

## FFORDD GWYNEDD (2019-2022)

### INTRODUCTION

Ffordd Gwynedd is the name given to the “way of working” that we in Gwynedd Council have adopted in order to place the people of Gwynedd at the heart of everything we do.

It is neither a process nor a theory, but rather a collection of working arrangements, behaviours and culture which, together, allow us to be confident that we always consider the service from the perspective of the user. As a body that exists to serve the people of Gwynedd, it makes sense that we aim towards having a culture and working arrangements that ensure that those people are at the heart of everything we do.

Developing the culture that places the people of Gwynedd at the heart of everything we do means that we need to remove the obstacles that prevent our employees from delivering and ensure that this leads to a continuous challenge in terms of the way that we work. The decisions that follow are evidence-based as opposed to assumptions.

In the Ffordd Gwynedd culture, teams question and challenge historic arrangements and processes that are taken for granted. Time is invested recording the work-flow and what really happens. They identify empty steps that do not now add value whilst noting barriers that prevent effective operation. Collectively this will assist us to improve the service but in order to maintain the “way of working”, the mind-set must be changed above all else.

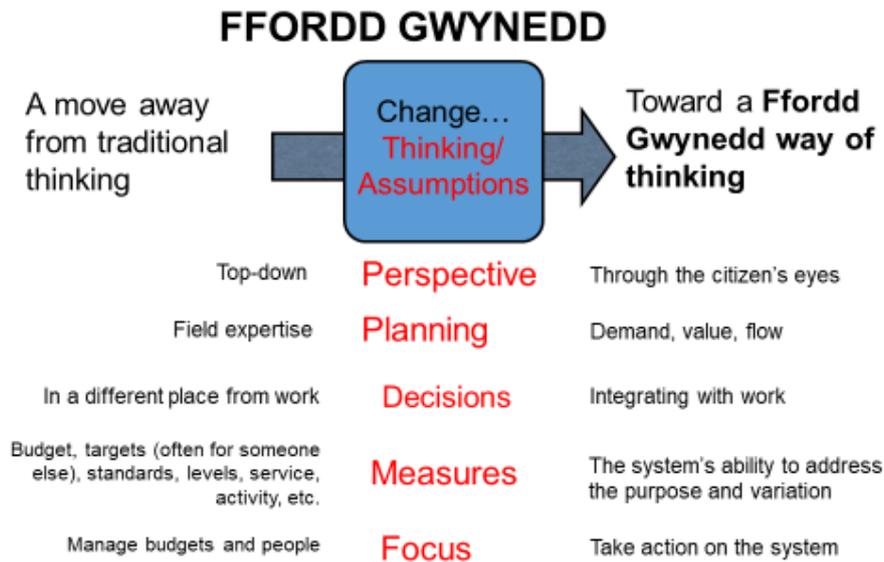
#### FFORDD GWYNEDD MODEL FOR LEARNING AND UNDERSTANDING OUR SYSTEM



“Doing the right things before making the things better” is the mantra. Unless we change the mind-set before changing a process, we will certainly fail and the changes will not be sustained in the long-term.

## THE CURRENT SITUATION

Every service manager within the Council has now received practical training over a six-day period on system review techniques and the behaviours associated with the 'Ffordd Gwynedd way of working'..



Providing managers with this information and these skills is key to enable us to deliver for the people of Gwynedd but it is essential that the expectations now filter down further to every member of staff across the Council.

There is evidence that this already happens in some services; however, much further work needs to be done in order to realise that ambition.

Every service will have now had time to understand the demands on them and consider their actual purpose and adopted measures that show how successful they are in realising that purpose, i.e. measuring the impact the service has directly or indirectly on the people of Gwynedd.

Here are the details of the priorities that will drive the work programme for the next period in order to further embed Ffordd Gwynedd;

## 1. Implementing Ffordd Gwynedd

The first step of immersing all Council managers in the basic principles of Ffordd Gwynedd, in order to ensure an understanding of the concepts, has been achieved to a great extent. This part of the Plan will continue for new managers and future prospective managers however, the focus from now on will be on the second stream, namely to implement a programme that will empower service teams to reflect on their current working arrangements.

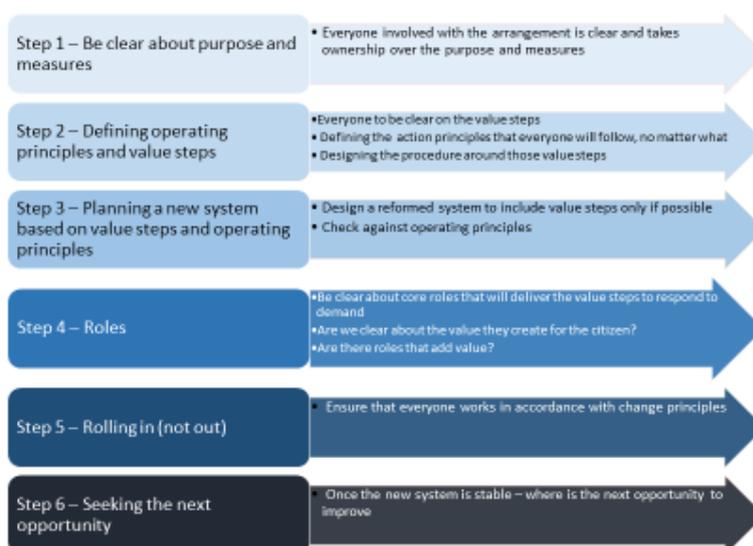
The support for driving this stream includes;

- Practical support to hold complex and/or intensive reviews
- The facilitation of one-day workshops to assist the manager to present to his/her team
- Short workshops on specific elements of holding a service review for individual teams.
- Open training that provides an overview of the principles of Ffordd Gwynedd for staff in general.

With the aim of enabling managers and staff to;

- Look at the service provided through the eyes of the citizen every time.
- Agree together how best to go about things in order to provide what is important to our people
- Challenge working methods that do not help to deliver for our people.
- Be willing to experiment (with clear success indicators) in order to improve services.
- Take advantage of the opportunities provided to suggest how services can be improved.
- Ensure a continuous dialogue between managers and staff to see how managers can help staff to do their work better and take advantage of staff knowledge to improve services
- Ensure that ownership of the Unit's performance is in everyone's hands (not just the managers).
- Ensure that performance information is used to improve the service.
- Share feedback and comments across service boundaries in an open, honest and respectful way.

### FFORDD GWYNEDD MODEL FOR EXPERIMENTING AND TAKING ACTION



## **2. Leadership Development**

The ongoing development of the leadership of the Council will be one of our main priorities. Setting direction, motivating others and creating the appropriate environment is key in order to reinforce the principles of Ffordd Gwynedd. The political and operational leaders of the Council are unanimous regarding the need to establish a culture of leading people rather than managing people only.

To this end, we will re-establish the Managers Network and will continue to hold developmental sessions for Elected Members. These sessions will focus on co-operation and behavioural development whilst also providing individual coaching sessions for senior political and operational managers for the purpose of personal development.

## **3. Performance System**

A performance system that focuses on measuring what matters to the people of Gwynedd has been introduced that is already being implemented. By now, all units within the Council measure to what extent they are able to fulfil that which is important to the County's inhabitants. Robust performance challenging arrangements are in place with Cabinet Members, directors and scrutiny members participating in the challenge process.

We will develop this further by integrating risk management arrangements with the performance system. A new-look Risk Register has been established to facilitate this arrangement.

## **4. Supporting Change**

Ensuring an understanding of how different individuals respond to change, how to cope with the change, and the various responses to that is important in any work environment. We will build on the current support in this respect by holding;

- Managing Change/Coping with Change Workshops
- Sessions on emotional intelligence.
- Team Building workshops, including "The Five Behaviours" assessment"
- Development Centres
- Creativity and Innovation Workshops
- Mental Well-Being Support

## **5. Information Technology**

The Information Technology support will reinforce services' ability to introduce alternative ways of operating that will consequently lead to a better and more convenient provision for the people of Gwynedd. The capacity available to offer this support will be strengthened within the Information Technology Service in order to reflect the increasing requirements deriving from the service reviews for technological solutions to refine existing arrangements.

## **6. Workforce Planning and Talent Development**

The Council's success, to a great extent, is dependent on staff behaviours and skills. During a time of continuous change and the introduction of a different "way of working" to the traditional, it is important to consider what is needed to respond to the needs for service within the restrictions placed upon us.

To this end, we will focus our efforts on;

- i. Identifying key posts in terms of the risk to service continuity
- ii. The demand on our services in the future
- iii. The nature of our existing workforce in terms of turnover, age, skills and experiences.
- iv. Identifying gaps and planning by focusing on the training and development needs of existing staff, as well as establishing apprenticeships, work experience opportunities and traineeships in those key fields in the future.

## **7. Continuous Appraisal**

The traditional way of holding annual appraisal meetings with staff is not effective and therefore we are eager to extend the arrangements already being implemented within some services, which emphasise the need for a manager and member of the team to hold a continuous discussion on attainment, performance and personal development.

Every individual working for the Council will receive amended job-descriptions that will confirm the expectations of them in context of their behaviours and the Ffordd Gwynedd way of working. The continuous appraisal discussion will focus on that which is expected of all individuals.

We will offer support to introduce the continuous discussion and this regular feedback in every service across the Council, in order to ensure that appraisal takes place in a timely and effective way.

Acting in this way is integral to the behaviour expected of all Council staff.

## **8. Conditions of Service**

When a changing mind-set is underway and that this subsequently leads to a change in the way we work, it is inevitable that we need to review our local working conditions to ensure that the existing ones do not contradict the culture being established.

Therefore, we will continue to review the current work conditions and introduce new ones as needed over the coming period. As one example, we will need to consider whether or not the current criteria for evaluating jobs supports the principles of this way of working and consequently attend to the possibilities for introducing and implementing a reviewed scheme if a review is deemed necessary.

Doing so will provide the foundation that is needed to profess the behaviours expected of all Council Employees.

## **9. Customer Contact**

Identifying the needs of the people of Gwynedd is integral to the “way of working”. Major steps have been taken over the past years to resolve the complaints received informally and formally, with the emphasis placed on learning lessons and improving services based on the evidence gathered.

This effort will intensify as more and more systems and services are reviewed and the support provided in order to engage with the people of Gwynedd will be available through the Communication and Engagement Service

## **MEASURE OF SUCCESS**

The aim is for every service within the Council to define clearly what needs they meet and to establish and review the measures that show how well the purpose is being achieved. The true success of this Scheme in reality will be to obtain assurance, by means of the feedback received, that all of this work leads to improving services for the people of Gwynedd.

Furthermore, and crucially, we will also measure the change in terms of staff behaviour and the work culture required in order for the “way of working” to be embedded in all Council activities. We will fulfil this by a combination of enquiring and observing whilst assessing whether staff are taking ownership of the change and the responsibility associated with all jobs

This work programme will assist the Council to meet the aim of achieving that.

## **RESOURCES**

The following resources will be provided to support the change in culture that is afoot.

- i) A Senior Advisor and Advisor within the Council’s Business Support Service are employed specifically to support managers and staff to adopt and implement the Ffordd Gwynedd principles. To date, they have focused on holding intensive reviews with the individual services; however, in the future, they will invest their efforts increasingly on advising, holding developmental sessions with managers and staff and on assisting, rather than leading, service reviews.
- ii) The Organisational Learning and Development Service continues to provide training for new managers and prospective managers, as well as planning (and at times, facilitating) workshops with individual teams to strengthen the awareness of what is meant by Ffordd Gwynedd in practical terms. A broader training programme is being led by the needs identified for driving and embedding the “way of working” and the culture being professed.
- iii) The Research and Information Service will provide guidance and advice on gathering evidence and analysing information. Acting on the basis of evidence, rather than on the basis of what appears to be logical, is one of the cornerstones of the “way of working” and this is an important function to ensure that managers and their teams use the information and data available to its full potential
- iv) The Digital Transformation Team within the Information Technology Service, with the support of the Development and the Infrastructure Team, will be key in order to realise a large number of the improvements identified by individual Services, as a result of holding reviews of their work systems. The Council has invested additional resources in these fields recently in order to provide the support we anticipate will be needed.
- v) The Communication and Engagement Service will advise and provide guidance on engagement methods whilst supporting efforts to enquire, observe and assess whether the culture is embedding within the Council.