

GWYNEDD COUNCIL CABINET

Report for the Gwynedd Council Cabinet's meeting

Date:	4 October 2016
Title of Item:	Performance Report Cabinet Member - Resources
Purpose:	To accept and note the information in the report
Cabinet Member:	Councillor Peredur Jenkins
Contact Officer:	Dilwyn Williams, Chief Executive

1 INTRODUCTION

- 1.1 The purpose of this report is to update my fellow members on what has been achieved in the fields within my remit as Deputy Leader. This includes outlining the latest developments of promises within the Strategic Plan; where we have reached with measuring performance; and the latest in terms of savings and cuts schemes.
- 1.2 We wish to remind you that all matters have already been the subject of discussions and have been scrutinised at meetings of the Management Team (which also included a representation from the Scrutiny Committee) as well as the Leadership Team.
- 1.3 I am comfortable with the Departments' performance on the whole but we will draw your attention to the following matters:
 - 1.3.1 **Implementing Ffordd Gwynedd Project (C1)** - The number of reviews we are likely to complete during the year will reduce from 12 to 7. Further information is included below in 4.1.
 - 1.3.2 **Leaders development programme (C2)** - Although work on a senior officer level is ongoing as expected, there is concern regarding its suitability for Cabinet Members. As a result, I have agreed for senior officers to focus on the project over the next few months and to re-visit Cabinet Members' needs later in 2017. Further information is included below in 4.2.

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2 THE DECISION SOUGHT

2.1 To accept and note the information in the report

3 REASON WHY THE DECISION IS NEEDED

3.1. In order to ensure effective performance management.

4. STRATEGIC PLAN PROJECTS

Effective and Efficient Council

4.1. **C1 Implementing Ffordd Gwynedd - The purpose of this project will be to lead service teams to reflect on their current working arrangements, to challenge whether they are placing the people of Gwynedd centrally and to consider whether there is room for improvement.**

By the end of March 2017, 12 service reviews will have been completed and the Ffordd Gwynedd principles will have been promoted amongst the Council's managers.

4.1.1 By now, the review within the Highways and Municipal Department has commenced and the work of the Ffordd Gwynedd Team has focussed on this review over the past few months. The work is still ongoing within the remaining reviews that are in the pipeline.

4.1.2 In order to enable us to establish where different reviews have reached, review benchmarking steps have been established for the reviews that are already in the pipeline. A copy of the benchmarking steps, together with a brief description of what will be achieved as different steps are reached, is appended in **Appendix 1.**

4.1.3 By now, we are nearing the end of Step 3 within the review benchmarking steps in the Highways and Municipal Department and a date has been set to report back to the Chief Executive, the Cabinet Member and the Department's management team in October. In order to get a better picture of the situation within all reviews, I have asked the Project Leader to outline what step the different executive reviews have reached by the next meeting.

4.1.4 The review within the Highways and Municipal Department is going relatively well, although it is taking more time than anticipated in the original programme due to day to day work requirements. Lessons have been learnt that it should not be taken for granted that all work patterns of review teams are going to be the same and that it is difficult to assess the length of a review as it commences.

4.1.5 As a result of the above, we have revisited a number of reviews that we are likely to be able to complete and by now, it is anticipated that we will complete 7 reviews instead of the 12 originally predicted by the end of March 2017.

4.1.6 Also, a key part of this project is training and changing the culture of Members and staff. Training sessions will be held for all Head of Departments by the Vanguard company in the autumn to ensure a full understanding of the principles behind Ffordd Gwynedd and the method of presenting it and further sessions will be presented to Senior Managers in the new year. Cabinet Members will have an opportunity to join these sessions.

4.1.7 In addition, sessions will be held with all Managers within the Council to ascertain their understanding of Ffordd Gwynedd and to assess progress. I will be reporting back on the progress of this work and on findings in my performance reports for the rest of the year.

4.2 C2 Leaders development programme - The purpose of this project is to ensure that leaders within Gwynedd Council understand the principles of Ffordd Gwynedd, that they are aware of what they need to do in order to reinforce the Ffordd Gwynedd principles through all tiers of the establishment and that there is a system in place to ensure that we do this consistently.

By the end of March 2017, we will have maintained a programme of personal development for every member of the Council's Management Group and the Cabinet to equip them to lead and reinforce the working culture within the Council.

4.2.1 This scheme has managed to adhere to the implementation timetable in relation to the progress identified for senior officers, but there is a lack of progress in relation to developing leadership among Cabinet members. Although there are examples where Members have taken advantage of the support and training in order to develop on a personal level, there is concern whether or not it is suitable and there is a need to re-examine how best to develop leadership on a whole team level.

4.2.2 On a practical level, with local government elections to be held in May 2017, I have agreed that one should focus on developing leadership on a senior officer level for the time being, with the intention of seeking an agreement on a joint development programme with Cabinet members and the Management Group later in 2017.

4.3 C6 Information Technology (IT) Strategy - The purpose of this project is to produce an Information Technology Strategy that will set out the direction for the next phase in order to maximise the benefit to be gained from using this tool along with a work programme to realise the strategy.

By the end of March 2016, we will have produced an IT Strategy.

4.3.1 The Strategy was adopted by the Cabinet on 3 May 2016. Since then, we have started to implement the Strategy by focussing on creating the specialist software in order to serve the digital channels, to present innovative presentation equipment and larger screens within meeting rooms and to enable individuals employed by the Council to have access to support services via the intranet from any location instead of the current system where it is restricted to Council computers.

4.3.2 In addition, preparatory work has commenced to examine IT provision for Elected Members from May 2017 onwards. A workshop has already been held with 5 Members to identify the needs and they will trial different equipment during October and November.

4.3.3 It is noted that there has been a slight delay in the process of appointing Account Managers and it was agreed to fund them in order to facilitate the process of introducing the Strategy which resulted from a number of matters raised by Department Managers regarding their terms of reference. Discussions

have been held to try to respond to these matters and further workshops will be held over the next two months to agree on the terms of reference and it is anticipated that officers will be in place by Christmas.

4.4 C7 Electronic document and records management system (EDRMS) - The purpose of this project is to establish the EDRMS system which will ensure that the Council's information sharing arrangements are much easier and more effective.

By the end of 2017, at least five of the Council's departments will use the EDRMS system.

4.4.1 By now, the system has been introduced to the Economy and Community Department as well as the Corporate Support Department with 522 users on the system (214 in CS and 308 in Economy and Community). In addition, preparatory work has commenced with Education and a number of other Departments to tidy up their filing systems before transferring to the new system.

4.4.2 Feedback was received to a questionnaire by staff from the Corporate Support Department after 6 months of using the system. On the whole, the response was positive with 84% believing that the system was satisfactory or better and steps have been put into place in order to respond to the negative comments.

4.4.3 At present, it is slightly premature to assess the impact the system has had but it is anticipated that this can be done once the Corporate Support Department has been using the system for a year. I will be reporting back on those impacts as part of my performance reports early in 2017.

Financial Planning

4.5 CA1 Realising savings - The purpose of this project is to ensure that arrangements are in place to realise efficiency savings of £13.6m that have already been agreed as part of the savings regime along with any further savings that are identified.

By the end of March 2017, we will have realised the efficiency savings planned for the period.

4.5.1 As you are aware, I have an overview role which involves ensuring that the efficiency savings are realised on a corporate level and that arrangements are in place to do so. A summary of the latest situation can be seen below.

4.5.2 There are a few plans that are not directly attributed to a certain Department. Of these, approval has already been granted to delete the gap of £150,684 from two historical plans in the Care field (Enablement and North Wales Regional Hub), and the Cabinet's confirmation will be required to formalise this when the 2017/18 budget is formulated, also considering an alternative method of closing the financial gap. Many plans are being developed to meet the cross-departmental aim for 2016/17 which has now reduced to £90,566, and an increase is anticipated over the next few weeks in order to be able to submit them to Cabinet, and realise them before the end of the financial year.

4.5.3 In recent years, the savings strategy has ensured departmental ownership over the bulk of the plans to save, and that is an effective regime. It is noted that at least 74% of 2016/17 plans have been realised on time, and a further 17% are on the right track, a total of 91%. Remember that a situation during July is presented,

which is quite early in the financial year. As a result, generally, very good progress was seen and the projections in terms of realising the aim are promising.

4.5.4 However, there was a possibility of substantial slippage in the Adults, Health and Well-being Department. I am convinced that the Department is working on a series of alternative schemes in order to mitigate the impact of this slippage, but I will continue to keep an eye on the development of these schemes, to ensure that the savings are realised.

4.6 CA4 Further efficiencies and service provision models - The purpose of this project is to find further efficiency schemes in order to reduce the amount of cuts required in addition to researching fields where it is possible to change the current model of provision and make savings.

By the end of March 2017, we will have found further efficiency schemes to be achieved.

4.6.1 The effort made to find and develop further efficiencies aims to ensure as few service cuts as possible. Currently, efficiency schemes valued at £7.6 are being addressed and refined in order to meet the target of further efficiency valued at £7.25m that has been set as part of the 2016/17 - 2019/20 Financial Strategy.

4.6.2 The work to examine alternative models is still ongoing. There was some slippage in the work to examine an **Alternative Adult Care Model** due to the need to receive pension calculations from an external provider, as well as advice on other technical matters. In the case of the **Alternative Leisure Model**, work has been undertaken to establish a business case, to identify potential models and the implications of associated action. I will be reporting back on the work when it has matured.

5 PERFORMANCE

5.1 **Appendix 2** reports on the performance measures that are associated with my portfolio.

5.2 As a Council, we have a role to ensure that we pay our creditors correctly and on time. You will remember the last time I reported that the Education Department's figures (and particularly Primary Schools) affected the performance of the measure **Percentage of invoices paid within 30 days (across the Council)**. The performance for April to June is comparative to previous years (89% compared with 89% in 15/16, 91% in 14/15 and 91% in 13/14) with the Education Department's percentage (which is responsible for 26% of all invoices) standing at 83%.

5.3 In the meantime, I have contacted the Cabinet Member for Education asking him to address the matter and I will be keeping an eye on the situation to see whether or not the response from the Department will make a difference or whether or not further action will be required.

5.4 The latest information regarding the **Number of RIDDOR accidents** (accidents connected with work, with which the injury, illness or hazardous event has been outlined by the HSE (Health and Safety Executive)) shows that the number is 7 at the end of June. This is a reduction compared to 16 for the same period in 2015/16, 13 in 2014/15 and 21 in 2013/14.

5.5 The greatest reduction can be seen within the Highways and Municipal Department and there is room to believe that work to raise awareness and to train the workforce within the Department over the past few months has led to this. We will continue to keep an eye on the situation.

6 FINANCIAL SITUATION / SAVINGS

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

6.2 83% of 2016/17 efficiency savings of the **Finance Department** have been realised or are on the right track, and 84% of the year's cuts have been realised. The Re-procure the PSBA Network Scheme, which bridges 2015/16 and 2016/17, is the only scheme that is not on the right track and although it is anticipated that it cannot be realised as intended, the matter is being addressed on a national level in order to find a solution.

Views of the statutory officers

The Chief Executive:

It is heartening to see such good progress on realising the main plans in the Strategic Plan; however, it must be borne in mind that there is approximately 6 months only to deliver them. Seeing the latest situation in terms of delivering savings is very encouraging and must be praised, as is the general performance and this at a time of financial unrest when the resources available for delivering are dwindling.

The Monitoring Officer:

Nothing to add from a propriety perspective.

The Head of Finance Department:

I confirm the accuracy of the budgetary elements of the report, and I will support the Cabinet Member to achieve the relevant objectives.

Appendices

Appendix 1 - Ffordd Gwynedd Review - Benchmarking Steps

Appendix 2 - Performance Measures