



# Complete Agenda

Democratic Services  
Swyddfa'r Cyngor  
CAERNARFON  
Gwynedd  
LL55 1SH

Meeting

## **CORPORATE SCRUTINY COMMITTEE**

Date and Time

**2.30 pm, THURSDAY, 4TH FEBRUARY, 2016**

Location

**Siambr Hywel Dda - Council Offices, Caernarfon, Gwynedd. LL55 1SH**

Contact Point

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# **CORPORATE SCRUTINY COMMITTEE**

## **MEMBERSHIP (18)**

### **Plaid Cymru (9)**

Councillors

Elwyn Edwards  
Michael Sol Owen  
R. H. Wyn Williams

Dyfrig Jones  
Gethin Glyn Williams  
Aled Wyn Jones

Gweno Glyn  
John Wyn Williams  
[vacant seat]

### **Independent (5)**

Councillors

Lesley Day  
W. Roy Owen  
Hefin Underwood

Trevor Edwards  
Eirwyn Williams

### **Llais Gwynedd (2)**

Councillors

Jason Humphreys

Anwen J. Davies

### **Labour (1)**

Councillor Gwynfor Edwards

### **Liberal Democrats (1)**

Councillor June Marshall

### **Ex-officio Members**

Chairman and Vice-Chairman of the Council

### **Other invited members**

Councillor Dyfed Edwards – Council Leader (item 5)

Councillor Ioan Thomas – Cabinet Member for Housing, Customer Care and Libraries,  
Deprivation and Equality (item 6)

Councillor Peredur Jenkins – Cabinet Member for Resources (item 7)

# **A G E N D A**

**1. APOLOGIES**

To receive any apologies for absence.

**2. DECLARATION OF PERSONAL INTEREST**

To receive any declaration of personal interest.

**3. URGENT ITEMS**

To note any items that are a matter of urgency in the view of the Chairman for consideration.

**4. MINUTES**

1 - 5

The Chairman shall propose that the minutes of the previous meeting of this committee held on 3 December, 2105 be signed as a true record (attached).

**5. DRAFT LOCAL GOVERNMENT (WALES) BILL**

6 - 10

To consider the report of the Leader (attached).

2.30pm – 3.30pm

**6. GWYNEDD STRATEGIC EQUALITY PLAN 2016-20**

11 - 37

To consider the report of the Cabinet Member - Housing, Customer Care and Libraries, Deprivation and Equality (attached).

3.30pm – 4.00pm

**7. IT STRATEGY**

38 - 73

To receive a presentation on the IT Strategy (draft strategy attached).

4.00pm – 4.30pm

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## **CORPORATE SCRUTINY COMMITTEE 3/12/15**

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**Present:** Councillor Dyfrig Jones (Chairman);  
Councillor Jason Humphreys (Vice-chairman).

**Councillors:-** Anwen Davies, Lesley Day, Elwyn Edwards, Trevor Edwards, Gweno Glyn, June Marshall, W.Roy Owen, Eirwyn Williams, Gethin Glyn Williams, John Wyn Williams and R.H.Wyn Williams.

**Officers present:** Vera Jones (Democratic Services Manager) and Eirian Roberts (Member Support and Scrutiny Officer).

**Present for item 3 below:-**

Councillor Mandy Williams-Davies (Cabinet Member for Economy)  
Arwel Evans (Corporate Procurement Manager)  
Geraint George (Special Projects Leader)  
Meilys Heulfryn Smith (Senior Business Manager)  
Colin Morris (Business Support Manager)

**Present for item 4 below:-**

Councillor Peredur Jenkins (Cabinet Member for Resources)  
Geraint Owen (Head of Corporate Support Department)  
Steve Barnard (Organisational Development Manager)  
Carey Cartwright (Learning and Development Manager)  
Catrin Love (Health, Safety and Welfare Advisory Service Manager)  
Eurig Williams (Human Resources Advisory Service Manager)

**Apologies:** Councillors Simon Glyn and Michael Sol Owen.

**1. DECLARATION OF PERSONAL INTEREST**

No declarations of personal interest were received from any members present.

**2. MINUTES**

The Chair signed the minutes of the previous meeting of this committee held on 11 June, 2015 as a true record.

Councillor Lesley Day noted that she had sent an apology for the meeting due to personal interest, but that reason had not been recorded. It was explained that it was not usual to note the reasons behind absences in the minutes and that members were able to include such information in their annual reports.

**3. GWYNEDD COUNCIL PROCUREMENT STRATEGY - CATEGORY MANAGEMENT AND KEEPING THE BENEFITS LOCAL**

**Cabinet Member: Councillor Mandy Williams-Davies**

Everyone introduced themselves, and at the Chairman's request, the Corporate Procurement Manager gave a short description of the meaning of the term category management and how it worked on a practical level.

The Cabinet Member for Economy set the context by emphasising the importance of keeping the momentum and ensuring that everyone was aware of the new arrangements.

Submitted – the Corporate Procurement Manager's report updating the committee on the progress of the new Procurement Strategy by responding to the Preparatory Meeting's questions in relation to:-

- Achievement in terms of embedding Category Management in the Care field together with progress against the work programme and the timetable.
- The lessons learned from applying Category Management in the Care field, which were important to keep in mind for the other two Category Management fields.
- The work programme for embedding Category Management in the other two fields.
- How the procedure in the Care field encouraged operating differently from the old procedure and what had improved in terms of the new procedure.
- The Managers' readiness to buy into the Category Management procedure in the care field and across the Council and any difficulties that were encountered.
- The impact of the arrangements on the Council's efficiency and effectiveness.
- The intentions in terms of securing opportunities for local providers in the Care field and across the Council.
- The background work completed in terms of identifying needs and identifying the market in the Care field and across the Council.
- The latest about the performance on spending with 'local' companies in Gwynedd and on a North Wales and Wales level.
- The steps taken to promote liaising with local companies and selling locally.
- Methods of ensuring wider benefits to the county via the social clauses.
- The percentage of invoices that were paid within 30 days.
- The role of the Economy and Community Department in terms of the Keeping the Benefits Local Project and what had been achieved to date.

The Cabinet Member and officers expanded on the written responses in the report, and also responded to further questions / observations from the members in relation to:-

- How the new system would raise awareness of procurement across the Council and ensure that it happened in a unified and strategic way.
- The options in terms of helping people to establish new businesses.
- The limitations of European procurement legislation and rules.
- The importance of the Economy and Community Department's input in terms of keeping the benefits local and the contact with local contractors.
- The challenge, in moving to a central procedure, of trying to persuade small local companies to apply for contracts, (and that) without certainty of any work at the end of the process.
- The flexibility of the procurement process and its ability to change and adapt constantly in order to identify the local market's needs.
- The challenge of identifying and creating opportunities for social enterprises.
- The need to be aware of the impact of introducing the living wage and the Council's ability to acquire contracts.
- Changes in processes.
- The impact of any cuts to the Economy and Community Department and the procurement field as it was dependent upon the business support it received from the department.
- Monitoring and managing contract standards.
- The definition of a "local" company.
- Imposing a language condition.

- The practical arrangements in terms of the teams who would be responsible for purchasing in the entire field.
- The desire to see an example of good practice in order to get a better understanding of the work, together with a progress report in 6 months' time.

The Senior Business Manager gave an outline of her experience to date of using the category management procedure in the Care field, noting that she saw this as a very positive and inclusive development that sat comfortably with the principles of Ffordd Gwynedd. She explained that it was too early to share experiences of entire categories with the members, but she referred to examples of using the new procedure in the learning disability and home care fields where efficiency savings were successfully secured by looking from the perspective of providers and working with the providers to try to construct the service for the future. She also referred to difficult situations now that would not have existed had category management been in force at the time.

The Senior Business Manager responded to questions / comments from the members in relation to:-

- The emphasis on the needs of the individual rather than the price of the work alone.
- The method of monitoring home care packages.

The Chairman summarised the main messages of the discussion as follows:-

- Spreading the message across the Council, so that everyone knew about and understood clearly what the new procedure was.
- There was no evidence to date whether the category management arrangements worked better than the previous procedure. Progress on the procurement strategy should be monitored by this committee in 6 months' time, and regularly thereafter.
- Noting concern regarding the impact of any possible cuts on departments' ability, especially the Economy and Community Department, to drive the local element and the impact of that on the county's economic success more generally.
- Rooting the strategy in Ffordd Gwynedd by consistently listening to the messages that come back from the local sector and adapting the strategy accordingly.
- That there was a need for the Economy and Community Department 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.

The Senior Business Manager further noted that the stakeholder group intended to look at the field of day care for older people, following the category management through from start to finish, and that members of this committee were welcome to be a part of the work in order to see how the methodology worked in practice.

The Cabinet Member and the officers were thanked for all their work and for the discussion.

#### **4. SUPPORTING AND ASSISTING THE WORKFORCE**

##### **Cabinet Member: Councillor Peredur Jenkins**

Everyone introduced themselves.

The Cabinet Member set the context and the Head of the Corporate Support Department added that the Council took its duty of care seriously at all times and did everything to promote the support that was available among the workforce.

Submitted – the report of the Cabinet Member for Resources, detailing the provision for supporting and assisting staff in a period of cuts to services and major changes to the way that services were provided by responding to the Preparatory Meeting's questions in relation to:-

- The Council's best current assessment of the number of staff that could be affected by the cuts and the efficiency savings.
- The Council's strategy for preparing the workforce for the cuts and supporting them during the process, together with arrangements in terms of moving staff within the Council and finding other opportunities within the Council.
- Emotional support for staff who were facing job losses.
- Arrangements with other agencies for identifying staff's skills and redeploying staff with other agencies.
- Any ongoing work, or projects in the pipeline, to support current staff to establish their own businesses in order to meet the requirements for new / different provision.
- Any assessment conducted regarding stress on remaining staff, and its conclusions.
- Any steps taken for starting to prepare to support staff for the next reorganisation.

The Cabinet Member and officers expanded on the written responses in the report, and also responded to further questions / observations from the members in relation to:-

- Concern that jobs could disappear before other opportunities arose.
- The need to predict longer term opportunities and opportunities to retrain.
- The fact that the situation was not going to improve and that it was always local services that were hit.
- That the Council took the work of supporting and assisting seriously and that it had already helped individuals to remain in employment.
- The need to support the remaining staff in the face of the increased pressure that they would be under and the fact that it could be difficult for those staff to have the time to attend training sessions.
- The importance of links with the Economy and Community Department in terms of advising people who were leaving the Council's services and were keen to establish their own business, etc.
- The precursory dialogue before considering any redundancies.
- Difficulty relocating staff in some cases due to the rural nature of the county.
- The continuation of the appeals procedure and the number of likely cases.

In his closing comments, the Head of the Corporate Support Department noted that the Council's provision in the field of promoting the health and well-being of its staff had been recognised on a national level. The Council had been judged as a gold level organisation in terms of its corporate health and in April of last year, the Council had been invited to give a presentation on its work in the field at a national conference in London.

The Chairman summarised the main messages of the discussion as follows:-

- Accept the report and give thanks for the support that was being offered.
- Monitor the situation as the effects of cuts become apparent during the next few months.

The Cabinet Member and the officers were thanked for all their work and for the discussion.

At the end of the meeting, the Chairman asked the officers to investigate the possibility of moving the preparatory meeting on 6 January from the afternoon to the morning in order to facilitate holding a meeting of the Holidays Homes and Taxes Scrutiny Investigation in the afternoon, and

also moving the 4 February and 14 March meetings of this committee to the afternoon, if possible.

The meeting commenced at 10.30 am and concluded at 12.05 pm

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**CHAIRMAN**



# Agenda Item 5

|                |  |
|----------------|--|
| <b>MEETING</b> | <b>CORPORATE SCRUTINY COMMITTEE</b>  |
| <b>DATE</b>    | <b>4 FEBRUARY, 2016</b>  |
| <b>SUBJECT</b> | <b>DRAFT LOCAL GOVERNMENT (WALES) BILL</b>   |
| <b>PURPOSE</b> | <b>To scrutinise in advance the Council's likely observations on the draft Local Government Bill</b> |
| <b>AUTHOR</b>  | <b>Councillor Dyfed Edwards and Arwel E Jones – Senior Manager (Democracy and Delivery)</b>          |

The Government has published a draft bill and consultation paper on reforming Local Government. All the documents can be seen on the Welsh Government website by following this link:-

[http://gov.wales/consultations/localgovernment/draft-local-government-\(wales\)-bill-consultation/?skip=1&lang=en](http://gov.wales/consultations/localgovernment/draft-local-government-(wales)-bill-consultation/?skip=1&lang=en)

Observations on the bill, that is very broad, were invited from members and senior officers. Below is a first draft of observations on behalf of the Council in response to the draft Local Government Bill.

Elements of it have been discussed at the Standards Committee. Further guidance is sought from the Scrutiny Committee noting that other elements are likely to be considered by the Audit Committee before the observations are approved formally by the Cabinet on 16th February.

The main general observation to be made here is that there is significant concern about the degree of micro-management by the Assembly Government that arise from several of the proposals. In general this is a negative step that militates against councils' own accountability to their local communities.

## **Part 1: Local Government Areas and County Councils**

### **(A) Proposals**

1. The Bill proposes a move to 8 or 9 councils in Wales with two options for North Wales. The first choice means two councils (Gwynedd / Anglesey / Conwy and Denbigh / Flint / Wrexham). The second option is three councils (Gwynedd / Anglesey, Conway / Denbigh and finally Flint / Wrexham).

The intention is to have the first elections to the new councils in May 2019 functioning as a shadow authority until April, 2020.

2. There are also proposals for the following:-

- a) Removing the preserved councils (for the purposes of the lieutenancy etc))
- b) Allowing councils to decide on their own names
- c) Proposals for funding and accounting arrangements

### **(B) Observations**

The Council's main responsibility is to safeguard the interests of Gwynedd residents and the

services provided for them. Because of this, and accepting the reality that change is unavoidable, the responsible thing to do is not to close the door on any possibility that could lead to savings in management, central or back-office costs that could, in turn, reduce the scale of cuts that any council would have to make in the coming years.

However, the Council does note some important considerations on which it would seek assurances and some questions that need answering prior to amalgamation:-

a) Ensuring accountable local democracy is crucial in moving ahead and any governance arrangements for the future must include arrangements for ensuring a dialogue on public services at a more local level than that of the current councils. Centralising in larger councils does carry a risk of distancing accountability from local communities and there is a need to improve the accountability and engagement of councils and individual members with residents and communities.

b) The pattern of public services for the future must include a meaningful role for town and community councils in terms of being responsible for and providing services.

c) In terms of the accountability of local members, assurances should be sought that the Boundary Commission proposals should not create wards that are too large, making the work of local members in engaging effectively with their communities harder. Specifically, assurances are sought that there will be no more multi-member wards, since such provision can confuse the accountability of local members within their wards.

ch) Operating a firm Language Policy to support the Welsh Language is crucial for any new council that Gwynedd would be part of in the future, including the objectives of the Council's current Language Plan:-

- to enable everyone who receives or uses the Council's services, or contributes to the democratic process, to do so through the medium of Welsh or English according to personal choice.
- to promote the use of the Welsh language in the life of the area and to be an anchor for the language in its resurgence throughout Wales.
- to promote the use of the Welsh language by other public bodies which have dealings with the Council, and to support and promote the use of Welsh by organisations and businesses which provide services for the public in the area of the Council.
- to establish Welsh as the official internal administrative language of the Council by providing facilities for in-post training to enable staff to develop their linguistic skills in Welsh and English.
- to develop the ability of pupils and students to be confidently bilingual in order that they can be full members of the bilingual society of which they are a part.

d) Certainty is required on the financial and asset position of every partner in order to assess the sort of financial position that any new council would inherit.

Having considered the above, the Council is of the opinion that having three councils across North Wales would be the best solution although it is not opposed to two councils

## **Part 2: General Competence**

### **(A) Proposals**

1. A power is to be introduced so that councils may do “anything that individuals generally may do” (with some exceptions in comparison with the current arrangements where there must be specific legislation for any action).
2. The intention is that the power will also be relevant to community councils in some circumstances

### **(B) Historic Views / Observations**

1. The Council agrees with the emphasis on establishing a “power of general competence” that would enable us to do more things on behalf of our communities. The only concern would be whether the legal provisions around it would make it difficult to implement.
2. The Council has been concerned about legislation that would place pressures on community councils particularly the smaller ones but the current proposals seem to allow more freedom for larger councils with greater capacity without placing additional burdens on smaller councils

## **Part 3: Access to Local Government**

### **(A) Proposals**

1. The intention is to make it compulsory for councils to prepare strategies to ensure residents’ engagement in the democratic process.
2. The intention is to make the establishment of “community area committees” compulsory for all councils
3. The intention is to make discussions with other bodies on improving results in response to an “improvement request” compulsory
4. It is intended to make web-casting meetings that are open to the public compulsory

### **(B) Observations**

1. The Council is opposed requirements to prepare documents because the preparation of a document as such does not benefit residents. Maybe the extent to which councils are engaging with residents should be the subject of external challenge by our regulators or particular attention in the proposed peer review rather than the subject of a strategic document?
2. The “community area committees” do not look very different to the old idea of community fora tha the Council has discussed in the past. The Council challenges whether the organisational requirements and the requirement for a statement of priorities adds real value to residents. Having said that, the idea of delegating functions to these committees make them more attractive and perhaps establishing such fora will be more important as councils’ sizes increase. Clarity would also be required about the relationship beytween these committees and the community council tier.
3. It appears tha the idea of an “improvement request” is an effort to ensure dialogue with bodies and groups about improving results. This is an attractive concept but placing it in a legislative framework creates unnecessary work.
4. The Council’s experimentation with web-casting has been partially succesful and it can be seen as part of the pattern of democratic services to residents. The Council’s only concern would be that it could lead to centralising where meetings are held and significant implementation costs

#### **Part 4: Council Functions**

##### **(A) Proposals**

1. The proposals set clear expectations on members to answer correspondence, attend meetings and training, hold surgeries and also prepare annual reports with the possibility of a member being referred to the Standards Committee if they fail to do so adequately.
2. Although there is no clause in the bill, the intention is for Ministers to have the power to direct the Independent Panel setting Members' Salaries and Expenses.
3. There is no proposal in the Bill but Ministers are expected to extend the provision for remote attendance at meetings.
4. There is a suggestion of introducing a system whereby a Council may (by vote at full Council) dismiss a Chief Executive, Finance Officer, Monitoring Officer and Head of Democratic Services as is the case in England at the moment.
5. The Bill introduces a system for giving earlier notice to community groups if councils want to dispose of assets

##### **(B) Observations**

1. This Council has traditionally opposed proposals to tell members how they should behave. However, there has been some concern recently about low attendance levels and the Council is in favour of mandatory annual reports. There is probably room to formalise some of the expectations on councillors but a danger that some elements are inflexible and would be difficult to implement.
2. The Council has already expressed concern about the risk of inappropriate influence by ministers on the work of the Independent Remuneration Panel. Their independence should be guaranteed.
3. "Remote Attendance" is clearly a good idea in a large area and it will be more so in a larger council area but, once again, there would be costs involved in securing technology that is robust enough to cope.
4. The Council sees no need to change the current arrangements for assessing the performance of and dismissing these senior officers. The current arrangements work and there is no need to change to what is effectively an English model.
5. The Council has always been progressive in seeking opportunities to transfer assets to community groups. However, we must be realistic about the capacity of some groups to cope with the transfer of assets or service elements. The Council's experience suggests that it would be unwise to think that this is a broad solution to the problem of maintaining assets and delivering services without substantial support from the Council in the transfer.

**Part 5: Governance Arrangements****(A) Proposals**

1. It is intended to place a duty on councils to ensure good governance including annual self-assessments and holding a peer review once in every council term.
2. There is a proposal that the Audit Committee should be a Corporate Governance and Audit Committee

**(B) Observations**

1. There is no problem on the duty for good governance – That should be a natural part of every council's work. One point that this council has made consistently is the need to reduce the external inspection burden. If the self-assessment and peer review facilitates this, it is to be welcomed subject to the requirements around them not being too onerous and bureaucratic. In addition the proposed system for considering complaints does raise a clear risk of the system being used for malicious intent
2. The idea of placing the responsibility for corporate governance clearly within the remit of a single committee is a good one but this Council would emphasise that more detailed issues such as where to discuss matters should be left to individual councils rather than being set out in statute.

**Part 6: Community Councils****(A) Proposals**

There is a proposal here to place a duty on county councils to consider the training needs of community councils in the area

**(B) Observations**

The Council is opposed to shouldering any additional burdens particularly at a time of financial restraint and this suggestion would fall into this category

**Part 7: Workforce Matters****(A) Proposals**

The Bill talks of giving Ministers the power to give guidance to councils on workforce matters

**(B) Observations**

Workforce planning is clearly a matter of some importance for every council as they look to the future but, once again, it is difficult to see what value guidance from the Welsh Government would add.

|                            |  |
|----------------------------|--|
| <b>MEETING</b>             | <b>Scrutiny Committee – Corporate</b>  |
| <b>DYDDIAD</b>             | <b>4 February 2015</b>   |
| <b>TEITL</b>               | <b>Strategic Equality Plan</b>   |
| <b>PWRPAS</b>              | <b>Reducing inequality between people who share an equality characteristic and society as a whole.</b> |
| <b>AWDUR</b>               | <b>Cllr Ioan Thomas</b>  |
| <b>SWYDDOG<br/>CYSWLLT</b> | <b>Delyth G Williams, Policy and Equality Officer</b>  |

## **1 The Report's Purpose**

- 1.1 To scrutinise the Strategic Equality Plan before it is adopted, and offer suggestions regarding the draft plan

## **2 Introduction**

- 2.1 The purpose of the Strategic Equality Plan 2016-20 is to reduce inequality between people with equality characteristics and the rest of society. These characteristics are:

- Age
- Disability
- Gender
- Race - including ethnic or national origin, color or nationality
- Gender Reassignment
- Pregnancy and maternity
- Sexual Orientation
- Religion or belief - including lack of belief
- Marriage and Civil Partnership

*(Equality Act 2010)*

- 2.2 What Gwynedd Council wants to do is place the people of Gwynedd at the centre of everything we do. Appropriate arrangements to ensure equality are of vital importance in order to do that. It will not be possible to provide a consistent service to all otherwise.

## **3 Relevant Considerations**

### **3.1 Why these four objectives?**

We believe that these 4 objectives are the ones that need addressing in order to ensure that equality is central to the Council's work:

**Objective 1: To improve our arrangements to discover and use the opinion of people who share equality characteristics**

Listening to people is important in order to ensure that the services we provide are appropriate for them. There is enough anecdotal evidence to demonstrate that the people of Gwynedd feel that this is a priority, e.g. saying that they believe that a decision has been made before consultation. We are aware that our contact with some groups has lapsed, e.g. the decline of the Disability Core Group

**Objective 2: To improve our equality impact assessment arrangements**

Although impact assessment arrangements have been developed as part of the previous Strategic Equality Plan, we have identified, from the assessments that we have seen, that there is room to improve their consistency and development. The Equality and Human Rights Commission together with the Older People's Commissioner emphasise the importance of such assessments.

**Objective 3: To create the circumstances for people from different backgrounds to represent the people of Gwynedd by standing in an election to become an elected member**

The Equality Commission has identified that further work is required in the field since there has not been much improvement in political representation by individuals with equality characteristics over the past five years. The Local Government Act (2012) also places a duty on us to increase diversity.

**Objective 4: To identify any employment and pay inequalities and to take action to reduce them**

The most recent pay audit has demonstrated that the Council has acted to ensure that basic pay is equal. What requires attention is to identify if there are barriers preventing any group from receiving opportunities to develop within the work.

At the moment only 46% of staff have disclosed information about equality characteristics. Whilst accepting the rights of the individuals not to disclose, more complete information would make it easier for us to identify inequalities.

**3.2 Are there additional resources to carry out these projects in Gwynedd? What additional resources are available, and will this be sufficient to realise the changes?**

No additional resources are available to address equality issues. Equality is something that every member of staff and elected members should consider when undertaking their day to day work and there is a statutory duty on the Council to do so. We believe that by giving due regard to the contribution and

experience of people with specific characteristics we can provide services more effectively and efficiently.

**3.3 Equality is an area that needs to be considered by each service. Are arrangements in place to raise awareness of the plan and its contents to the officers, and the duties of each officer?**

We intend to contact staff through Internal Communication to inform them of the consultation.

The Plan's objectives are relevant to each Department and Service. As it is intended that the departments include specific work in their business plans it should be a natural part of every services' work.

It is our intention to look at training needs in this area, following the successful training on impact assessments (in terms of numbers and feedback) in the months of July to September 2015.

**3.4 In the same way, are there any plans to raise awareness of the scheme and the role of elected Members in equality?**

Information on the consultation will be given to Members via Rhaeadr.

See point 3.5 regarding training.

**3.5 What is the procedure for ensuring equality training for Members and officials? How many members who have been on the equalities training so far?**

As officials, we need to review the provision in the field. Your Responsibility for Equality training was held before Christmas and 22 Members attended. Eight Members attended external training on Gypsy and Traveller Equality organised by the Welsh Government over the same period.

**3.6 What will be different within a year of adopting this plan?**

Within a year, we expect that equality issues will be incorporated into Departments' business plans. We expect that links with specific characteristic groups will have strengthened and we will be able to input feedback into impact assessments. We will also have better information about the equality characteristics of the workforce and about any issues preventing people from standing as Councillors

**4 Reasons for Recommending the Decision**

**4.1 Scrutiny will add value to the consultation**

**5 Next steps and Timetable**



5.1 Continue with the consultation on the Strategic Equality Plan and take the final report to the Cabinet on 15 March 2016.

## **6 List of Appendices / Bibliography**

6.1 Draft Strategic Equality Plan 2016-20

6.2 Strategic Equality Plan Equality Impact Assessment

# Gwynedd Council Strategic Equality Plan 2016-20



**Further information**

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# Introduction

Gwynedd Council is pleased to present a draft of the Strategic Equality Plan 2016-20 for consultation. Should you wish to offer comments on the plan a short questionnaire is available on [www.gwynedd.gov.uk/equality](http://www.gwynedd.gov.uk/equality) and copies are also available from council offices, libraries and leisure centres. You are also welcome to comment by using the contact details on the front page. Please use the same contact details if you require the plan in a different language or format.

The consultation will be open until 1 March 2016.

## Purpose of the Equality Plan

The purpose of Gwynedd Council's Strategic Equality Plan 2016-20 is to reduce inequality between people with equality characteristics and the rest of society. Those characteristics are:

- Age
- Gender reassignment
- Sex
- Race – including ethnic or national origin, colour or nationality
- Disability
- Pregnancy and maternity
- Sexual Orientation
- Religion or belief – including non-belief
- Marriage and civil partnership

*(Equality Act 2010)*

What Gwynedd Council wants to do is to place the people of Gwynedd at the centre of everything we do. Appropriate arrangements to ensure equality is of vital importance in order to do that. It will not be possible to provide a consistent service to all otherwise.

Although the previous Equality Plan has now been in place for four years, we are aware that there is room to improve on our internal arrangements in order to ensure that equality is at the heart of everything the Council does.

It is also important to note that this new plan is being written during a difficult time when Gwynedd Council has to make significant cuts to services. At a time like this, it must be acknowledged that some groups of people are affected more than others. It is very important that we are aware of this and do everything possible to reduce those effects.

## How are we going to act?

We believe that the best way of promoting equality and reduce the effects of cuts on people with various equality characteristics is to listen to their opinion and experience before we act. Our intention therefore during the coming four years is to prioritise that, strengthening the way in which we receive and use the contributions of people who have specific equality characteristics. It will be possible for this information to lead us generally in the work but also we will ask for input to policies, projects and specific ways of working. We believe therefore that we will be able to identify ways of making a real difference to people with these characteristics.

We have set objectives to help us to do that, in accordance with our duty in accordance with the Equality Act 2010. We are also identifying what we can do to work towards those objectives. It is important that the plan is flexible to respond to the changes which will happen during the next four years. More importantly, we must be ready to respond to the feedback we will be receiving from people with specific equality characteristics. It is only by being flexible that it will be possible for us to be innovative and provide effective and efficient services which will meet the needs of the people of Gwynedd.

We already have services which protect the most vulnerable people in society. These include arrangements to ensure the safeguarding, fairness and independence of vulnerable individuals such as children in care, older people, disabled children and people. We are working to improve outcomes for the children and people of Gwynedd by improving education standards, promoting the economy and work to prevent poverty. Preventative work, e.g. services for young offenders, promoting healthy living, Ageing Well Strategy, Domestic Violence Strategy is also part of the Council's day to day work.

Since procedures, projects and strategies are already available in these field we will not be addressing them in detail in this plan. Information is already available on these, e.g. in the Council's Strategic Plan. Our intention, rather, is to strengthen our way of working in order to ensure that the input and aspirations of the people of Gwynedd are given fair consideration in our work and that the effect on people who share the equality characteristics is considered. This will be a way in which to identify any barriers or gaps and allow us to work more effectively and efficiently.

Also it is important that the fields of equality are not confined to any specific project or service. It should rather permeate through the Council's work, e.g. mental health considerations is not only a matter for the Mental Health Team, but also a matter for the whole whole Council.

In order to ensure that equality is embedded throughout the Council, each Head of Service will identify any equality matters and include them in the service's Business Plan. These matters are expected to be set on the basis of evidence, in particular input by people who share equality characteristics. Progress will be monitored and managed throughout the year.

## Assessing Impact on Equality

An important method of ensuring that the voice of people with equality characteristics receives fair consideration is Equality Impact Assessments. Assessing impact in this way is a way to ensure that we identify any inequality and work to reduce its impact. It is already necessary for any such assessment to be made on any policy which is submitted to the Cabinet and Council on any change to practice which affects people. One of the essentials of impact assessments is to ensure input by people who share equality characteristics.

When looking at the impact assessments which are being completed we have identified that the standard is inconsistent and that the work of developing them is not always completed appropriately. We are therefore prioritising improving the standard of our Equality Impact Assessments as one of our objectives over the next four years.



## Regional Objectives

The Council is a member of the North Wales Public Sector Equality Network (NWPSSEN). The network has identified six objective to work towards:

- i. Address health inequalities
- ii. Address unequal outcomes in education to maximise individual potential
- iii. Address inequalities in employment and pay
- iv. Address inequalities in personal safety
- v. Address inequalities in representation and voice
- vi. Address inequalities in access to information, services, buildings and the environment.

As noted in point 3, the Council has strategies, procedures and projects which respond to the above. We feel that the best way to work towards these objectives locally is to strengthen the working arrangements. This will embed the awareness of equality needs deeper within the Council's day to day work, improving our response to the above objectives. We will look at how our work weaves into these objectives more specifically in the annual reports on the plan.

## Gwynedd Council Objectives 2016-20

We note below the four objectives that Gwynedd Council will work towards over the next four years. We have decided on these objectives on the basis of a range of evidence including:

### **a) Internal information**

Unfortunately, our contact with some specific groups has lapsed. This is particularly apparent with the Disability Core Group which has shrunk substantially in membership. Our intention therefore is to look anew at our arrangements, creating contact with specific groups and establishing an Equality Core Group to represent each characteristic.

When looking at the impact assessments which have been completed, we identify that there is room to improve on their consistency and their development. There is also a need to improve the way in which we use the input received in order to ensure that the opinion and aspirations of the people of Gwynedd is given fair consideration when we plan our work.

We have also identified that the information we have on our workforce's equality characteristics needs to be improved. Whilst accepting that people do not need to share information with us it is important that this information is as complete as possible so that we are able to reduce any inequality or barrier that comes to light.

We have also identified the need to create a situation which reduces any barriers which prevent people with some equality characteristics from attempting to become a member of the Council.

### **b) Voice and participation**

We have received input from a number of sources. A regional engagement day was held with various stakeholders to discuss our regional objectives.

The Council has collected information on people's priorities through the Her Gwynedd opinion seeking exercise, which included meeting with older people's groups, young people and disabled people. This information has been used when creating the objectives below but it will also be used when planning our work in the future.

Ensuring the input of different groups is one of the objectives of this plan and therefore will play an important part not only when establishing the objectives but in all of the Council's work over the next four years. We hope that the people of Gwynedd will help us to discover innovative and appropriate ways of working.

We have decided on this objective because the people of Gwynedd have told us time after time that this is a priority for them. They have said that they feel that decisions have been made before they can provide an opinion on them. It is extremely important that the Council continues with the work of including people in order to ensure the trust of the people in its work. It should be noted that we do not necessarily mean formal consultations here, although that those have a role to play,

but also to have information on the aspirations and opinion of different groups which are affected by our work on a daily basis.

Officers and managers within the Council have also noted that they have discovered ways of improving services as a result of public input, e.g. weekly collection of baby nappies as a result of changes to refuse collections every three weeks, alternative ways of providing care.

We are also eager to receive opinion on these plan and objectives. Should you wish to provide comments, the contact details are on the front page.

### **c) Data on equality characteristics**

The Council collects local, regional and national data on equality data in order to receive an improved picture of needs. This information is published on the Council's website.

The Equality and Human Rights Commission has also published "Is Wales Fairer?" in December which looks at the condition of equality and human rights in 2015. This information will also inform our work, e.g. it notes "There is[sic] been little evidence of improvement in political representation in the last five years, with women, disabled people, young people, ethnic minorities, religious minorities and lesbian, gay, bisexual and transgender (LGBT) people remaining under-represented at all levels of politics in Wales."

In addition to providing information to use in order to decide on our objectives, the above data will help us when deciding on more specific work during the next four years.

|  |   |
|--|---|
| <b>Objective I</b>                                 | <b>To improve our arrangements to discover and use the opinion of people who share equality characteristics</b>   |
| Why have we decided on this field?                 | Listening to people is important in order to ensure that the services we provide are appropriate for them. There is enough anecdotal evidence to demonstrate that the people of Gwynedd feel that this is a priority. We are aware that our contact with some groups has lapsed, e.g. the decline of the Disability Core Group  |
| Which equality groups does it affect specifically? | Every one   |
| How are we going to do this?                       | <ul style="list-style-type: none"> <li>• To strengthen the Council's contact with specific groups and to establish an equality core group and share the information from the group throughout the Council.</li> <li>• To share information from opinion seeking exercises on the Council's intranet so that it is available to all.</li> <li>• To strengthen the equality element in the Engagement Handbook on the basis of good practice in order to ensure that services are reminded of the benefit that comes from receiving the opinion of people with equality characteristics, as well as the duty to do so.</li> </ul>   |
| What is the timetable?                             | Continuous, with the work on establishing the core group and the Consultation Booklet taking place in 2016-17   |
| What results do we want to see?                    | <ul style="list-style-type: none"> <li>• That there are new strong contact arrangements between the Council and characteristic groups and individuals. That those groups feel that the Council is listening to their views.</li> <li>• That each service has the necessary information to collect and use the contribution of individuals and groups in accordance with their duty under the Equality Act 2010 by ensuring that there is a range of information available on the intranet.</li> <li>• To identify innovative and appropriate ways of work by receiving the specialist opinion and input of groups and individuals with equality characteristics.</li> </ul> |

|  |   |
|--|---|
| <b>Objective 2</b>                                 | <b>To improve our equality impact assessment arrangements</b>   |
| Why have we decided on this field?                 | Although impact assessment arrangements have been developed as part of the previous Strategic Equality Plan, we have identified, from the assessments that we have seen, that there is room to improve their consistency and development. The Equality and Human Rights Commission together with the Older People's Commissioner emphasise the importance of such assessments.  |
| Which equality groups does it affect specifically? | Every one   |
| How are we going to do this?                       | <ul style="list-style-type: none"> <li>To provide support and training to officers to ensure that they have information about their duty towards people with equality characteristics. This should include ensuring that impact assessments are part of the development of any policy, project or procedure before any decisions are made.</li> <li>To ensure that the messages that come from seeking the input of groups and individuals with protected characteristics are shared throughout the Council for inclusion in impact assessments.</li> </ul> |
| What is the timetable?                             | Continuous  |
| What results do we want to see?                    | <ul style="list-style-type: none"> <li>A workforce which is aware of our duty to engage and assess impact under the Equality Act 2010 and the benefit that emanates from that, so that assessing impact becomes a natural part of working.</li> <li>Continuous improvement to create more effective and efficient services by identifying the impact on various groups and to reduce any unfair outcomes.</li> </ul>  |

|  |  |
|--|--|
| <b>Objective 3</b>                                 | <b>To create the circumstances for people from different backgrounds to represent the people of Gwynedd by standing in an election to become an elected member</b>   |
| Why have we decided on this field?                 | The Equality Commission has identified that further work is required in the field since there has not been much improvement in political representation by individuals with equality characteristics over the past five years. The Local Government Act (2012) also places a duty on us to increase diversity.   |
| Which equality groups does it affect specifically? | Every one  |
| How are we going to do this?                       | <ul style="list-style-type: none"> <li>• To undertake a local review to identify the elements which are a barrier to individuals to stand in an election to become a local councillor</li> <li>• To act (where possible) on the results of the above) to move barriers</li> <li>• Various methods to raise awareness of the people of Gwynedd of democracy and the opportunities to represent as a local councillor</li> </ul> |
| What is the timetable?                             | 2016/17 – 2017/18  |
| What results to we want to see?                    | To increase diversity amongst the individuals standing in the May 2017 elections   |

|  |  |
|--|--|
| <b>Objective 4</b>                                 | <b>To identify any employment and pay inequalities and to take action to reduce them</b>   |
| Why have we decided on this field?                 | <p>The most recent pay audit has demonstrated that the Council has acted to ensure that basic pay is equal. What requires attention is to identify if there are barriers preventing any group from receiving opportunities to develop within the work.</p> <p>At the moment only 46% of staff have disclosed information about equality characteristics. Whilst accepting the rights of the individuals not to disclose, more complete information would make it easier for us to identify inequalities.</p> |
| Which equality groups does it affect specifically? | More complete information would improve the understanding of each characteristic, but it is expected to affect the fields of sex and disability more specifically  |
| How are we going to do this?                       | <ul style="list-style-type: none"> <li>• A campaign to close gaps in the equality characteristics data</li> <li>• To complete a pay audit</li> <li>• To act on the basis of evidence from the pay audit and any other relevant information</li> </ul>  |
| What is the timetable?                             | <ul style="list-style-type: none"> <li>• To start the campaign to close gaps in June 2016</li> <li>• The remainder of the work will be completed during the lifetime of the plan</li> </ul>  |
| What results do we want to see?                    | <ul style="list-style-type: none"> <li>• To obtain more information on the equality characteristics of members of staff in order to identify barriers</li> <li>• To reduce any inequality on the basis of evidence collected</li> </ul>  |

## Further information

### a) Profile of Gwynedd

75 Elected Members sit on Gwynedd Council. The Council is responsible for providing a wide range of public services for 122,273 residents, including: education and schools, social services, leisure centres, libraries, planning services, highways, waste management, public protection, youth services and economic development.

Since 2011, Gwynedd's population has increased by 0.6% (750 people). This compares with an increase of 0.9% in Wales.

Gwynedd is a large rural area that is 2,535 square kilometres in size in geographical terms. Gwynedd is the second largest county in Wales and represents 12% of the total area of the country.

65% of Gwynedd's residents speak Welsh and it is also the Council's internal administrative language.

In 2015-16, the Gross Revenue Expenditure of the Council was £367 million. Among a wide range of other services, this money was used to educate over 16,000 pupils, maintain 2,888 kilometres of highways and 301 kilometres of coastline.

There are 95 Primary Schools, 14 Secondary Schools and 2 Special Schools in Gwynedd.

The Council is responsible for running 12 Leisure Centres and 17 Libraries within the county.

Gwynedd's natural environment is a valuable attraction to tourists. In 2014, approximately 6.9 million visitors came to Gwynedd, creating £975 million in revenue.

67.5% of the land within Gwynedd is located in the Snowdonia National Park, the largest national park in Wales.

A large part of the Llŷn Peninsula was designated as an Area of Outstanding Natural Beauty in 1956, one of five in Wales.





In 2015, the median household income in Gwynedd (£22,458) was 8% below the figure for Wales (£24,271) and 28% lower than the figure for Britain (£28,696).

In 2015, the median price for a house sold in Gwynedd was £145,000 which is an increase of 9.8% compared with 2011.

It is estimated that the number of households in Gwynedd will increase by 12.5% by 2036. This is less than the estimated increase for all of Wales, which is 14.6%.

More information about the Council and its services can be found on the website - [www.gwynedd.gov.uk](http://www.gwynedd.gov.uk)

## **b) Training and Development**

Training has been provided for staff on impact assessments and very good responses were received in terms of feedback and numbers. The Council also has an equality e-learning module for staff and members.

Since we are identifying the importance of embedding equality in everything that we do, particularly during the challenging period that we are facing, we will shortly be reviewing training and development needs.

## **c) Legislation**

When preparing this plan, the Council has followed the unstatutory guidance of the Equality and Human Rights Commission which provides guidance on how we should respond to the duties of the Equality Act 2010.

Another field of work over the next four years will be to ensure that we look to the future and improve the social, economic, environmental and cultural well-being in order to create a Gwynedd in which we all want to live (the Well-being of Future Generations Act will have effect in April 2016). We intend to weave this work with the work on equality.

## **d) Publication**

The Strategic Equality Plan will be published and circulated using various methods. It will be available to members of the public in a number of formats and languages on request. Please contact the address at the beginning of the document.

## **e) Monitoring**

When facing the challenges of the next four years it is of vital importance that we monitor progress against the four objectives and decide on different ways of working. We will publish an Annual Report which will demonstrate the steps that we as a Council will have taken over the twelve months to work towards achieving our four objectives.

## Summary

Gwynedd Council is pleased to present a draft of the Strategic Equality Plan 2016-20 for consultation.

The aim of the plan is to reduce inequality to people with equality characteristics in accordance with the Equality Act 2010 namely age, gender reassignment, sex, race, disability, pregnancy and maternity, sexual orientation, religion or belief (including non-belief), marriage and civil partnership.

Gwynedd Council wants to place the people of Gwynedd at the centre of everything we do. Ensuring appropriate arrangements to ensure equality is of vital importance in doing so. It will not be possible to provide a consistent service for all otherwise.

We are aware that there is room to improve our internal arrangements in order to ensure that equality is at the heart of everything that the Council does. We believe that the best way, at a difficult time such as this, to ensure fairness is to listen to the relevant people before action is taken. Our intention therefore during the next four months is to strengthen the way in which we receive and use the opinion and comments of people who have various equality characteristics.

We have Rydym wedi set four objectives, based on internal evidence, opinion and data in order to do so:

- Objective 1 To improve our arrangements to discover and use the opinion of people who share equality characteristics
- Objective 2 To improve our equality impact assessment arrangements
- Objective 3 To create the circumstances for people from different backgrounds to represent the people of Gwynedd by standing in an election to become an elected member
- Objective 4 To identify any employment and pay inequalities and to take action to reduce them

The Strategic Equality Plan will be published and circulated using a variety of methods. It will be available for members of the public in a variety of formats and languages on request. Please contact the address at the beginning of the document.

When facing the challenges of the next four years it is of vital importance that we monitor progress against the four objectives. We will publish an Annual Report which will demonstrate the steps which we as a Council will have taken over the twelve months to work towards achieving our four objectives.

## EQUALITY IMPACT ASSESSMENT STRATEGIC EQUALITY PLAN

### 1) ASSESSMENT AUTHORS

Delyth G Williams, Policy Officer

### 2) PARTNERS

Who are your partners when starting or changing the policy / plan / practice? They will need to be included when undertaking this assessment.

- People who share equality characteristics
- Groups who represent people who share equality characteristics

### 3) DATE ASSESSMENT BEGUN

8 October 2015

### 4) DATE ASSESSMENT COMPLETED

21 January 2016

### 5) AIMS AND OBJECTIVES OF THE POLICY / PLAN / PRACTICE

Note why the policy / plan / practice is necessary. Note what the Authority hopes to achieve.

The purpose of the 2016-20 Strategic Equality Plan is to reduce inequality between people with equality characteristics and the rest of society. The intention is to do so by setting objectives that will ensure that the voice of people with those characteristics is given fair consideration. It is also important to ensure that equality is mainstreamed throughout the work of the Council.

## 6) PARTICIPATION AND CONSULTATION

Have you consulted regarding the change in policy / plan / practice? What was the result? Remember it is a statutory requirement to consult with the people who will be affected.

We have received input through a number of sources. A regional engagement day was held with various stakeholders to discuss our regional objectives.

The Council has collected information regarding people's priorities through Gwynedd Challenge, an opinion gathering exercise, which included a meeting with groups of older people, young people and disabled people. This information has been used in forming the following objectives but also will be used in shaping of our future work.

Information from previous engagements has also been used.

We now intend to have a consultation period, with widespread advertising and contact with specific groups. Alternative formats will be prepared as necessary.

## 7) EVIDENCE AVAILABLE

The evidence can be based on local, regional or national evidence, e.g. the service's data or regional equality statistics or a national report.

Our evidence has come from a variety of sources including

- Engagement - see above
- The Council's internal information
- Data on equality characteristics

There is more information on this data in the plan.

## 8) GAPS IN EVIDENCE

Note any gaps in evidence and explain how you intend to fill them.

We have identified gaps in evidence in the Plan and identified methods to correct this e.g. collecting information on the equality characteristics of the workforce.

**9) RELEVANCE AND EFFECT**

The relevance of the policy / plan / practice to the general equality duty and to each one of the equality groups (protected characteristics) must be shown. The real or likely effect must be clearly notes. It is possible that not every characteristic will be relevant or be affected.

**9a)**

| <b>Equality Act General Duty</b>                                     | <b>Relevance</b> | <b>The real or likely effect</b>   |
|--|------------------|--|
| <b>Removing illegal discrimination, harassment and victimisation</b> | Positive         | The Plan intends to respond to these duties and will therefore have a positive impact. |
| <b>Promoting equal opportunities</b>                                 | Positive         | The Plan intends to respond to these duties and will therefore have a positive impact. |
| <b>Foster good relations</b>   | Positive         | The Plan intends to respond to these duties and will therefore have a positive impact. |

9b)

| <b>Characteristics</b>         | <b>Relevance</b> | <b>The real or likely effect</b>  |
|--------------------------------|------------------|---|
| <b>Race</b>                    | Positive         | The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.<br><br>We will prepare appropriate methods to engage with people who do not speak Welsh or English as a first language. |
| <b>Disability</b>              | Positive         | The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.<br><br>We will prepare appropriate methods to engage with disabled people, as necessary.                                |
| <b>Sex</b>                     | Positive         | The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.   |
| <b>Gender reassignment</b>     | Positive         | The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.   |
| <b>Sexual orientation</b>      | Positive         | The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.   |
| <b>Religion or belief</b>      | Positive         | The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.   |
| <b>The Welsh language</b>      | Positive         | The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.   |
| <b>Age</b>                     | Positive         | The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature.   |
| <b>Pregnancy and maternity</b> | Positive         | The purpose of the plan and objectives are to reduce inequality and will therefore  |

|                                       |          |   |
|---------------------------------------|----------|---|
|                                       |          | have a positive impact on people who share this feature.  |
| <b>Marriage and Civil Partnership</b> | Positive | The purpose of the plan and objectives are to reduce inequality and will therefore have a positive impact on people who share this feature. |

## 10) ADDRESSING THE EFFECTS

|    |  |
|----|--|
| a) | <p><b>Note any possible effects from an equality perspective</b></p> <p>The plan and the objectives have a positive effect from an equality perspective.</p> |
| b) | <p><b>What steps can be taken to lessen or improve these effects?</b></p> <p>Monitoring and reviewing, see below.</p>  |
| c) | <p><b>Is it necessary to reconsider the proposal?</b></p> <p>No</p>  |

## 11) ARRANGEMENTS FOR MONITORING AND REVIEWING

What steps will you take to review the policy / plan / practice once it has been adopted? Although the above assessment recognised the possible effect, it must be remembered that the full effect will not be seen until the policy is implemented

Bydd Adroddiad Blynyddol yn cael ei gwblhau yn flynyddol i nodi'r gwaith fydd wedi ei gyflawni yn ystod y flwyddyn ac i adnabod unrhyw fylchau

An annual report will be completed yearly to note the work which has been completed and to recognise any gaps

## 12) DECISION

Submit to Cabinet for approval for public consultation on its contents.





# IT Strategy (2016-2018)

## The Vision

(document #1 of 2)





## 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.

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 and IT Service staff in preparation of the Strategy.

**The ITC 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**
- **Ensuring a balanced sustainable budget for the future**



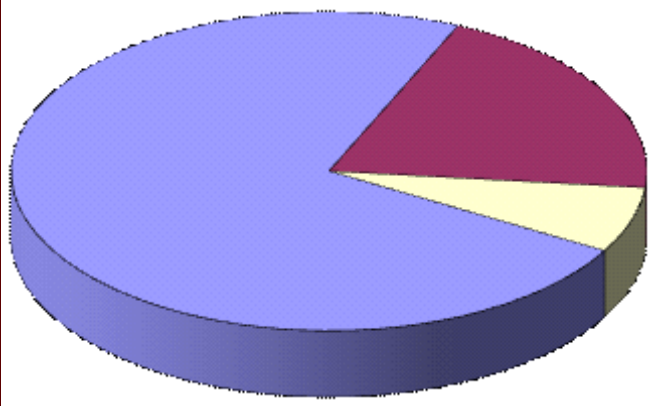
## The success of the previous strategy

Page 40

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



- Cwblhawyd
- Ar waith
- Heb ei ddechrau





## Challenges and Principles

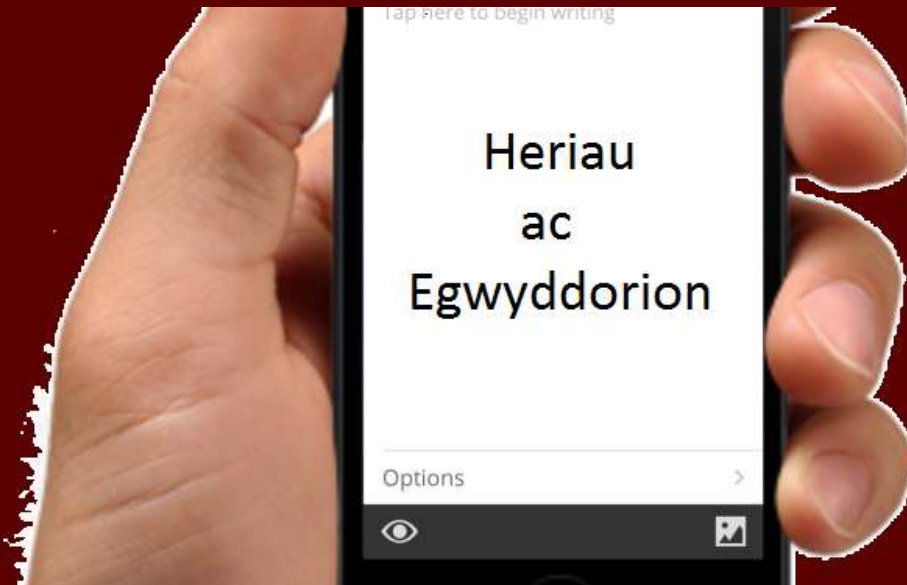
Many challenges are facing us as a Council, with prominent financial pressure affecting every aspect of the Council's activities. Due to this, efficiency, affordable investment and maximising the use of current assets are factors which will be considered when introducing initiatives associated with technology.

**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.

**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 exploited as much as possible to make the best possible use and to avoid wasting.

**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.



## Themes of the Strategy

The following themes evaluate how we will deal with the principles and touch on how the service will evolve to meet future challenges.

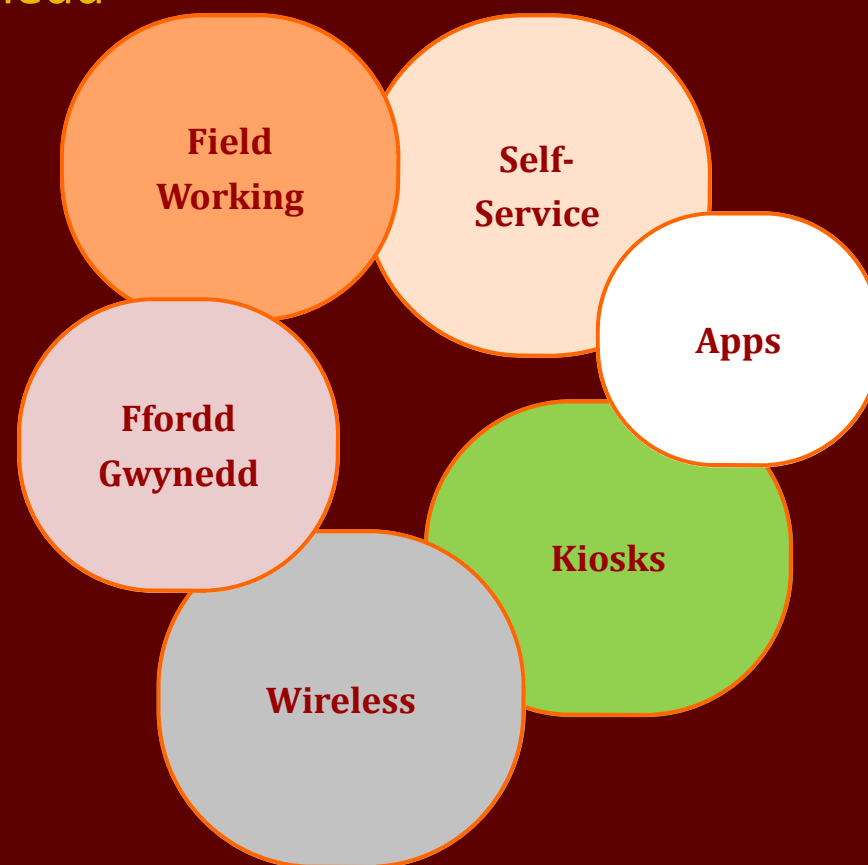
1. **Bringing services closer to the people of Gwynedd**
2. **Lead and support the Council's departments and internal services with their use of technology**
3. **Free up IT staff members' time**
4. **Make the IT service more effective and efficient**



## Bringing services closer to the people of Gwynedd

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 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.



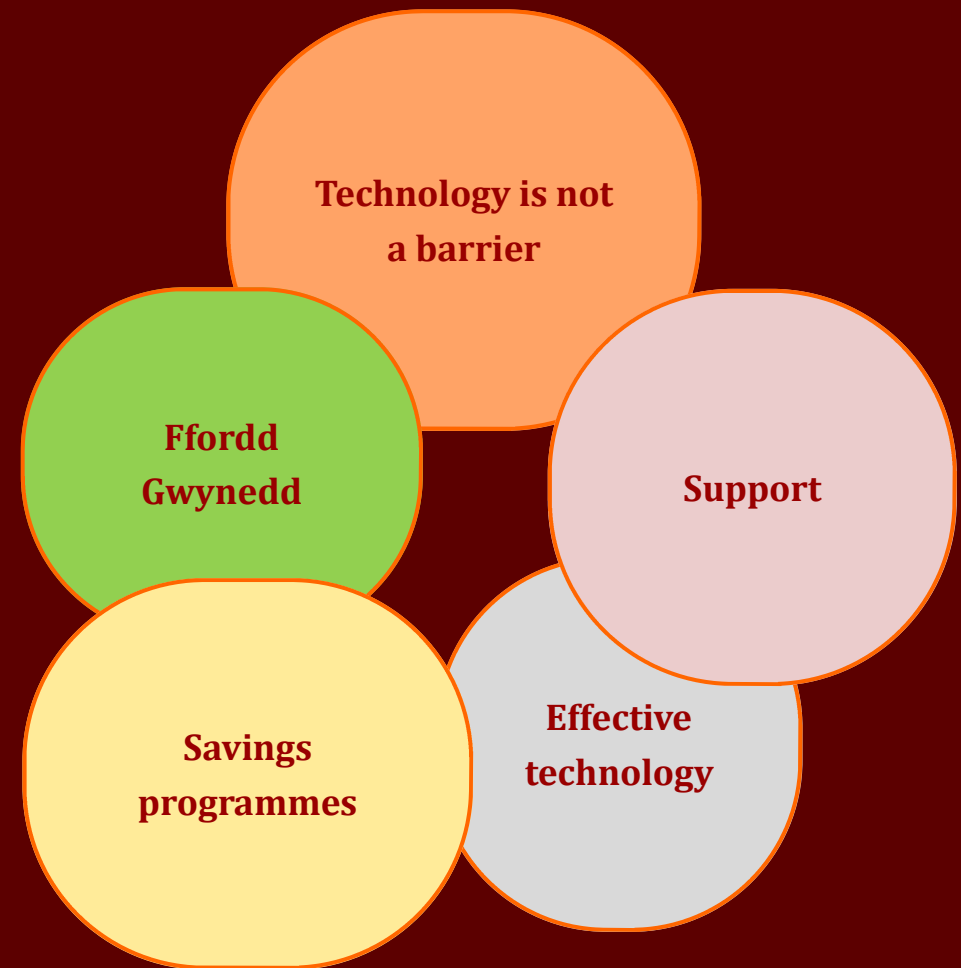




## Lead and Support

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 services, 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 amendments, but the users need support to make the best use of what is delivered.





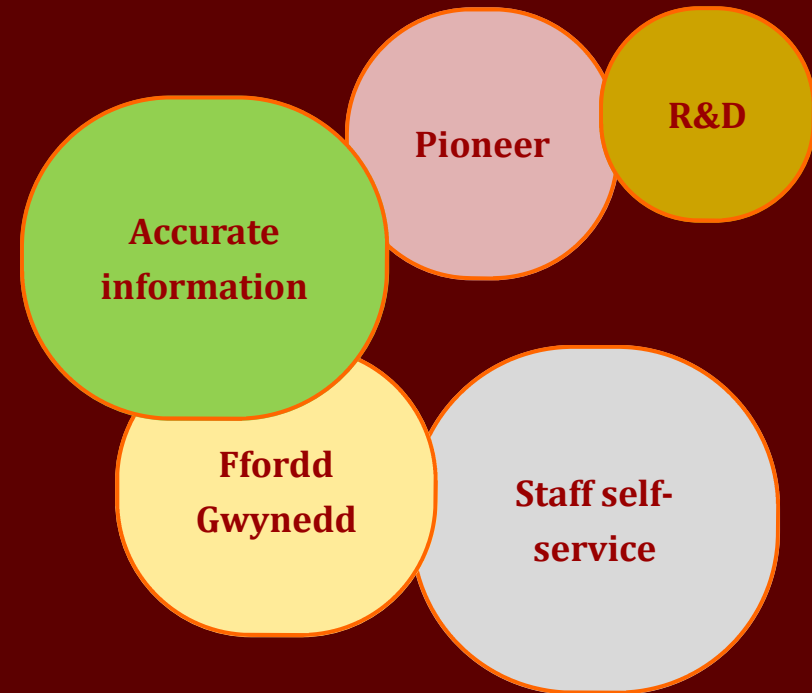


## Free up IT staff members' time

By now, most of the IT service's officers' time focusses on supporting solutions which have already been delivered. This means that there are not enough resources to deliver further solutions without withdrawing support for some services or by adding to the resource.

Broad research is required on a discipline which is changing at a large scale, and unless there is available time to undertake the research it is inevitable that the solutions which are being delivered have significantly aged before they are active.

Not only for new solutions, but also to improve the systems and information that the Council already has. Council systems have evolved over a number of 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 aggregate entire systems which lead to savings and an improvement in the quality of information.

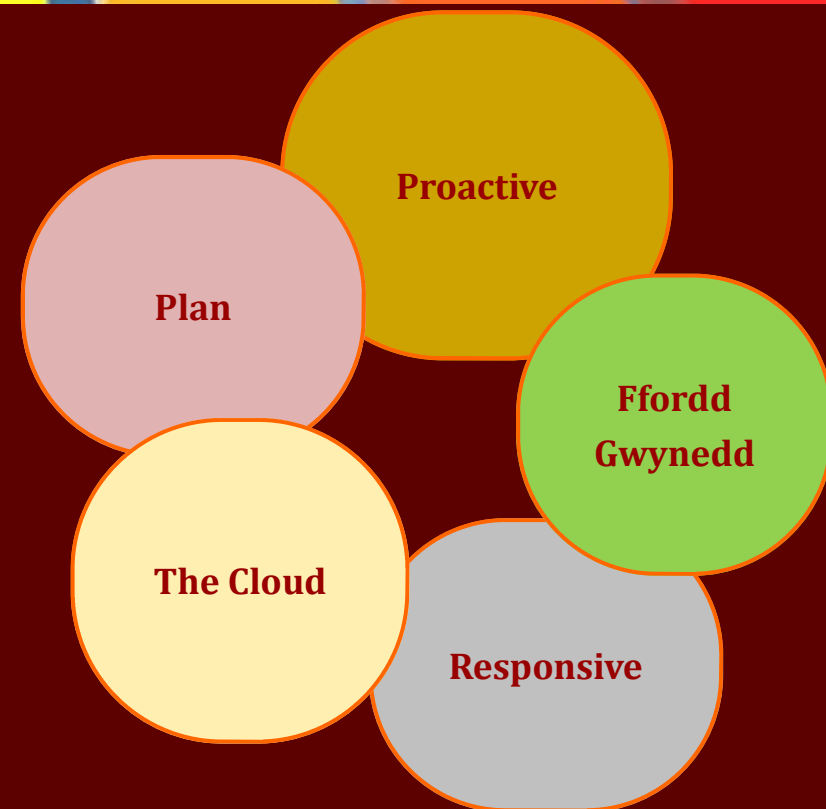




## Effective and Efficient IT Systems

The IT system is required to evolve to meet the expectations of our internal and external customers in terms of delivering a resilient and standardised service. The current nature of the service is responsive and most of the officers' time is spent responding to requirements and problems. In order to free up officers' time to concentrate on developments and new challenges, we need to improve by moving to a situation where we are addressing 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 considerable change in the current culture by moving from a situation with elements of disorder to a coherent service which has the ability to change direction to address changes in the Council's business and challenging circumstances which we are facing when coping with a situation of having to do more with less.





# IT Strategy (2016-2018)

Realising the vision (document #2  
of 2)





## 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 four themes:

- 1. Bringing services closer to the people of Gwynedd**
- 2. Lead and support the Council's internal departments and services with their use of technology**
- 3. Free up staff time**
- 4. Make 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 exploited 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. Bringing services closer to the people of Gwynedd

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 engagement 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

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



# Bringing services closer to the people of Gwynedd

## Field working

**Infrastructure**— review of infrastructure to support field working.

Conduct a full review of existing infrastructure by identifying what the needs are in our services to deliver field working provision. This review will include an exercise of categorising different types of field working e.g. working with clients such as social workers, working with resources such as Council property or working outside in the countryside undertaking environmental tasks.

The exercise will stretch to re-designing the infrastructure to meet field working provision, while identifying differences between what we already have and what we will require.

**Solution**—standardising a corporate solution, but it has to be flexible enough to deviate from requirements specifically for third party systems.

**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 our 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.



# Bringing services closer to the people of Gwynedd

## 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.

**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.

**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.



# Bringing services closer to the people of Gwynedd

## Additional investment to deliver the heading

### CAPITAL

£600,000 (It is estimated that a minimum of £200,000 will need to be allocated per year for a period of 3 years but the exact cost will depend on what type of system is adopted for self-service purposes and the steps associated with establishing it)

£15,000 (reporting pack on web searching trends)

£7,500 (to evaluate how many wireless contact points are required)\*

\*The evaluation could lead to a business case for more/fewer wireless contact points. This could lead to a further investment in capital, revenue and IT Resources

### IT RESOURCE

1.0 FTE Permanent on the S3 scale (£35,000 for the digital channel)

### REVENUE

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

£3,000 (reporting pack on web searching trends)

£27,500 (support on the wireless software/hardware)

### Activities associated with the investment

- Providing the digital channel
- Strengthen our capacity to report on use of the internet as a response to opening its use e.g. enabling access to social media
- Reviewing 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 and Support

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 engagement 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.



## Lead and Support

**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.

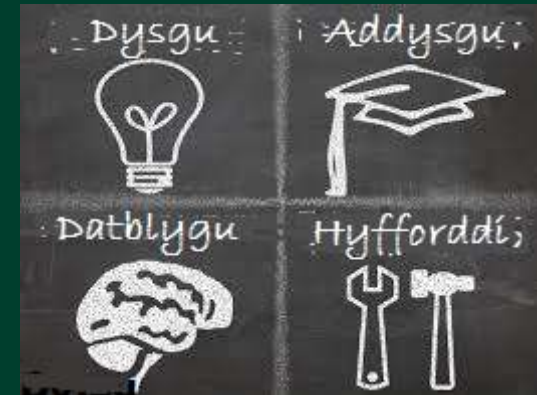
Welsh is the Council's administrative language and the previous strategy states that internal software will supply an only Welsh language service. Occasionally, software which has been internally developed has received external attention, and developments like the "Language Web" have received national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

**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 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



of

# Lead and Support

Additional investment to deliver the heading

## CAPITAL

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

£9,000 (room management system, to include digital signs)

## IT RESOURCE

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

## REVENUE

£9,720 (support based on 18% of the capital cost)

## Activities associated with the investment

- Strengthen meeting room provision
- Strengthen the programme management role

## Theme 3. Free up staff time

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 engagement 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

**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.



## Free up staff time

The helpdesk unit will be improved by:

- Reviewing our usage of the phone system
- Simplifying the process of recording calls
- Introducing self-service elements for Council staff to be able to monitor progress on their calls
- Strengthen our presence on the intranet in an effort for Council officers to help themselves by using a comprehensive information bank.

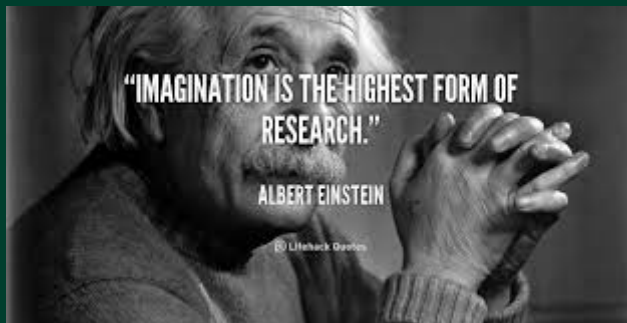
**Research**—technology is changing at a quick pace, and time needs to be allocated to research trends and developments in order to deliver the best service. Council officers' expectations are also changing and their use of personal technology is increasing and becoming more sophisticated, but contrary to the use of personal equipment for pleasure purposes, there are considerable limitations upon us in terms of security. The challenge is to deliver 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 work field.

The Council workforce includes approximately 6,500 staff, and 2,350 of these are users of traditional computers. This provision is critical for those officers to be able to complete their tasks. In the past, the IT service's efforts have focussed on these traditional users, but perhaps there are opportunities that we have not researched where technological provision could be of help to the staff and the posts which we do not currently provide for, including expanding to the public's use.

*Waste collection services*—geographical information technology systems could be used to make waste collection routes more effective e.g. East

Northamptonshire District Council saves £200,000 annually by using this technology.

- Highway maintenance—the Jaguar Land Rover car company is experimenting with technology which records potholes and the technology company Google have received a patent for similar technology. Technology such as this could be used to identify deficiencies before they develop to becoming expensive problems
- Associated 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 knowledgeable manner and its possibilities are far-reaching. By researching we could take advantage of these developments in order to improve the quality of life of our residents and deliver cheaper care services.



# Free up staff time

Additional investment to deliver the heading

## CAPITAL

Depends on the findings of the research

## IT RESOURCE

Depends on the findings of the research

## REVENUE

Depends on the findings of the research

## Activities associated with the investment

Outcomes of research activities

## Theme 4. Effective and Efficient IT Service

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) Ensuring a balanced sustainable budget for the future

**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.

**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.

# Effective and Efficient IT Service

Additional investment to deliver the heading

CAPITAL

None

IT RESOURCE

None

REVENUE

None

No activity leading to additional investment

# The strategy's action steps

## Bringing services closer to the people of Gwynedd

| Activity                   | Step   | 2016 | 2017 | 2018 | Capital  | Revenue (including IT resource) |
|----------------------------|--|------|------|------|--|---------------------------------|
| <b>The Digital Channel</b> |  |      |      |      | <b>£600,000</b>  | <b>£65,000</b>                  |
|                            | 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                                     |      |      | →    |  |                                 |
| <b>Field working</b>       |  |      |      |      | <b>Departments to fund any field working provision</b> |                                 |
|                            | Review the support infrastructure  | ←→   |      |      |  |                                 |
|                            | Review mobile phone contracts  |      | ↔    |      |  |                                 |
|                            | 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

## Bringing services closer to the people of Gwynedd (continued)

| Activity                              | Step   | 2016 | 2017 | 2018 | Capital   | Revenue (including IT resource)  |
|---------------------------------------|--|------|------|------|---|--|
| 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 wireless 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

## Lead and Support

| 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 intranet 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 and Support (continued)

| Activity           | Step   | 2016  | 2017  | 2018 | Capital | Revenue (including IT resource) |
|--------------------|--|---|---|------|---------|---------------------------------|
| Meeting rooms      |  |   |   |      | £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 |  |   |   |      | 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 and Support (continued)

| 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                               |      |      |      |         |                                 |

# The strategy's action steps


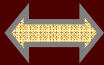
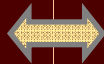
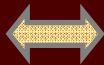


## Lead and Support (continued)

| 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

## Free up staff time

| 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

## Free up staff time (continued)

| Activity                         | Step | 2016 | 2017 | 2018 | Capital | Revenue (including IT resource) |
|----------------------------------|------|------|------|------|---------|---------------------------------|
| Review the helpdesk's activities |      |      |      |      | NONE    |                                 |
|                                  |      |      |      |      |         |                                 |
|                                  |      |      |      |      |         |                                 |


# 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 |  |      |      |         |                                 |