Complete Agenda

CABINET

GWYNEDD COUNCIL

DATE	Tuesday, 3rd May, 2016
TIME	1.00 pm
LOCATION	Siambr Hywel Dda, Council Offices, Caernarfon, Gwynedd. LL55 1SH
CONTACT POINT	Sophie Hughes 01286 679729 cabinet@gwynedd.gov.uk

GWYNEDD COUNCIL CABINET MEMBERS

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

AGENDA

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9	OVERVIEW OF GWYNEDD COUNCIL'S PERFORMANCE 2015/16 FIELDS OF CHILDREN AND YOUNG PEOPLE, THE WELSH LANGUAGE, EFFECTIVE AND EFFICIENT COUNCIL AND FINANCIAL PLANNING	Cyng/Cllr. Dyfed Edwards	Hawis Jones	107 - 137

CABINET MEETING 12 April 2016

RECOMMENDATIONS FROM THE CORPORATE SCRUTINY COMMITTEE, 3RD DECEMBER 2015

A. ITEM – GWYNEDD COUNCIL PROCUREMENT STRATEGY - CATEGORY MANAGEMENT AND KEEPING THE BENEFITS LOCAL

Considered – A report by the Economy Cabinet Member (Councillor Mandy Williams-Davies) on the developments to date of introducing category management as the new procurement arrangement for the Council, including any lessons learnt through the experiences in the Care sector to date. Ensuring that benefits were kept local whilst procuring was also considered, along with any steps taken to encourage local businesses to develop.

Resolved
a)   There was no evidence to date whether category management arrangements worked better than the previous arrangements. Progress on the procurement strategy should be monitored by this committee in 6 months' time, and regularly thereafter.
b)   Note concern regarding the impact of any possible cuts on departments' abilities to support. Particular concern was noted for the Economy and Community Department, to drive the local element and the impact of that on the county's economic success more generally.
c)   Rooting the strategy in Ffordd Gwynedd principles, by consistently listening to the messages that come back from the local sector and adapting the strategy accordingly.
d)   That there was a need to be more proactive in promoting and creating opportunities for local businesses, social enterprises, etc., to develop businesses by identifying the gaps in the market, including encouraging individuals to establish new businesses
e)   The message about the new arrangements should be spread across the Council, so that everyone knew about and understood clearly what the new arrangements are.

RECOMMENDATIONS FROM THE CORPORATE SCRUTINY COMMITTEE, 4TH FEBRUARY, 2016

B. ITEM – DRAFT INFORMATION TECHNOLOGY STRATEGY

Considered – A report by the Resources Cabinet Member (Councillor Peredur Jenkins) and the Senior Information Technology and Transformation manager on the content of the draft Information Technology Strategy. As part of the discussions, efficiency and value for money were discussed, with information about costs and customer satisfaction scrutinised.

Resolved
a)   It was recommended that clarity should be ensured on the success of the previous strategy and that it should be fully explained, using it as a basis for the new strategy. This would allow progress to be measured. It was recommended that there was a need for the service to identify and assess where the Council had reached, what lessons had been learned thus far, and incorporating the information as a basis to the new strategy.
b)   The IT Strategy needs to be flexible to respond to the customer's requirements (when they are known/ clear) and to be as flexible as possible within security restrictions.

c)   Ffordd Gwynedd intervention to the IT Service should be considered soon. The intervention could release resources which could be used in the fields discussed in the Strategy

RECOMMENDATIONS FROM THE CORPORATE SCRUTINY COMMITTEE, 14 APRIL, 2016

C. ITEM – THE BENEFITS TO GWYNEDD FROM RETAINING BUSINESS RATES

In a discussion relating to business rates in the full Council in October 2015, an Elected Member drew to the attention of the Council that central Government in England has decided that English local councils are to keep all business rates to invest locally. It was explained that this is not the situation in Wales.

Considered – A report by the Resources Cabinet Member (Councillor Peredur Jenkins), the Head of Finance and the Senior Manager Revenues and Risk outlining the probable outcome in Gwynedd should the Welsh Government adopt the same provision in Wales. The Scrutiny undertaken was to assess whether the same regime in Wales would be likely to lead to benefits, losses, opportunities, or hazards for Gwynedd. Following that work, the Council could decide if it wanted to contact the Welsh Government.

Resolved
a)   It appears that the situation in England is complex. Following consideration to the information presented, there is no assurance that Gwynedd would benefit from the same provisions. Indeed, it appears that there would be substantial risks to Gwynedd.

b)   The Committee therefore recommends that the Council should not, at this moment, proceed to write to the Welsh Government asking for the same provision in Wales.

c)   Should further information arise with regards to similar developments in Wales, it is recommended that further work be undertaken at that time by the Corporate Scrutiny Committee.

THE CABINET 15/03/16

Present-
Councillors: Dyfed Wyn Edwards, Dyfrig L. Siencyn, Peredur Jenkins, John Wynn Jones, Dafydd Meurig, W. Gareth Roberts, Mair Rowlands, Gareth Thomas, Ioan Thomas and Mandy Williams-Davies

Also present: Dilwyn Williams (Chief Executive), Morwena Edwards (Corporate Director), Dafydd L. Edwards (Head of Finance), Iwan G. Evans (Head of Legal Service), Dafydd Gibbard, Hawis Jones (Strategic Planning and Performance Manager), Elliw Llyr (Strategic Housing Manager), Meilys Heulfryn Smith (Senior Business Manager) and Dafydd Tudur Jones (Finance Resource Manager), Bethan Richardson (Cabinet Support Team Leader – taking the minutes).

1. **APOLOGIES**

   Cabinet Members and Officers were welcomed to the meeting.

   Apologies were received from Iwan Trefor Jones.

2. **DECLARATION OF PERSONAL INTEREST**

   There were no declarations of personal interest.

3. **URGENT ITEMS**

   There were no urgent items.

4. **MATTERS ARISING FROM SCRUTINY COMMITTEES**

   There were no matters arising from Scrutiny Committees.

5. **MINUTES OF THE MEETING HELD ON 16TH OF FEBRUARY 2016**

   The Chairman signed the minutes of the Cabinet meeting held on the 16th of February 2016.

6. **OLDER PEOPLE ACCOMMODATION STRATEGY**

The report was submitted by Cllr. W Gareth Roberts.

The report was seconded by Cllr. Ioan Thomas.

DECISION

To adopt the Older People Accommodation Strategy

7. **FINANCIAL MODEL TO INCREASE THE SUPPLY OF AFFORDABLE HOUSING**

The report was submitted by Cllr. Ioan Thomas.

The report was seconded by Cllr. Dafydd Meurig.

DECISION

In order that strategic projects are achieved to address the housing need within the County, to move ahead with loan provision within Extra Care Housing Schemes, Provision for Homeless People, Community Land Trust and Empty Housing back into Use, which has appropriate charges or security and proportionate conditions which is to be prescribed in consultation with the Head of Finance and Head of Legal Services for each individual scheme.

Delegate the right to the Senior Housing Manager to act with the approval of the Head of Finance and the Head of Legal Services.

8. **STRATEGIC EQUALITY PLAN 2016-20**

The report was submitted by Cllr. Ioan Thomas.

The report was seconded by Cllr. Mair Rowlands.

DECISION

To approve the Gwynedd Council Strategic Equality Plan 2016-20.

9. **GWYNEDD COUNCIL 2015-16 PERFORMANCE OVERVIEW**

The report was submitted by Cllr. Dyfed Edwards.

DECISION

To accept and note the information in the report submitted to the meeting.

10. **THE EFFECT OF THE SOCIAL SERVICES AND WELLBEING (WALES) ACT 2014 ON THE ADULT SERVICES CHARGING POLICY**

The report was submitted by Cllr. W Gareth Roberts.

The report was seconded by Cllr. Peredur Jenkins.

DECISION

1. To confirm that Gwynedd Council is exercising the discretion allowed under the Social Services and Well-being (Wales) Act 2014, to charge for Adult Care Services from 6/4/2016 onwards.
2. To adopt the new Adults Service Charging Policy that will be operational from 6/4/2016.
3. To approve the fees for care services for 2016/17.
4. To authorise the Adults, Care and Well-being Department to commence a consultation in May 2016 on the changes required to the Charging Policy.

11. **PROPERTY ASSET MANAGEMENT PLAN**

The report was submitted by Cllr. Dafydd Meurig.

The report was seconded by Cllr. John Wynn Jones.

DECISION

Adopt the Asset Management Plan and the Property Policies to strengthen and support what has already been acheived through the Corporate Property Strategy, subject to -
- revisiting Property Policy 3 'After-use of School Sites Surplus to Requirements'
- revisit clause 9 in the 'Property Disposal Policy', namely capital receipts that come from disposing property.

12. **SALE OF THE FORMER HENDRE SCHOOL SITE, CAERNARFON**

The report was submitted by Cllr. Dafydd Meurig.

The report was seconded by Cllr. Dyfrig Siencyn.

DECISION

To use powers under General Disposal Consent (Wales) 2003 to sell the former Hendre School site in Caernarfon directly to Cartrefi Cymunedol Gwynedd (CCG) for less than market value to ensure the provision of social, economic or environmental benefits.

13.   **GWYNEDD COUNCIL'S CABINET FORWARD WORK PROGRAMME**

The report was submitted by Cllr. Dyfed Edwards.

The report was seconded by Cllr. W Gareth Roberts.

DECISION

Approve the Forward Work Programme included in the meeting papers.

The meeting commenced at 1.00 pm and concluded at 2.55 pm.

CHAIRMAN

REPORT TO THE CABINET
3 May 2016

Cabinet Member: Councillor Peredur Jenkins, Cabinet Member for Resource

Subject: Information Technology Strategy (2016-2018)

Contact officer: Huw Ynyr, Senior Manager for Information Technology and Business Transformation

The decision sought
To adopt the Information Technology Strategy

Introduction / Background

The previous Information Technology Strategy has now reached the end of its existence and it is time to present a new IT Strategy that builds on the success of the previous strategy by laying the foundations to support effective and efficient Services for Gwynedd's people.

The latest ICT Strategy lies within a very uncertain period for local government. Increased financial pressure will continue to be a large influence on the Council's plans for service provision, and is likely to surpass the life of this strategy.

All Council services depend on ICT systems in some way. In some cases, this will be obvious and will be directly used to provide services to the public, and in other cases it will be less visible and will play a supportive role behind the scenes. However, what's clear is, when it is used correctly, ICT is a critical tool and an enabler when it comes to improving services and reducing the costs of service provision. This strategy builds on the success of the previous strategy, but rather than placing the technology at the heart of the strategy, it uses principles and themes to ensure that the business leads the strategy and the technology provided to support this. A consultation has been held with the IT Governance Board, Heads of Department and Directors, and IT Service staff in preparation of the Strategy.

The ICT Strategy forms the Council's general ICT requirements, while supporting the work of delivering some of its strategic aims:

· Putting the people of Gwynedd at the heart of everything we do
· Improving engagement with communities on the care challenge
· Improving integrated working focusing on what matters for individuals
· Preparing the care workforce to meet the new way of working
· Promoting the use of the Welsh language in Gwynedd

The Purpose of the Strategy

The purpose of the IT Strategy is to create a vision of how technical developments and improvements can meet the Council's strategic plans. The strategy reviews the success of the previous strategy and examines the challenges facing the Council during the next three years, whilst highlighting that these strategic plans could change should the Council's strategic priorities change.

The strategy has been split into two documents:

· IT Strategy 2016-2018 the vision — this is a document which introduces the strategy, looks retrospectively at the successes of the previous strategy, introduces specific themes which are common to many developments and sets robust principles which are core to developing the IT service, which in turn improves the Council.

· IT Strategy 2016-2018 realising the vision — this document builds on the introduction provided in the vision by providing details on activities within the themes, and providing further details of the benefits and the efforts made to complete these activities. As well as arranging the activities of specific themes, the themes themselves are paired with the objectives of the Council's strategic plan.

The plans within the strategy provide a service which will continually improve the Council, using technology to support effective and efficient services for the people of Gwynedd.

Reasons for recommending the decision

That the Council adopts the Information Technology Strategy that is presented in appendices A & B to ensure that technology is provisioned and supported to bring continues improvements to the Council and the people of Gwynedd.

Next steps and timetable

That the Information Technology Service adopts the strategy and that the strategy's progress is reported as part of the Council's performance reporting arrangements.

Views of the local member

Not applicable, this is not a local matter

Views of the Statutory Officers

The Chief Executive:

Technology is an important asset to support continuous improvement in the Council's services to its citizens. Having a sound Information Technology Strategy is tantamount to enable this.

It's important that the Strategy reflects on what has been achieved and lessons learnt in the past. There is specific reference in the Strategy to do so. The other essential element is that the Strategy shows that it is flexible and that our use of technical resources responds to the needs of services to the future.

The Monitoring Officer:

Establishing an IT Strategy is an important contribution for the authority's governance and I don't have any comments regarding propriety.

The Head of Finance:

I have collaborated with the Cabinet Member in the preparation of this report and I confirm the content.

Appendicies

Appendix A – IT Strategy (2016-2018) The Vision

Appendix B - IT Strategy (2016-2018) Realising the Vision

IT Strategy (2016-2018)

The Vision

(document #1 of 2)

FFORDD
GWYNEDD

Introduction

The latest ICT Strategy lies within a very uncertain period for local government. Increased financial pressure will continue to be a large influence on the Council's plans for service provision, and is likely to surpass the life of this strategy.

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- **Preparing the care workforce to meet the new way of working**

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The plans within the strategy provide a service which will continually improve the Council, using technology to support effective and efficient services for the people of Gwynedd.

New activities are focused upon in the strategy, and it does not refer to the broad range of activities already supported by the IT service. The day to day activities include supporting 2,550 members of office staff and the technology they use, which includes the following, but is not limited to the list below:

- Computers and laptops
- iPads, mobile phones and desk phones
- Printers
- Computer software
- Security
- Developing and supporting specialist software
- Broad area, local area and wireless network connections
- Helpdesk Activities
- The Data Centre

The success of the previous strategy

Amongst the 48 projects noted in the previous strategy, 40 have been completed, six are ongoing and two have not yet been commenced. The ongoing ones are expected to be completed by the end of 2014/15 and the two that have not yet been commenced need to be re-assessed. In addition, other strategic projects which were not originally identified in the previous strategy have been completed in the same period. This success not only provides a basis for service provision and strategic ICT projects for the future, it also instills much confidence in the Council's ability to provide its ICT programme as projected, while acknowledging the pressure this places on the ICT service itself. This confidence is further supported given the large number of specific service projects which have also been completed within this period.

48 tasks identified in the Strategy

- 40 completed

- 6 ongoing

- 2 not yet commenced
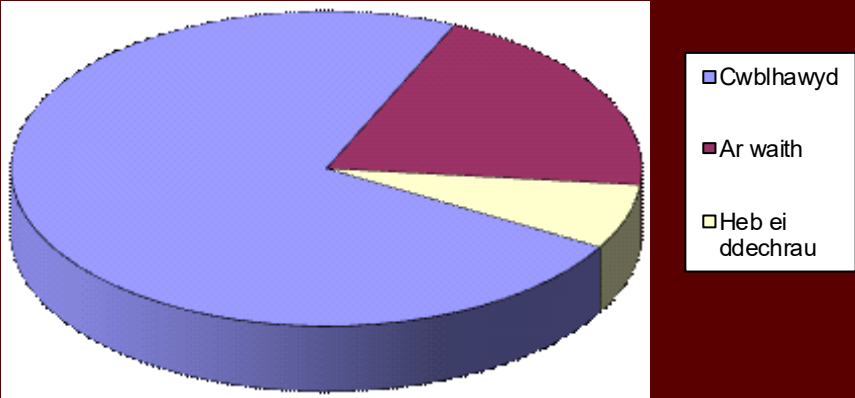
The Progress of the Previous Strategy—the impact

The previous strategy has set the stage to introduce IT services for the future, mainly because it has concentrated on strengthening the infrastructure and development processes. Although they are technical items, the changes made have had a positive impact on the service, and thus has improved the user experience.

Establishing the new data centre and server virtualisation has made a huge difference, and has changed the situation from one of frustration and a flat period of being unable to work on systems which serve the public. The availability of some of our largest systems was poor and often they were not available to the user because of performance issues or a problem involving one piece of equipment failing and affecting the entire system. Server virtualisation has improved system performance, but they operate across several servers, and if a problem arose on one, the load would be split across the remaining servers while the engineers solve the problem. The impact on this is that the availability of these systems are now near to 100%, and being unable to access the server would be a complete exception. Thus, this offers a much better service for the people of Gwynedd. The systems that experienced these benefits were systems that support benefits, council tax and housing activity, and the changes have had a positive impact on all Council systems.

As well as the example used above, the changes made to the infrastructure go even further, but the impact is similar to what has been explained with system availability improving. The new data centre is much more resilient. Previously, we would lose services several times a year due to severe weather affecting the electricity supply, but the provision that the new data centre offers has verified this situation and also offers a resource which is located in a secure site and is clear from any flood risks and is much more effective in terms of energy use.

The developments of the data centre and the virtualisation, together with large improvements to the network with the adoption of the PSBA national network, raises the standard of service continuity and our ability to restore our systems following a failure, and to maintain services in line with our service level agreements.

Re-structuring was an inevitable part of changing our organisation to support a service which had leaped from using technology from the age of the main frame computer to the new provision, and in doing so, establishing the cloud team to administrate the data centre and to evaluate future changes in light of cloud services.

The Progress of the Previous Strategy—the impact

There were several other developments in terms of the infrastructure which have contributed to delivering secure and resilient IT systems. The connection code's security standards (now knows as the PSN (Public Secure Network)) changes from year to year, and there is a commitment in the strategy to achieve its accreditation, but there were other factors in the strategy which contributed to achieving the accreditation, things like establishing a new firewall, changing from Windows XP to Windows 7 and establishing a Microsoft Office contract. In addition to this, the data storage system was upgraded and thin client computers were established.

Several changes have been made to our software evaluation and programming arrangements, while reviewing the development standards and standardising the .NET development language. Standardising one specific language makes the workforce more flexible and we can change priorities easier by increasing or cutting down on the number of developers, as everybody has the same skills. The way in which projects were run was strengthened, by moving from the traditional development cycle of creating a specification, and then testing against the specification, and then presenting the solution to the client, namely the process that could take months before it comes to fruition, and often, because of a misunderstanding or a change in needs, what was developed did not meet the client's full needs. By now, the unit uses the "Agile" development cycle, which is a system of working closer with the client, developing within short periods of time and displaying what has been developed in relatively short pieces. In doing so, it is less likely that the solution will not meet the client's needs.

Another change which was introduced during the life of the previous strategy was the establishment of the role of the account manager, which is a service which has become worthy of its place in the Council organisation very quickly. The purpose of the role is to collaborate with Council departments and the IT service to use technology to improve the services supplied to the people of Gwynedd. The infrastructure unit maintains a strong stage for secure and resilient services, the development unit creates solutions to correspond with the client's needs, but the role of the account manager is to educate the client on identifying how technology can transform their services and to assist them to explain their needs in detail in order to create a solution.

A full summary of how the previous strategy was completed follows, but in simple terms, the strategy has been successful in setting a foundation to maintain secure and resilient services, by transferring the needs of the departments into technical solutions.

The Progress of the Previous Strategy—completed items

Reducing the use of energy – Free cooling air-conditioning units were installed in the new data centre in May 2010. Citrix xenapp infrastructure has been installed to serve thin clients which uses much less electricity than a PC. 640 devices have been installed thus far.

Comply with the Connection Code – The connection code has now changed to the PSN (Public Sector Network). Gwynedd Council has complied throughout the life of the strategy.

Develop and implement formal Service Level Agreements – formal service level agreements are implemented with any external contract where the IT Service is a supplier.

Develop and implement capacity management processes – since server virtualisation, capacity management is much more effective, enabling us to prioritise our resources based on how often they are used.

Disaster Recovery – A virtual server environment has been installed in the Headquarters and in Penrhyn since March 2010. The site recovery manager software enables us to move the business systems onto the virtual server to Penrhyn if there is a disaster at the Headquarters.

Accept a contract and implement the Services Communication Plan – an account manager was employed in 2010 to take on the role of communicating two ways with services, with a second member being employed in 2012. The success and popularity of the role with departments means that through restructuring, we will add another resource in Q2, 2016-17.

Produce a necessary ICT skills portfolio and a training action plan, and review it annually - this was originally undertaken, but it was not kept up-to-date.

Service continuity to be considered as an integrol part of any upgrading project or procuring a new system – all new provisions following the Strategy have contributed to the introduction of a resilient service. In the years since implementing the Strategy, a new phone system, new printers, e-mail, an SQL database, a computer room and all servers have all been undertaken in a resilient maner, these are all new projects or are significant upgrades.

Review existing support processes including staff levels and locations – the structure of the Service was reviewed in 2010, undertaking a considerable amoung of regulatory changes and changes involving locations. The previous Strategy referred to co-locating the service at the Headquarters in Caernarfon, but that the service's imbalance in other locations needed to be addressed. The service has now co-located in Caernarfon and services such as servers which were local at area offices are now co-located at the Headquarters.

IT Support for Members – 72 of the Council's Elected Members have received an iPad and use the cynghorydd@gwynedd.gov.uk e-mail address.

The Structure and Levels of Resources – Re-structuring was undertaken in May 2011.

Develop a template for a needs and evaluation standards specification – a "New project request" template has been formed and is being used.

Ensure that all supported adjustments allocate an owner, a server and a senior – this has been incorporated into the software register

Review the development staffing structure and work practices – a full review has been undertaken which led to re-structuring the unit. The work system has also changed, and the development teams are starting the "Agile" development cycle rather than the traditional method, namely "Waterfall". This means that we work with the client more consistently and produce pieces of work often and are therefore more likely to produce work which meets the client's needs.

The Progress of the Previous Strategy—completed items

Review development standards – the new structure includes the role of "Technical Leader", these do not manage staffing resources, but it is an acknowledgement of Senior technical skills and the group is responsible for reviewing and setting development standards. In order to facilitate support, the developer has re-trained them in the .NET programming language, and every system is built using this language, thus moving away from the expertise of a small number of people in marginal technologies.

Code changes management and monitoring procedure to be adopted for all Council systems – a change management procedure is supported by the Subversion change management software, which is renowned software within the software industry.

Establish a central register, listing every software contract and reviewing the existing support arrangements – a comprehensive software register has been created and is being discussed with the departments care of the account manager, by looking at a way to reduce the number of supported systems. A small amount of progress has been made here, and adding to the account management resource would strengthen our ability to reduce the numbers of systems by undertaking joint reviews with departments.

Establish a CRM Strategy, implement and review the recommendations - this was undertaken as part of the Customer Care Strategy. It includes a specific chapter on CRM.

Create an overview of the Council's needs and applications – this has been undertaken by the business transformation team as part of the individual projects established to transfer services to Galw Gwynedd. The route follows the original business case.

Produce a GIS enterprise strategy and an action plan – strategy has been prepared and adopted.

Information Service to create a business plan for EDRMS viability – the business plan has been prepared and accepted. The EDRMS provision is now underway.

Review ERP and the possibility of adopting it in Gwynedd – regional work was undertaken on adopting an ERP, this was done through a report prepared by Deloitte in a review in 2011. Internal work was also undertaken on the payroll system/human resources and it was found that the existing provision was adequate.

Revamping the Server Room – Completed in May 2010

New Data Storage System – Two SAN Hitachi 2300 have been installed in March 2010. They have a capacity of 53Terrabytes of data. Provision has been upgraded in July 2015 with the Dell EquaLogic solution which has increased the capacity to 116TB.

New broadband area network – New Broadband network supplied through Welsh Government.

Review benefit case for the convergent voice and data solution, and for it to be approved and implemented – the first phase of this project was completed at the end of 2015.

Procurement and implementing a new firewall – New firewall installed in 2011, with an upgrade for school access in 2014.

Establish a system to ensure that each computer, PC and laptop connects to the Council network at least once every three months – system established and is currently being verified through an internal audit report. This system is currently being reviewed to see whether it is possible to find a more effective way of providing it.

Audit the use of thin client technology so that it is possible to extend the life of machines – a citrix xenapp environment was established in 2011 and devices are consistently installed, 440 by now, had raised to 800 by the end of March 2014

Evaluate Windows 7 and migrate users to it from 2011 – Windows 7 going out an all laptops since 2010 and all PC's by 2012. Upgrading the computers which had already been established was a project which was completed in Q4 2014/15.

The Progress of the Previous Strategy—completed items

Re-assess the benefit case of changing from MS Office to the alternative open source choice – with the help of a regional project manager, a detailed study was undertaken across north Wales of using open source technology rather than Microsoft Office packages. The conclusion of this work was a recommendation that we continue with Microsoft Office based on costs and productivity.

Review and implement a network printing policy – this project was completed in July 2015, with desktop printers being replaced by multi-purpose devices, with approximately 3 to 4 located on each floor in the offices in Caernarfon, Dolgellau, Pwllheli and in Cibyn.

Implement a new video-conferecing solution – Rooms with video-conferencing equipment were installed in Dolgellau, Pwllheli and the Headquarters. The ability to video-conference has been added to Hywel Dda Chamber during the summer of 2015. There is an intention to extend the provision during the period of the new strategy.

Audit the benefit of moving to an alternative content system – the Contensis content system management has been procured and installed, with the website in its new form being launched in 2014. A regional project was undertaken to procure the new content system management, with Denbighshire and Flint having the same system. Conwy has now joined.

Review and implement a system restoration timetable under the instruction of the ICT Governance Group – this task is being undertaken locally in the departments through the sponsorship of the project managers

Documenting a benefit case for procuring additional software to facilitate the development of interactive processes on the website – Ebase software has been procured through a tender competition in 2011.

Web services to deliver accessibility to the AA compliance level by 2010 – the accessibility to the AA compliance level was completed in 2010.

Take an active role in the established working groups – Gwynedd Council was the hosting authority for the Regional Collaboration Project Manager who was responsible for a work programme of collaboration projects across North Wales. Every project was supported by a mixture of strategic and technical staff, before the emphasis on collaboration faded. In addition, the Council is being represented on several established working groups on a national basis; SOCITM, PSBA and WCCIS, all of these are influential organisations or working groups.

Identifying and developing new collaboration opportunities – the North Wales Information Technology Heads group continues to meet and identify collaboration opportunities wherever practical.

The Progress of the Previous Strategy—ongoing items

Implement a prioritisation model for all Council ICT projects – a plan is in place where development plans are evaluated and prioritised internally based on a short business case. Any disagreement is referred to the IT Governance Group. This process has not been effective enough and is being reviewed in this strategy.

Review ICT project management processes and apply them to all ICT projects – IT projects follow the PRINCE2 methodology for internal projects. Small projects are Managed without the additional overheads. Historically, development projects have come under more robust project management than the infrastructure units. This is mainly down to a lack of, or incomplete work programmes. This strategy places a focus on reiterating the work programming element and project management will naturally be the next step.

Developing and implementing a formal Change Management process – a new management process being run through the change management module within the Helpdesk's incident recording system. This has not fully been completed and the change management is referred to in this strategy.

Pilot schemes using different methodology – the business transformation element has transferred to Customer Contact and since the service moved to Adults, Health and Well-being, the unit has been abolished.

Deciding on a methodology for Gwynedd - the business transformation element has transferred to Customer Contact and since the service moved to Adults, Health and Well-being, the unit has been abolished.

Documenting and gaining approval for the Business Transofrmation Strategy - the business transformation element has transferred to Customer Contact and since the service moved to Adults, Health and Well-being, the unit has been abolished.

The Progress of the Previous Strategy—incomplete items

Document, gain approval for and implement a new ICT procurement policy – this step was not completed. There was a valid reason of including this step initially, but it adds a specific process because communication was not happening between departments and the IT service. Steps are already in place to improve on the communication and the new systems procurement discussion should naturally occur as part of this.

Undertake a viability study for text message services – this was not completed and has been carried forward to the new strategy as one of the contact mediums under the heading "Facilitating Contact with the Council".

Themes of the Strategy

The strategy is split into three themes, with each theme being paired with the objectives of the Council's strategic plan. Each individual theme refers to a specific cohort, including County residents, Departments which are supported by the IT service and the IT service itself.

The previous strategy had grouped the activities to three themes, Process, People and Technology and rather than pairing with these, the conclusion was reached that categorising the themes into these themes cause problems in trying to measure the success of the strategy.

The following themes weigh up how we will deal with the principles and provide an insight as to how the service will evolve to meet future challenges.

1. **Putting the people of Gwynedd at the heart of everything we do**

2. **Lead, support and make the service more effective**

3. **Make the IT service more effective and efficient**

Putting the people of Gwynedd at the heart of everything we do

There are several ways in which we can use technology to bring Council services closer to our users. At present, only a handful of services are available via the medium of self-service and Gwynedd residents are expected to have online access to use these services. The aim of the strategy is to present a broader range of services via the digital medium and facilitate access to the medium for Gwynedd residents.

Another element of using technology to bring services closer to our users is by empowering our employees in the field with purposeful technology to make it more efficient. This can become prominent in a range of ways and in a range of service fields. Portable technology has offered different ways of working with infrastructure such as wireless and mobile data links to support this.

Field Working

Self-Service

Apps

**Ffordd Gwynedd**

Kiosks

Wireless
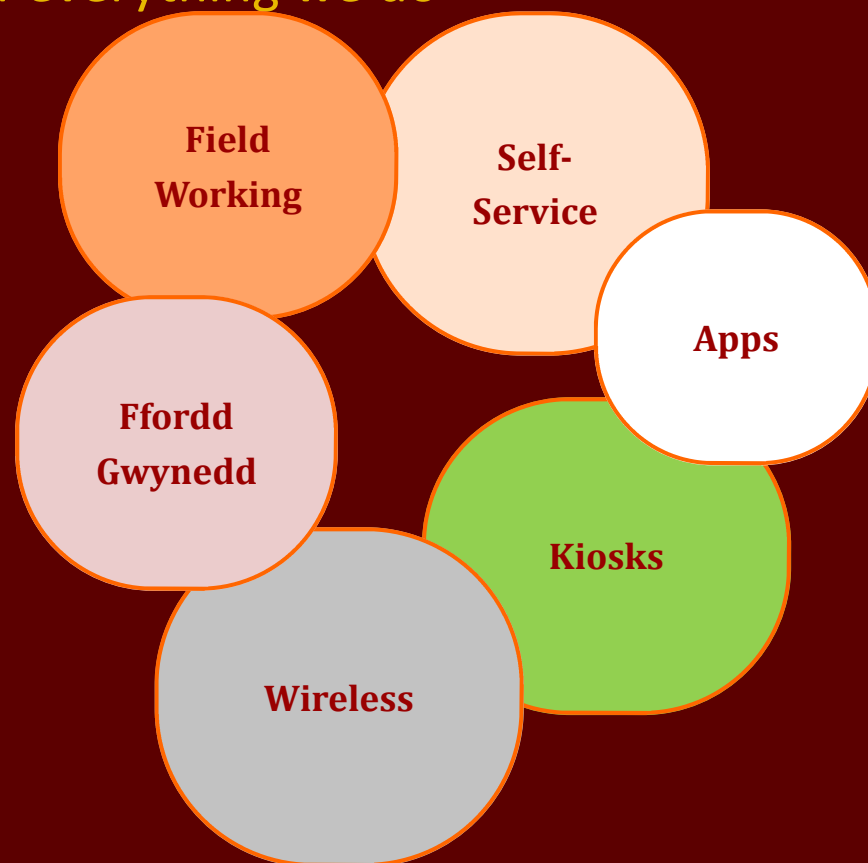
Lead, support and make services more effective

Introducing technology for effective use is a duty which is shared throughout the organisation. It would be inappropriate to deliver technology if it did not enrich the service, either through making the service more effective or efficient. This means that it is necessary to continue to build bridges between the business and the service which delivers and supports the technology. It can work both ways, the service asking for technology to support their plans, and the technological side offering solutions which can support the department's plans on the other hand.

Technology has the ability to make far-reaching changes, but the users need support to make the best use of what is delivered. The first, and most important challenge is to come to a conclusion as to what is being delivered. Delivering something unnecessary is a waste, but a piece of technology which makes a difference for the people of Gwynedd is necessary. Ensuring that its structure and presentation are high-quality will pay off.

Technology is not a barrier

Ffordd Gwynedd

Support

Savings programmes

Effective technology
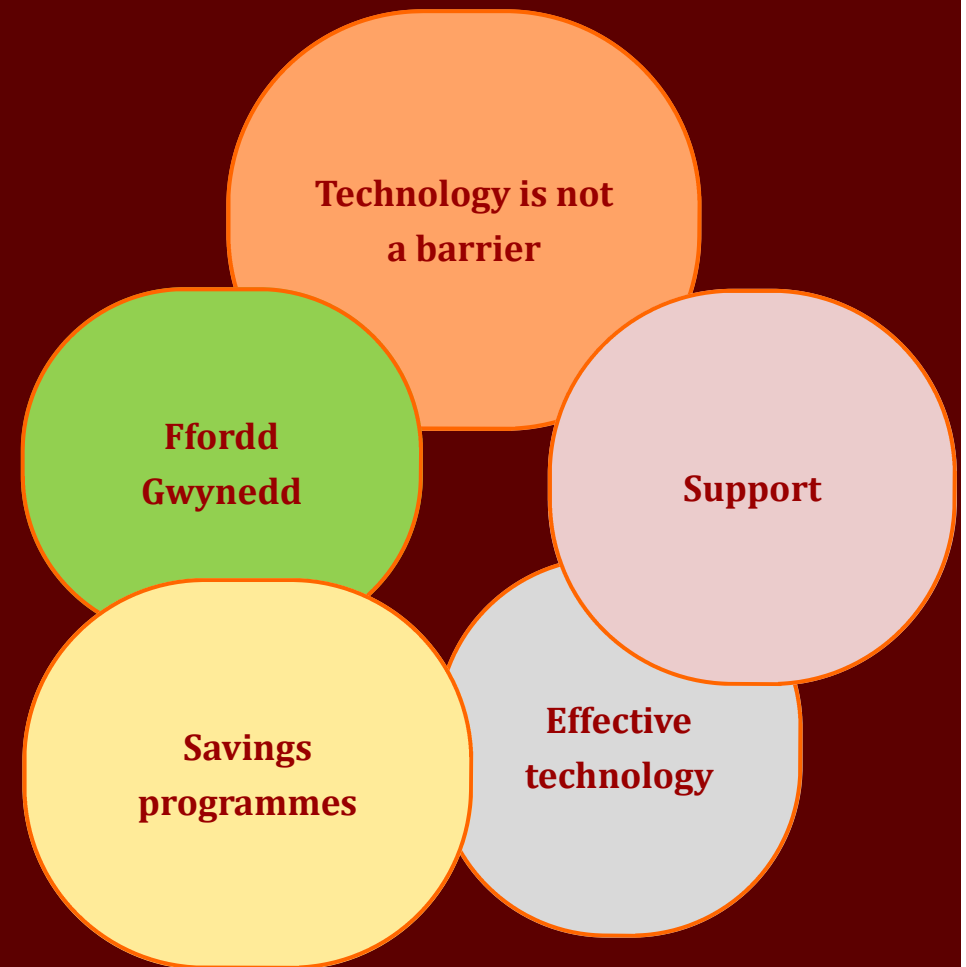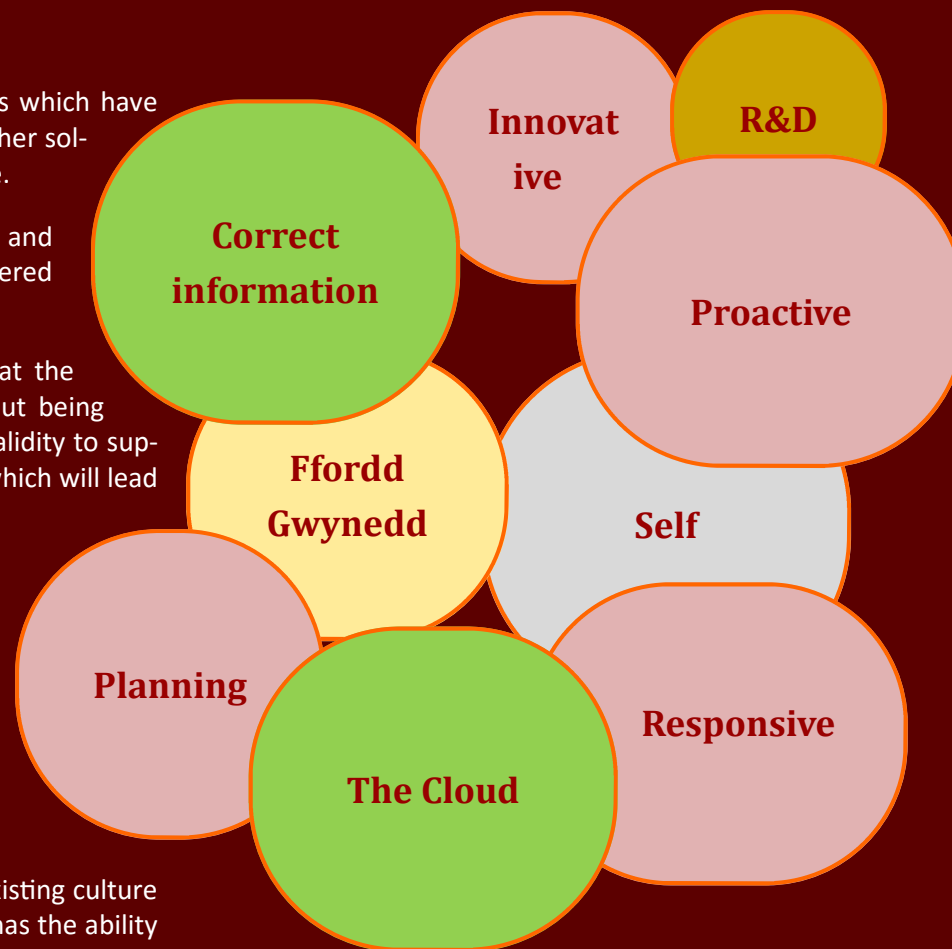
Effective and Efficient IT Service

By now, most of IT service officers' time is spent focussing on supporting solutions which have already been delivered. This means that there is not enough resource to deliver further solutions without refraining from supporting some services or by adding to the resource.
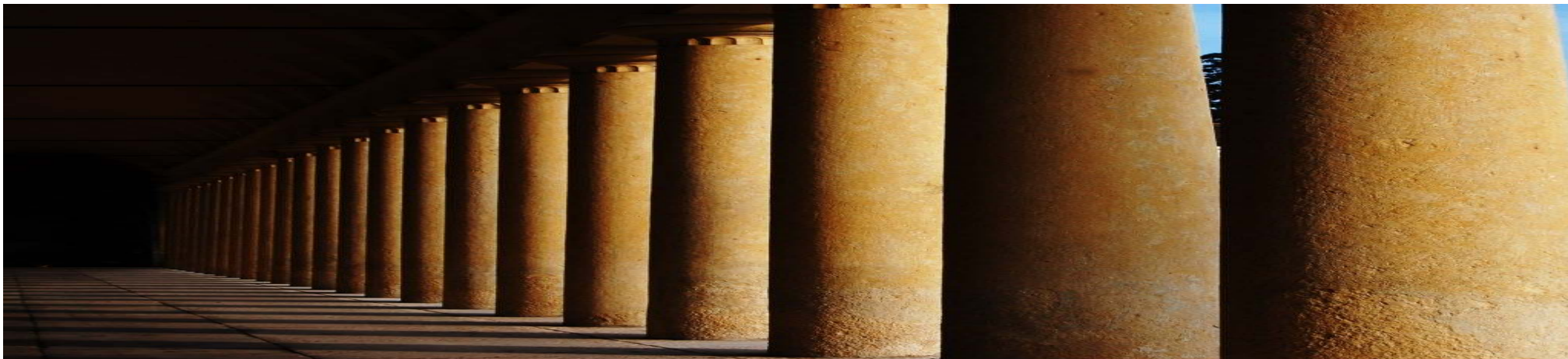
Vast research is required on a discipline which changes at an extremely fast pace, and unless the time is available to research it is inevitable that solutions which are delivered will have significantly aged before they can be active.

Not only for new solutions, but also to improve the systems and information that the Council already has. Council systems have evolved over many years, often without being challenged. Not only is there doubt about the accuracy of our information and its validity to support the business, but there are also opportunities to co-summarise entire systems which will lead to savings and an improvement in the standard of the information.

The IT service is required to evolve to meet the expectations of our internal and external customers to deliver a resilient and high-quality service. The nature of the service at present is responsive and most of officers' time is spent responding to requirements and problems. In order to free up officers' time to focus on developments and new challenges, it is necessary to improve by moving to a situation where we address problems before they appear, but naturally, it is necessary to support the service in a period where the Service is transforming, which brings about additional challenges.

The changes are far-reaching and involve a considerable amount of change to the existing culture by moving from a situation with elemnts of disorded to an organised service which has the ability to change direction to meet needs in the Council business and the challenging circumstances facing us while coping with a situation of having to do more with less.

Innovative

R&D

Correct information

Proactive

Ffordd Gwynedd

Self

Planning

Responsive

The Cloud

Challenges and Principles

As well as presenting the strategy's activities within specific themes, principles have been formed which are core to the way technology is presented and what kind of technology is presented. These principles form the service's mantra and motivate its officers to make good and educated decisions about the service presented.

Many challenges are facing us as a Council, with prominent financial pressure affecting every aspect of the Council's activities. Due to this, efficiency, affordable investment and maximising the use of current assets are factors which will be considered when introducing initiatives associated with technology.

Principle 1   Technology and its supportive department should be flexible to meet Ffordd Gwynedd challenges.

Principle 2   Staff using technology should have the accurate technology to facilitate their work and appropriate skills to use the technology effectively.

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ac
Egwyddorion
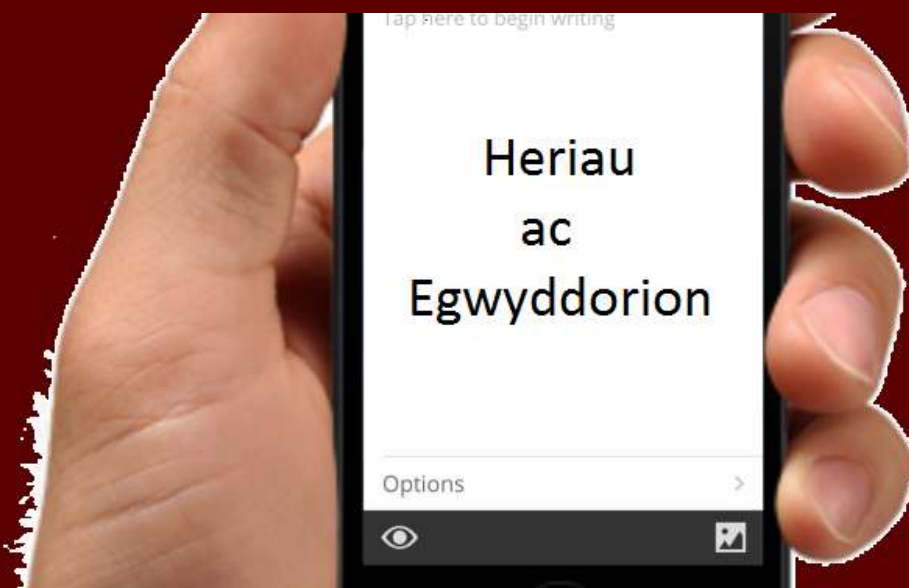
Principle 3   Any change or review presented to a service needs to consider offering a digital channel as a method of introducing the public to the service. Any new system introduced will be expected to offer a digital channel to make the service more accesible to the public.

Principle 4   The current IT assets will be reviewed, rationalised and upgraded as much as possible to make the best possible use and to avoid waste.

Principle 5   IT patterns and aspirations which become apparent across a range of services should be treated as a corporate solution, or cross-authority/agency if appropriate.

Principle 6   Information technology should be flexible and secure, an enabler to delivering effective services, in an efficient manner. Technology, or a lack thereof, should not be a barrier.

IT Strategy (2016-2018)

Realising the vision (docment #2 of 2)

FFORDD GWYNEDD

Introduction

The vision of what the IT Strategy needs to achieve has been introduced in the first of the two documents, namely "IT Strategy (2016-2018) The Vision", and this document will guide us through what needs to be done to realise the vision.

The vision focusses on three themes:

1. **Putting the people of Gwynedd at the heart of everything we do**

2. **Lead, support and make services more effective**

3. **Making the IT service more effective and efficient**

This document will address these themes and will build on them, referring to specific activities we will undertake to realise the vision.

Six main principles have been formed to realise these themes:

Principle 1 - technology and the department it supports should be flexible to meet Ffordd Gwynedd challenges

Principle 2 - the accurate technology should be presented to facilitate tasks, with appropriate skills to use the technology effectively

Principle 3 - it is necessary to consider using the digital channel for any changes or any presentation of a new service

Principle 4 - the current IT assets and any new assets will be reviewed, rationalised and upgraded to make the best possible use by avoiding any wasting

Principle 5 - IT patterns and aspirations which are highlighted across many services should be dealt with as corporate solutions, or in a cross-authority/agency manner if appropriate

Principle 6 - Information technology should be flexible and secure, an enabler to deliver effective services in an efficient way. Technology, or a lack thereof, should not be a barrier

The ICT Strategy forms the Council's general ICT requirements by supporting the work of delivering several of its strategic aims which have been highlighted in the Gwynedd Council Strategic Plan (2013-2017):

(1) Putting the people of Gwynedd at the heart of everything we do

(2) Improving engagement with communities on the care challenge

(3) Improving integrated working focusing on what matters to individuals

(4) Preparing the care workforce to meet the new way of working

(5) Promoting the use of Welsh in Gwynedd

(6) Ensuring a balanced sustainable budget for the future

Theme 1. Putting the people of Gwynedd at the heart of everything we do

The objectives of the Gwynedd Strategic Plan which are being realised:
(1) Putting the people of Gwynedd at the heart of everything we do
(2) Improving enagement with communities on the care challenge
(3) Improving integrated working focusing on what matters for individuals
(4) Preparing the care workforce to meet the new way of working
(5) Promoting the use of the Welsh language in Gwynedd
(6) Ensuring a balanced sustainable budget for the future

Self-service—The Digital Channel

A specific project has been established to lead on the digital channel, where a full business case will be prepared. The IT strategy acknowledges that a digital channel will be introduced in Gwynedd and provides details of the activities to support the new channel.

The work undertaken thus far states that:

- There are efficiency advantages for Council services by way of introducing the digital channel

- Research states that a minimum of 22% would move to using the digital channel, and the figure would increase if we marketed the service effectively

- Companies who sell self-service systems use unrealistic figures to try to sell their produce, at a cost that would be difficult to reclaim. We will research the best provision for Gwynedd by considering third party companies or internal provision

The Digital Channel in Gwynedd

- Every element of self-service exists in the "Gwynedd Self-Service Portal"

- The portal and the account are core to all services available through the digital channel

  - One account, one password

  - Account is secure and uses the same mechanism as www.gov.uk to validate the account holder

  - Change details in one place e.g. address, contact details. These will then be circulated to the individual services.

- The portal will be personalised to the account holder and will include historical information on service requests and further developments of the "where I live" page

15p   £2.83   £8.62

Putting the people of Gwynedd at the heart of everything we do

Digital Channel Technology

Traditionally, the digital channel is presented through the web browser, but there are other technologies which need to be evaluated:

- Webchat—this provides an opportunity to have a conversation back and forth between the customer and the contact in the Council, usually as a method of providing online advice for the user if he or she is experiencing difficulties in following the content or has a further query. This medium tends to promote an informal chat, not too dissimilar to the way text conversations are maintained on mobile phones.

- App - an app is now a technology which is linked to mobile phones and tablet devices and presents an easy way to gain access to infor-

  mation. The app came to exist because websites were designed for computers and were not flexible enough to effectively be displayed on smaller devices. By now, the technology has matured and it is possible for a website (if it is properly designed) to adapt to be able to be displayed on a range of devices of all sizes. The digital channel will need to present itself effectively on any device of any size by using app technology or web technology that enables this.

Merging the Contact Channels

At present, the Council implements traditional contact methods to receive requests for service over the phone and face to face, either via direct contact with the services or through Galw Gwynedd and Siopau Gwynedd.

As part of the effort to deliver the digital channel, we will merge the contact channels to enable the customer and the Council to have a full picture of their contact with

the Council. This means that we will evaluate existing use of the Siebel Customer Relationship Management software and consider replacing it with products which are suitable for an organisation and which offer service across a range of contact channels.

Digital Gwynedd

The success of the digital channel will depend on the ability of Gwynedd's residents to connect to the channel. Digital Gwynedd has been established to address the "Superfast Wales" programme, which is a joint project between Welsh Government and BT in order to bring superfast Broadband to 96% of the Welsh population.

The Digital Gwynedd programme promotes digital inclusion and includes members from the third sector who work in the community and who hold activities such as training to empower the people of Gwynedd to use the Internet and to live a digital life. One of these is Citizens Online, namely a charity that has been established to improve digital resilience, and we can ensure that Gwynedd's digital channel is introduced in these activities and that we promote digital contact between our service users and the Council's businesses.

Putting the people of Gwynedd at the heart of everything we do

Field working

Infrastructure—Traditionally in Gwynedd, data connectivity e.g. 4G, is not available everywhere throughout the County, and this is a symptom of a rural area. This means that it is necessary to undertake an assessment of the infrastructure available when providing technology in the field, by considering all the options:

- 3G/4G data connection
- Wireless connection
- No connection at all

A lack of connectivity can be an obstacle to service provision in terms of field working, and this will need to be weighed up when advising our users. The requirements of services could be different, and the need for an online connection could not always be essential. This will be a review which will need to be undertaken for all individual services.

Solution—a generic solution will be created as a corporate solution, which will target general field working roles. The corporate solution will be open to change to address further needs or an opportunity to develop alternative technology following an evaluation of the cost against the benefit.

Equipment—full review of the equipment used by Council staff at present in the context of field working. Traditionally, staff members have received additional equipment to undertake their duties in the field, but this needs to be reviewed while looking at supplying multi-purpose equipment which serves the employee in the office and outside the office.

Contact—we will review out contracts with mobile phone providers every three years by measuring the provider based on price and the strength of the County's connectivity. Any technology which supports wireless access will be reviewed as part of the corporate resources renewal scheme in a 7 year cycle.

Availability—new developments with the Council's telephony system provide us with opportunities to improve the availability of our field staff to receive calls and messages from those trying to contact them, be it Gwynedd residents, external agencies or Council staff / officers.

Putting the people of Gwynedd at the heart of everything we do

Facilitating Contact with the Council

Social media—enable Council staff to make the best use of social media. Evolve from a role which polices to a role that enables by removing existing barriers. To protect the employer by lowering the barriers, input from the IT Service will be required on a social media policy. A review of the produce will be used to filter access to websites as well as the reports we could circulate to indicate access to these sites.

Wireless—the wireless "Digital Gwynedd" service has been a great success since its introduction in 2012, with approximately 14,000 unique computers connecting to the network every month. People's expectations have also changed and this provision needs to be safeguarded and expanded. In terms of safeguarding, the scheme should be made familiar to the asset renewal scheme, introducing a renewal cycle of every 7 years. It will be necessary to commission an investigation to identify the resources that will be required to further expand the provision, looking at public wireless in locations where the public attend, and corporate wireless within Council offices.

Public wireless provision can build on our ability to increase the numbers who use the digital medium to contact the Council. It is also necessary to conduct a review of the statistics that are being collected and how the Council can improve or take advantage of this information e.g. advertising campaigns about the Council's services. Technology's role should be considered as iBeacons to expand this capacity.

Public computers—105 computers have been located in the County's libraries for public use. These have not yet been included in the County's restoration programme and are being restored using old equipment which is now too old for office use. Public computers are used for many purposes, including pupils doing their homework, and the unemployed looking for work. It seems as though the demand will increase as the Government's Welfare Amendments procedure gathers speed, where it is projected that applications for Universal Credit will be submitted online.

By training library staff, we can take advantage of opportunities to refer any enquiry about Council services to the corporate website. Advantage should also be taken of opportunities to market the online medium and to encourage users of the library service to create a self-service account.

Contact medium—further research should be undertaken to contact mediums between the public and the Council. Two main mediums are used at present, namely contact via telephone and face to face contact. The self-service medium through the computer exists at present and plans are in the pipeline to strengthen this provision. Other mediums are available which are used by some Council departments, but these mediums have not been interlinked e.g. facebook, twitter, Instagram or text message.

Phone provision—new phone provision has been introduced in the Council as an exercise to make efficiency savings. We will research the new technology further by seeking better ways of working.

Putting the people of Gwynedd at the heart of everything we do

Kiosks—introduce resilient computers which have been configured to connect to the Council's self-service website in public and convenient locations for the public. The number of kiosks and their locations need to be reviewed. The success of this type of medium will depend on the services available on this medium and the promotion scheme.

Elected Members—the election to establish a new Council will be on 4 May 2017. Technical support and an iPad device is supplied to Councillors during the current Council, but the equipment will be dated by the time of the next election.

The IT service will collaborate with members of the democratic services committee in order to provide suitable technology to support Councillors with their public duties.

Bringing services closer to the people of Gwynedd

Additional investment to deliver the heading

CAPITAL

£15,000 (reporting package on web browsing trends)

£7,500 (to evaluate how many wireless connection points will be required)*

The items noted here are ones that should be considered as very attractive in terms of prioritising Financial support, and as matters that should be approved should it be possible to identify a resource to realise them by amending budgets.

*The analysis could lead to a business case for more/less wireless connection points. This could lead to a further Investment in terms of capital, revenue and IT Resources

**Does not explain costs in detail in terms of establishing the digital channel as this is an additional project to develop a business case and is likely to require support of £600,000

IT RESOURCE

NONE

**Does not explain costs in detail in terms of establishing the digital channel as this is an additional project to develop a business case and is likely to require the support of one full time developer at a cost of £35,000 per annum

REVENUE

£30,000 (APIs Software for the digital channel)

£3,000 (reporting package on web browsing trends)

The items noted here are ones that should be considered as very attractive in terms of prioritising Financial support, and as matters that should be approved should it be possible to identify a resource to realise them by amending budgets.

**Does not explain costs in detail in terms of establishing the digital channel as this is an additional project to develop a business case and is likely to require support of £30,000 per annum

Activities associated with the investment

- **Strengthen our capacity to report on the use of the internet as a response to opening its use e.g. enabling access to social media**

- **Review our wireless provision**

- **Field working***

*The research could lead to capital and revenue costs, as the sums will depend on the level of the solution and how it will be supplied. Business cases will be prepared if it is required to turn to a financial source

Theme 2. Lead, support and make services more effective

The objectives of the Gwynedd Strategic Plan which are being realised:

(1) Putting the people of Gwynedd at the heart of everything we do
(2) Improving enagement with communities on the care challenge
(3) Improving integrated working focusing on what matters for individuals

(4) Preparing the care workforce to meet the new way of working
(5) Promoting the use of the Welsh language in Gwynedd
(6) Ensuring a balanced sustainable budget for the future

IT Support—there will be a full review of the arrangements that are in place to overcome users' problems, with the arrangements being built from a place of seeking to improve and ease the experience for the customer and to cut back on the Helpdesk's workload. This will include how we will interact with our customers and improve their experience by solving their problems at the first point of contact.

We will also look to do more with the information collected during the customers' contact with the Helpdesk to identify and solve problems in an improved manner.

Surgeries—the IT Service in its entirety is located at the Headquarters in Caernarfon. Traditionally, there was visual support available at the area offices, but the presence of the service in these locations has now greatly decreased. We will re-present area office staff with the opportunity to visit officers of the service through a surgeries procedure, with the frequency and length of these to be decided.

Meeting rooms—the IT service will be responsible for the technology presented and for using it within the rooms. Occasionally, it will be necessary to visit the rooms when problems arise. We will conduct a review of all equipment in the meeting rooms including computers, presentation equipment, video conferencing equipment and Telephony equipment.

Programme Management—at present, there are two account managers working within the programme management unit, which is a resource that collaborates with other departments to facilitate the process of delivering IT solutions. One account manager has been in post since 2011, and the other since 2014. The departments find this role very valuable, and the success has increased the demand and by now two account managers are not enough. Another weakness to this role is that it seeks to address every element of client engagement e.g. analysis, project management, but cannot delve far enough to really address the issue. In order to strengthen the provision for departments, there is a proposal that the programme management unit is expanded to include roles for business analysts and project managers.

The role of account managers needs to further evolve and to have more frequent contact with the employees who directly serve the public, in order to understand their roles and educate employees about technological developments which could enrich the way the service is delivered.

With more resource, the programme management unit could expand to include a service to better exploit departments' resources e.g. improve the standard and accuracy of data, reduce the number of systems and making better use of what we have.

It will be necessary for the account manager to become more prominent within departments as well as earlier on in the process of procuring new systems, while reviewing the need for an IT procurement policy, as noted in the previous strategy.

Lead, support and make services more effective

Provide technology to deliver—the need to have expert technology for an individual is an exception. More often than not, the technology is required to address the work's requirements, not too dissimilar from a job description or person specification. To facilitate the work of designating equipment to staff and to ensure that Council officers receive the correct technology to fulfil their duties, an exercise should be undertaken to add categories of technology use into the jobs system. There are several advantages to this:

- Provide fit for purpose equipment
- Identify the costs of supplying equipment for a post
- Fair for all
- Reduce on waste where an arbitrary decision is made
- Facilitate the procedure of collecting equipment when an officer leaves his or her post

The Welsh language—the Council operates a language policy where every member of the public has the right to receive or use all of its services either in Welsh or English. New Welsh language standards will be coming to power on 1 April 2016, with specific arrangements for providing an IT service for the public. Any IT produce which serves the public will commit to the new language standards.

Welsh is the Council's administrative language and the previous strategy states that internal software will supply a Welsh language service only. Occasionally, software which has been internally developed has received external attention, and developments like the "Language Web" have received national acclaim. To facilitate sharing systems which have been internally developed, all Council systems will be provided in Welsh but will be tailored to support multi-lingualism.

We will collect statistics about Council officers' use of the Microsoft Windows and Office platforms in Welsh in order to promote its use jointly with the language unit.

Training—the Helpdesk deals with many different calls, some report technological problems and others contact the Helpdesk because their technological skills are insufficient. This information needs to be harnessed to identify common technological deficiencies and to collaborate with the Learning and Development unit to create training packages for Council staff.

We have already discussed surgeries, which are an opportunity to give staff informal support. We can improve on this by introducing good work practices as part of staff induction arrangements, and to change the procedure of presenting equipment. At present, equipment goes to staff in a continuous flow, with the expectation that they know how to use it. Presenting the equipment to staff in the form of a workshop would provide the IT Service with an opportunity to train people on its use and to avoid information duplication.

Technology as an enabler to transform—The IT service will test several different devices which will enable staff to work wherever and whenever is convenient for them. Historically, the department had been supplying equipment for traditional working, namely office provision, but the image and expectations of staff and managers is changing. Work is a series of tasks which are completed rather than somewhere someone attends, and the IT service needs to arm the workforce with purposeful equipment to achieve this
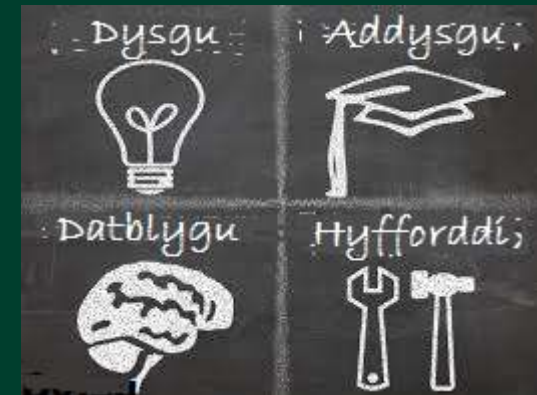
# Lead, support and make services more effective

Multi-agency working - working across several agencies is not something new, but historically, the technology has not been provided in a way which facilitates the support of this type of working. There are several examples of Gwynedd officers collaborating with officers from other organisations today, for example:

- care workers and the Derwen team, namely the Disabled Children Integrated Team which collaborates with staff from the Health board

- planning policy officers collaborating with corresponding workers from Anglesey

- Gwynedd Consultancy officers collaborating with officers from the Trunk Road Agency.

More emphasis on collaborating with the Health Board will become apparent via the Welsh Community Care Information System, which is the predecessor to the existing social care information system (RAISE). Welsh Government has provided a sponsor to procure a system which supports joint working for social and community care in order to have one look at the client/patient, while promoting more accurate and up-to-date information, and avoiding duplication.

It is necessary to prepare technology in a maner in which we enable access to officers from other agencies to Gwynedd's systems, by enabling and influencing the other agencies to give Gwynedd staff the same access.
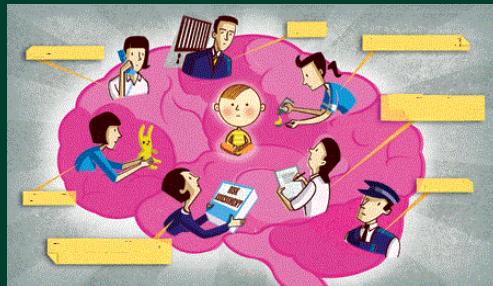
Understanding our data - data became apparent in several discussions during the research undertaken to form this Strategy. Questions were raised which involved reporting on information, the information which is held and the systems which exist for recording and dealing with the data. The outcome of the discussions was that there was doubt about whether we:

- Know which data is collected and recoreded

- Keep and collect unnecessary data

- Keep and collect data which makes a difference

- Know where our accurate data is kept

- Know the best way to report on our data

It is inappropriate for the IT Strategy to present answers for the above, but enough questions have been asked to highlight that it is necessary to look further into this and to form further recommendations following joint research with the corporate data unit and Council departments which are supported by the IT service.
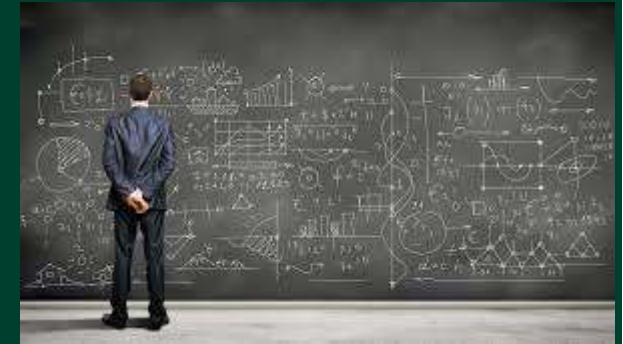
Lead, support and make services more effective

Intranet for all—the Council has 2,350 white collar officers who have access to the intranet. The Council employs approximately 6,500 staff members, which means that more than 4,000 employees are exempt from gaining access to information and benefits presented on the intranet.

As well as the intranet, other provisions are on the up, which intro- duce a new and more efficient way for Council employees to cope with administrative tasks such as completing travelling forms, work timetables, com- pleting holidays/absence forms. This self-service provision extends to include access to previous and current and hist- orical salary slips, and is tailored in a way where any registered individual can gain access to the system, whether at work or at home.

Mewnrwyd

The intranet provision needs to be tailored in the same maner as the self-service system, by supporting access to the intranet for any regist- ered individual from any place, whether that is at work or at home.

EDRMS—the iGwynedd project has been established as part of the last strategy, but the activitiy is caried forward to the current strategy. iGwynedd has been formed on the Microsoft Sharepoint platform, and is a comprehensive platform which can offer a wide range of services. iGwynedd will be used by all Council staff by the end of 2017 and Shar- epoint will be considered as a development platform for any system for the future, and the question of integrating with Sharepoint and iGwynedd will be a question which will be scored and the tenders for systems will be provided from external providers.

The success of iGwynedd is a priority for the Council and this is reflected in the efforts of all IT service units.

Lead, support and make services more effective

Research—technology is changing at a considerable speed and time needs to be allocated to research trends and developments in order to deliver the best service. The expectations of Council officers are also changing, and their use of personal technology is increasing and is becoming more sophisticated, but different to the use of peronsal equipment for pleasure purposes, we have a considerable amount of security restrictions. The challenge is delivering resilient, innovative, fit for purpose, efficient, effective and secure technology. Time needs to be invested to test the new technology and its suitability for the Council's field of working.

The Council's workforce extends to approximately 6,500 members of staff, with 2,350 of these being traditional computer users, and this provision is critical for these

officers to complete their tasks. In the past, the efforts of the IT service have been centred on these traditional users, but there may be opportunities which we have not yet examined where technical provision can assist staff and the posts which we do not provide for at present, including extending to public use.

- *Waste collection services*—geographical information systems could be used to make collection routes more effective e.g. East Northamptonshire District Council saves £200,000 a year by using this technology

- *Highway maintenance*—the Jaguar Land Rover company are experimenting with technology which records potholes and the Google technology company have received a patent for similar technology. Technology like this can be used to identify faults before they develop into costly problems

- *Connected homes*—technology such as telecare has been used for some time to safeguard older and vulnerable people in their homes. The IoT (Internet of Things) expands on this and enables technology to behave in a much more informed way and its possibilities are far-reaching. By researching, we can take advantage of these developments in order to improve the quality of life of our residents and deliver cheaper care services.

- *Safeguarding staff*—we have already researched technology which tracks cars by using a combination of tracking equipment and the GIS system. Further research leads to ways in which we can use this type of technology to safeguard our staff in relatively vulnerable situations e.g. an employee visiting a client alone or working alone in general. A mobile phone could be used as an identification tool to discover where somebody is. Therefore, often, the additional equipment would be unnecessary.

Education IT System – Gwynedd schools are supported by several organisations, namely the Education Authority within Gwynedd Council, Cynnal, the arms length company , the North Wales School Improvement and Efficiency Services (GwE), the post-16 Education Consortium, the Special Educational Needs Service, the Welsh Joint Education Committee and ESTYN. These are a mixture of local, sub-regional, regional and national bodies.

Gwasanaeth TG Effeithiol ac Effeithlon

Since 1996, the Cynnal company has been providing IT provision and support for Gwynedd schools, and since the establishment of GwE in 2013, Cynnal only supports the IT element, with the curriculum aspect being transferred to GwE. As the schools' management and budgets have been devolved, their commitment, support and IT experience is very varied, and the experience and awareness of pupils of technology could vary to a great extent from one school to another.

A significant Investment has been made to strengthen IT infrastructure within our schools, by way of a sponsor from Welsh Government under the Learning in Digital Wales programme.

We will collaborate with the Education Department in order to form a Gwynedd Schools Digitial Strategy to maximise the use of technology to improve the standard of education in the County.

Lead, support and make services more effective

Buddsoddiad ychwanegol er mwyn gwireddu'r penawd

CAPITAL

£45,000 (standardise the equipment available in the rooms—total of 9 rooms)

Depends on the findings of research

The items noted here are ones that should be considered as very attractive in terms of prioritising Financial support, and as matters that should be approved should it be possible to identify a resource to realise them by amending budgets.

IT RESOURCE

2.0 FTE Permanent on S3 scale (Business Analysts / Project Managers—total of £74,000 for both posts)

Depends on the findings of research

The item noted here is essential to realising the strategy and will require financial support.

REVENUE

NONE

Activities associated with the investment

- Strengthen meeting room provision

- Strengthen the programme management role

- Depends on the findings of research

Theme 3. Effective and Efficient IT Service

Managing change—to avoid confusion with managing corporate change, this involves the good practice of discussing any change to the Council's computer system which will be undertaken. The scope of this exercise will be to seek to reduce any disturbance to the service when introducing change. Investing time to research if a change will cause a problem will be very valuable in comparison with the time we could waste seeking to respond to correcting a situation when a change goes wrong. Wasting the technological team's time is not the biggest burden when change goes wrong, but its side-effect on our users and the productive time that would be lost due to unnecessary deficiencies.

We will seek to incorporate a change management procedure as part of the helpdesk system's provision, which is also being reviewed in order to do more with what we have. It is essential that the procedure is a pragmatic one, which is introduced with the intention of saving time and supporting our efforts rather than adding to them.

Documenting and recording information—the IT service has a limited number of technical officers, and this means, on many occasions, that expertise on some systems are limited to one individual. Ideally, we would have more than one officer with expert knowledge on the systems, but this is not practical as it would significantly add to the workforce. However, we can improve our procedure of documenting systems and having an information database on our systems.

Reviewing and rationalising the helpdesk's activities—the helpdesk is the gateway for most of the Council's staff to IT services. Approximately 20,000 incidents are recorded by the helpdesk, but there are around double this figure of records of contact with the helpdesk, with an increasing number of Council staff being unable to contact on their first attempt because helpdesk officers are busy processing other calls. This is unsustainable, and support has been received from the Council to add resources to this unit, with the intention of increasing the number of calls which are addressed at the first point of contact from 63% to 85%.

Another aspect that needs to be improved is to bring the number of problems recorded down, but it is very likely that these will increase at the beginning as a significant number of problems are being addressed without being recorded at present, due to a lack of time. It is essential that we record everything to gain a better understanding of where our problems exist, and it is only by identifying this that we can analyse and impose measures to strengthen the areas of service which indicate a high percentage of problems.

The helpdesk unit will be improved by:

- Reviewing our use of the phone system
- Simplifying the process of recording calls
- Introduce self-service items for Council officers to monitor progress on their calls
- Strengthen our presence on the intranet in an effort for Council officers to help themselves by using the comprehensive database

Effective and Efficient IT Service

Work programmes—historically, there has been considerable difference in the way the development unit and infrastructure units manage their work programmes, with the development unit producing and monitoring a comprehensive programme and the infrastructure teams treating every piece of work as reactive work. One of the reasons for this is a lack of time from the infrastructure team, but with the recent investment made to strengthen these units, time can be freed up in the daily work of team leaders and technical leaders to create and monitor work programmes. This means that we can communicate with our clients in a more clear and confident manner on progress, and manage expectations about any slippages.

Another advantage of a comprehensive work programme is the ability to collect historical information which could help us to produce more accurate work programmes for the future and to identify trends for slippages. The development unit records the developer's time, and records whether it is development or maintenance work being undertaken. This statistic is essential to identify how many resources are available for any new developmental work and therefore means that the work programmes coincide with our original expectations. This is not true about the infrastructure units and is almost impossible to have a work programme running against the original objectives. These units will follow the good practice of the development units and will record their efforts to identify how much developmental/maintenance work is undertaken.

Clear work programmes provide a picture of the workload in service teams and will facilitate the process of prioritising. The work programme will be reviewed at the IT service management team and priorities will be split by the account managers with any project which needs a change of priority to be referred to the IT Governance Group.

Proactive v Reactive—the current nature of the IT service is a mixture of proactive practices, where the service's efforts are managed by work programmes, and the rest are reactive practices where it is not possible to project the extent of their impact on the service's resources.

Reactive work derives from two different directions; work which needs to be undertaken immediately due to a deficiency or problem and work where a Council service has an additional requirement in which a solution needs to be sought at short notice. At present, in order to deliver the reactive work, we are re-prioritising the proactive work by preventing some incidents completely, and although we address the reactive problem/request, we are neglecting our maintenance duties which can cause problems for the future.

The aim is to seek to avoid as much as we can of the wasteful reactive work, in which we are correcting a deficiency or problem, by freeing up more time for the developmental proactive work. It is foreseen that this can be undertaken by investing more time in the proactive work programme in order to prevent problems before they happen, by freeing up more time than the investment. This is essential to free up staff time to work on work packages which improve the Council and to respond to requests that derive from activities such as Ffordd Gwynedd interventions.

Effective and Efficient IT Service

The Cloud—every now and again, the technology industry establishes an activity or procedure which organisations are expected to follow. The "cloud" is a description of a procedure where there will be less dependency on hardware and purposeful rooms to maintain equipment where services are housed. Gwynedd Council has two data centres, the main one at the Headquarters in Caernarfon, and one at the Galw Gwynedd centre in Penrhyndeudraeth. All Council systems and our information are located in these locations.

By now, it is impossible to disregard the "cloud" to house systems and/or Council information, but it must be analysed in terms of costs, practicality and security. During the three years of this strategy, we will create the Council's cloud strategy, referring to the provision of the future.

Value for money - one solution is to have internal provision to serve the Council's technical purposes. There are examples where the service has been externalised to commercial bodies and examples where a collaborative constitution or an arms length company is used to supply IT services. The IT service in Gwynedd Council follows the traditional model of having an internal service which serves the Council's technology needs.

There aren't many examples of externalising IT services in Wales. In 2006, Swansea Council signed a 10 year contract with Capgemini to externalise their IT service, stating that it would save up to £70m in the period. By 2013, only £6m had been saved, and now in 2016, the IT service is coming back within the Council.

The other example we can provide in Wales is the contract between the Welsh Government and Atos. Since its establishment in 1998, the government's IT service was externalised under the "Merlin" contract. In 2012, the contract was extended to 2017 with the Welsh Government assessing what their next steps would be in terms of continuing with the arrangement of externalising or considering internalising the service or a combination of both.

In terms of comparison with other Councils in Wales, the IT service is significantly cheaper than most other Councils in Wales. According to the report of KPMG on the administrative costs of Welsh councils in June 2015, Gwynedd Council's costs are 12% cheaper than the Welsh average. This is not an isolated report, with the CIPFA benchmarking report reporting on a similar situation and declaring that IT expenditure in Gwynedd is 1/3 lower than the Welsh average.

We will take part in a joint benchmarking exercise with the 21 other Authorities during 2016/17. This is an exercise which is commissioned to Socitm (Society of IT Managers) and has received input from all Authorities. There will be an opportunity for us to hold the exercise at the beginning of the financial year and once again at the end, in order for the comparison to be as close as possible.

Following research, during 2017/18, we will submit a recommendation on the future of the service to the Council.

Effective and Efficient IT Service

Additional investment to realise the heading

CAPITAL

None

IT RESOURCE

None

REVENUE

None

Activities associated with the investment

Value for money

Reviewing and Evaluating the Strategy

Progress against the IT Strategy will be reported to the Information Technology Governance Group and as part of the Council's performance reporting arrangements. This Strategy has been prepared to meet Gwynedd Council's current priorities and these priorities can change as the Council forms new strategies for the future, and these changes will need to be reflected in the IT Strategy.

Factors outside the Council's internal arrangements can also influence the development of the IT Strategy. Since Welsh Government eradicated the role of the Chief Information Officer, and as a result the support team at the Chief Information Officer's Office, any development on a national strategy has been dissolved. Other strategies are being developed, such as "Digital First", which is a vision rather than a strategy at present and the National Procurement Service's IT Strategy which includes ministerial priorities.

As part of any review, it is necessary to weigh up the difference that the Strategy makes. This reflects on the success of the strategy or raises questions on what needs to be changed in order to make improvements. This means that we evaluate the impact and standard of strategy implementation, with the intention of using technology to make continuous improvements to the services available for the people of Gwynedd.

A summary of the additional resources needed to realise the Strategy

Activity	Capital	Revenue (including IT resource)
Facilitate contact with the Council	£22,500* (could be significantly more if the wireless is extended)	£3,000* (it may be necessary to add to the IT resource if the wireless network is significantly extended)
Meeting Rooms	£45,000*	NONE
Programme Management	NONE	£74,000**
TOTAL	£67,500	£77,000

* The items noted here are ones that should be considered as very attractive in terms of prioritising Financial support, and as matters that should be approved should it be possible to identify a resource to realise them by amending budgets.

** The item noted here is essential to realising the strategy and requires financial support.

Activities that could lead to further business cases

Activity	Capital	Revenue (including IT resource)
Field working	The departments to fund any field working provision	
Research	NONE (but research could lead to findings which could develop into a project for the future. These projects would be supported by additional business cases)	
Multi-agency working	Investment could be required to effectively deliver the service. We will not identify the exact additional costs until further research is undertaken	
The Digital Channel	A specific project has been formed for the digital channel, where a one off cost of approximately £600,000 is projected (£200,000 per annum for three years) and permanent costs of £65,000, which will include one IT developer	

The strategy's action steps

Putting the people of Gwynedd at the heart of everything we do

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
The Digital Channel						
	Research and establish the system which will be the basis of the solution	←→				
	Provide a digital channel for 18 services		←→			
	Provide a digital channel for 14 services			←→		
	Provide a digital channel for 6 services			→		
Field working					Departments to fund any field working provision	
	Review the support infrast-ructure	←———————→				
	Review mobile phone con-tracts		←→			
	Provide good practice for the use of telephony equipment in the office/field	←→				
	Review different provisions and equipment for field working	←———————→				
	Provide a corporate solution		←→			

The strategy's action steps

Putting the people of Gwynedd at the heart of everything we do (continued)

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resouce)
Facilitating contact with the Council					£22,500 (could be significantly higher if the wireless is expanded)	£30,500 (it may be required to add to the IT Resource if the wireleness network is significantly expanded
	Establish a secure arrangement where the use of the Internet and social media is free from access restrictions	←→				
	Provide a review to expand access to the wireless network at Council offices		←→			
	Review and rationalise public use of computers at our libraries			←→		
	Prepare a report on how we can make the best use of the new phone system and improve the resident's experience of contacting the Council	←→				
	Research and provide alternative methods for residents to contact the Council		←→			

The strategy's action steps

Putting the people of Gwynedd at the heart of everything we do (continued)

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Elected Members						NONE. Any Investment in technology will be undertaken through the budget of the democracy support service
	Review technology for Elected Members by the next Council	⟷				
	Provide technology for the Elected Members		⟷			
	Train Members to use the new technology		⟷			

The strategy's action steps

Lead, support and make services more effective

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
IT support						NONE
	Review the Helpdesk's support arrangements	←———————→				
	Strengthen the presence of the IT service on the intrantet to improve the availability of our support	←→				
	Use the new phone system to improve the service for users	←→				
Surgeries						NONE
	Establish surgeries for officers in area offices to have visual access to the IT service		←————————→			

The strategy's action steps

Lead, support and make services more effective (continued)

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Meeting rooms (a very attractive element in terms of financial support)					£54,000	£9,720
	Review the suitability of the Council's meeting rooms	⟷				
	Design any changes to equipment and/or the use of rooms	⟷				
	Present the new provision	⟷				
	Re-design the meeting room reservation service	⟷				
Program Management (an essential item in terms of financial support)					NONE	£74,000
	Establish and train a programme manager and business analyst		⟷			
	Plan a new work arrangement to run the IT service's projects		⟷			

The strategy's action steps

Lead, support and make services more effective

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Technology as an enabler to transform and deliver					NONE	
	Review work trends and the technology needed to address this		←——————————————→			
	Adapt Gwynedd's jobs system to include details of the technology required to complete the post's duties		←———→			
	Create an arrangement to collect staff assets when they leave their posts		←———→			

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The strategy's action steps

Lead, support and make services more effective

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Training						NONE
	Create an induction programme for new staff		⟷			
	Establish a staff training working group together with the learning and development service		⟷			
	Review the arrangement of presenting new Equipment/software to staff		⟷			
The Welsh language						NONE
	Establish bilingual development standards	⟷				
	New internal system developments to adhere to the new development standards		⟷			
	Develop standards regarding the use of the Welsh language for tender documents	⟷				

The strategy's action steps

Lead, support and make services more effective

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Multi-agency working					Investment could be required to deliver an effective service. We will not identify the exact costs until further research is undertaken	
	Collaborate with other local Authorities and public agencies to establish infrastructure which is an enabler	⟵⟶				
	Establish a WCCIS system (RAISE's predecessor) for multi-agency working	⟵⟶				
Understanding our data					NONE	
	Enrich the software register with information on data (permanent)	⟵⟶				
	Collaborate with the research unit to bring about recommendations on improvements		⟵⟶			
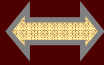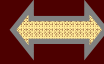
The strategy's action steps

Lead, support and make services more effective

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Intranet for all						NONE
	Collaborate with the organisation development unit to identify the needs					
	Research to deliver a method of presenting online supportive services in a secure maner from any location					

The strategy's action steps

Effective and Efficient IT Service

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Managing change						NONE
	Establish a change management procedure	⬌				
	Train staff to use the new procedure and review its scope	⬌				
Documenting and recording information						NONE
	Create a series of technological templates to record information about systems		⬌			
	Review the use of the helpdesk's system to record details about deficiencies in an improved way	⬌				
Research						NONE (but research could lead to a requirement for support to establish a project to further develop the research
	Free up time for all staff members to have the opportunity to research new technology	⬌				
	Quarterly review research projects and their findings	⬌				

The strategy's action steps

Effective and Efficient IT Service (continued)

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Review helpdesk activities		⟷			NONE	
	Full review of the unit's measures					
	Identify the outputs required for regulatory data, measures and an information bank	⟷				
	Design a supportive Helpdesk system in line with the above developments	⟷				
	Evaluate the change presented and re-commence the process		⟷			

The strategy's action steps

Effective and Efficient IT Service

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Work programmes						NONE
	All department staff recording whether project time, maintenance, research or administrative work being undertaken	←————————————————→				
	Produce templates to record and report on work programmes	←————————————————→				
	Programme management unit to meet with infrastructure and development units weekly to report on the progress of work programmes	←————————————————→				
The Cloud						NONE
	Establish a strategy for Gwynedd Council's use of the "Cloud"			←——→		

The strategy's action steps

Effective and Efficient IT Service (continued)

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Practive v Reactive						NONE
	Produce a proactive programme and plan general maintenance days	◄—————————————————►				
Education IT Strategy						NONE
	Collaborate with the Education Department on introducing an IT Strategy	◄————►				
	Collaborate with the Education Department on submitting a recommendation to support and provide technology in schools	◄————————►				
Review and Evaluate the Strategy (continuous)		◄————————————————————————————►				
Value for money						NONE
	Benchmarking	◄————►				
	Submit a recommendation of a service model		◄———►			

REPORT TO THE CABINET
(03/05/16)

Cabinet Members: Councillor Gareth Roberts &
Councillor Mair Rowlands

Subject: Responding to the requirements of Part 8 of the Social Services and Well-being (Wales) Act 2014

Contact officer: Morwena Edwards, Corporate Director

The decision sought/purpose of the report

The Cabinet is requested to agree that adopting and implementing a Protocol is the best way of ensuring that we respond in full to the requirements of Part 8 of the Social Services and Well-being (Wales) Act 2014.

If the above is agreed, the Cabinet is requested to accept the Protocol (Appendix 1) as a method of ensuring that we respond in full to the requirements under Part 8 of the Social Services and Well-being (Wales) Act 2014.

Introduction

Members will be aware of the Social Services and Well-being (Wales) Act 2014 which has been in effect since 6 April this year. There are several parts to the Act which sets out a new direction for social services in Wales, including Part 8 which covers the duties of the Director of Social Services specifically.

In order to ensure that Part 8 of the Act is implemented, adopting a 'procedures protocol' (Protocol), which sets out the various requirements of the Role are fulfilled, would be an effective way for the Council to ensure that it meets the requirements in full.

Therefore, the purpose of the Protocol, attached in Appendix 1, is to set out the Council's arrangements in relation to how the Director fulfils the role against the expectations within Part 8. The Protocol is set out according to the requirements, for ease when reading it. Firstly, the

requirements have been listed, in accordance with the order of the Code of Practice, and then the way in which the Council will respond to the requirements in question is outlined. It is hoped that this will allow cross-referencing of what is expected in the Protocol with the requirements in the Act.

If it believed that the arrangements are robust and meet the requirements set out within the Act, the Cabinet can rest assured that it responds in full to Part 8 of the Act and that the Director, Members and relevant Staff are entirely clear regarding what is expected of them.

Once the Cabinet has approved the Protocol (Appendix 1), the intention would be to ensure that the relevant individuals receive a copy and that it is reviewed annually. Should any amendments be needed to the Protocol, an amended version will be submitted to the Cabinet for its consideration.

Reasons for recommending the decision

As outlined above, by adopting the Director of Social Services' Protocol, the Cabinet is putting clear and explicit arrangements in place which ensure that all relevant persons understand what is expected of them in terms of meeting the requirements of Part 8 of the Social Services and Well-being (Wales) Act 2014.

There follows an executive summary of the main arrangements and actions within the Protocol. (The full Protocol can be seen in Appendix 1).

1. The Chief Officers' Appointments Panel must consider the competencies required for the Role of Director of Social Services when recruiting and appointing.

2. The Head of the Paid Service must sit on the Appointments Panel to advise the panel on the appointment.

3. The Director of Social Services must be a full member of the Corporate Management Team.

4. The Head of the Paid Service must meet formally and regularly with the Director of Social Services to discuss appropriate matters.

5. The Director of Social Services must ensure that they update the members appropriately on matters of importance and, together with the

Head of the Paid Service must ensure that they understand the requirements of the Role of the Director of Social Services. Ensuring that they attend the following committees/meetings would be a way of enabling the Director to achieve this:-

- Full Council
- Cabinet
- Relevant Scrutiny Committees
- Relevant Delivery Panel

There will also be an opportunity to attend more informal meetings and the Director of Social Services will be required to seek to identify these opportunities appropriately.

6. The Director of Social Services must be satisfied that suitable arrangements are in place to receive information from heads of departments and relevant senior officers within the Council. Ensuring that the Director of Social Services attends or leads the following meetings would be a way of seeking to achieve this:-

- Corporate Management Team
- Management Group
- Care field governance meetings with the Head of the Paid Service
- Meetings with the Lead Director for Children and Young People
- Statutory Care Team
- Relevant Departmental Management Teams
- Corporate Parent Panel
- Strategic Safeguarding Panel

In addition, at the Strategic Safeguarding Panel there is a standing item on the agenda which gives members of the panel an opportunity to share relevant information with the Director.

7. The Council must ensure that collaborative working happens in order to meet the requirements of the Act, and the Director of Social Services is expected to collaborate with these partners effectively. Ensuring that the Director of Social Services attends or ensures a suitable presence at the following forums/meetings would fulfil much of the requirement:-

- Public Services Board
- County Forum or relevant meetings
- Regional Partnership Board
- Regional Leadership Group
- Regional Safeguarding Children Board
- Regional Safeguarding Adults Board
- Gwynedd Third Sector Liaison Group
- Leadership Group with Bangor University - (MA in Social Services course)

8. The Director of Social Services must meet with the CSSIW formally twice a year (March and September) in performance review meetings. At the March meeting, the chair of the Services Scrutiny Committee will expect to be invited to a part of the meeting, and for the September meeting, the two relevant Cabinet Members will expect to be invited to the meeting.

9. The Director of Social Services must submit an Annual Report to the Full Council, which should be done as soon as possible after the end of the year.

10. All Council officers are required to ensure that they inform the Director of Social Services immediately of any matter of concern involving the field.

Relevant considerations

No relevant considerations

Next steps and timetable

Ensure that the Protocol is shared with the relevant individuals and that a review of it is undertaken regularly by the Statutory Director and discussed at the Corporate Management Team.

Views of the statutory officers

The Chief Executive:

Nothing to add to the proposals which have been the subject of considerable discussions as they were developed.

The Monitoring Officer:

This report recommends a new Protocol for the Director which establishes an appropriate response by the Council to the requirements of Part 8 of the Social Services and Well-being Act 2014 and the statutory code which derives from the provision.

The Head of Finance Department:

I understand that implementing the decision sought in this report will not lead to any financial implications.

Appendices

Appendix 1 - Protocol of the Director of Social Services

Background Documents

None

PROTOCOL OF THE DIRECTOR OF SOCIAL SERVICES

Background

Section 144 of the Act reiterates the requirement for every local authority to appoint an officer, known as the Director of Social Services, for its social services duties. A local authority must appoint a person who can demonstrate the competencies noted by Welsh Government Ministers.

Purpose

The main purpose of this Protocol is to seek to set out the local arrangements to meet the requirements of Part 8 of the Act in one document which is explicit to all. It is believed that doing so will ensure that every relevant person within the authority understands the requirements of them within the Act in relation to the Role of the Director of Social Services.

The Code of Practice has been used as part of the Protocol in order to cross-reference the requirements and what will happen in Gwynedd clearly and explicitly for all.

Therefore, the Protocol sets out the need in terms of our conduct and practice in relation to Part 8 of the Social Services and Well-being (Wales) Act 2014.

[The Code of Practice will be in normal type whilst the Council's response to the requirements will be in italic type.]

[Paragraph 1 - 16 of the Code of Practice offers an introduction only.]

Role in executive structure of the local authority (para 17 - 19)

The following is set out within the Code of Practice:-

17. The director of social services must have a sufficient level of seniority to discharge the authority's social services functions and deliver their accountabilities. This level of authority must be well understood by relevant officers and councillors

18. Regardless of the executive structural arrangements put in place by a local authority, the director of social services must always be a member of the corporate management team and have direct access, and directly report to, the head of paid service and councillors.

19. Membership of the corporate management team is the formal mechanism that enables the director of social services to contribute to the vision and direction of the council and ensure services seek to promote the well-being of people with care and support needs.

> *Gwynedd Council arrangements to respond to the above*

The role of the Director of Social Services has been placed within the post of one of the Corporate Directors. The Corporate Director is accountable directly to the Chief Executive, or the Head of Paid Service, and the role of the Corporate Director, who has statutory responsibility for social services, is entirely clear to members and officers and is noted within the structural information on the Council's website and in written information.

The Corporate Directors are members of the Corporate Management Team and this allows this specific Director, in the statutory role, to ensure that they can influence the vision and direction of the Council in terms of matters involving the well-being and care requirements of individuals.

Relationships with the Head of Paid Service and other Senior Officers (para 20 - 27)

20. The director of social services must report directly to the head of paid service. The head of paid service does not appoint the director of social services but is likely to have a role in this process.

21. The head of paid service must maintain a strong oversight of arrangements and ensure social services are viewed as a corporate priority. The head of paid service has a pivotal role in enabling the director of social services to deliver the local authority's social services functions and must ensure that corporate infrastructure supports them with their statutory accountabilities.

22. The relationship between the head of paid service and the director of social services must be properly agreed and appropriately communicated to councillors, officers and partners. This must be underpinned in governance and delegation documents that should be subject to periodic review.

23. Accountability and governance arrangements must provide the ability for the head of paid service to detect and ensure correction of any systemic and ongoing breakdown in the standards and quality of care and support services.

24. As a member of the corporate management team, a director of social services may be required to consider overall resource implications, including budgetary issues. The head of paid service and the director of social services have a responsibility to ensure councillors have clear advice on the level of resources required for a local authority to effectively deliver its social services functions.

25. Defined working arrangements must also be put in place between the director of social services and other senior officers within the local authority to ensure the accountabilities of the director of social services are met. Any sharing of these responsibilities should also be explicitly negotiated and clearly communicated.

26. The effectiveness of defined arrangements in supporting the discharge of the functions of a director of social services must be regularly evaluated.

27. The individual designated as the director of social services may simultaneously undertake other roles within the local authority, including lead director for children and young people. (Further reference to the relationship between the director of social services and the lead director for children and young people's services where these roles are held separately is made in paragraphs 49 to 51). Local authorities must however be satisfied that additional responsibilities do not negatively affect the ability of an individual to discharge the functions of a director of social services.

> ➢ *Gwynedd Council arrangements to respond to the above*

The Director of Social Services reports directly to the Chief Executive. Arrangements are also in place to ensure that the Chief Executive is a key part of the process to appoint the Director of Social Services.

Weekly meetings of the Corporate Management Team are held where the Director of Social Services is able to raise any issues about the field.

In addition, every 6-8 weeks the Chief Executive is required to meet individually with the Director of Social Services to discuss relevant issues. These meetings are known as "care field governance meetings". During these meetings, important issues within the care field are discussed and the Director of Social Services is required to share any concerns with the Chief Executive. The Director of Social Services should use performance and risk register information from the Adults and Children Departments. The Chief Executive will also use this opportunity to discuss with the Director of Social Services any problem in terms of workload and any obstacles which could exist in terms of fulfilling the role.

Over and above the aforementioned arrangements, the Director of Social Services is required to inform the Chief Executive if any issues of concern are raised between these meetings.

In addition, at the Strategic Safeguarding Panel there is a standing item on the agenda which gives members of the panel an opportunity to share relevant information with the Director of Social Services.

Heads of Service (para 28 - 29)

28   Proper accountabilities must be in place for all social services staff, whether or not they are directly managed by a director of social services. Within the parameters of the local authority, a director of social services may seek to structure social services departments in a way that places responsibility for the delivery of services with others. Whilst responsibility for the delivery of certain social services functions may, for example, be placed with heads of services for adults and heads of service for children and families, accountability for these functions still rests with the director of social services.

29   Where responsibility for the delivery of any part of social services is outside the direct line management of the director of social services, there must still be regular liaison between the director of social services and that head of service. Written framework documents must set out clearly how responsibilities have been put in place that ensure the effective discharge of social services functions.

➢ *Gwynedd Council arrangements to respond to the above*

The Council has two Departments which are directly involved with social services matters, namely the Children and Supporting Families Department and the Adults, Health and Well-being Department. There is a head of department for each one, and the heads are responsible for the services within their departments. Nevertheless, the Director of Social Services remains accountable for these work fields. The job descriptions set out clearly how the responsibilities have been divided.

The Director of Social Services will hold regular meetings (every 6 - 8 weeks) with the two relevant heads in order to discuss important matters, the performance of their services and also the risk register. Issues raised within external and internal inspections will also be discussed at these meetings. These meetings are known as "Statutory Team meetings". There are terms of reference for these meetings.

The Director of Social Services undertakes an appraisal of the Heads of both these departments and the Director will also be a part of the appointment process for the recruitment procedure for these posts.

Other heads are members of the Management Group and also the most crucial ones, for example the Head of Education, are members of the Strategic Safeguarding Panel. The intention of this is to ensure that the

Heads have easy access to the Director of Social Services in terms of sharing concerns and also to respond to the Director's requirements.

Accountabilities of the Director (para 30 - 33)

30. The director of social services is accountable for the effective delivery of the local authority's social services functions to the head of paid service and through them to the council. The head of paid service and the director of social services must have regular meeting time as part of their relationship of accountability.

31. Where services are delivered in partnership, accountability for the delivery of social services functions still rests with the director of social services.

32. The director of social services must raise awareness of their role amongst councillors. This includes how councillors, including scrutiny committees and the relevant lead members, can both support the role and hold post holders to account, including in relation to the production of the annual report as set out in chapter 5. The director of social services must ensure that there are clear commitments setting out what information councillors should expect to receive in relation to both the discharge of specific social services functions and wider activities to promote the well-being of people with care and support needs.

33. The director of social services must:

   - ensure the head of paid service, executive and councillors have access to the best, up-to-date professional advice and information on all aspects of care and support services;

   - assure the head of paid service and councillors that statutory functions laid on the authority have been carried out, and that proper management information and accurate records are being kept;

   - ensure effective performance management processes are in place;

   - identify and advise councillors on priorities, challenges and risks across all aspects of social services, including areas of co-dependency between agencies and circumstances

where staffing issues affect the Council's ability to discharge its statutory responsibilities;

- brief the head of paid service and councillors on high-profile cases and other matters likely to cause public concern; and

- advise councillors on strategies for improving methods of intervention, service provision, practice and use of resources.

34. Chapter 3 sets out the director of social services' role in relation to partnership working via the regional partnership boards and Safeguarding Boards.

➢ **Gwynedd Council arrangements to respond to the above**

The Director of Social Services has several forums in which they can raise matters with the Chief Executive. There are weekly meetings of the Corporate Management Team as well as one-to-one meetings every six to eight weeks. In addition, the Chief Executive has open working arrangements which ensure that the Director of Social Services can access him at any time if required.

In relation to ensuring that elected members understand the Role of the Director of Social Services, the following exist:-
- *The Director of Social Services will submit an Annual Report to the full Council every year. As part of this, the Director of Social Services explains the role and sets out the main duties of the role to the members.*
- *The Director of Social Services will meet with the Chair and Vice-chair of the relevant Scrutiny Committee to outline what the key important matters are within the care field. The Director will include matters which require the attention of the scrutinisers in this, in terms of the support for the role and also in terms of holding matters to account. For example, the Director's Annual Report and the Annual Assessment of the CSSIW will be sent to the scrutiny procedure for consideration. This process will include the wide range of duties which the Director of Social Services has, including the aspects of promoting the well-being of those individuals with care and support requirements.*

- *The Director of Social Services will update the Chief Executive and the members regarding changes made to relevant Acts or other relevant information. The Director of Social Services will do so through the medium of informal or formal meetings as appropriate.*

The Director of Social Services will use management information and national performance indicators in order to monitor actions and performance, including performance against budgets and financial requirements. The Director of Social Services receives information and assurances via several methods:-
  - *Attending Departmental Management Teams in order to receive assurances of this.*
  - *Receiving information and feedback from the two relevant Heads at the Statutory Team meetings (every 6-8 weeks).*
  - *Receiving a risk assessment/governance assessment from the two Heads which summarise the fields which require attention and what the action plans are to respond.*
  - *Monitoring the delivery of the main strategic fields via the relevant Delivery Panels and raises any relevant developments with the relevant cabinet members.*
  - *Specific monitoring of the safeguarding field regarding corporate aspects within the Strategic Safeguarding Panel.*
  - *Member of the Regional Safeguarding Children Board and the Regional Safeguarding Adults Board and can therefore ensure that any lessons from incidents can be incorporated in practice.*

As part of the Team which supports the Cabinet, the Director of Social Services can identify and advise the highest level leadership in the Council on the priorities, challenges and risks which exist in the social care field. This obviously includes any risks which could arise in terms of staffing issues, whether they are direct staffing issues or issues encountered by external providers or agencies.

High-profile cases arise from time to time. The procedure is that the Director of Social Services ensures that the Chief Executive, Leader of the Council, Deputy Leader of the Council, relevant Cabinet Members are aware of the case. In order for the Director of Social Services to be aware, arrangements are in place and officers understand that they need to elevate such matters to the attention of the Director immediately.

Regulators (para 35-36)

35.   The director of social services must lead and support continuous engagement and co-operation with inspectorates and regulators by all local authority officers in relation to the preparation and undertaking of any performance reviews of local authority social services functions, as well as any other care and support services provided in the local authority area. This includes ensuring inspectorates and regulators have access to all relevant information.

36.   As part of their accountability, the director must report to the council on the detail of any inspection or regulatory report on the performance of the local authority social services. This must include setting out what appropriate action is taken to improve services that promote the well-being of people with care and support needs, or prevent or delay the development of such needs, in response to that report. The director should also contribute to the overall governance arrangements that the local authority (and partners) have in place.

> ➤ *Gwynedd Council arrangements to respond to the above*

The Director of Social Services is clear of the need to ensure that regulators receive the information required by them to fulfil their duties. Arrangements will be put in place for a formal meeting with the principal regulators within the care field, namely the CSSIW, twice a year. These meetings are known as "Performance Review meetings". Liaison meetings are held, attended by the Director of Social Services together with the Heads. At the March meeting, the chair or vice-chair of the relevant scrutiny committee will be expected to attend at least part of the meeting. At the September meeting, the relevant Cabinet Members will be expected to attend at least part of the meeting.

The purpose of the performance review meetings is to consider and review progress against the authority's strategic priorities, in accordance with the Act and the national outcomes framework, including improvement objectives noted in any relevant inspection or via regular scrutiny of the local authority's performance. Performance review meetings will also provide feedback on the CSSIW's local engagement activity.

In addition, the Director of Social Services is required to submit the Annual Report to the Full Council in a timely manner. This is expected to happen as soon as possible after the end of the year for which the report is relevant, with consideration, naturally, to the Council's committees timetable.

<u>Well-being (para 37-43)</u>

37. Section 5 of the Act requires that all persons must seek to promote well-being for people who need care and support, and carers who need support, when carrying out their functions under the Act.

38. The other overarching duties stated in section 6 require that all persons exercising functions under the Act must have regard to an individual's views, wishes, feelings, characteristics, culture and beliefs. They must also promote and respect the dignity of the individual, and support them to participate in decisions that affect him or her. This means supporting and empowering them to speak for themselves or to have someone that can do it for them.

39. In relation to adults, persons must begin with the assumption that the adult is best placed to judge their own well-being and must promote the adult's independence wherever possible. This must be embedded in practice so that people are equal partners in the design and delivery of their care. Local authorities must take people's views, wishes and feelings into account when identifying, assessing and supporting people to achieve well-being.

40. In relation to children, persons must promote the upbringing of the child within their family, so far as doing so is consistent with promoting the well-being of the child. Local authorities must have regard to the views, wishes and feelings of persons with parental responsibility for a child under the age of 16, in so far as this is consistent with promoting the well-being of the child and in so far as this is reasonably practicable.

41. Section 7 requires that all persons exercising functions under the Act must have due regard to the UN Principles for Older Persons and the UN Convention on the Rights of the Child. The code of practice issued under Part 2 of the Act places a duty on local authorities to have due regard to the UN Convention on the Rights of Disabled People when exercising social services functions in relation to people who need care and support and carers who need support.

42.   The code of practice for Part 2 of the Act sets out the detail about duties to promote the well-being of people who need care and support and other overarching duties:

43.   The director of social services must have regard to the well-being duty and other overarching duties in relation to how the local authority exercises all its social services functions. The director of social services must show strategic leadership in ensuring all care and support services in the local authority area seek to promote the well-being of all people with care and support needs. This includes overall responsibility for meeting the identified care and supports needs of deafblind citizens. This will involve ensuring all care and support services work with people to empower them to contribute to achieving their own well-being with the appropriate level of support and services. The support must be delivered in line with the six quality standards described in the code of practice in relation to measuring social services performance, issued under the Act. These are stated at Annex 2. The quality standards describe the activities of local authorities that contribute to the achievement of well-being outcomes as stated in the well-being statement.

➢ *Gwynedd Council arrangements to respond to the above*

The Council has acknowledged the additional needs required within the Act involving well-being. The workforce within the social care field has and is receiving training. This training will be updated regularly, and it will meet and promote the need to consider the well-being of people who have care and support needs.

The fundamental principle of the Council's way of working, namely placing the individual at the centre of everything we do, clearly reinforces this requirement also.

The Director of Social Services will attempt to promote well-being across the Social Services, and ensure that a clear understanding and firm arrangements are in place in order to respond in full to the well-being needs of our residents.

Though arrangements are in place in order to respond to the legislative requirements in relation to Well-being, the Director of Social Services will continually challenge the success of these arrangements. The Director of Social Services will challenge the performance of the Social Services in terms of promoting and addressing well-being needs in the relevant

formal forums, but also informally when undertaking the role from to day to day.

Co-operation, partnership and integrated working (para 44-48)

44. Improving the well-being of people with care and support needs and preventing or reducing the development of care and support needs will often require services beyond those traditionally provided by social services. There will frequently be a need for an approach that involves services across the local authority and by other relevant partners.

45. The director of social services must lead on the development of effective
arrangements, including at regional partnership level, to promote co-operation to achieve the following purposes:

a) improve the well-being of people with care and support needs, including carers who need support;
   b) improve the quality of care and support for people, including support for carers;
   c) protecting adults with care and support needs who are at risk or experiencing abuse or neglect; and
   d) protecting children who are at risk or experiencing abuse of neglect

46. The director of social services should ensure that any problems of inter-agency co-operation and gaps between services are identified and resolved. While the director of social services is responsible for the development of effective arrangements for co-operation to improve well-being of people with care and support needs, this does not allow other partners to abrogate their responsibilities and duties.

47. The director of social services' membership of the corporate management team and defined accountability arrangements with other senior officers, as set out in Chapter 2, should be utilised to promote co-operation within the local authority. This will involve ensuring that all local authority services collectively seek to achieve the purposes above.

48. The director of social services must similarly seek to develop an effective environment to promote co-operation in relation to people with care and support needs with external partners, including the Local Health Board, the third sector and independent sector.

Paragraphs 52 to 56 set out the role of the director in relation to formal partnership arrangements provided for by Part 9 of the Act which can be used for this purpose.

➢ *Gwynedd Council arrangements to respond to the above*

Working in partnership is essential in order to ensure that individuals' needs are met.

The Director of Social Services is a member of the Corporate Management Team and is also a member of the Management Group, of which all Council heads are members. Consequently, the director will ensure that these senior officers have awareness and understanding of the requirements of their services to ensure that the well-being of people who have care and assistance needs is improved.

The Council identifies the third sector as one of its main partners, and certainly within this field the contribution of the third sector is invaluable. The Council has arrangements in place to liaise with representatives of the third sector formally through the Third Sector Liaison Group, and there is a formal Compact which outlines the objectives and arrangements around this. The Director of Social Services is a full member of this Liaison Group along with a number of Cabinet members.

The Council and the Health Board are key partners on the Public Services Board and they identify those fields in which they need to work together to deliver well-being aims. Though the Director of Social Services is not a member of the Public Services Board, the Director can influence the direction via the Head of Paid Service.

There is acknowledgement that there is a need to collaborate very closely within this field, and a County Forum has been established in order to ensure that more local action takes place. Terms of reference for the County Forum have been agreed and it will report to the Public Services Board on progress against the main fields of collaboration.

In terms of regional arrangements, the Director of Social Services is currently a member of the Regional Leadership Group and will be a member of the Regional Partnership Board (see Part 9 of the Act) when it is established.

Role of the Lead Director for Children and Young People's Services (para 49-51)

49. Section 27 of the Children Act 2004 requires local authorities to appoint a lead director for children and young people's services to co-ordinate and oversee arrangements to improve the well-being of children in the local authority area. This role is to champion children's rights and can be attached to any appropriate director within the corporate management team, including the director of social services.

50. In authorities where the posts of director of social services and lead director for children and young people's services are held separately, there will be an overlap between the two roles. The lead director for children and young people's services will seek to address the well-being needs of all children. The director of social services must focus on improving the well-being of children *specifically with care and support needs* and protecting children from harm.

51. Individuals undertaking these respective roles must liaise regularly and formally in accordance with defined arrangements, as set out in chapter 2. The effectiveness of these arrangements should be reviewed as required.

> *Gwynedd Council arrangements to respond to the above*

The post of lead Director for Children and Young People's Services and the post of Director of Social Services are held separately within the Council. Both roles are held by one of the Corporate Directors.

Both Corporate Directors will meet formally every two months in order to discuss the fields in question. There is also an opportunity for them to discuss the field within the Corporate Management Team arrangements with the Head of Paid Service present.

Integration and Partnership Working (para 52 - 56)

52. The guidance about partnership arrangements issued under Part 9 of the Act sets out how local authorities and Local Health Boards must work together, along with other partners, to plan and ensure the delivery of

integrated care and support services on a regional basis. Regulations provide for the following regional partnership boards:

- **Cardiff and Vale Regional Board** - Cardiff and Vale University Health Board and the following local authorities: Cardiff and the Vale of Glamorgan.

- **Cwm Taf Regional Board** - Cwm Taf University Health Board and the following local authorities: Merthyr Tydfil and Rhondda Cynon Taf.

- **Gwent Regional Board** - Aneurin Bevan University Health Board and the following local authorities: Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen.

- **West Wales Regional Board** – Hywel Dda University Health Board and the following local authorities: Pembrokeshire, Ca rmarthenshire, Ceredigion.

- **Powys Regional Board** – Powys Teaching Health Board and the following local authority: Powys.

- **North Wales Regional Board** - Betsi Cadwaladr University Health Board and the following local authorities: Anglesey, Conwy, Denbighshire, Flintshire, Gwynedd and Wrexham.

- **Western Bay Regional Board** - Abertawe Bro Morgannwg University Health Board and the following local authorities: Bridgend, Neath Port Talbot and Swansea.

53. The person appointed as director of social services in respect of each local authority which established the regional partnership board, or a nominated representative, must be a member of the Board.

54. There is a need to ensure the quality of information given to regional partnership boards is sufficient to allow their effective operation. Similarly, the director of social services should ensure information from the regional partnership board clearly demonstrates how any social services functions have been discharged.

55. The director of social services must ensure their respective regional partnership boards facilitate and promote co-operation to improve the outcomes and wellbeing of people who need care and support, including carers who need support.

56.	In addition, the director of social services must ensure this regional co-operation leads to improved effectiveness and efficiency in relation to the delivery of care and support services to address care and support needs, and support needs for carers, identified in the Population Assessment Report. Regional partnership boards have a key role to play in bringing partners together to determine, in consultation with service users, where the integrated provision of care and support services will be most beneficial to people within their region.

> *Gwynedd Council arrangements to respond to the above*

The Director of Social Services will be a member of the Regional Partnership Board in accordance with the requirement within Part 9 of the Act and will act to realise the aforementioned requirements.

A preventative approach to care and support needs (para 57-59)

57.	The director of social services must ensure that the local authorities and partners develop a strategic approach to prevention. It is vital that care and support services do not wait to respond until people reach crisis point.

58.	The code of practice in relation to Part 2 of the Act sets out the requirements in sections 14 and 15 for local authorities and Local Health Boards to undertake a population assessment of care and support needs; and for local authorities to provide or arrange a range of preventative services. The director of social services must ensure that preventative services are provided or arranged specifically to address the care and support needs identified by the population assessment.

59.	Ensuring a preventative culture in relation to care and support is embedded across the local authority, and in particular the social services department, will require leadership across the local authority from all chief officers, and principally from the director of social services.

> *Gwynedd Council arrangements to respond to the above*

The Council's vision is to put the People of Gwynedd at the centre of everything it does, and in doing so ensuring a preventative approach to care and support needs is core to this mind-set. People do not want to become dependent on statutory services; therefore, the focus of our work

within the field ensures that a preventative culture in the context of care and support is incorporated across the Council.

"Ffordd Gwynedd" is the terms used to explain this to staff within the Council. All leaders within the Council, including officers and elected members, seek to recognise the appropriate conducts to ensure that this change happens. The Director of Social Services is a prominent part of this and uses the reporting arrangements, such as the Annual Report, to emphasise this.

The Director of Social Services will ensure that firm arrangements are in place in order to make the best use of the Population Needs Assessment. The Director of Social Services will ensure that the Social Services will use the information from the population assessment in order to plan strategically for the future. The population assessment will identify opportunities to develop preventative services and the Director of Social Services will highlight the need to act where relevant.

Citizen and Community Engagement (para 60 - 63)

60. Local authorities must involve people for whom care and support or preventative services are to be provided in the design and operation of that service.

61. The code of practice in relation to Part 2 of the Act sets out the requirement in section 16 which places a duty on local authorities to promote the development in their area of not-for-profit organisations to provide care and support services, including preventative services. These models include social enterprises, cooperative organisations, co-operative arrangements, user led services and the third sector. This requirement supports a new relationship between the local authority and service providers.

62. The director of social services must ensure that, in identifying the range and level of services required to respond to care and support needs identified by the population assessment, a co-operative approach to the planning, development, procurement and delivery of services is taken.

63. The requirement for an information, advice and assistance service in section 17 of the Act is also set out in the code of practice in relation to

Part 2. The director of social service must also ensure the effectiveness of this service in supporting people to achieve their well-being outcomes.

> ➤ *Gwynedd Council arrangements to respond to the above*

Arrangements are developing in terms of meeting the requirement of undertaking a population assessment and this will be used as a basis to plan suitable services for the future. Also, arrangements will be developed to ensure that information, advice and guidance services are fit for purpose and comply with other relevant developments such as the change currently underway in the older people field.

The focus on all services is to assist people to achieve their well-being outcomes.

Safeguarding (para 64 - 69)

64. Safeguarding children and adults at risk of abuse or neglect is everyone's responsibility. However, the director of social services must show leadership to ensure effective safeguarding arrangements are in place both within the local authority and by relevant partners.

65. The director of social services must oversee and report to councillors, on a consistent basis, regarding the operation, monitoring and improvement of child and adult safeguarding systems within the local authority.

66. Defined arrangements with other officers within the local authority, particularly the head of adult services and head of children services, as set out in Chapter 2, must be clear in relation to delegation and reporting arrangements related to safeguarding issues.

67. Statutory Guidance in relation to Part 7 of the Act sets out the requirements for Safeguarding Children Boards and Safeguarding Adult Boards. The Safeguarding Boards areas are:

- **Cardiff and Vale** - Cardiff and the Vale of Glamorgan local authorities.

- **Cwm Taf Regional Board** - Merthyr Tydfil and Rhondda Cynon Taf local authorities.

- **Gwent** - Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen local authorities.

- **Mid and West Wales** - Carmarthenshire, Ceredigion, Pembrokeshire and Powys local authorities.

- **North Wales** - Anglesey, Conwy, Denbighshire, Flintshire, Gwynedd and Wrexham local authorities.

- **Western Bay** - Bridgend, Neath Port Talbot and Swansea local authorities.

68.   Both Safeguarding Children Boards and Safeguarding Adult Boards must include a representative with a sufficient level of seniority from each local authority within the Board's area. This includes, but is not limited to, the director of social services. In the absence of the director, another officer who is acceptable to the director and of sufficient seniority may attend in their place.

69.   Each partner has equal responsibility for the exercise of functions of Safeguarding Boards, rather than it being a specific local authority function. The director of social services must support effective partnership working and ensure safeguarding duties are effectively discharged collaboratively by Safeguarding Boards. These include in relation to:

- Contributing to the review and development of policies and procedures to safeguard children and adults at risk

- Raising awareness of abuse, neglect and harm in a Board's area

- Regularly reviewing the effectiveness of local safeguarding measures

- Undertaking and ensuring lessons are learnt from Child Practice Reviews and Adult Practice Reviews

- Disseminating information about safeguarding best practice and learning

- Ensure practitioners across all safeguarding partners are receiving or have access to appropriate safeguarding training

- Ensuring there are effective, understood and publicised arrangements for the reporting of children and adults suspected of being at risk of abuse or neglect

➢ *Gwynedd Council arrangements to respond to the above*

The Director of Social Services is a full member of the Regional Safeguarding Adults Board and the Regional Safeguarding Children Board. The Director of Social Services has identified the Council's Head of Children Department as the senior lead officer within the safeguarding field and in addition this head will ensure, as is possible, a regular input on these two Regional Boards.

The Cabinet has established internal arrangements to lead and manage corporate safeguarding matters, and in order to give it appropriate attention it has established a Strategic Safeguarding Panel. A Cabinet member chairs this Panel, but is supported by the Director of Social Services. The intention of this Strategic Safeguarding Panel is to assist the Director of Social Services to ensure that she can fulfil her duties by highlighting necessary actions. Reports go regularly from this Panel to the Cabinet members via performance monitoring arrangements, and a formal report is submitted for the Cabinet's attention twice a year.

On a more operational and individual case level, the Corporate Director holds formal discussions with the Head of Children Department and the head of Adults Department via the Statutory Team meetings. During these meetings, there is an opportunity for senior officers to discuss important issues and barriers and matters of concern. A governance/risk management cycle is submitted by both heads for the attention of the Director of Social Services on a quarterly basis.

Usual departmental performance management arrangements are also in place and there is an opportunity for the heads to raise important issues from this information. It is also asked that anyone who identifies a matter of concern in the field of safeguarding brings the matter to the attention of the Director of Social Services immediately.

Children and their Families (para 70 - 71)

70. Supporting families to stay together by focusing on early intervention and preventative action across all service provision for children and their

families is key to enabling children to have the best possible outcomes. The director of social services must provide leadership and demonstrate a strategy to manage risk confidently and effectively cooperate with the full range of partners to work with families at the 'edge of care', making sure that needs are accurately assessed and met, so that only the right children are accommodated at the right time.

71. The code of practice in relation to Part 6 of the Act sets out a comprehensive framework of support for those children who can no longer be cared for by their families and do need to be taken into a local authority's care. The director of social services must ensure strategic arrangements are in place to provide for cooperation across the local authority and with partners for effective provision of care and support services for all looked after children. Arrangements must provide for planning which embraces all aspects of the child's well-being, including health and developmental needs, stability and permanence, and educational attainment, and focuses on improving outcomes for looked after children.

> ➤ *Gwynedd Council arrangements to respond to the above*

Fairly recent structural changes have placed the children and young people services with one head within the Council, namely the Head of Children and Supporting Families Department. A cabinet member also leads on the field of Children and Young People. The purpose of doing this was to ensure the focus in terms of early intervention and preventative steps being taken.

The Director of Social Services will ensure leadership in this field and will also ensure a close working relationship with the Head of Children and Supporting Families Department in order to deal with strategic and operational matters.

The Corporate Director will hold formal discussions with the Head of Children's Department at the Statutory Team meetings. During these meetings, there is an opportunity for the Director of Social Services and the Head of Children and Supporting Families Department to discuss individual cases, important matters, barriers or matters of concern. The Head of Children and Supporting Families Department will submit a governance/risk management cycle to the Director of Social Services on a quarterly basis.

A Corporate Parent Panel is in place within the Council in order to seek to ensure that all the needs of those children whose families can no longer look after them and who need to be looked-after by the local authority are met. The Director of Social Services is a full member of the Corporate Parent Panel and can ensure that strategic arrangements are in place to facilitate co-operation across the local authority and with partners.

Workforce Development (para 72 - 79)

72. The director of social services has a strategic leadership role to promote high standards across the care and support workforce, including the private and third sectors.

73. The director must ensure a whole sector workforce plan is in place which identifies and secures implementation of measures to ensure a sufficiently large, skilled, safe and focused workforce to promote the well-being of people with care and support needs. This includes in relation to recruitment and retention, preemployment vetting, registration, reward, addressing poor performance, career pathways, competency and qualification requirements, skill mix, training needs, evidence based practice, compliance with codes of practice and contributions to workforce data.

74. This strategic leadership approach should be undertaken as part of the development of effective partnership working arrangements, as described in paragraphs 52 to 56. The director must however make clear that other agencies' and providers' are not absolved of their individual responsibilities towards workforce planning and development.

75. The director should promote collaborative workforce learning through networks and relationships with other bodies. This includes working with education and training providers, such as Higher Education bodies, to ensure they are able to deliver relevant and effective training and support a competent workforce.

76. A crucial role of the director is to ensure that positive leadership behaviours are developed through the service. When working with professional bodies, clear leadership is needed to promote a culture of continuous learning, evidence based practice and professional accountability. The director acts as a role model for others and should champion the development of these skills and behaviours amongst service managers.

77.   The director's role in delivering leadership in relation to workforce development within the local authority should be included in the defined working arrangements, as described in paragraphs 25 to 26. As part of their senior corporate leadership role, the director must ensure the local authority has overarching personnel and safe recruitment policies supporting the requirement for a social care workforce to provide effective care and support services. This includes ensuring social workers employed are registered with the regulatory body in Wales to provide strong connectivity between employers and regulators.

78.   The director must advise councillors, partners and other providers where workforce shortfalls inhibit the local authority's capacity to discharge statutory responsibilities and set out actions necessary to rectify these issues.

79.   In line with the *More than just words* strategic framework, directors of social services will ensure an effective recruitment and retention strategy to secure the capacity to provide local authority social services functions through the medium of Welsh. The ability of the independent and third sector to provide services in Welsh will also be a consideration when services are commissioned or contracted from them.

➢ *Gwynedd Council arrangements to respond to the above*

The quality and sustainability of workers within the care sector is extremely important and the Director of Social Services has several resources to seek to ensure that the right priority is given in the field.

A Workforce Support and Development Unit exists and is placed within the Adults, Health and Well-being Department. This team is responsible for training matters for the entire sector and also for planning developmental matters for the workforce, including anticipating fields of need and skills and recruitment problems. This team reports via its manager to the Director of Social Services who is also available to attend the Statutory Team as and when necessary. In addition, and as part of the Statutory Team arrangements, the Head of Children and Supporting Families Department and the Head of Adults, Health and Well-being Department will submit a Governance / Risk Register Cycle every quarter. In submitting the Governance / Risk Register Cycle, they will be expected to give specific attention to all the 'Workforce Development' considerations.

By means of these methods, any risks will be highlighted to the Director of Social Services, who will then be able to agree on any action.

The Workforce Support and Development Unit also works in a regional context and a Regional Workforce Board provides additional strategic support to the director on important matters. It appears increasingly that the Government is now encouraging more matters to be dealt with regionally. Within this context, associated matters such as the health field workforce are discussed.

In terms of the professional workforce, the Director of Social Services meets with the principal leaders of Bangor University in order to discuss aspects and developments within the Social Work MA course. This relationship is extremely important in order to ensure the future sustainability of the workforce and also obviously the availability of workers who are fluent in Welsh.

In terms of commissioning and contracting arrangements, the Council has arrangements in terms of ensuring that providers recruit staff who can speak Welsh to an appropriate level for the post. These arrangements will be monitored and this information will be available to the director of social services. The Director of Social Services will also monitor whether this number is adequate to meet the needs which have arisen from the population assessment.

Annual Report (para 80 - 90)

80. The director of social services must prepare and publish an annual report about the exercise of the local authority's social services functions. This annual report must be published as soon as reasonably practicable after the end of a financial year.

81. The annual report must evaluate the performance of the local authority in relation to the delivery of its social services functions in respect of that year and include lessons learned. It must also set out objectives in relation to promoting the wellbeing of people who need care and support, and carers who need support, for the forthcoming year.

82. The annual report should be presented in such a way as to set out how the local authority has achieved the six quality standards in relation to well-being outcomes as described in the *code of practice in relation to measuring social services performance,*

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issued under section 145 of the Act. Annex 2 sets out the quality standards in relation to the above code of practice.

83. The annual report must set out how the local authority has promoted the wellbeing of people who need care and support, and carers who need support, identified in the Population Assessment Report produced in relation to that local authority area.

84. The annual report must include details of the extent to which the authority has acted in accordance with relevant requirements contained in a code relating to assessing the needs of an individual in accordance with Part 3 and meeting needs under Part 4.

85. The annual report must also set out how the local authority has exercised relevant requirements contained in code of practice so as to provide:

- Assurances in terms of structural arrangements within the local authority that enable good governance and strong accountability

- Assurances in relation to effective partnership working via Partnership Boards

- Assurances in relation to safeguarding arrangements

- Information in relation to the performance of the handling and investigation of complaints and representations (as set out in '*A guide to handling complaints and representations by local authority social services*' published in August 2014)

- A response to any inspections undertaken in relation to social services functions.

86. The Welsh Government is committed to the delivery of high quality health, social services and social care services that are centred on users' needs. *More than just words* is its strategic framework to realise this aim. Directors of social services are therefore required to provide an update on Welsh language provision and their implementation of *More than just words* as part of the annual report.

87. It is important that the views of services users in relation to the way the local authority has discharged its social services functions are

included in the annual report. People, including children, who have experience of using care and support services, the parents of children who have care and support needs, and carers in the local authority area must be engaged in the process of producing an annual report. This should also be evidenced by the statutory performance information that each local authority must collect, as set out in the code of practice on measuring social service performance, annually. It is also important that external providers and partner agencies contribute their view of the quality of partnership working. The annual report must set out how the local authority has engaged with people in its production. The annual report should reflect the experiences of service providers and services users.

88. Annual reports are a key way for local authorities to demonstrate accountability to citizens and should therefore be accessible to people, including service users. The director of social services should ensure that annual reports are not overly long and are written in a clear and concise way.

89. To ensure effective accountability, the annual report must be presented to the council by the director of social services.

90. A copy of the published annual report must be sent to Welsh Ministers. They must also be available on the local authority website.

> *Gwynedd Council arrangements to respond to the above*

Arrangements are in place for the Director of Social Services to submit the annual report to the Full Council. Every effort is made to ensure that this happens at the meeting before the summer, which follows the end of the financial year - a copy will also be made available for scrutiny arrangements.

The aforementioned aspects in terms of content will be incorporated within the report and reference will also be made to matters such as More Than Just Words.

Copies of the report will be available on the Council's website and it will be sent, as required, to regulators and the Government.

Competencies of a Director of Social Services (para 91)

91. A local authority may not appoint a person to be its *Director of Social Services* unless it is satisfied that person has demonstrated the full set of interrelating competencies that define the knowledge, skills and behaviours required of the role. These competencies are generally consistent with the Welsh Public Service Leadership Behaviours Model.

Core Qualities

Self Awareness and Learning

- demonstrate vision, creativity, adaptability, innovation and emotional intelligence with an outward looking approach to learning and development for yourself and others

- committed to the continuous development of all services and people across all sectors involved in the delivery of care and support services

Drive for Results and Resilience

- substantial experience in the management and delivery of effective care and support services

- knowledge of the legislative and structural context of social care services in Wales, particularly the Social Services and Well-being (Wales) Act 2014

- is willing to hold themselves to account as well as others for the delivery of results and outcomes

Future Working

Championing Innovation & Change

- strong professional leadership capabilities, able to achieve and inspire change and improvement through influence, openness and effective communication

- able to proactively promote and facilitate the integration of, and collaboration between health and social services to achieve improved outcomes for people with care and support needs

Strategic Orientation

- knowledge and experience in workforce planning and development with a good understanding of the importance of an effective workforce in all sectors

- able to hold people and services to account by ensuring appropriate information flows and systems, reporting lines and professional and management audit methods are in place

Working with Others

Building Collaboration and Partnership

- able to promote effective partnership working, contributing to the development of collaborative and co-produced solutions between the public, independent and third sectors in the planning and delivery of services that maximise expertise and resources

- able to demonstrate strategic evidence-based decision making to collaboratively develop effective care and support services

- is adaptable and flexible in their leadership style and willing to learn from others to improve service provision

Political Awareness and Skill

- demonstrate understanding and experience of working at a senior level in publicly accountable national and local political contexts

- good knowledge of the operational environment of independent and third sector organisations that provide care and support services

<u>Delivery</u>

Focusing on Citizens and Value

- ensure an approach is taken by the local authority and all partners which seeks to promote the well-being of people who need care and support, and carers who need support

- provide strategic leadership so that all care and support services are designed and delivered in partnership with citizens and focused on enabling them to achieve their own well-being

- demonstrate excellent financial management skills within local authority and shared budgets

Sharing Leadership

- able to show values-led leadership to achieve the commitment of staff and managers at all levels to maintain high standards and good practice through empowering them to show ambition and take responsibility

➤ *Gwynedd Council arrangements to respond to the above*

The Council's arrangements to appoint and recruit chief officers respond to the requirement with the above. The Head of Paid Service is a member of the Chief Officers' Appointment Panel and can provide guidance to elected members in relation to the aforementioned competencies. The Appointment Panel will also consider the results of an appropriate assessment centre as part of its appointment process.

REPORT TO THE CABINET
(03/05/16)

Cabinet Members: Councillor Gareth Roberts &
Councillor Mair Rowlands

Subject: Responding to the requirements of Part 9 of the Social Services and Well-being (Wales) Act 2014

Contact officer: Morwena Edwards, Corporate Director

The decision sought/purpose of the report

1. The Cabinet is asked to acknowledge the establishment of the Regional Partnership Board, in accordance with Part 9 of the Social Services and Well-being (Wales) Act 2014.

2. The Cabinet is requested to support the establishment of the Regional Partnership Board for the period until formal arrangements have been confirmed.

3. The Cabinet is requested to nominate a member of the Cabinet, with responsibility within the social services field, to sit on the Regional Partnership Board. The Cabinet is also requested to nominate a deputy.

4. The Cabinet is requested to accept the proposed structure in terms of the Regional Partnership Board's reporting arrangements. (Appendix 1)

5. The Cabinet is requested to commit to finance the costs of supporting the regional arrangements from 2017/18, in accordance with the existing level of arrangements.

Introduction

1.   Members will be aware of the Social Services and Well-being (Wales) Act 2014 which has been in effect since 6 April this year.

2.   Part 9 of the Social Services and Well-being (Wales) Act 2014 requires local authorities to make arrangements to promote co-operation with their relevant partners and others in relation to adults with needs for care and support, carers and children.

3.	It also places a duty on relevant partners to co-operate with, and provide information to, the local authorities for the purpose of planning and providing their social services functions. They also have a duty to share information and this information will be crucial to completing the regional needs assessment, which will offer guidance on the work of providing local integrated working.

4.	The purpose of Part 9 of the Act is to improve outcomes and well-being of people, as well as improving the efficiency and effectiveness of service delivery. The key aims of co-operation, partnership and integration can therefore be described as follows:-
    - To improve care and support, ensuring people have more say and control
    - To improve outcomes and health and wellbeing
    - Provide co-ordinated, person-centred care and support
    - Make more effective use of resources, skills and expertise

5.	One part of the Act is the requirement to establish a Regional Partnership Board based on the area of the health boards in Wales. Therefore, for us here, the requirement is to establish a North Wales Regional Partnership Board. The Regional Partnership Board will be a statutory body with functions set out in accordance with the Act and relevant regulations. Part 9 of the Act also provides Welsh Ministers with regulation making powers in relation to formal partnership arrangements, resources for partnership arrangements (including pooled funds) and partnership boards.

6.	This report sets out how all the partners in North Wales have been working towards establishing the Regional Partnership Board in accordance with the requirements of the Act, as well as the expectations of the Regional Partnership Board.

7.	It should be noted that the Regional Partnership Shadow Board was established recently in order to undertake some matters.

Requirements of Part 9 of the Act

8.	Local authorities and Local Health Boards are required to establish Regional Partnership Boards to manage and develop services, to secure strategic planning and partnership working between local authorities and Local Health Boards and to ensure effective services, care and support are in place to best meet the needs of their respective population.

9.	The Partnership Arrangements Regulations require partnership arrangements to be made by the partnership bodies in each Local

Health Board area, under the direction of a Regional Partnership Board.

10.   The objectives of the Regional Partnership Boards are to ensure the partnership bodies work effectively together to
- Respond to the population assessment carried out in accordance with section 14 of the Social Services and Well-being (Wales) Act 2014
- Implement the plans for each of the local authority areas covered by the Board which local authorities and Local Health Boards are each required to prepare and publish under section 14A of the Act
- Ensure the partnership bodies provide sufficient resources for the partnership arrangements, in accordance with their powers under section 167 of the Act
- Promote the establishment of pooled funds where appropriate.

11.   The Regional Partnership Board will need to prioritise the integration of services in relation to:-
- Older people with complex needs and long term conditions, including dementia
- People with learning disabilities
- Carers, including young carers
- Integrated Family Support Services (IFSS)
- Develop integrated services for children with complex needs due to disability or illness and young people with mental health problems
- Ensure that pooled funds are established and managed in relation to care home accommodation functions and family support functions as well as functions that will be exercised jointly as a result of an assessment carried out under part 14 of the Act. The duty to establish pooled funds in relation to the care home accommodation functions is required by 6 April 2018.

12.   The regulations under Part 9 of the Act sets out who needs to be members of the Regional Partnership Board, as noted below; however, regions can co-opt additional persons to be members of the Board as appropriate.
- At least one elected member of a local authority which established the regional partnership board
- At least one member of a Local Health Board which established the regional partnership board
- The person appointed as director of social services under section 144 of the Act in respect of each local authority which established the regional partnership board, or his or her nominated representative

- A representative of the Local Health Board which established the regional partnership board
- Two persons who represent the interests of third sector organisations in the area covered by the regional partnership board
- At least one person who represents the interests of care providers in the area covered by the regional partnership board
- One person to represent people with needs for care and support in the area covered by the regional partnership board
- One person to represent carers in the area covered by the regional partnership board

13. There will be a need to ensure that appropriate arrangements are put in place to engage with other boards and organisations and there will also be a need to foster appropriate discussions through existing networks or forums where appropriate. In North Wales, it is intended to use existing forums such as the Public Services Boards together with the Regional Leadership Board (see chart in Appendix 1).

14. The Regional Partnership Board is required to prepare and submit an annual report to Welsh Ministers on the achievement against the board's objectives. The first report must be prepared and submitted by 1 April 2017.

15. The report must be published and should include:-
- information on Board membership,
- information on how the board has met its objectives, including financial information
- progress reports
- partnership arrangements in place to complete the joint population assessment
- how the board has engaged with service users, or groups representing service users
- information on how the partnership arrangements have contributed to improved outcomes and delivery of services and how resources have been effectively utilised
- information on the statutory provision used or informal arrangement underpinned by a written agreement.

16. Through the Regional Partnership Board is statutory; it does not have decision-making powers.

The current situation

17. For some years now North Wales has had regional governance arrangements regarding seeking to promote co-operation and joint-

working across the fields of health and social care. In 2011, the Social Care and Health Programme Board was established as one of four programme boards across North Wales. Each of these programme boards was chaired by a Chief Executive who was the host of the programme.

18.   In addition, for several years, Directors of Social Services and Directors from the Betsi Cadwaladr Health Board have met on a quarterly basis to discuss strategic matters.

19.   Since 2014/15, under the requirements of Welsh Government grant funding - 'Delivering Transformation' - governance arrangements were required to be established to reflect the national structure and create a Regional Partnership Forum and Regional Leadership Group. From that date onwards, the aforementioned arrangements (17&18) changed to those, and these are the arrangements which currently exist.

20.   In order to prepare for the requirements of Part 9 of the Act, the Regional Partnership Forum discussed two structural options. The favoured structural option is seen in Appendix 1. A conclusion was reached following a regional workshop on 14 March, 2016, in which members of the boards/groups were present, together with other persons who came together to discuss the matter. The clear view in this workshop was that there was a need to retain a local focus in terms of service provision and discussions will continue with Welsh Government officials in order to detail and resolve the regional, sub-regional and local roles and responsibilities.

21.   The proposal is that the Regional Partnership Board will report directly to the Regional Leadership Board together with the Public Services Board and they will have a vital role in terms of working with the regional citizens' panel. Each partner will need to ensure that they can report back to their appropriate body and be accountable to their statutory entity (Council/Local Health Board).

22.   As the Regional Partnership Board will be responsible for the statutory function it will operate with translation facilities.

23.   In order to try to realise the requirement, the Regional Partnership Forum agreed at its last meeting on 14 March 2016 that it would act as the Shadow Board of the Regional Partnership Board until the Regional Partnership Board is formally established. It was also agreed that the Chair of the Regional Partnership Forum would chair this Shadow Board.

24.   The local authorities will be represented by their Directors of Social Services - for Gwynedd, Morwena Edwards - together with one Cabinet member with responsibility for the social services field. At this point, either Councillor Gareth Roberts or Councillor Mair Rowlands will need to be nominated, and ideally they would be available to delegate for one another.

25.   Early discussions of the Regional Partnership Shadow Board have proposed that representatives from the following bodies are co-opted to the Board:-
- Police and Crime Commissioner
- North Wales Police
- North Wales Fire and Rescue Service

The Regional Partnership Board will need to decide this.

26.   It is worth noting that, currently, the cost of supporting the Board's arrangements are covered by a Welsh Government grant ('Delivering Transformation Grant') and this will continue for the 2016/17 year. By 2017/18 this grant will be included within the local authorities' RSG settlement and therefore the cost of supporting the arrangements will need to be financed from the Council's budget from 2017/18 onwards.

Reasons for recommending the decision

27.   The requirement to establish a Regional Partnership Board is a statutory requirement under Part 9 of the Social Services and Well-being (Wales) Act 2014.

28.   The proposal to have a Regional Partnership Shadow Board until the formal arrangements are in place is reasonable under the circumstances, and avoids a period of delay.

29.   The membership of the Regional Partnership Board is outlined in the Regulations. In addition, the Director of Social Services and the Cabinet Member for Adults, Health and Well-being are members of the former Regional Partnership Forum, and discuss health and care matters regionally. There will be a need to ensure that regular discussions take place between the two relevant Cabinet members in terms of the requirements of children and young people matters. Requesting formal delegation arrangements will give both members an opportunity to be involved.

30.   The structure set out in Appendix 1 seeks to respond to the need for the Regional Partnership Board to engage with the regional boards and groups which are already in place. It also offers an option which ensures that the Board has executive arrangements feeding into it in

order to ensure that matters are progressed between meetings. The proposal also notes clearly the need to work in local and sub-regional arrangements if appropriate, and that we do not overload the Regional Board with matters that would be better dealt with locally.

31.   The financial source to support the Board will change from 2017/18 onwards (see 26 above). This will not be an additional cost for the Council as the money will be added to the settlement.

Relevant considerations

Nothing to note in addition to the above.

Next steps and timetable

32.   If the Cabinet agrees with the recommendations, the Regional Partnership Board will meet once the seven key partners have also approved the arrangement. It is anticipated that this will take until June to complete. The Board will need to formalise its arrangements in terms of chairmanship and membership shortly afterwards. Some deadlines have been set and we will need to work towards these early in the first year. For example, an annual report will need to be prepared and submitted by 2017 and pooled funds will need to be established for care homes by April 2018. These deadlines are challenging and there will be an element of risk in completing them within deadlines.

Views of the statutory officers

The Chief Executive:

Nothing to add to the proposals which have been the subject of considerable discussions as they were developed.

The Monitoring Officer:

Establishing a Regional Partnership Board is statutory and is heavily controlled by statute, specifically the Partnership Arrangements (Wales) Regulations 2015. Matters such as area and membership responsibility are set out quite specifically within the regulations. Therefore, many of the steps within the report reflect this situation.

The Head of Finance Department:

I note that paragraphs 10 and 11 mention "pooled funds" and care will need to be taken when planning those. I also note that paragraph 26 mentions that the Delivering Transformation Grant will transfer to the settlement in 2017/18. Therefore, as noted in paragraph 31, the development could be cost-neutral.

Appendices

Appendix 1 – Part 9 Partnership Arrangements

Background Documents

Social Services and Well-Being (Wales) Act 2014

Part 9 Statutory Guidance (Partnership Arrangements)

The Partnership Arrangements (Wales) Regulations 2015

APPENDIX 1

Part 9 Partnership Arrangements:

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                    ┌─────────────────────────────┐
                    │  Leadership Regional Board   │
                    │                              │
                    │      (Voluntary Board)       │
                    └─────────────────────────────┘
                                  ▲
┌──────────────────────────┐     │     ┌──────────────────────────────┐
│ Regional Safeguarding    │     │     │  • Local Services Boards     │
│ Boards                   │     │     │  • Public Services Boards    │
│   • Children             │     │     │                              │
│   • Adults               │     │     │                              │
│                          │  ┌──┴──────────────┐                     │
│ (Statutory Boards)       │  │ Regional        │  (Statutory Boards) │
└──────────────────────────┘  │ Partnership     │ ────────────────────┘
                              │ Board           │
                              │                 │
                              │ (Social Services│
                              │ and Wellbeing   │
                              │ Act 2014)       │
                              └─────────────────┘
                                      ▲
            ┌─────────────────────────┴────────────────────────────┐
            │  Social Services and Wellbeing Leadership Group       │
            │                                                        │
            │  (x3 Area Directors BCUHB, x1 Director for Mental      │
            │  Health BCUHB and x6 Social Services Directors)        │
            └──────────────────┬────────────────────┬───────────────┘
                               │                    │
         ┌─────────────────────┴──────┐   ┌─────────┴────────────────────┐
         │ Regional Functions         │   │ Area Activity Boards         │
         │  • Population Needs         │   │  • Implement Integrated      │
         │    Assessment              │   │    Working                   │
         │  • Citizen Feedback        │   │  • Pooled Budgets (area or   │
         │  • Grant Funded Legacy     │   │    local)                    │
         │    Projects (Regional)     │   │  • Linkage with Public       │
         │  • Projects commissioned   │   │    Service Boards            │
         │    and funded regionally   │   │  • Delivery of Intermediate  │
         │                            │   │    Care Fund.                │
         └────────────────────────────┘   └──────────────────────────────┘
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The rationale for this structure is that the Board would play a key role in ensuring the development of regional partnership arrangements and meet the requirements of the Act best through: -

- Overseeing the progress of area arrangements
- Commissioning and overseeing the regional work streams
- Enabling Citizen Feedback and Providers to influence the direction of the Board and thereby the area arrangements.

The Social Services and Wellbeing Leadership Group as an officer group will provide strategic advice to the Board and help manage the details of the Board's Programmes, including acting as a forum to exchange best practice from the areas within the region.

The Board will be accountable to the seven key statutory partners and have a loose reporting arrangement to the North Wales Regional Leadership Board which is made up of representatives of the 6 LAs, the BCUHB, the PC, the North Wales Police and the Fire and Rescue Service.

There will be statutory reporting arrangements to the Minister.

MEETING	Cabinet
DATE	3 May 2016
TITLE	Overview of Gwynedd Council's Performance 2015-16 - fields of Children and Young People, the Welsh Language, Effective and Efficient Council and Financial Planning
PURPOSE	To accept and note the information in the report
AUTHOR	Councillor Dyfed Edwards
CONTACT OFFICER	Geraint Owen, Head of Corporate Support Department

1.0 Introduction

1.1 In accordance with the Council's performance management system, an overview of the Council's performance thus far in 2015/16 is submitted. This report focuses on Children and Young People, The Welsh Language, Effective and Efficient Council and Financial Planning which is included in the portfolios of the following Cabinet members:

Councillor Gareth Thomas
Councillor Mair Rowlands
Councillor Peredur Jenkins
Councillor Dyfrig Siencyn

1.2 The report addresses the transformational plans included in the Strategic Plan and draws attention to the performance measures that reflect the Council's day to day work.

2.0 Reasons for recommending the decision

In order to ensure effective performance management.

3.0 Main messages

3.1 It can be seen that there is good progress for the year with projects in the Children and Young People field, with problems with data in relation to one measure, namely SCC/024 Percentage of looked after children during the year who have a Personal Education Plan within 20 school days of being admitted to care or joining a school during the year.

3.2 Although there is some slippage involved with specific projects in the Safeguarding field due to capacity matters, our safeguarding arrangements are continuing to strengthen.

3.3 Several successful activities have been held as part of the work of projects in the Welsh language field.

3.4 Some elements of projects in the Effective and Efficient Council field have slipped slightly, specifically within the C5 Self-service project.

3.5 The Financial Planning field has been successful this year.

4.0 Strategic Plan Projects

Brief progress reports are submitted below on the projects of the Strategic Plan 2015-16 in the fields of Children and Young People, the Welsh Language, Effective and Efficient Council and Financial Planning. The projects are in the ownership of the individual Cabinet members.

In order to remind members, the wording included in the strategic plan has been noted in blue.

4.1 Children and Young People

Councillor Gareth Thomas
P1 Education Quality Strategy
The purpose of this project is to prepare and develop an Education Quality Strategy that will be a basis to improve and standardise education standards across the County.
An Education Quality Strategy has been formed and will be the basis to improve and reconcile education standards across Gwynedd. The strategy corresponds to the main matters included in the Education Department's Business Plan.

Although the summer 2015 results were generally good, the Education Department has identified fields for improvement, and to this end has ensured that these measures are included in the Regional Schools Improvement (GwE) Working Group Business Plan.

P2 Improving leadership and management
The purpose of this project is to improve the condition of leadership in order to raise standards.
The Education Department has been collaborating well with the Regional Schools Improvement Service (GwE) to provide leading workshops in the self-evaluation and improvement planning for representation from Senior Management Teams of every school. The sessions enabled access to presentations on the best local practices and exemplar materials to support implementation in schools. It was also arranged that each school had access to an evaluation tool to be able to monitor that the guidance had refined implementation across several schools.

GwE was also working with the department to provide workshops to assist leaders to get their schools ready for Estyn inspections. As part of the sessions, input was provided from successful practitioners. Significant improvements can be seen in the 'progression category' profile of schools which have been inspected since then.

Creating a network of viable schools for the future

The purpose of this programme is to create a network of viable schools for the future. Delivering the programme will create better conditions to develop leadership, increase and standardise education standards and improve experiences for children and young people.

It is important to consider the outcomes of this programme in the long-term, and the way forward with the programme beyond 2018.

P3 Ysgol Bro Llifon

The purpose of this project is to provide a new school as a consequence of the Council's decision to close the schools of Groeslon, Carmel and Bron y Foel.

This project has been successfully completed.

P4 Hafod Lon Newydd

The purpose of this project is to provide a new special school for pupils of Meirionnydd and Dwyfor in light of the decision to close the existing Ysgol Hafod Lon.

Good progress has been made with the construction work and it is still intended to open the school in the autumn term 2016.

P5 The Gader Catchment Area

The purpose of this project is to establish a Welsh-medium Catchment Area School for 3-16 year olds in the catchment area of Ysgol y Gader.

It is expected that the construction work will be completed so that the new school can open in September 2017. A new head teacher will commence in post after the 2016 Easter holidays. Children from the Junior Department in Ysgol Gynradd Dolgellau have moved to the cabins since the beginning of January 2016 and it is anticipated that the Infants Department will transfer to the cabins later on in the year. Children from Ysgol Llanelltyd have also transferred to cabins at the beginning of January 2016.

P6 Glancegin

The purpose of this project is to secure an investment to provide a new Ysgol Glan Cegin building, which is located in Maesgeirchen.

The business case has been approved by the Welsh Government, therefore the £5.11 million is in place for the new Ysgol Glancegin building.

P7 The Berwyn Catchment Area

The purpose of this project is to create a Lifelong, Welsh-medium Learning Campus on the current site of Ysgol y Berwyn.

The final step in the business case has been approved by the Cabinet and Welsh Government. It is expected that the construction work will be completed on time so that the new school can open in September 2017.

P8 Transforming the provision of Additional Learning Needs and Inclusion

The purpose of this project will be to transform the service for children with additional learning needs.

Broad engagement has recently been undertaken in order to gain support for the principles of the Additional Learning Needs Strategy. Specific forums were held to discuss prioritising provision within some specific services. Although the new provision will not be in place until October 2016, by now an agreement is at work to support individuals sooner when the need arises. Training on person-focused methods are ongoing, and the e-learning modules have been completed and are available to Co-ordinators. In addition, training has been arranged to establish champions on these methods.

Councillor Mair Rowlands

P9 Ensure a range of preventative services for vulnerable groups of children and young people in Gwynedd

The purpose of the project is to ensure an overview of the preventative agenda in the County, by working on a multi-agency level to ensure that we focus our efforts on doing the right thing in the right place.

As was reported the last time in the Performance Overview Report 16 February 2016, the main fields of need identified in provision at present are:

- Oracy of children under 3 years of age
- Teenagers
- Parenting and behaviour issues
- Low-income families and unemployed parents

Since January 2016, engagement work has been ongoing with relevant stakeholders who provide early interventions for vulnerable children and young people in order to gain a clearer picture of the services which are available to this cohort of young people and the fields of need. The assessment of these needs will set a long-term plan for preventative/early intervention services between the Council and the external partners, including the third sector.

A joint workshop was held with partners to discuss the assessment and to determine the direction of the work for the future, including a discussion on what needs to be commissioned and to identify priority groups for the future. There will be clarity on the action plan during April 2016.

4.2 Safeguarding

Councillor Mair Rowlands
D1 Ensure whole Council ownership in the safeguarding field
The purpose of the project is to ensure that there is corporate ownership of the safeguarding agenda and that effective steps are taken to safeguard children and vulnerable adults in Gwynedd.
Work is progressing in terms of the impact measuring elements and raising awareness of the safeguarding field. However, as with many projects, it is likely that the element of measuring the impact is the most challenging. Nevertheless, it is anticipated that it will be possible, for the first time this year, to compare information with last year. A version of the 'Safeguarding Arrangements Investigation - Staff Awareness of the Policy Draft Report 2015-16' was submitted at the beginning of March 2016.

D2 Safeguarding children and young people
The purpose of the project is to continually improve the safeguarding arrangements and culture within the field of children and young people.
A work programme for the first part of the project, namely Child Sexual Exploitation was submitted in September and options are currently being considered in terms of using a specialist in the field in order to respond to the risk which has been nationally identified.

A copy of the regional action plan of the Regional Safeguarding Board was received, and work is ongoing to ensure that we review our arrangements for the field as a result. It is possible that it will be necessary to raise awareness and to form a local action plan to respond and ensure compliance with the expectations.

The timetable has slipped somewhat because of the lack of availability of the specialist and also the need to train staff in order to implement the Social Services and Well-being Act (Wales). This means that the project will not reach some of the milestones originally set. However, the Cabinet Member is not concerned that a slippage of a few weeks will have an impact on achieving the purpose of the project within the timetable. The Safeguarding Panel has discussed the slippage and is satisfied that a slippage of a few months will not be a problem, but will rather be beneficial in order to ensure the best specialist and good attendance by staff.

The second part of this project is the work of strengthening safeguarding procedures and culture in the field of education. A clear work programme has been drawn up and a Safeguarding Officer has been appointed to act on it. In order to undertake an annual audit of the safeguarding arrangements, the Safeguarding Officer visits schools to verify safeguarding procedures and policies and this work has taken place over the past months. The aim is to ensure robust safeguarding procedures and culture in Gwynedd schools. The progress of the project is as expected and work is also ongoing in terms of the training elements and reviewing policies.

D3   Safeguarding vulnerable adults
The purpose of the project is to continually improve the safeguarding arrangements and culture within the field of adults.
There has been some progress in terms of this project but on the whole the last months have been difficult to drive the action plan forward. The Care and Social Services Inspectorate Wales (CSSIW) has conducted an investigation into the Learning Disabilities field in January, which has meant that the capacity of the project manager to co-ordinate the work programme in question was very low. During the same period, both Senior Manager posts in the adults care field have been vacant. I am pleased to report that the posts have now been appointed and therefore significant progress is anticipated in terms of implementing the work programme during the next months.

4.3   The Welsh Language

Councillor Dyfrig Siencyn
I1 Communities promoting the Welsh Language
Promote the Welsh language by supporting and empowering four communities by assisting residents to undertake an assessment of the position of the Welsh language in the community in order to strengthen the status and the use of the language.
In line with the timetable for the project, the Framework has been completed for the communities of Bangor, Porthmadog and Dolgellau and although there was some slippage in the work in Talysarn, it is anticipated that it will be completed within the next weeks.

As a result, a programme of plans has been ongoing including:
- Children and family activities where contact was made with over 650 attendees in Blaenau Ffestiniog, Talysarn and Bangor amongst other places, to popularise and promote the use of the Welsh language
- An electronic blog activity and 4 integrating learners' nights held with over 30 attendees
- Two business breakfasts have been held with 15 businesses attending, and providing a positive and practical response to increase the visibility and use of the Welsh language as a result.

- Over 15 social evenings have been held through the medium of Welsh in order to showcase the financial benefit of cultural events which aim to increase the awareness and use of the Welsh language in the communities in question, including businesses.
- There are various examples of using community events which are already happening to spread the popularising message and to increase the use of the language.

I2   The Welsh language and public services

Create a definition of a bilingual workplace that the Council, and subsequently, the Gwynedd and Anglesey Local Services Board, can adopt as a standard definition to ensure clarity and a consistent standard of bilingual public services.

There has been some change of direction in relation to this project in order to ensure that focus is placed on promoting the ability of the County's residents to use the Welsh language naturally when contacting the County's public bodies.

Following the decision of the Local Services Board to prioritise the work, we have had considerable difficulty in identifying Senior Managers (who also have the authority to implement) to lead on the work within partner organisations. This raises a question regarding the organisations' commitment to the project and the Deputy Leader intends to highlight this to the Local Services Board should the situation continue.

Work to develop a questionnaire, based on the language web, is ongoing in order to establish the levels of use of the language within the organisations. Thus far, Natural Resources Wales and Snowdonia National Park (together with the Council) have volunteered to trial the questionnaire.

I3   Young people using the Welsh language socially

Set a baseline and measure the increase in young people's social use of the Welsh language.

12 Secondary Schools in the County have agreed to take part in the project and a series of projects were held to raise awareness and confidence amongst young people regarding their social use of the Welsh language.

Further work will be required to analyse the outcomes of the Language Charter within primary schools and to plan a response as required. The Deputy Leader will also receive a further report on the work of submitting the charter to secondary schools.

We have held language awareness sessions with youth clubs in 11 areas, as well as work with eight local sports clubs to promote the use of the Welsh language when communicating during playing and practising. Also, four music events were held to popularise the use of the Welsh language in musical activities.

I4   Audit of the Welsh Language's situation in Gwynedd Council
i) Consider the success of the Council in normalising the Welsh language in its departments and the services it provides to the county's residents.
ii) Deliver research work in order to find and confirm to what extent the Council goes a step further and succeeds in taking advantage of every opportunity to promote the Welsh language through the services that we provide to the county's residents.
The audit has been completed and is being analysed.

A response on the audit held during December and January was received from 172 out of 259 Council Managers. Due to the significance of the subject and the emphasis we are placing on the Welsh language, the Deputy Leader has asked the Project Leader to go back to the 87 Managers who did not respond in order to enquire why.

The initial analysis of the responses has identified several possible main themes that will need to be focused upon. In order to respond to some of the themes that have been identified, a simple framework will be prepared which outlines what the Council's Welsh Language Policy means for services in practical terms.

The initial findings of the audit and recommendations for a response will be submitted to the Language Committee in April.

4.4   Effective and Efficient Council

Councillor Dyfrig Siencyn
C3 Engagement
The purpose of this project is to improve engagement across the Council.
By the end of March 2017, this project will ensure that an Engagement Strategy is implemented that includes a series of activities aimed at improving engagement across the Council.
We have established an arrangement of logging the Council's engagement activities and work has been undertaken to raise awareness of the support available to facilitate engagement activities.

In addition, work has been ongoing to extend the use of social media with an increase of 1,467 in the number of Twitter followers (11,527) and an increase of 1,288 (5,062) in the number of Facebook likes.

As part of the 'Gwynedd Challenge' work, we engaged with over 2,000 people on the cuts programme. In order to ensure that we learn lessons from this work, we will hold sessions over the coming weeks with the Engagement Group (which will also include members from the Scrutiny Committees) and staff who were involved with the sessions in order to receive feedback.

All activities which had been identified for the year have already been completed.

C4 Implementing a performance system

The purpose of this project will be to develop and implement a new performance system. The system will ensure that service teams measure what is important for the people of Gwynedd, and those measures will be used to improve performance. The procedure for reporting on that will add value by holding services accountable.
Manager College sessions have been held with all Departments. The work of developing training on the performance module is ongoing but will not be completed until the end of the year as was originally highlighted.

There is good practice within the Corporate Support Department's Management Team, where Managers bring members from Teams with them to the performance meetings which extend the Team's ownership of the measures. Although we will not have developed the training on the performance module, it is anticipated that we will have completed the remainder of the activities for the year.

C8 Information governance

The purpose of this project is to review our training arrangements for staff who work with personal information to ensure that training is effective and that we are confident that the personal information of the people of Gwynedd is totally safe in our hands.
All milestones for the project that were to be completed by now have been completed and the progress is as expected. We have held some training sessions with teams and spoken with individual managers to explain their responsibilities to this end.

A data protection policy has been included as part of the new Policy Centre that has been launched for its workers by the Council and the e-learning module has now been prepared and introduced to the staff of two departments. In addition, the internal audit procedure was used where possible as a method of verifying compliance with the Data Protection Policy.

Councillor Peredur Jenkins

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 whether there is room for improvement.

Additional capacity has been ensured to work on the project over the last months and by now seven reviews (Responsive maintenance, Homelessness, Support Services, Social Care (Alltwen), Maintenance) are included in the programme, with reviews within the Education and Highways and Municipal Departments commencing during the last weeks.

The work of developing managers and staff to put the people of Gwynedd central is ongoing with work being undertaken on a departmental level to assist staff to identify the needs of users, the purposes and measures of their services and to analyse and interpret that information.

In order to ensure clarity regarding the role of the Cabinet Members within the reviews, the Project Leader has identified steps within the process to ensure timely communication and discussions with the relevant members when undertaking reviews.

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.

The first cycle of the new appraisal system was undertaken and constructive feedback on the system has been received from Cabinet members and the Management Group and an agreement has been reached to extend similar arrangements to Senior Council Managers. In addition, the 360 exercise (receiving feedback from members regarding a worker's direct work cycle) has been held and a vast extent of Council heads have received the feedback. This feedback will be the focus for the discussion at the second evaluation meeting during the period between March - May this year.

The arrangement to review the developmental needs of Cabinet Members has not yet occurred and will not happen until 25 April. However, it is anticipated that most activities noted for the project during 2015/16 will have been completed.

C5 Extending the use of self-service

The purpose of this project is to extend the use of self-service to facilitate the people of Gwynedd's access to Council services, and at a lower cost than the traditional channels.

There has been little progress in the project as a result of a question regarding the technical foundation to be used and we have not yet responded to that question. The new project Leader has undertaken research, looking at the options which exist for the technical foundation to be used, but we are not in a situation where a business case has been submitted and approved to combine the contact channels in order to establish a team to lead the work.

The Cabinet Member has agreed with the Project Leader to wait until this work has been completed prior to agreeing on an amended timetable.

C6 Information Technology Strategy (IT)

The purpose of this project is to produce an Information Technology Strategy that will set out the direction for the period by the end of March 2016.

A draft of the strategy has been formed, but the Cabinet Member was eager to adapt it in order to place specific focus on the main matters that need attention, how to address those matters and the resources which will be required. In addition, the Project Manager was asked to discuss these matters with the heads of service and the directors in order to ensure that the strategy meets their requirements.

As a result, there will be some slippage to the original timetable that was submitted and the intention by now is to submit the strategy to the Cabinet in May, rather than March.

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 now, we have developed and formed a system to manage electronic documents and minutes and have transferred the Corporate Support Department to use the system.

The system has been developed and constructed and all the Corporate Support Department has transferred to using the system, apart from two teams. The Leadership Team and the Economy and Community Department will transfer to using the system during the next weeks in line with the timetable.

4.5   Financial Planning

Councillor Peredur Jenkins
CA1 Realising savings
The purpose of this project will be to ensure that arrangements are in place to realise efficiency savings of £13.6m that have already been agreed as part of the savings system along with any further savings that are identified.
Generally, the situation is praiseworthy as departments are bridging any deficit from the slippages without corporate assistance.

However, a concern was highlighted within the Adults field regarding the risk to realising savings for 2016/17, mainly due to the size of the change the department is facing and as a result the Cabinet Member for Resources has discussed the situation with the Cabinet Member for Care and the Head of the Adults, Health and Well-being Department. At present, they are in the process of developing an adapted work programme to respond to these risks with the intention of reporting on it to the Cabinet within the next weeks.

The relevant Cabinet Members will continue to be watchful of the situation in order to ensure that the savings are realised.

CA2 Outcomes Agreement
The purpose of this project is to ensure that the Council is in a position to claim the full amount of £1.3m that is available in 2014/2015 and 2015/16 for delivering the outcomes that have been agreed with the Government.
A report on the Council's performance has been prepared and submitted to the Government which confirms that we have achieved or done better than the ambition, which means that we have received a payment of £1.3m.

CA3 Cuts
The purpose of this project is to establish the cuts that can be realised to close the remainder of the financial shortfall after we deliver the efficiency savings.
The project's progress is in line with the work programme and the milestones with work undertaken to identify possible cuts, discussions have been held with Councillors and members of staff regarding those and the 'Gwynedd Challenge' public consultation has been held.

Over the previous weeks, this work reached its culmination with several meetings and workshops being held prior to the Full Council formally agreeing on a programme of cuts equating to £4.94m at its meeting on 3 March 2016.

CA4 Further efficiencies and service provision models

The purpose of this project will be 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.

The work of developing an outline business case for public transport and a leisure business model is ongoing, and the Cabinet Member will report back to the Cabinet on the outcomes when the work has matured. In addition, it is intended to provide an update on the work to look at the alternative Provision Model Strategic Case for Care early in 2016/17.

Further efficiency savings were reported to the Cabinet at the beginning of February and as part of the Financial Strategy submitted to the Cabinet and the Full Council during the previous weeks.

5.0   Measures

5.1   Developmental work - the majority of the Council's service teams have reviewed their purpose to place a focus on the citizen and have identified fit for purpose measures, although some measures are still being developed. The main matters are listed below, with a comprehensive list of measures relevant to the fields discussed in this report in **Appendix 1**.

5.2   Children and Young People
Councillor Gareth Thomas

The Education Department's measures, namely the summer 2015 results were reported in the [Performance Overview Report 16 February 2016](#), therefore there are no specific matters on those measures to arise. See **Appendix 1** for the performance of the measures.

The outcomes of Welsh schools' categorisation were published at the end of January, and a copy of Gwynedd schools' categorisation picture can be seen in **Appendix 2**. The main purpose of this system is to identify which schools need the most assistance. There are three steps to the process of categorising schools:

Step 1. A school is assessed by the Welsh Government   ase don a range of performance measures and is placed in one of four classification categories [1 is highest, 4 is lowest]. This is checked by Welsh Government in December/January every year.

Step 2. GwE and the Authority come to an opinion on the quality of the leadership and the learning/teaching in the school and places it within one of four categories [A is highest and D is lowest]. There is a process of determining a school's ability to improve, commencing with the school's self-evaluation where the Challenge Advisors will have to be satisfied and view evidence that every school leader uses performance data in a robust manner as part of an effective process of management and improvement [governors, head teachers, teachers, middle managers and heads of subject].

There must be evidence of effective use of accurate data on a pupil, classroom, group, cohort, subject and school level. Challenge Advisors will consider the performance of each learner and group of learners together with the quality of the teaching and learning at the school.

Step 3. GwE and the Authority will use the following grid to agree on the school's overarching colour category [*Green/Yellow/Amber/Red*] which will lead to a programme of support, challenging and intervention specifically tailored to the school. Brokering the support will be one of GwE's essential roles. The number of support days noted below has been in operation since September 2015.

Green Support Category
A school in this category can receive up to four days of a Challenge Advisor's time.
Yellow Support Category
A school in this category can receive up to ten days of a Challenge Advisor's time.
Amber Support Category
A school in this category can receive up to 15 days of a Challenge Advisor's time.
Red Support Category
A school in this category can receive up to 25 days of a Challenge Advisor's time. The school will receive a letter from the Local Authority as a matter of procedure where appropriate statutory powers can be called upon.

Secondary School Categories

	2014/15	2015/16 (colours)
Green	1	1
Yellow	8	8
Amber	3	3
Red	2	2
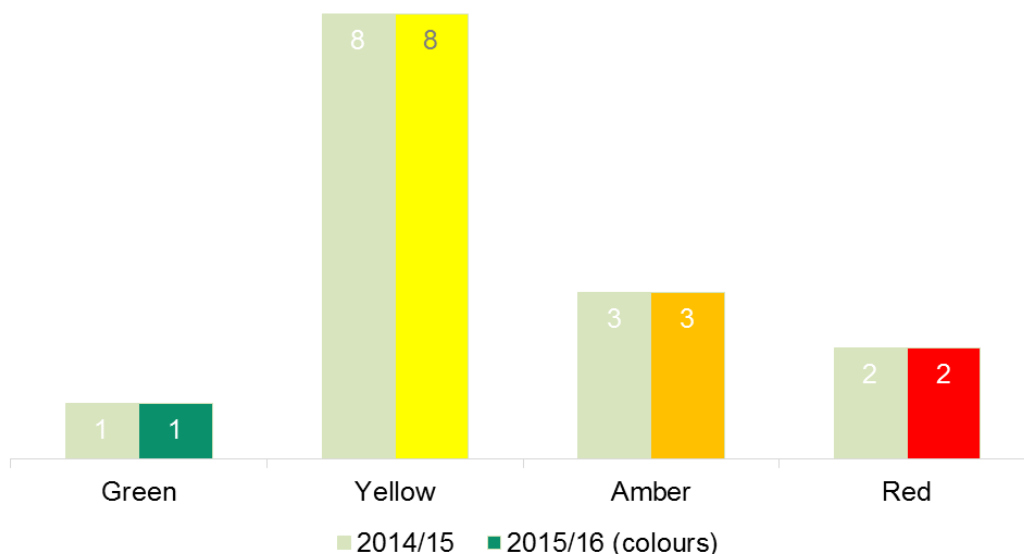
Secondary Schools
The profile in terms of the support category has remained stable in the secondary sector, but it can be seen that there is an increase in the number of schools that have received a judgement on their ability to improve.

Ysgol Friars has made a positive improvement and has been upgraded to the Yellow support category and Ysgol Botwnnog has gone down to Amber. The support status of Ysgol y Berwyn, Ysgol Dyffryn Nantlle, Ysgol Syr Hugh Owen and Ysgol y Gader has been maintained to ensure that they continue to gain access to a more mature level of support. It should be emphasised that improvements in performance were seen across almost every indicator in four of the schools with very significant improvements in one school. There was a significant improvement in performance across the main indicators except the Welsh language in Ysgol Uwchradd Dyffryn Nantlle, but the school remains in the Red category to ensure appropriate support to move out of the Estyn statutory progression category.

From the 14 secondary schools, three schools were in an Estyn progression category – Ysgol Botwnnog (Estyn monitoring); Ysgol y Gader (Significant Improvment) and Ysgol Dyffryn Nantlle (Special Measures). Ysgol y Berwyn and Ysgol Tryfan have been removed from the progression category by Estyn. GwE monitoring visits highlight progress in Ysgol y Gader and Ysgol Dyffryn Nantlle, but further significant work remains to be undertaken until they are in a situation to be removed from the category by Estyn.

Primary Schools

Primary School Categories (excluding Special Schools)

Green: 9 (2014/15), 15 (2015/16)
Yellow: 61 (2014/15), 65 (2015/16)
Amber: 26 (2014/15), 13 (2015/16)
Red: 1 (2014/15), 0 (2015/16)

■ 2014/15 ■ 2015/16 (colours)
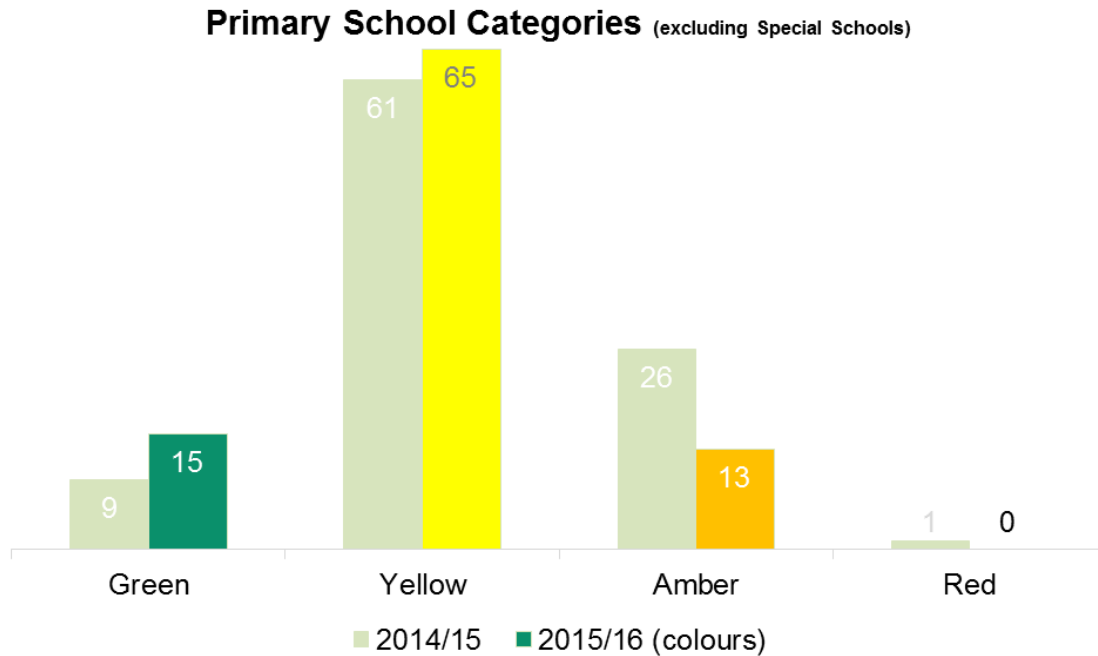
In the primary sector, the profile is more encouraging than the situation in 2014/15. There is no longer a primary school in the red category. Good progress has been happening in Dolgellau and they are now categorised as Amber.

Also, it is noted that there has been a significant reduction in the number of primary schools that have been placed in the Amber support category.

From the 27 schools that were in the Amber or Red support category last year, the changes are as follows:

- 1 school has closed its doors
- 10 schools have improved their data group from Step 1;
  1 school has reduced by a data group and 15 have remained within the same group
- 8 schools have improved their judgement on 'able to improve'; 1 school has slipped to a lower judgement; 17 have remained with the same judgement
- 13 schools have improved their category; no schools have slipped and 13 schools have remained within the same category to ensure that they continue to receive access to more intensive support

Councillor Mair Rowlands

A copy of all measures for Children and Supporting Families, Leisure and Youth can be seen in **Appendix 1**. The work of developing the purpose and measures is ongoing.

SCC/024 - Percentage of looked after children during the year who have a Personal Education Plan within 20 school days of being admitted to care or joining a new school during the year. By now, the percentage of children who have a Personal Education Plan within 20 days is 26.1%. It was suggested that the process of data collection is the reason why the figure is low, therefore due to the concerns in relation to this measure, the Cabinet member has requested that representatives from the Children and Supporting Families Department meet with representatives from the Education Department in order to identify if there are areas to improve the process of sharing data.

5.3 Effective and Efficient Council
Councillor Peredur Jenkins

CG23 - Number of employment cases referred to the Employment Appeals Committee, and the number of appeals approved by that Committee - It is noted that there is a high percentage of the few cases submitted to the Appeals Committee where the Committee has come to a different conclusion than the Council as the employer. The Cabinet Member has noted a concern regarding this and will continue to keep an eye on the situation, examining options for improvement.

CD4.02 Protecting the taxpayer's financial benefit: percentage of public accountability claims refused (settled for £0) by the Insurer - The reasons why performance appeared low were examined, noting that it was important to identify the cases that we cannot protect in order to establish whether there is something we can do about them. Reference was made to two recent cases where Scottish Power equipment was damaged, although the exact location of the equipment was not known. It was agreed to ask the Legal Department for an opinion regarding challenging such requests or preventing payments if they cannot tell us where the wires are.

CD7.05 Rate of various debt collection within the quarter - Value - The reason for the low performance of this measure was examined and the fact that one invoice for the sum of £725k remained payable within the period in question was highlighted. Without the invoice in question, the performance would be 83.62% and by mid-January performance was 87%.

Councillor Dyfrig Siencyn

CG13 Communication and Engagement Schemes: The score out of 10 received from Senior Managers at the end of a specific period to the question "To what degree has the support you have received from the Unit assisted you to engage effectively with the People of Gwynedd?" The performance of the above measure was examined, as well as the fact that the Departments who had responded thus far had given a score of 10/10 for the support they had received from the unit. Although the response thus far had been positive, the fact that the unit itself would not have scored the engagement on the plans in question 10/10 was highlighted, and therefore in order to have a more comprehensive picture of the quality of the engagement in its entirety, it was decided to include an additional measure noting the opinion of the unit on the engagement work.

6.0   Conclusion
The performance of the projects of the fields in question in the report is generally very good and although there has been a slippage in some specific projects, there is robust evidence that the relevant Cabinet members are dealing with the situation.

7.0   Recommendation
To accept and note the information in the report.

Views of the statutory officers

The Chief Executive:
The report is part of the Council's performance management regime, and on the whole it presents a positive picture. Where there are cases of concern, the Cabinet will wish to satisfy itself that the proposed actions are acceptable.

The Monitoring Officer:
No comments from a propriety perspective.

The Head of Finance Department:
Nothing to add from a financial propriety perspective.

Appendix 1 - Measures

Children and Young People Measures

Ref.	Delivery Measure	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information (2014-15 Educational Year)
EDU/008a	Number of permanent exclusions in primary schools in the academic year	0	0	0	Prepared to see a decline	3
EDU/008bN	Number of pupils permanently excluded in the secondary sector during the educational year	14	4	4	Maintain	3
EDU/16a	Percentage of attendance at primary schools in the academic year	94.59	94.33	95.07	Maintain	95
EDU/16b	Percentage of pupil attendance at secondary schools in the academic year	94.24	93.38	94.24	Improvement	94.60
DANS06	Percentage of 16 year old pupils who achieve the Core Subjects Indicator (Grade C or above in Welsh/English, Mathematics and Science)	53.2	57.35	60.5	Improvement	62.4
DANS07	Percentage of 16 year old pupils who achieve the level 1 threshold (5 grade A*-G GCSEs)	93.1	97.09	97.2	Improvement	97.9
DANS08	Percentage of 15 year old pupils who achieve the level 2 threshold (5 grade A*-G GCSEs) or equivalent	75.1	81.5	87.7	Maintain	88.9
DGD17	Percentage of young people aged 16-18 who are not in employment, education or training	-	3.00	1.70	Improvement	Report back next time
EDU/004	Percentage of pupils assessed in schools maintained by the local authority, and who achieve the Core Subjects Indicator	83.0	85.40	89.11	Improvement	91.3
EDU/006 ii	Percentage of pupils assessed in schools maintained by the local authority, and who receive a Teacher Assessment in Welsh (as a first language) at the end of Key Stage 3.	86.1	82.5	81.20	Improvement	83.2
EDU/011	Average points score for 15 years old pupils on the previous 31 August in schools maintained by the local authority	525.4	578.20	616.00	Improvement	617.2
Edu/017	Percentage of 15 year old pupils on the previous 31 August, in schools maintained by the local authority who achieved the Level 2+ threshold including grade A*-C in Welsh as a first language or English and Mathematics	55.0	58.0	61.1	Improvement	63.3
GY06	Percentage of pupils who achieved a Level 3 good or above in Key Stage (KS) KS2 (7-11 years old) who received a Welsh First Language teacher's assessment at the end of KS3 (11-14 years old).	-	95.60	94.10	Maintain	0.15

Comments

EDU/008a An increase can be seen in the number of permanent exclusions in primary schools. One of the Strategy's specific projects to change the Additional Learning Needs field is to implement new arrangements in terms of the Behaviour Maintenance provision

EDU/008bN Permanent exclusions in the secondary sector have decreased over the last three years

EDU/016a Gwynedd is in 8th position on a national level. Attendance in Primary Schools Action Plan has been formed to improve performance for 2015/16. Percentage of attendance up to 29 February 2016

EDU/16b Good increase in terms of secondary attendance and Gwynedd is in the 4th position on a national level. Percentage of attendance up to 29 February 2016

DANS06 Generally, the comparative performance of Gwynedd has been consistently good in the vast majority of the main indicators. 3rd position on a national level

DANS07 1st position on a national level

DANS08 Joint 5th position on a national level

DGD17 2015 data to be confirmed

EDU/004 1st position on a national level The data confirms that the performance of Gwynedd schools is consistently very good in Key Stage 3

EDU/006ii An increase of 2%. This performance is annually reported to Welsh Government through the Welsh Language in Education Strategic Plan, which is now a statutory plan

EDU/011 Generally, the comparative performance of Gwynedd has been consistently good in the vast majority of the main indicators with 2015 performance further building on the improvements seen between 2013 and 2014.

EDU/017 5th position on a national level. An increase was seen in the L2+ threshold between 2014 and 2015, which is the main indicator for KS4. Raising standards in English and Mathematics in KS4 have been identified as measures which need to be improved and have been included in the GwE Appended Business Plan

GY06 Data to be confirmed.

Ref.	Delivery Measure	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
Youth Service						
IEU	Number of accreditations that young people receive through the Youth Service	-	-	930.0	Improvement	2,059
Comments						
IEU 533 National accreditations completed through the Youth Service including the Duke of Edinburgh and the Agored Cymru Award. 1516 local accreditations / certificates including the Children's University and the John Muir Award.						
Leisure Service		2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
HAM 1	Number of leisure centre visits per 1,000 of the population	-	1206	1341	Prepared to see a decline	Annual Measure
HAM 2	Percentage of leisure centre users satisfied with the service	-	-	77%	Improvement	Annual Measure
HAM 3	Percentage of 11 year old children who have attained the National Curriculum Standard for swimming	-	80%	78%	Improvement	80%
Comments						
HAM 1 Data to be submitted at the end of March 2016 **HAM 2** Data to be submitted at the end of March 2016						

* = A lower figure is an improvement

HAM3	This is a national measure which seeks to ensure that each child can be safe near water and can swim by 11 years old. This is performing well.					
Children and Supporting Families Department		2012-13	2013-14	2014-15	**Direction of Ambition**	**Latest Information**
Diogelu 7	Percentage of case conferences where the voice/views of the child was heard (except children under 7 years old)	-	81%	83%	Maintain	90%
LLes PMG1	Transitional Scheme has been agreed for 16 year old disabled people	-	100%	100%	Maintain	100%
Lles PMG 2	Clear pathway scheme agreed for looked-after children	-	100%	100%	Maintain	99%
SCC/004	The percentage of looked-after children on 31 March that have had three placements or more during the year	-	4.9%	6.2%	Maintain	1.0%
SCC/030 (a)	Percentage of young carers that the Social Services are aware of and who were assessed	-	100%	100%	Maintain	100%
SCC/041(b)	The percentage of eligible, relevant children who were relevant and who have a personal advisor delegated to them	-	100%	100%	Maintain	100%
SCC/024	Percentage of looked after children during the year who have a Personal Education Plan within 20 school days of being admitted to care or joining a new school during the year	-	86.5%	82.1%	Improvement	26.1%
SCC/025	The percentage of statutory visits with looked after children that were supposed to be held during the year that were held in accordance with the regulations	-	83.7%	89%	Improvement	84.4%
SCC/033 (f)	The percentage of young people who have left care that the authority are in contact with, and who they know are receiving education, training or are in employment at 19 years old	-	66.7%	52.9%	Improvement	100%
SCC/041 (a)	The percentage of eligible, relevant children and children who were relevant and who have pathway schemes as required	-	100%	100%	Maintain	99%
Diogelu 1	Rate of children who were discussed in supervision, where consideration was given to substantial harm	-	100%	100%	Maintain	100%
BC01	Percentage of two year old Flying Start children SOGS (Schedule of Growing Skills) Assessment that achieve their norm or higher than their developmental norm	-	-	-	Direction to be set	52%
BC02	Percentage of three year old Flying Start children SOGS (Schedule of Growing Skills) Assessment that achieve their norm or higher than their developmental norm	-	-	-	Direction to be set	49%
BC03	Percentage of attendance of two year old Flying Start children	-	-	-	Direction to be set	85%
BC04	Number of advanced parenting assistance packages which result in travelling a positive distance	-	-	-	Direction to be set	64%
Diogelu 2	Percentage of risk assessments submitted to a Case Conference which were considered as exhibiting quality in decision making	-	-	-	Direction to be set	95%

Comments
Diogelu 7 Work has been undertaken to seek to define a child's opinion. It was determined that it was not possible to include children under 7 years old
LLes PMG1 Only one disabled looked after child (16 years old) has been identified during the year. The child is open to the Derwen Team and there are transitional schemes in place
Lles PMG2 One young individual has no pathway scheme which has been commenced by a social worker

SCC/004	36 children have been in placement up to 31/12/15. The service has identified one child who will be changing placement in the next quarter. The performance is expected to be within the annual target. Two children have moved to a third placement in quarter 3. One child is placed at home with his mother and another child has moved to a foster placement in Gwynedd.
SCC/030 (a)	Performing well
SCC/041 (b)	Performing well. Every young individual who received after-care service has a personal advisor available to them.
SCC/024	Agreement between the children's department and the education department to identify areas to improve the data sharing process
SCC/033 (f)	Very small cohort of five young people in the quarter. One young individual on the 'moving on' project, three in further education and one working full-time on their 19th birthdays.
SCC/041 (a)	One young individual has no pathway scheme which has been commenced by a social worker The young individual had not transferred to the 16+ team.
Diogelu 1	Performing well. The work will be extended to other teams across Gwynedd during the next quarter.
BC01	75 children have been assessed within the time frame. 39 have achieved their norm or higher. 24 children under their norm; 12 children more than one score under their norm.
BC02	73 children have been assessed within the time frame. 36 have achieved their norm or higher; 21 children under their norm; 16 children more than one score under their norm.
BC03	Performing acceptably
BC04	The number of packages which led to a positive distance during the term was 14

Financial Planning Measures

It is noted that the latest information for the measures notes a progress up to the end of December 2015 and information on previous years for the same period (unless otherwise noted) is also provided to be able to compare.

Ref.	Delivery Measure	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
Finance and Accounting Service						
CD5.05	Produce quarterly financial monitoring reports to the Budget Managers, the Leadership Group, the Portfolio Leaders, the Cabinet and the Audit Committee	Yes	Yes	Yes	Maintain	Yes
CD5.08	Produce and complete the Council's Budget annually and in line with the specific and designated timetable to achieve the necessary essential steps	-	-	Yes	Maintain	Yes
CD5.09	Completion of the Final Accounts and the relevant requirements to produce a Draft Statement of the Accounts and to ensure approval of the final Statement of the Accounts	-	-	Yes	Maintain	Yes
CD5.14	Completion of the Statement of the Accounts for the three Joint Committees Gwynedd Council is leading on financially, and also on behalf of the four Harbours. Produce a Draft Statement of the Accounts and ensure approval of the final Statement of the Accounts	-	-	Yes	Maintain	Yes
CD5.15	Verify and monitor the performance of the Council's savings and cuts schemes	-	-	Yes	Maintain	Yes
CD5.01	Succeeding to stay within the budget	-0.03	-0.14	0.18	Maintain*	Annual
CD5.12	Satisfaction of Departments and Services with the financial and accounting service and support received	-	4.3	4.32	Maintain	Annual
CD5.13	Satisfaction of the Leadership Group with the finance and accounting service provided for the Council on a corporate level	-	4.1	4	Maintain	Annual
Comments						

CD5.05 Performance in accordance with the ambition During quarter 3, Quarter 2 was reported on including to the Cabinet on 24/11/15 and to the Audit Committee on 1/1/15.
CD5.08 Completed the essential steps during Quarter 3, with the intention of completing Part 2 and 3 of the Budget during Quarter 4, in accordance with the timetable.
CD5.09 Completed the final version of the Statement of the Accounts by the statutory date, namely 30/09/15.
CD5.14 Statement of the Accounts finally completed for the 3 joint-committees that Gwynedd is leading on financially, and accounts of the 4 Harbours completed by the statutory date of 30/9/15.
CD5.15 The work of verifying plans is undertaken continuously.
CD5.01 Annual Measure 2014/15 figures now finalised, and therefore, actual figures equivalent to 0.18% within the target of 0.40%. It is anticipated from latest figures that 2015/16 financial situation will also be within the same target.

Creditors' Payments Service		2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
CD6.01	Percentage of invoices paid within 30 days (across the Council)	91	94	94	Maintain	93

Comments
CD6.01 Slipped 1% lower than the ambition, but progress since Quarter 2 performance following a lettering campaign to Heads of Departments to promote the importance of processing invoices in a timely manner.

Payroll Service		2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
CD8.07	Number of cases which lead to further adaptations in salary.	-	-	-	-	168
CD8.08	Number of employees who contact regarding the salary process within the Council.	-	-	-	-	45
CD8.09	Ensure accurate payments within the time limit for public bodies (such as HM Revenue and Customs).	-	-	-	-	100

Comments
CD8.07 Adaptations out of 20,352 payments in the quarter (0.0083%)
CD8.08 25 out of these calls occurred due to a case within the Payroll Unit.
CD8.09 All external payments made within the appropriate time.

The Information Technology Service		2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
TG01	Percentage of network availability	100	99.7	99.99	Maintain	99.9
TG02	Percentage of Public Website availability	99.85	99.77	99.39	Maintain	99.98
TG05	Average Help Desk user satisfaction score	-	4.76	4.8	Maintain	4.8
TG16	Percentage of the unit's developmental systems which have met the customer's requirements	-	-	-	-	New measure - arrangements being set
TG17	Percentage of staff satisfied or very satisfied with the service provided by the Information Technology service	-	-	-	-	New measure
TG18	Percentage of staff satisfied or very satisfied with the Information Technology equipment used	-	-	-	-	New measure

Comments
TG02 Availability remains high. No maintenance planned for Q3 and no noteworthy incident
TG05 208 questionnaires sent out, 83 responses. Nobody responded "dissatisfied" or "very dissatisfied". Three responded "neither satisfied nor dissatisfied". The rest responded "happy" or "very happy".

Income Service		2012-13	2013-14	2014-15	**Direction of Ambition**	**Latest Information**
CD7.02	Total value of various debts over six months old (with the exception of deferred payments and debt referred to other services for further action).	1,324,657	1,408,046	1,023,768	Improvement*	1,022,023
CD7.05	Rate of various debt collection within the quarter - Value	83.52	77.4	84.32	Maintain	74.07
CD7.06	Percentage of debts where a payment agreement was made with the debtor	-	10.42	10.8	Maintain	11.78

Comments

CD7.02 Quarter 3 performance does not meet the target. It is anticipated that performance will improve by the end of Quarter 4.

CD7.05 The performance for Quarter 3 does not meet the target but the fact that an invoice for £725K charged in period 7 remains payable at the end of the quarter distorts the situation. (The invoice was paid in full at the beginning of period 10). It is anticipated that performance will improve by the end of Quarter 4.

CD7.06 Quarter 3 performance is better than the target.

Tax Service		2012-13	2013-14	2014-15	**Direction of Ambition**	**Latest Information**
CD11.01	Council Tax Collection Rate	85.42	85.4	85.50	Maintain	85.73
CD11.02	Non Domestic Tax Collection Rate	87.36	88.7	87.57	Maintain	87.90
CD11.03	Total debts settled in the long-term (3 years) as a percentage of the total charged on the accounts over the same period	-	0.46	0.52	Maintain*	0.47 (Annual)

Comments

CD11.01 An improvement on the previous years

CD11.02 An improvement on last year

CD11.03 It is reported in Quarter 1 for the year and the performance is satisfactory

Benefits Service		2012-13	2013-14	2014-15	**Direction of Ambition**	**Latest Information**
CD12.03	Average time taken to process a new benefit application (days)	22.6	24.16	21.48	Maintain*	16.95
CD12.04	Average time taken to process a notice of change in circumstances (benefit) (days)	6.57	8.6	7.60	Maintain*	6.27

Comments

CD12.03 We are hopeful that we can continue to perform on this level for Quarter 4, and also for the following year.

CD12.04 We are hopeful that we can continue to perform on this level for Quarter 4, and also for the following year.

Risk and Insurance Service		2012-13	2013-14	2014-15	**Direction of Ambition**	**Latest Information**
CD4.01	Protecting the taxpayer's financial benefit: percentage of public accountability claims refused (settled for £0) by the Unit	83.3	64.9	70.60	Maintain	100.00
CD4.02	Protecting the taxpayer's financial benefit: percentage of public accountability claims refused (settled for £0) by the Insurer	79.2	74.7	80.60	Maintain	58.30
CD4.06	Percentage of departments that have a risk register which is reviewed twice a year	55	100	100	Maintain	Annual

Comments
CD4.01 Have changed the method of measuring. Using the last quarter, namely 1.10.15-31.12.15 rather than the year up to 31.12.15. 7 claims settled and successfully protected.
CD4.02 Have changed the method of measuring. Using the last quarter, namely 1.10.15-31.12.15 rather than the year up to 31.12.15. 12 claims settled and 7 successfully protected.
CD4.06 Annual indicator. We will report at the end of Quarter 4.

Internal Audit Service		2012-13	2013-14	2014-15	**Direction of Ambition**	**Latest Information**
CD2.02	Percentage of Internal Audit progression reports that received an "Acceptable" or better opinion (corporate measure).	100	85	78.60	Maintain	83.00
CD2.03	Percentage of Audits in the Auditing Plan which have either been closed or have a published final report.	58.59	57.14	45.92	Maintain	49.32
CD2.09	Percentage of internal audits that received a category "B" opinion or better	81.80	75.00	81.10	Prepared to see a decline	63.33

Comments
CD2.02 6 follow-up audits completed to the end of Quarter 3 - and only one received an "unacceptable" opinion with the remainder receiving "acceptable"
CD2.03 Slightly short of the ambition (Quarter 3 profile)
CD2.09 19 out of 30 received a "B" opinion or better.

Pensions Service		2012-13	2013-14	2014-15	**Direction of Ambition**	**Latest Information**
CD9.03	Average number of work days taken to send a letter notifying the value of retirement benefits - estimate.	4.5	5.7	6.50	Maintain	10.40
CD9.04	Average number of work days taken to send a letter notifying the value of retirement benefits - estimate.	2.5	5.1	6.70	Maintain	5.70
CD9.05	Average number of work days taken to complete dependants' accounts and payments following the death of a member of the scheme.	8.30	10.10	4.39	Maintain	5.88

Comments
CD9.03 The number of applications remains high. Anglesey and Police staff cuts

Investment and Treasury Management Service		2012-13	2013-14	2014-15	**Direction of Ambition**	**Latest Information**
CD13.05	Pension Fund - Portfolio managers' investment performance compared with the specific benchmark set for it.	2	6.9	6.30	Maintain	-0.60

CD13.06	The Council's funding's security 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-).	5.31	5.55	3.49	Maintain	3.29
CD13.07	Interest income on bank deposits to be measured against the 7 day non-compounded LIBID rate	0.92	0.56	0.70	Maintain	0.7

Comments
CD13.05 The performance was 1.05 better than the benchmark over the first 9 months.
CD13.06 Third quarter score. The best credit score is 1. The ambition is 6 or better (lower).
CD13.07 Average percentage for nine months.

Effective and Efficient Council Measures

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
Human Resources Advisory Service					
CHR/002 Number of days of sickness absence per head			6.09	Improvement	5.99
CG23 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).				Improvement	Four appeal cases Three appeals approved
Health, Safety and Welfare Human Resources Service	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
CG18 Number of RIDDOR accidents (figures for the quarter in brackets)	51 (9)	63 (6)	48 (14)	Improvement*	(7)
CG19 Number of accidents across the Council (figures for the quarter in brackets)	1875 (665)	1941 (712)	2445 (868)	Maintain	1783 (460)
Support Unit	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
CG15 Contact applicants to seek feedback on the experience of applying for a post with the Council and to identify whether there are any barriers which have created unnecessary problems (and therefore if it is possible to abolish them)	-	-	-	Improvement	80% satisfied with the service
CG16 Contact Managers and relevant staff within the Council to seek feedback on the service and to identify the barriers they may experience which create problems for them while servicing the people of Gwynedd (and therefore if it is possible to abolish them)	-	-	-	Improvement	100% satisfied with the service

Support Unit
CG15 Have started collating the information from 1 December 2015 by calling applicants (11) to request feedback - 80% satisfied with the service, 10% did not receive interview feedback from a Manager and 10% was dissatisfied with the administration.

Organisational Development Service	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
CG06 Percentage of staff on a sample basis who feel that the benefits they can take advantage of have a positive impact on their satisfaction with the Council as an employer	-	-	62%	Progress	64%
Learning and Development	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
CG01 Percentage of staff (sample) who feel that the learning provision helps them to provide a better service for the people of Gwynedd.	-	-	-	Setting a baseline	88.5%
CG02 Percentage of managers (sample) who feel that the learning provision helps their staff to provide a better service for the people of Gwynedd.	-	-	-	Setting a baseline	93.4%
CG03 Percentage of Members (sample) who feel that the learning provision helps them to achieve their role to provide a better service for the people of Gwynedd.	-	-	-	Setting a baseline	97%

Learning and Development
GC01 Have asked 25 members of staff for a score out of 10: 1x 4/10, 1x 5/10, 1x 6/10, 3x 7/10, 12x 8/10, 4x 9/10, 3x 10/10.
CG02 Have asked 14 managers for a score out of 10: 1x 5/10, 1x 6/10, 5x 7/10, 4x 8/10, 1x 9/10, 2x 10/10.

Savings Team	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
Arb01 Efficiency savings amount achieved as a percentage of the total savings	-	-	-	Improvement	98.9%
DT3.1b Savings amount achieved ()	-	-	-	-	£6.1m

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
Translation Unit					
1. User opinion on quality of written translation work	-	-	100%	Maintain	100%
2. User opinion on quality of simultaneous translation work	-	-	100%	Maintain	No recent information available
Strategic and Performance Planning Team	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
CytC03 Percentage of the amount claimed through the Outcomes Agreement	£1.3m	£1.3m	£1.3m	Maintain	Projections that the application will be successful

Communication and Engagement	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
CG13 Communication and Engagement Schemes: Score out of 10 received from a Senior Manager at the end of a specific period to the question "To what extent has the support you have received from the Unit assissted you to engage effectively with the people of Gwynedd?"	-	-	-	Setting a baseline	10
CG14 The people of Gwynedd's satisfaction with the Council's communication and engagement arrangements: Score out of 10 received from members of a Gwynedd Residents Panel in response to the question "Do you feel that you receive timely, understandable and relevant information from Gwynedd Council?"	-	-	-	Setting a baseline	New

Comments

CG13 - The Unit has implemented a system to establish: (i) the outcome hoped for from the scheme; (ii) the impact on the people of Gwynedd.

At the end of the project the Unit will: (i) report back on the outcomes; (ii) request a score out of 10 (iii) evaluate the observations received and identify lessons to be learned in order to strengthen and improve the support. Since establishing the system in Quarter 3 2015/16, positive feedback has been received to three of the schemes which have now been completed.

Research and Analysis	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
CG07 Did the assistance help you to benefit the people of Gwynedd?	-	-	-	Establishing a Baseline	19 Yes 3 No
CG08 After receiving the assistance, do you now feel more confident when using information and evidence?	-	-	-	Establishing a baseline	13 Yes 9 No

Comments

CGO7 - The 3 "No" responses involved cases which could not be helped: 1 due to the deficiencies of the existing Human Resources system; 1 as we did not have access to the data; and 1 due to a lack of capacity. In relation to being able to record more cases for the future, we will:

- Establish a "follow up" contact system with those who lead the major projects
- Establish a less burdensome system for minor enquiries
- Improve the information on the public website, to seek to further reduce the number of external enquiries

CG08 - When looking at the reasons for the 9 "No" responses, 3 are for the same reasons as the first measure (above). Of the other cases, three responses related to the fact that time limits had meant that the enquirer had requested the information immediately, without an effort to advise / up-skill. In the three other cases, the respondent said that they understood what was explained to them at the time, but that they would not often need the same information for the future and that it was likely that they would not remember what was conveyed at that time.

To try to overcome this, we have discussed with Learning and Development about publishing a series of guidelines / videos on the Learning Link for staff to be able to go back to.

Also, we have discussed releasing information about the new Staff Evaluation system, regarding the information and the skills staff feel they need so that we can provide advice and training in line with the requirements.

Measure - definition	2012-13	2013-14	2014-15	Direction of Ambition	Latest Information
Legal Service					
1. Percentage of satisfaction questionnaire from client officers that score the service as excellent or good.	-	98%	98%	Maintain	98%
2. Maintain Lexcel Accreditation	-	Maintain	Maintain	Maintain	Received
3. The service is to reach Electoral Commission performance standard requirements for a Returning Officer in an election	-	Achieving	Achieving	Maintain	Achieving
4. The service to achieve Electoral Commission performance standard requirements for Electoral Registration	-	Achieving	Achieving	Maintain	-

APPENDIX 2 - Gwynedd Schools Categorisation 2015/16

National Categorisation

	Gwynedd : Primary	Step 1	Step 2	Step 3
Dyffryn Ogwen				
1	Bodfeurig	3	A	🟨
2	Penybryn, Bethesda	1	A	🟩
3	Llanllechid	1	A	🟩
4	Rhiwlas, Bangor	2	B	🟨
5	Abercaseg, Bethesda	1	A	🟩
6	Tregarth	1	A	🟩
Brynrefail				
1	Gwaun Gynfi	3	B	🟨 *
2	Llanrug	2	C	🟨
3	Bethel	2	A	🟩
4	Cwm y Glo	3	B	🟨
5	Dolbadarn	2	B	🟨
6	Penisarwaun	2	B	🟨 *
7	Waunfawr	3	B	🟨 *
Dyffryn Nantlle				
1	Bro Llifon	-	B	🟨
2	Brynaerau	2	A	🟩
3	Llanllyfni	3	B	🟨
4	Baladeulyn	3	C	🟧
5	Nebo	3	B	🟨
6	Bro Lleu	1	A	🟩
7	Talysarn	2	A	🟩
Friars/Tryfan				
1	Glanadda	2	C	🟧
2	Glancegin	2	A	🟨 *
3	Babanod Coedmawr	3	C	🟧
4	Garnedd	2	A	🟨 *
5	Felinheli	2	C	🟨
6	Hirael	3	C	🟧
7	Faenol	1	B	🟨 *
8	Llandygai	2	B	🟨 *
9	Cae Top	2	A	🟨 *
10	Our Lady's	4	B	🟨
Syr Hugh Owen				
1	Gelli	2	B	🟨
2	Felinwnda	2	B	🟨 *
3	Rhosgadfan	3	C	🟧
4	Rhostryfan	3	B	🟨
5	Hendre	3	B	🟨
6	Bontnewydd	3	A	🟨
7	Maesincla	1	B	🟨 *
8	Llandwrog	3	B	🟨 *
9	Santes Helen	4	C	🟧
Tywyn				
1	Craig y Deryn	4	B	🟧
2	Dyffryn Dulas	1	B	🟨
3	Penybryn	3	B	🟨
4	Pennal	3	B	🟨
Gader				
1	Clogau	2	B	
2	Brithdir	2	A	🟨
3	Dinas Mawddwy	3	B	🟨
4	Ganllwyd	4	B	🟨
5	Llanelltyd	4	B	🟨
6	Ieuan Gwynedd	3	A	🟨

APPENDIX 2 - Gwynedd Schools Categorisation 2015/16

7	Friog	3	B	🟨
8	Machraeth	1	B	
9	Dolgellau	2	C	🟧
Moelwyn				
1	Bro Cynfal	3	B	🟨
2	Edmwnd Prys	3	B	🟨
3	Manod	2	A	🟩
4	Tanygrisiau	2	B	🟨
5	Bro Hedd Wyn	3	B	🟨
6	Maenofferen	2	A	🟩
Berwyn				
1	Bro Tegid	2	B	🟨
2	O.M.Edwards	1	A	🟩
3	Bro Tryweryn	1	A	🟩
4	Ffridd y Llyn	3	A	*
5	Beuno Sant	3	B	🟨
Ardudwy				
1	Traeth	3	B	*
2	Dyffryn Ardudwy	4	C	🟧
3	Llanbedr	3	C	🟧
4	Garreg	3	B	*
5	Cefn Coch	1	B	*
6	Talsarnau	3	B	🟨
7	Tan y Castell	2	B	🟨
Glan y Mor				
1	Abererch	2	B	*
2	Chwilog	1	B	🟨
3	Bro Plenydd	2	B	*
4	Llanaelhaearn	4	C	🟧
5	Llanbedrog	2	B	*
6	Llangybi	1	B	🟨
7	Pentreuchaf	3	A	*
8	Eifl	2	C	🟧
9	Cymerau	2	B	🟨
Botwnnog				
1	Nefyn	3	B	🟨
2	Abersoch	1	B	🟨
3	Crud y Werin	2	C	🟧
4	Edern	2	B	*
5	Babanod Morfa Nefyn	1	A	🟩
6	Sarn Bach	3	A	*
7	Tudweiliog	1	B	*
8	Pont y Gof	2	A	🟩
9	Foelgron	2	B	🟨
Eifionydd				
1	Beddgelert	2	A	*
2	Borth y Gest	3	B	🟨
3	Treferthyr	3	B	🟨
4	Garndolbenmaen	1	B	🟨
5	Eifion Wyn	1	A	🟩
6	Gorlan	3	B	🟨
7	Llanystumdwy	4	B	*
Special Schools				
1	Pendalar	-	B	*
2	Hafod Lon	-	A	🟩
	Gwynedd : Secondary	**Step 1**	**Step 2**	**Step 3**
1	Ardudwy	1	B	🟨
2	Berwyn	2>3	C	🟧
3	Botwnnog	3	C	🟧

APPENDIX 2 - Gwynedd Schools Categorisation 2015/16

4	Brynrefail	1	B	🟨
5	Dyffryn Nantlle	2	D	🟥
6	Dyffryn Ogwen	1	A	🟩
7	Eifionydd	2	C	🟨
8	Friars	2	C	🟨
9	Gader	3	D	🟥
10	Glan y Mor	2	B	🟨
11	Moelwyn	2>3	B	*
12	Syr Hugh Owen	2>3	C	🟧
13	Tryfan	1>3	B	*
14	Tywyn	1		🟨

*Firm yellow