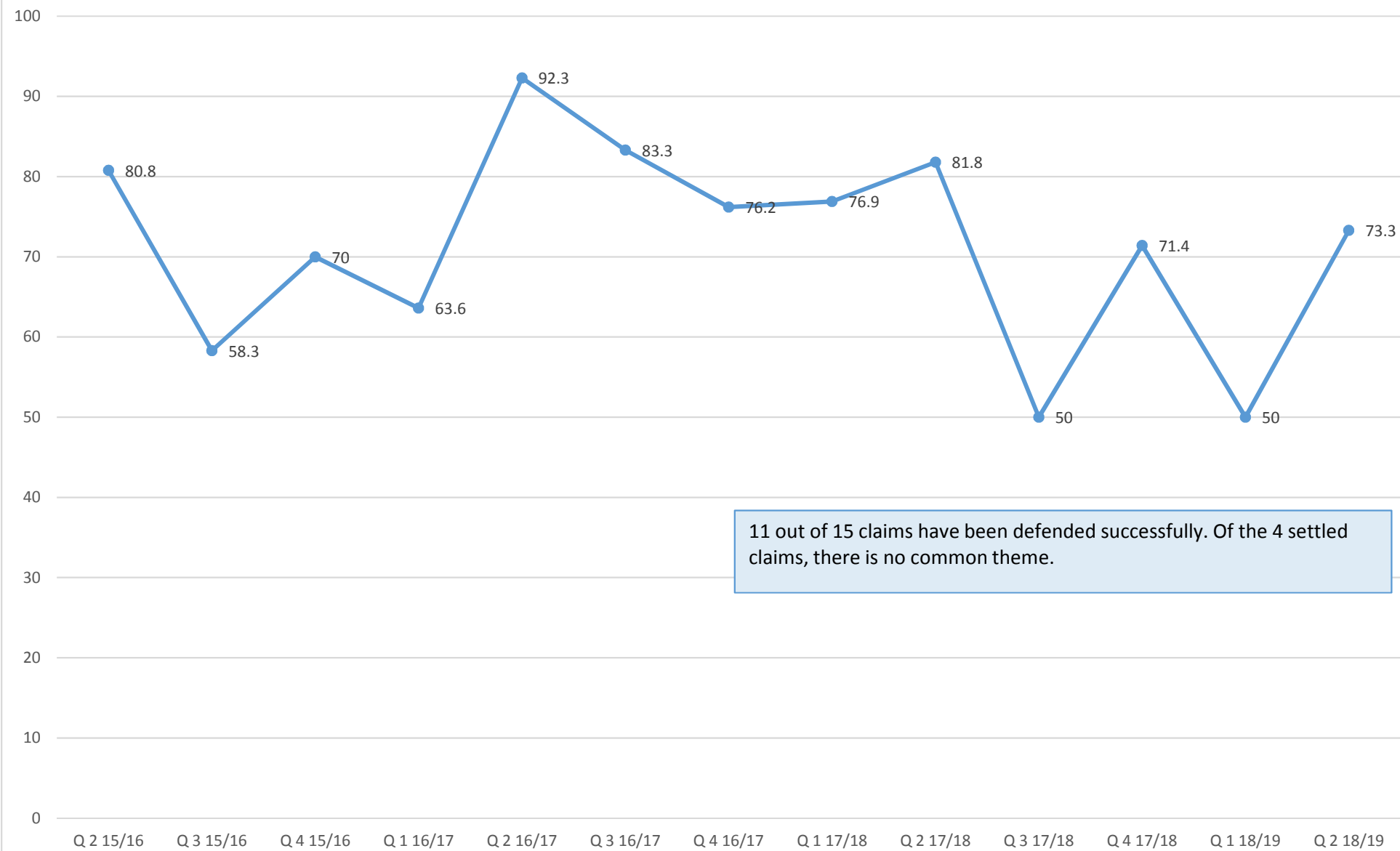
11 out of 15 claims have been defended successfully. Of the 4 settled claims, there is no common theme.

INTERNAL AUDIT SERVICE

AUDIT ASSURANCE LEVELS AND RISK SCORING ARRANGEMENTS

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

Complete the Audit Plan (CD2.03)
By 30 September, 29.09% of the audit plan had been completed. This compared favourably with the internal profile of 20%.

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

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

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

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

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

The final reports that were released between 1 April 2018 and 30 September 2018 have been awarded the following assurance levels:
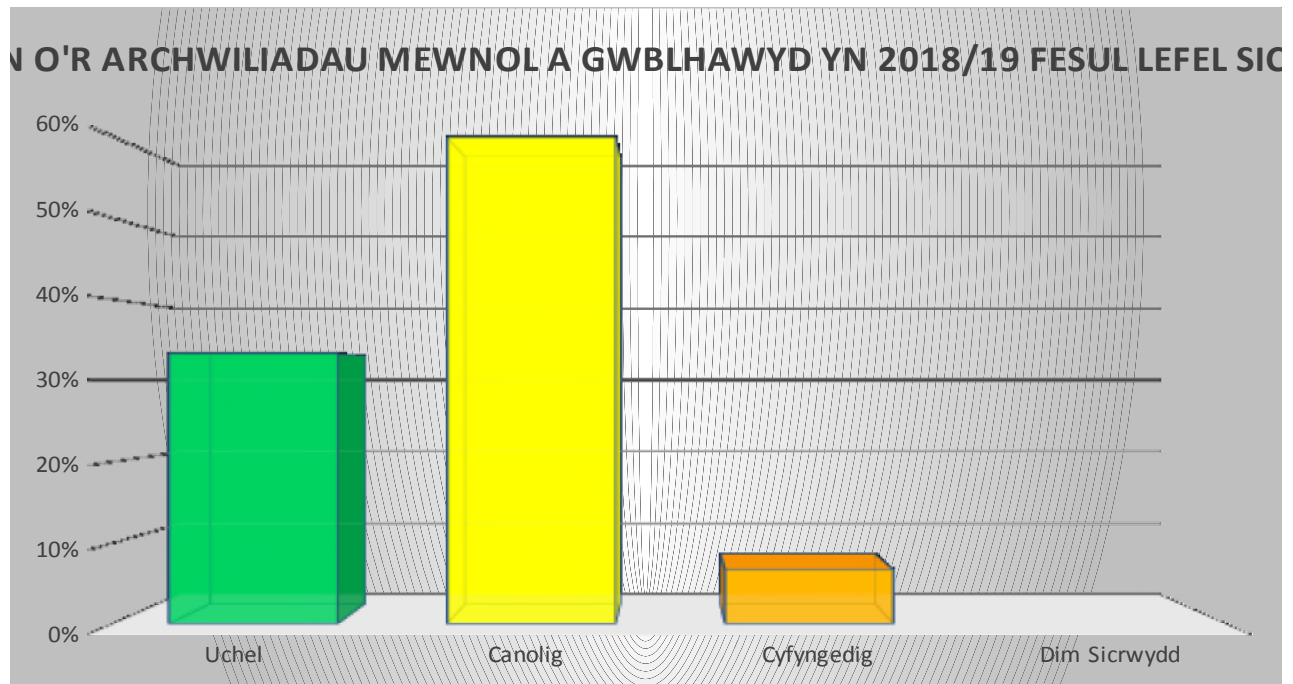
The Audit and Governance Committee has discussed these reports in its meetings on 27 September and 29 November.

TOWN AND COMMUNITY COUNCILS

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

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

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

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

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

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

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

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

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

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

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

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

PERFORMANCE MONITORING - FINANCE DEPARTMENT 2018.19

Payroll Service - Achievement Measures

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

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

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

CD8.07 - Number of cases that lead to further salary adjustments.
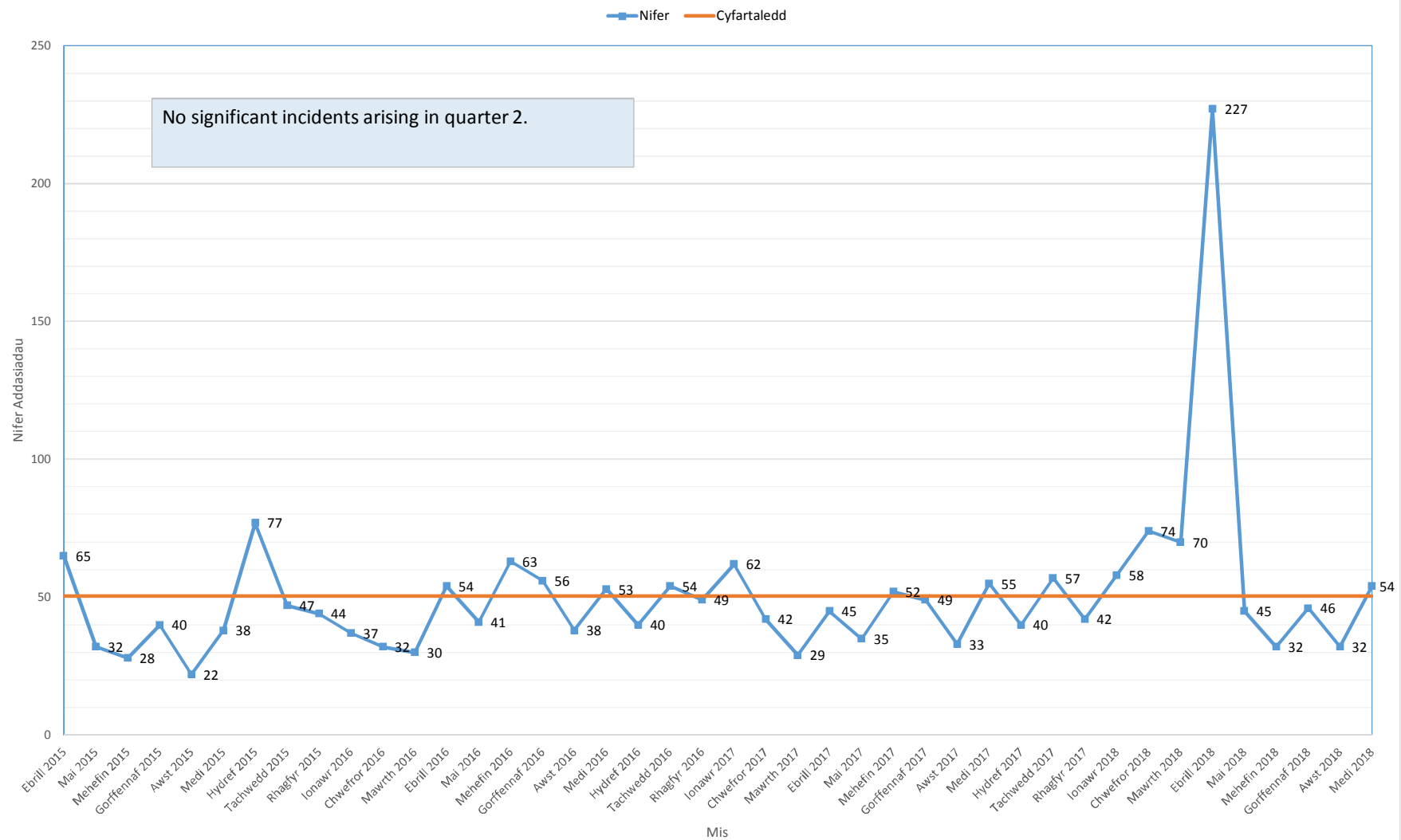
CD8.08 - Number of workers who get in touch about shortcomings in the salary payment process.
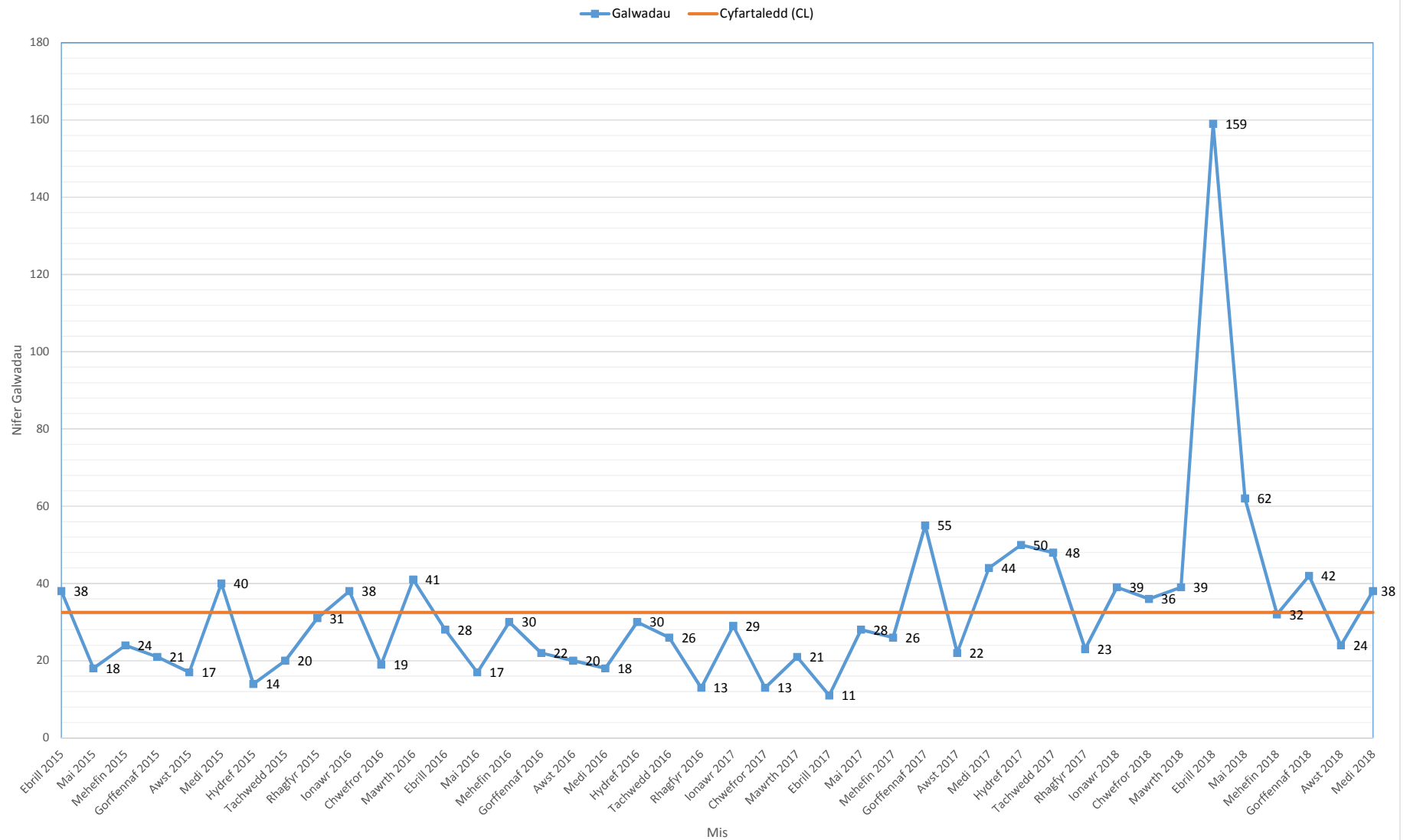
**PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19**

Creditors' Payments Service - Achievement Measures

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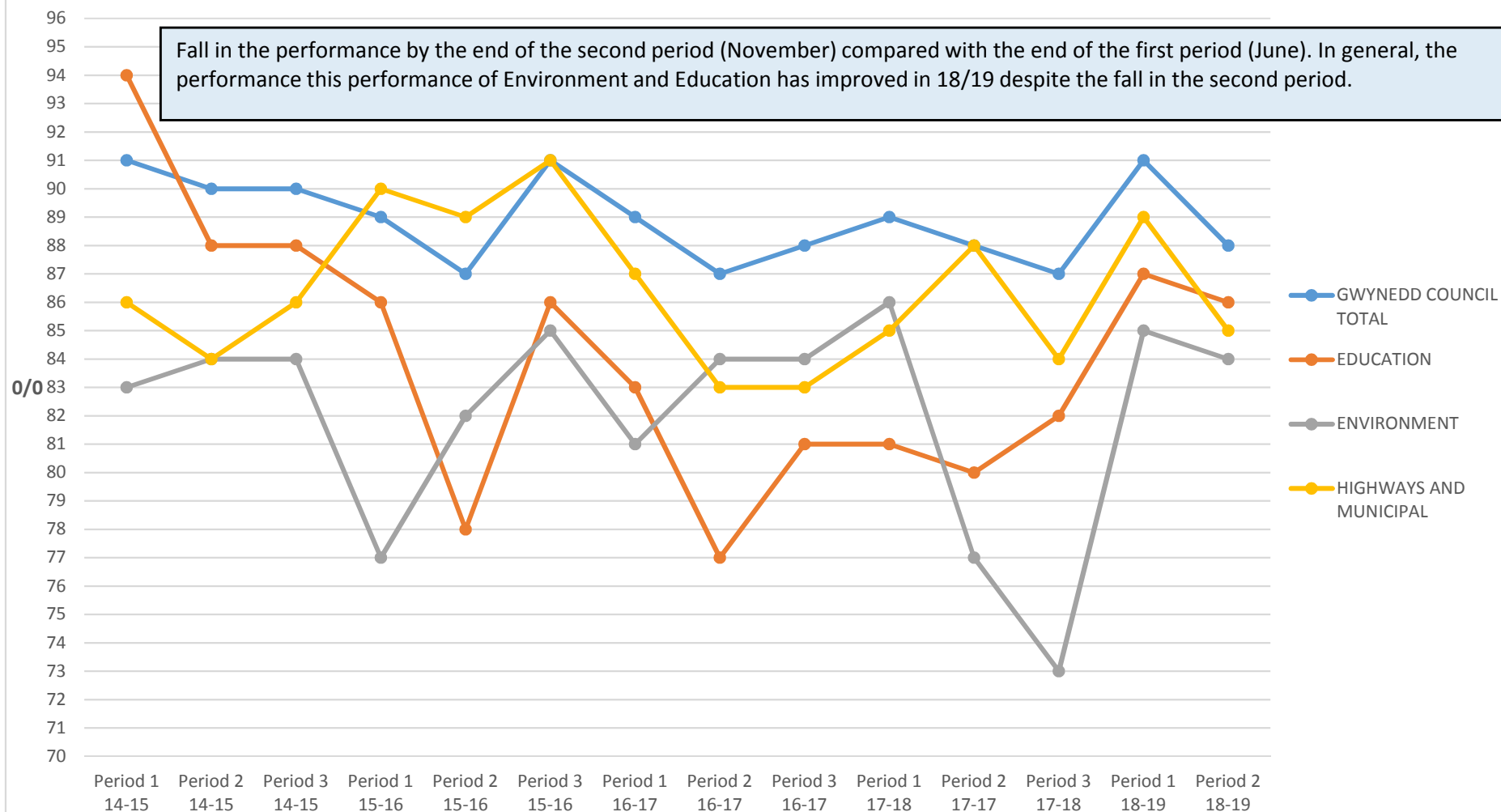Responsible Manager: Christopher Parry

Purpose of the Service:
Paying creditors in an accurate and timely manner.

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

Period 1: April, May, June
Period 2: July, August, September, October, November

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

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

Legend:
- GWYNEDD COUNCIL TOTAL
- EDUCATION
- ENVIRONMENT
- HIGHWAYS AND MUNICIPAL

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

Local suppliers paid sooner than other Council suppliers, but this number had fallen by the end of the second period (end of November) compared with the end of the first period, which was the end of June, and fell in line with the trend and pattern for all the Council's suppliers.

Legend:
- Percentage of invoices paid locally within 30 days
- Percentage of other invoices paid within 30 days

X-axis:
Period 1 20114-15, Period 2 20114-15, Period 3 20114-15, Period 1 2015-16, Period 2 2015-16, Period 3 2015-16, Period 1 2016-17, Period 2 2016-17, Period 3 2016-17, Period 1 2017-18, Period 2 2017-18, Period 3 2017-18, Period 1 2018-19, Period 2 2018-19

**PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19**

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

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

Senior Manager: Huw Ynyr

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

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

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

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

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

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

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

Support Services

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

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

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

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

Much work has already commenced or has been maintained during the quarter -
The work of updating anti-virus commenced and has now been completed. Nearly 2,000 system updates were completed silently Our new product is BitDefender which replaces Kaspersky. It is good practice to replace it and also there are a number of stories about KAV and the Russian state.
Ensure the Protection of the computer environment before our penetration test.
Provide for our change in 365 Microsoft licences; everything will be changed from a licence for the device to a User licence.

PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19

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

Responsible Managers: Rhodri Fretwell and Elfyn Evans

Senior Manager: Huw Ynyr

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

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

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

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

Feedback Request Submission Date	Arloesi Gwledig Project		Score	Feedback	Contact
11/29/2018	**Records Management System** *IT Project Manager : Rhodri*	A system to manage work in the records centre with a self-service element in order to submit requests to the unit. Addressing the needs of this project involves financial savings for the service. The system is now operational by the service officers, with the self-service element on the verge of going live.	1	1 - Yes, I do not have any suggestions for improvement	Sharon Penny Fielding
11/30/2018	**Self Service** *IT Project Manager : Rhodri*	Transfer 27 types of enquiries from Siebel to Ffos, and submit them as 15 new enquiries to the digital channel, and the solution is now live. Addressing the needs of this project contributes towards the efficiency savings highlighted in the channel change project, as well as improving the public's experience when dealing with the Council. Work has commenced to develop accounts for organisations. This will offer a much more convenient and secure way for organisations to manage their on-line transactions with the Council.	2	2 - Yes, but I believe that there is room for improvement Thank you very much for the work completed. The product received at the end of the project was in-keeping with what was noted in the specification, but there had been a slight misunderstanding during the process of developing the final product. In order to attempt to avoid a similar situation in future, we have met in order to identify what could be done better by everyone involved with the project and we have started to operate in a slightly different way on the next project.	Eleri Williams
	Working in the field *IT Project Manager : Rhodri*	In light of developing highways enquiries as part of self-service, opportunities to improve functions in the back office were identified. By using innovative technology we have developed a mobile solution that enables highways inspectors to receive and respond to requests out in the field. This solution has received extremely positive feedback from the users (they receive their requests much earlier, and the information they require to implement everything wherever they are) and we have already identified a number of further opportunities to use this technology.			Steffan Jones

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

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

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

Further comments		
Minor developments - improve working arrangements	Library measures questionnaire	A mobile and desktop development to simplify and facilitate the process of gathering library service measures. Reports to analyse the data.
	Reporting Enquiries (Children and Supporting Families)	A development to simplify and facilitate the process of recording enquiries for Tŷ Cegin, Maesgeirchen. Reports and further analysis are available.
Fleet Tracking	A visit to Cardiff Council to demonstrate the fleet tracking system, with a discussion on the possibility of providing the service for the Council. Rhondda Cynnon Taf, Conwy and Ceredigion are also interested and are currently trialling a system of using the mobile tracking solution for hire vehicles.	
Drupal Websites Platform	Established a Drupal environment on our infrastructure. A powerful, free web development platform. This will enable us to offer to develop and host websites for Council services that currently pay external companies to develop and host their websites.	
A procedure and priority panel has been set up (within the IT service). Submit the prioritisation procedure to the development application by the next meeting of the group (January 2019)		

Requests awaiting comments

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

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

SERVICE: Programme Management

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

Measuring Performance

Projects

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

Mobile Solution for Highways Inspectors - Highways and Municipal

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

- Working with Highways officers to identify the current working arrangements

- Identify an opportunity to use mobile technology to introduce more efficient work practices - and eliminate redundant steps

- Ensure that the solution is in keeping with the needs of the Digital Channel and integrates with Council systems

- Ensure the solution is scalable - that it can be used in other fields of work across the Council e.g. Plans already in place to expand across the following teams:

  Street Enforcement

  Street Cleaning

  Street lighting

How does this work?

- o Essentially, the mobile solution will enable Area Administrative Officers to assign customer service requests directly to a field inspector in Ffos. Thus, an application will appear immediately in the Inspector's work schedule on his/her mobile device.

- In practical terms, the Service's use of appropriate and cost effective technology is in keeping with the Ffordd Gwynedd principle of eliminating several redundant steps from the procedure.

  For example:

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

Benefit to the Service

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

Benefit for the people of Gwynedd (the Customer)

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

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Gwynedd Jobs System Data (GJS) - Corporate Support

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

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

- Establish rules for the system to improve accuracy and ensure complete data

- Identify further needs

- Prepare Guidance for GJS Administrators

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

Analyse the Council's Income and Payments - Finance

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

As part of the project, we will:
- Analyse Barlcays Bank and Capita fees with credit and debit cards
- Analyse the costs of the Post Office (Santander) service
- Compare provider costs
- Benchmark with other counties
- Begin a review of our Finance systems

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

Benefits

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

IT strategy for Education - Education

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

Benefits to the Council/Schools:

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

Benefits for the people / pupils of Gwynedd:

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

Procurement and Administration Team

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

PERFORMANCE MONITORING - FINANCE DEPARTMENT 2018.19
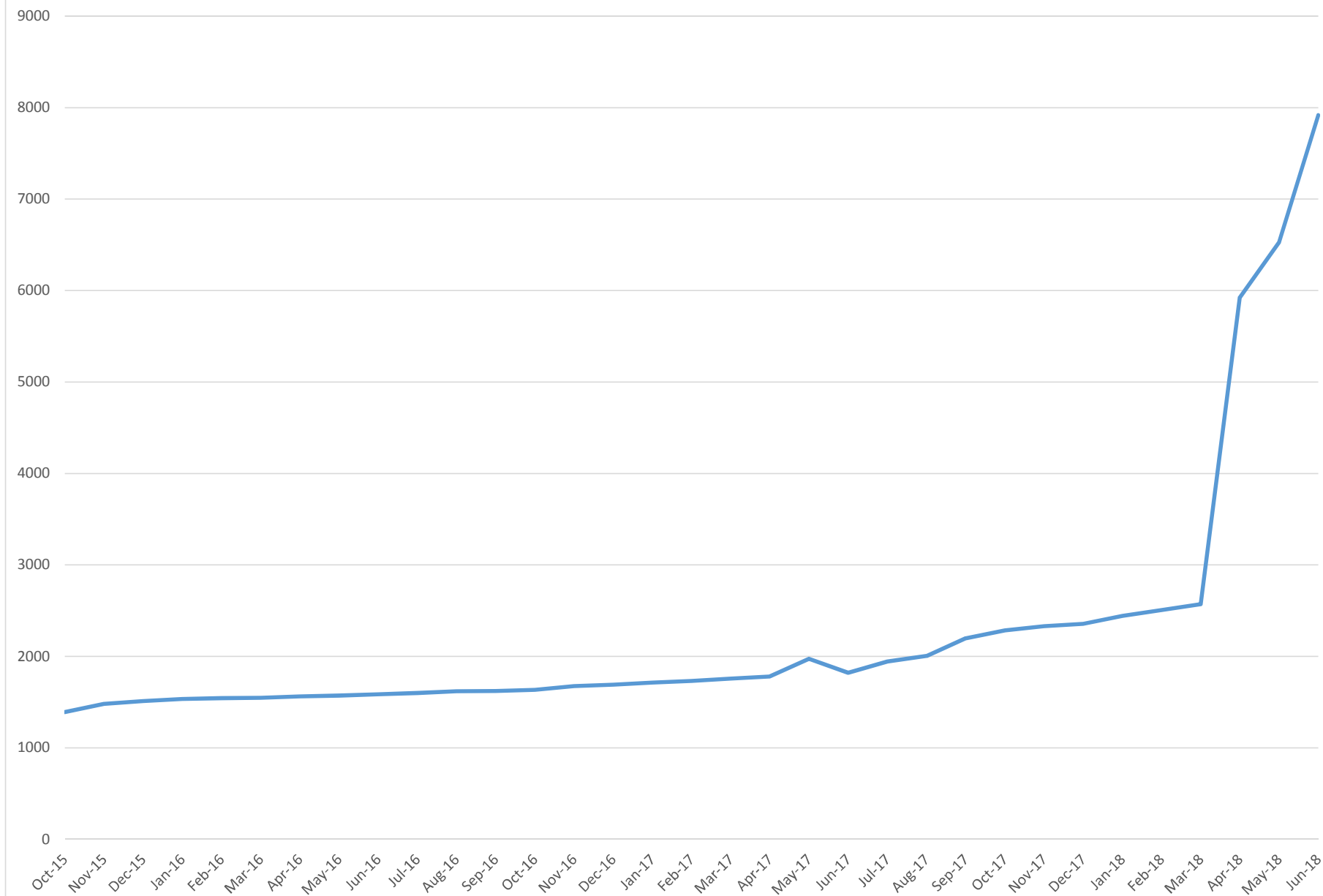
Pensions Service - Achievement Measures

Senior Responsible Manager: Dafydd L. Edwards
Responsible Manager: Nick Hopkins
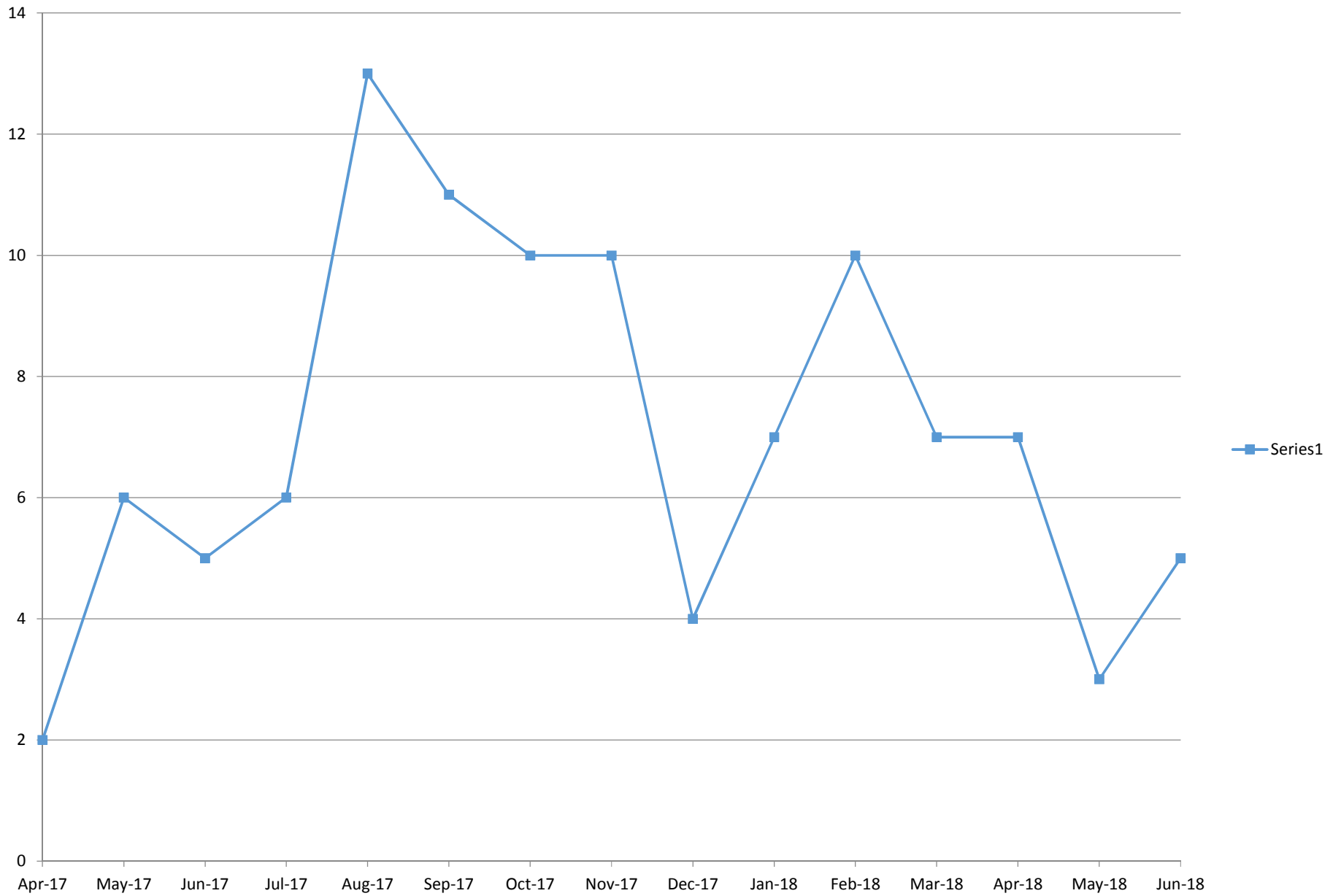
Purpose of the Service:

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

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

First Online Pension Log-in

Cases of Internal Errors

PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19

<u>Investment and Treasury Management Service - Achievement Measures</u>

Senior Responsible Manager: Dafydd L. Edwards
Responsible Manager: Caroline L Roberts

<u>Purpose of the Service:</u>
Maximise the benefits from investing the Pension Fund, and keep appropriate accounts;
Invest the Council's cash flow safely, with acceptable interest;
Manage long-term loans

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

PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19

Finance and Accounting Service - Achievement Measures

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

Purpose of the Service:
Provide a finance and accounting service, and help and support services to be effective and efficient.

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

PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19

Finance and Accounting Service - Achievement Measures

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

Purpose of the Service:
Provide a finance and accounting service, and help and support services to be effective and efficient.

Ref.	Achievement Measure	Comments Quarter 2 18/19	Q2 18/19 17/18 16/17 15/16 14/15	Q1 18/19 17/18 16/17 15/16 14/15	Q4 17/18 16/17 15/16 14/15
CD5.3	Financial monitoring including producing quarterly reports for the Budget Managers, the Leadership Group, the Portfolio Leaders, the Cabinet and the Audit Committee, as well as monitoring the performance of the Council's savings and cuts schemes.	· A report was given on the end of year revenue, capital and savings situation to the Cabinet 16/10/18 and to the Audit and Governance Committee in November 2018. Work proceeds on the November review · Monthly reports of expenditure against the budget are sent to budget managers. · The work of monitoring savings and cuts was permanently ongoing, with reports being submitted to the departmental performance challenge meetings and department management team meetings regularly. · A change to the review system for 2018/19 onwards, as noted in CD5.01.	Reported on the Quarterly Review	Reported on the Quarterly Review	Reported on the Quarterly Review
CD5.04	Formulate and distribute the Council's Budget annually and in line with the specific and designated timetable to achieve the necessary essential steps	· Work done on 2019/20 Budget projections, looking at staffing structures and 2019/20 salary points, inflation rates, changes to the national salary points, grant and settlement figures, service pressure, income etc. · Work has been completed to provide information on the budget for Council Members' Budget workshop at the beginning of December. - projections pepared for 2020/21 and 2021/22 budget forecasts.	Work on 2019/20 Budget completed on schedule, 2020/21 and 2021/22 forecasts complete	Initial work has been completed	2017/18 - Completed the work of the budget earlier in comparison to previous years, as part of the service's attempt to close final accounts earlier
CD5.5	Completion of the Final Accounts (Accounts of Gwynedd, two Joint Committees and the four Harbours) and the relevant requirements to produce a Draft Statement Accounts and to ensure approval of the final Statement of Accounts.	· The accounts of Gwynedd, Joint Committees and the Harbours had been completed earlier for 2017/18, having completed and submitted them to the Auditors by 15 June, which is the statutory date for 2018/19 and 2019/20. This is compared to 30 June in previous years. The actions completed to attempt to respond to the challenge had been successful, but the work was ongoing in order to attempt to improve and speed up our processes, and identify and overcome barriers. · Statutory date is 31 May for 2020/2021 onwards. · It was intended to achieve the 31 May date before it became statutory in 2021. Whole of Government Accounts returns are complete by reporting to Welsh Government earlier this year. · 2017/18 revenue and capital outturn returns completed earlier by the Accountants. · An audit of the accounts from Deloitte completed and presented to the Audit and Governance Committee by the end of September. . AS part of the attempts to speen up the closing of the accounts and comply with the statutory requirements beforehand, have requested that Deloitte complete the 2018/19 audit by the end of July, Deloitte have agrred to this. The end of July will be statutory	Accounts completed finally by 30 September.	2017/18 Accounts completed by June 15 2018, before the statuory deadline of 30 June	Work done on the schedule for closing the 2017/18 accounts in an attempt to complete the work by 30 June, in preparation to tighten the schedule for 2018/19

PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19

Income Service - Achievement Measures

Senior Responsible Manager: Dewi A Morgan
Responsible Manager: Stephen Williams

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

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

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

A payment arrangement was in place for 6.98% of debts at the end of quarter 2. Here are some examples of such agreements:
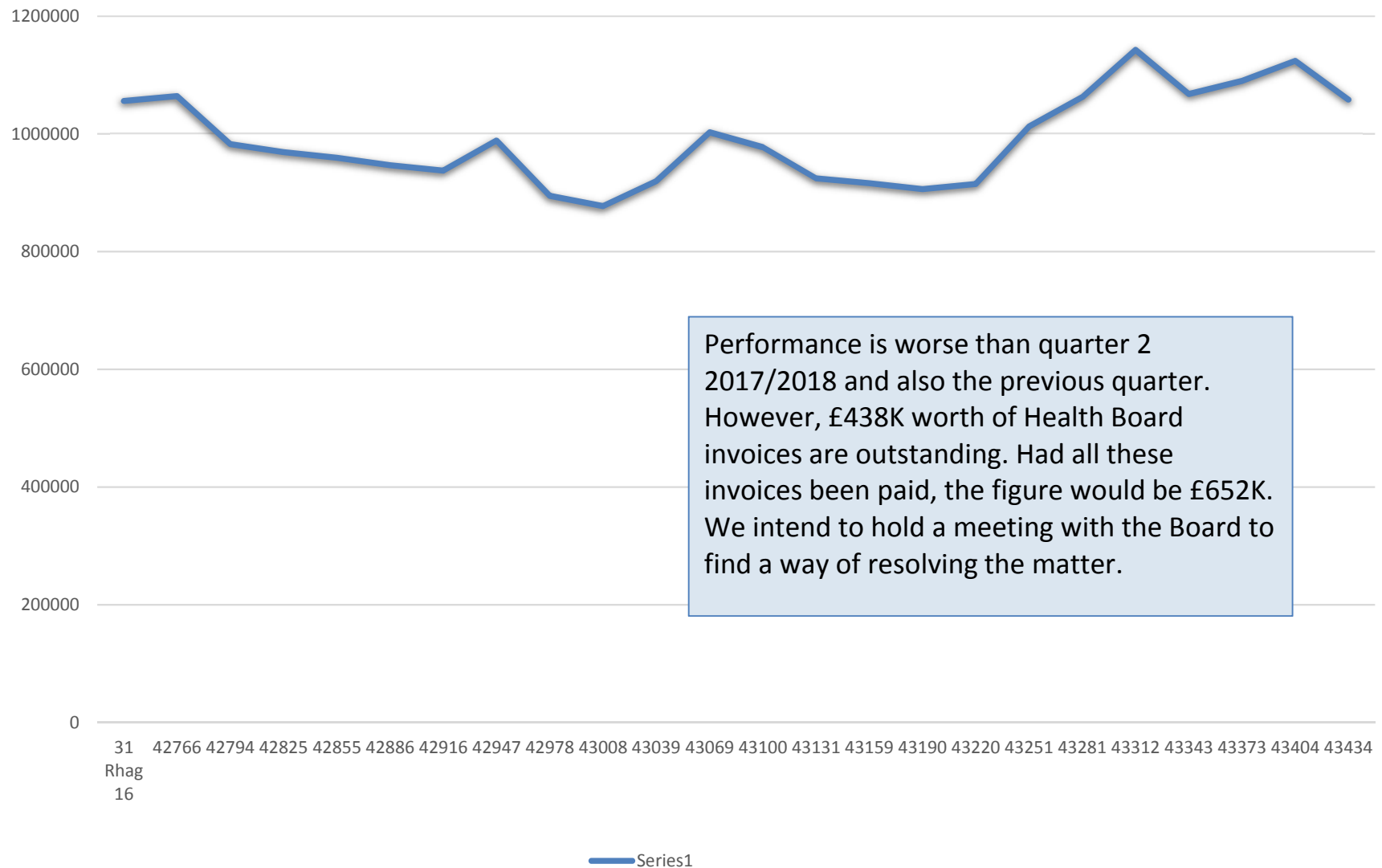
In February 2018, a business in the County was having cash flow problems and, having discussed this with the relevant department, a temporary repayment "holiday" was approved. Once the business had had the chance to improve its financial situation over the summer, payments started to be claimed from June 2018 on an initially lower scale, but by September 2018 the payments were back to the expected level.

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

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

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

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

Performance is worse than quarter 2 2017/2018 and also the previous quarter. However, £438K worth of Health Board invoices are outstanding. Had all these invoices been paid, the figure would be £652K. We intend to hold a meeting with the Board to find a way of resolving the matter.

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PERFORMANCE MONITORING - FINANCE DEPARTMENT
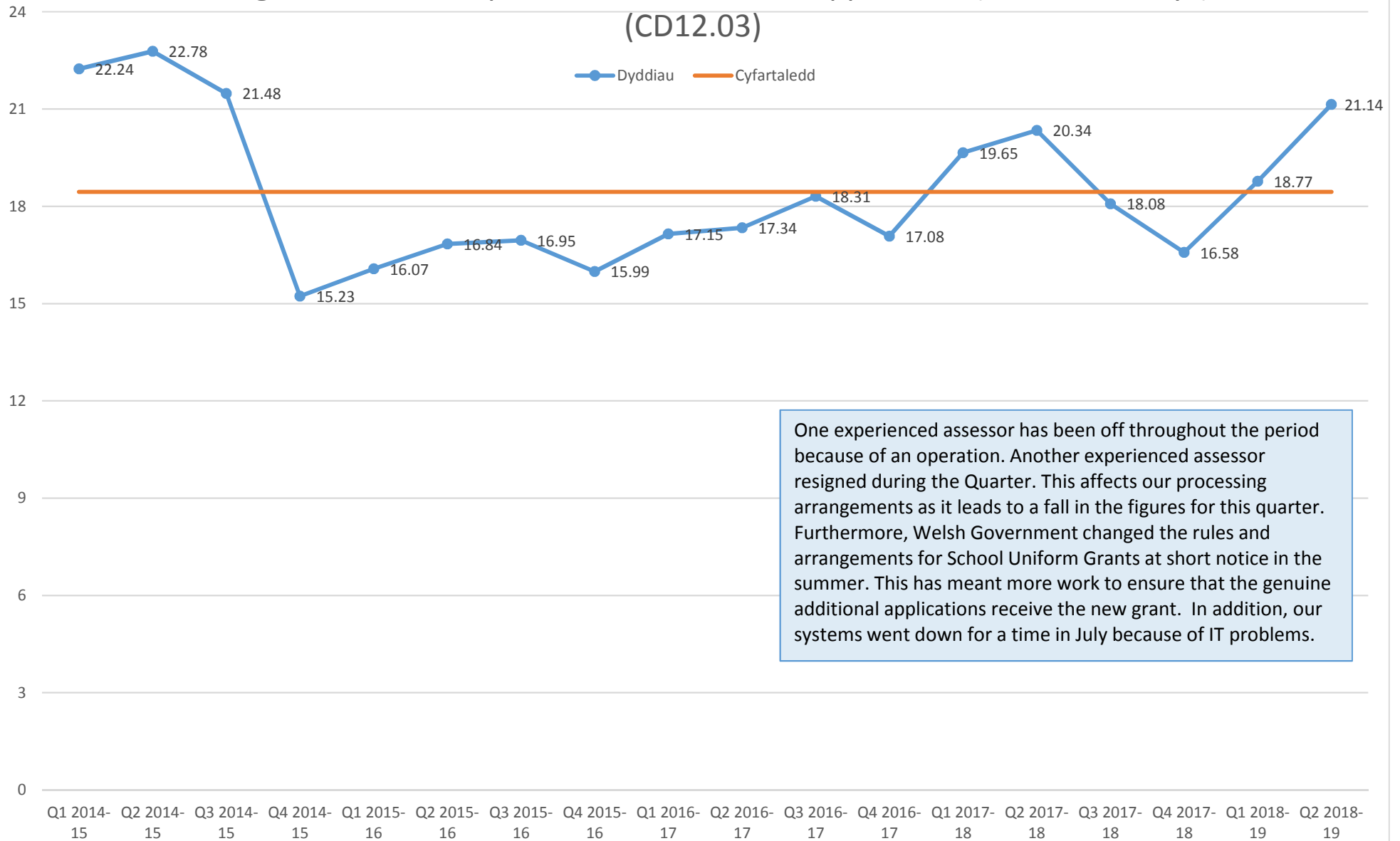**2018.19**

Benefits Service - Achievement Measures

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

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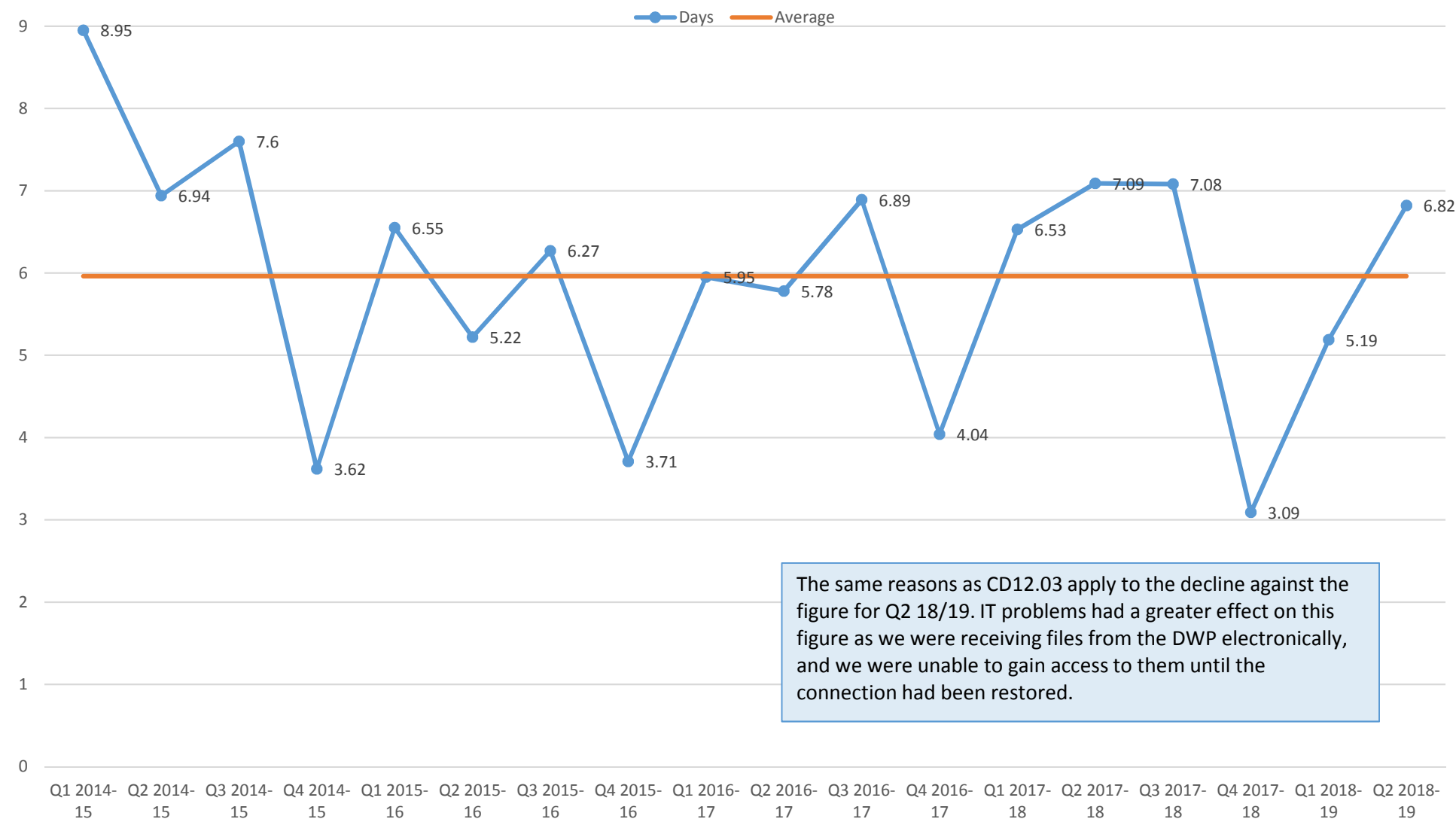and Council Tax bills.

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

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

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Quarter	Value
Q1 2014-15	22.24
Q2 2014-15	22.78
Q3 2014-15	21.48
Q4 2014-15	15.23
Q1 2015-16	16.07
Q2 2015-16	16.84
Q3 2015-16	16.95
Q4 2015-16	15.99
Q1 2016-17	17.15
Q2 2016-17	17.34
Q3 2016-17	18.31
Q4 2016-17	17.08
Q1 2017-18	19.65
Q2 2017-18	20.34
Q3 2017-18	18.08
Q4 2017-18	16.58
Q1 2018-19	18.77
Q2 2018-19	21.14

One experienced assessor has been off throughout the period because of an operation. Another experienced assessor resigned during the Quarter. This affects our processing arrangements as it leads to a fall in the figures for this quarter. Furthermore, Welsh Government changed the rules and arrangements for School Uniform Grants at short notice in the summer. This has meant more work to ensure that the genuine additional applications receive the new grant. In addition, our systems went down for a time in July because of IT problems.

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

Legend: Days — Average

Data points:
- Q1 2014-15: 8.95
- Q2 2014-15: 6.94
- Q3 2014-15: 7.6
- Q4 2014-15: 3.62
- Q1 2015-16: 6.55
- Q2 2015-16: 5.22
- Q3 2015-16: 6.27
- Q4 2015-16: 3.71
- Q1 2016-17: 5.95
- Q2 2016-17: 5.78
- Q3 2016-17: 6.89
- Q4 2016-17: 4.04
- Q1 2017-18: 6.53
- Q2 2017-18: 7.09
- Q3 2017-18: 7.08
- Q4 2017-18: 3.09
- Q1 2018-19: 5.19
- Q2 2018-19: 6.82

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

Percentage of cases in a random sample that requres amendment following an internal check (CD12.05)

145 applications were verified, and 7 calculations were changed.
From the analysis work carried on the data for the quarter, no common pattern emerged
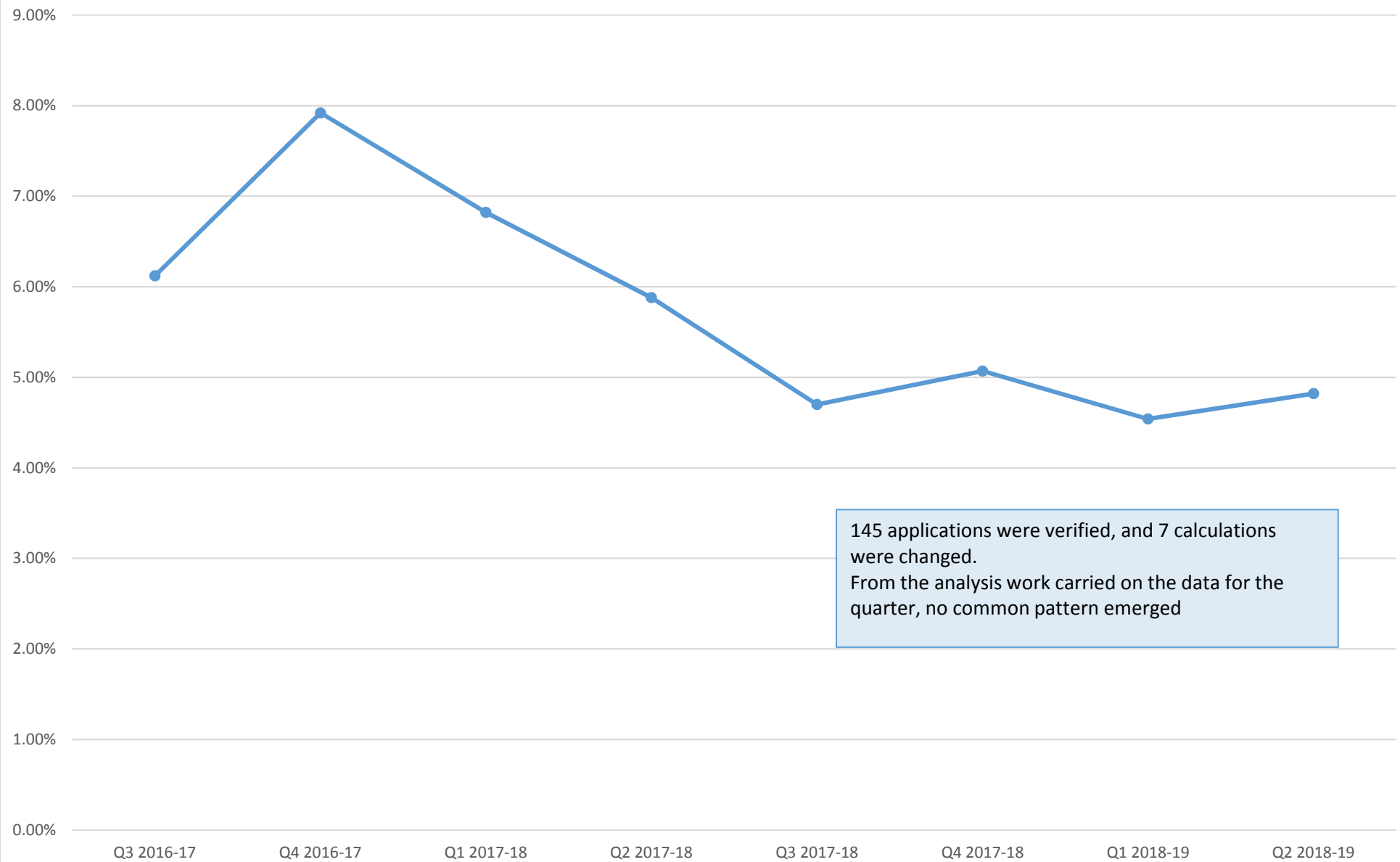
PERFORMANCE MONITORING - FINANCE DEPARTMENT
2018.19

Tax Service - Delivery Measures (Quarterly)

Senior Responsible Manager: Dewi A Morgan
Responsible Manager: Bleddyn Jones

Purpose of the Service:
Collecting taxes promptly and efficiently, whilst trying to be flexible and sympathetic to individuals' circumstances.

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

A review by Internal Audit was carried out in Quarter 2, which involved:
Stopping and Cancelling Council Tax:
Business Rates - Pricing List.

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