



Corporate Support Department



The Department reinforces the Council's ability to provide the best services to Gwynedd's residents through a combination of support, specialist and front-line services. This provides an opportunity for the remainder of the Council to focus on the other services that are provided directly to the public.

Customer Contact



Galw Gwynedd, from its centre in Penrhyndeudraeth, responds to telephone calls, e-mail messages and on-line service requests on behalf of Council services. Siop Gwynedd in Dolgellau, Pwllheli and Caernarfon operate as a combined one-stop shop and reception for the same purpose, along with operating as a first point of contact for the Tax and Benefits Services.

Answer phone calls, on average within 40 seconds



Galw Gwynedd receives approximately 200,000 telephone calls annually, and the Gwynedd Shops receive at least 20,000 visitors each year.

In future, we will:

- provide on-line self-service for an increasing amount of enquiries and service requests. As a Council, we want Gwynedd's residents to be able to access services or information at times which are convenient for them
- review Blue Badge and Switchboard arrangements to improve customer services
- introduce alternative contact arrangements e.g. "web-chat".

Registration

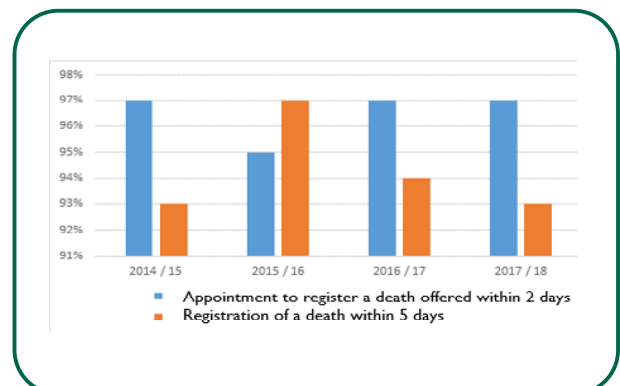


The Council provides a registration service from four locations across the county, including Ysbyty Gwynedd.

During the past year, 5,600 marriages, civic partnerships, births and deaths were

In future, we will:

- undertake detailed assessments on the work of Registrars to ensure that we comply with the requirements on all occasions.
- review work arrangements in relation to Weddings, to develop the service to be available through self-service
- strengthen our service continuation plans.



registered and more than 3,000 requests for certificates.

Communication and Engagement



The Communication and Engagement Service facilitates a two-way dialogue with the residents of Gwynedd, staff and councillors.

This communication includes maintaining a proactive relationship with the media, maintaining the Council's website and social media accounts, publishing Newyddion Gwynedd and coordinating opportunities for Gwynedd's residents to give their views on the Council's work.

In future we will:

- further strengthen the internal communication system and concentrate on establishing a procedure to identify and communicate a limited number of key messages and measure the extent to which these messages permeate through the workforce;
- provide more services that are available 24 hours a day on the Council's website;
- complete the work of strengthening the visual "brand" to ensure that Gwynedd's residents are aware of the services and support provided by the Council.

The Council's Social Website's followers



14,454 ↑ 609
growth in 2018



10,493 ↑ 2,057
growth in 2018

Council Business Support



This Service coordinates arrangements for publishing the Council's business plan, equality plan and performance reports in addition to advising and supporting project work, service reviews and scrutiny investigations. We will assist Council services to give fair consideration to the equality and rights of each individual and assist officers and councillors to challenge plans and working practices.

In future, we will:

- implement the aims of the current Strategic Equality Plan and develop and publish the new plan for 2020-24.
- develop and introduce a series of Project Management workshops for Council staff to introduce them to the key principles of project management.

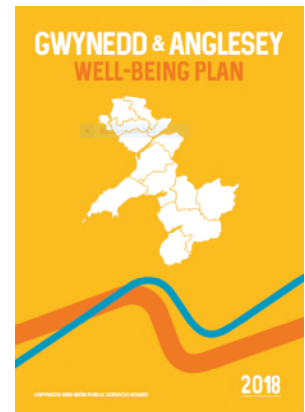
The Service is also responsible for leading on partnership work between Gwynedd Council and Isle of Anglesey County Council:

Gwynedd and Anglesey Public Services Board



Gwynedd and Anglesey Councils, with the Health Board, Natural Resources Wales and the Fire and Rescue Service, collaborate closely on the form of the Public Services Board in order to improve the well-being of residents in several fields.

The Board published its Well-being Plan in June 2018, with the aim of ensuring that public service providers work together to deliver positive changes in communities across the two counties.



In future, we will:

- confirm arrangements to deliver and monitor the well-being objectives and the priority areas within the Well-being Plan.

Community Safety



We will lead on both Council's work along with the Police, the Fire Service, the Probation Service and the Health Board to tackle and reduce crime and disorder to improve the safety and welfare of the residents of both counties.

In future, we will:

- develop and implement a new plan to respond to the identified crime and disorder priorities in both counties.

Promoting the Welsh Language



All the Council's services are available to the public in Welsh and English, but the Council's administrative language is Welsh and we therefore promote and enable the use of the Welsh language in all our services. The Council wishes to see a situation where Gwynedd continues to be a stronghold for the Welsh language, and that it is an everyday language that is heard and spoken naturally by children, young people and adults across the county.

In future, we will:

- Implement the initial work programme of the Welsh Language Promotion Plan for Gwynedd 2018-2023 and develop collaboration projects across the fields in question.
- Promote and facilitate the use of the Welsh language as a natural social medium in the County's communities through the work of the language enterprise, Hunaniaith.



Promote the use of the Welsh language within the Council's services

Improvement Priority 5



Gwynedd Council has been at the forefront in terms of ensuring that services are available through the medium of Welsh and ensuring that the Council's internal work happens through the medium of Welsh. Nevertheless, we acknowledge that we are in a challenging period and that we need to work continually to push the boundaries to make sure that the services utilise every opportunity to promote the use of the Welsh language and to enable the public to use it in all contexts.

We will continue to work with services - especially front-line services - to develop the skills of new and existing staff and to take up new opportunities to ensure that we offer a fully bilingual provision for all aspects of our services

The Welsh Language in Public Services

Improvement Priority 5



At present there is inconsistency in the provision of bilingual services by public bodies in Gwynedd which means that it is not always possible for residents to use the Welsh language naturally when communicating with public bodies.

Now that a work programme has been signed off, and as part of the Public Services Board's Welsh Language Sub-group, we will continue to drive forward projects that seek to set the expected and consistent standard across the public bodies - with the aim of encouraging a greater use of the Welsh language at first contact with services.

Gwynedd Businesses using the Welsh language

Improvement Priority 5



Gwynedd businesses have a role to play in promoting and using the Welsh language and our intention will be to encourage businesses to use the language when offering services.

Agree on and coordinate a tailored work programme.

Research and Information

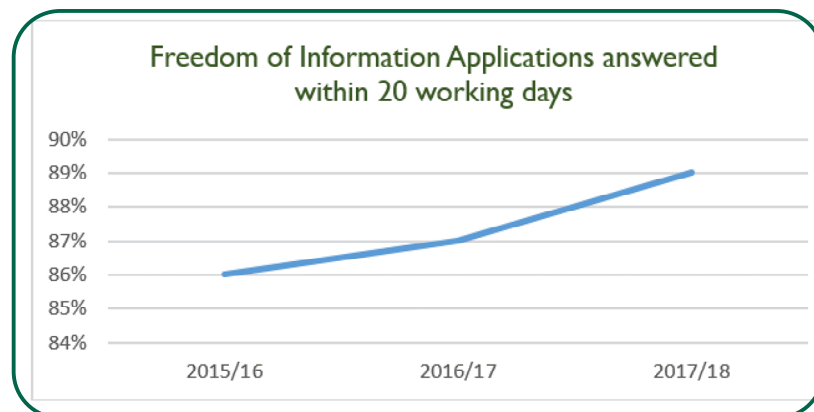


In order for all Council services to work successfully in accordance with the Ffordd Gwynedd principles, they need to understand the needs of their customers, to be able to measure whether or not they are delivering what's important to their customers, and to make decisions based on the evidence of the impact on the people of Gwynedd. To achieve this, gathering, recording and analysing information is vital. We are here to support the Council's services to do this.

As so much information is kept to provide Council services, including information about people, we need to ensure that the arrangements for creating, retaining, sharing and using this information are working correctly and that they comply with legislation.

In future, we will:

- review how staff and managers across the Council are able to obtain information and evidence, and improve the form and contents of what is available to them and how easy it is to access it (e.g. via the intranet)
- contribute to the development of the Council's human resources systems, to specifically improve the type of information and analyses managers are able to easily access about their workforce. This will be crucial to the success of developments such as workforce planning and managing talent within the Council, and will enable us as a Service to focus on more specialist work that will provide business solutions in the field of human resources information.
- make the most of the potential of the Council's new document and records management system (iGwynedd) and help services to develop things that facilitate ways of working and reduce unnecessary steps.
- ensure that new work arrangements and practices that have been introduced across the Council to comply with new information legislation (GDPR) by 2018, are embedded and are robust.
- review the arrangements of the Council's Records Centre to see how arrangements can be improved without affecting the resource available to the Service's other priorities.

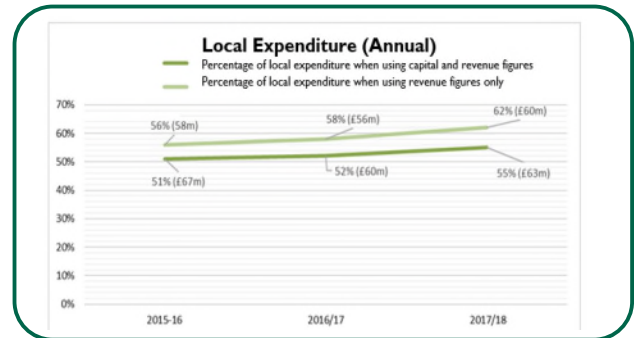


Procurement



The Council spends over £97m annually on procuring, or purchasing, various goods and services from revenue budgets. In 2017/18, the Council purchased goods and services which were worth over £60 million to the local economy.

In future, we will:



- **Strengthen and develop the procurement expertise within the Council and review what we are currently purchasing** - we will assess the category management arrangements to ensure that the arrangements are implemented and that the tools and arrangements are fit for purpose. We will also ensure that the principles of the Well-being of Future Generations Act Wales are adopted in their procurement activities by ensuring that environmental, social and financial aspects receive appropriate consideration.
- **Adopt best practice in the field** - we will be reviewing our electronic purchasing systems in order to ensure that our arrangements are effective and efficient. As our ability to manage contracts is essential to ensure value for money, we will also seek to develop our arrangements for analysing the Council's expenditure. In doing so, we aim to ensure that our buyers make informed and smart decisions when procuring.
- **Plans to support the market** - for every contract, we will identify any deficiencies in the market that prevent companies from bidding for work and offer them appropriate support to be able to bid to deliver the services we need in future

Keeping the Benefit Local

Improvement Priority 1



The Council is responsible for buying a number of goods and services and is eager to try to ensure that local businesses can compete and win these contracts in order to ensure that as much of the Council's expenditure as possible remains local. In 2017/2018, we succeeded to increase the percentage of local expenditure to 62% compared with 58% the previous year. New arrangements were introduced to seek to purchase goods and services in more innovative and efficient ways and steps have been taken in order to facilitate the businesses' ability to compete for contracts.

In 2019/20 we will continue with that work to raise awareness and understanding among businesses of the Council's procurement procedures and find other ways of supporting them further to deliver the services we need.

Democracy and Translation



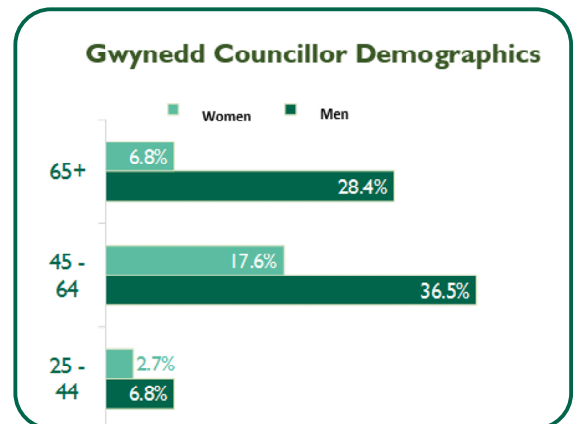
The Democracy Service

- maintains the committee arrangements and supports councillors in their work.
- provides written and oral Welsh and English translations to staff, members and residents

Varied support is offered to 75 councillors in their various functions, so that they can make decisions and act in the interests of the residents of Gwynedd.

In future, we will:

- Develop regional scrutiny arrangements with other authorities
- Prepare for the draft Local Government measure by developing web-casting and remote attendance arrangements
- Implement the conclusions of the review of our scrutiny arrangements to contribute more to improve services

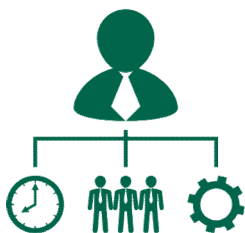


Emergency Plans

The Council has a role in preparing plans for dealing with emergencies and to collaborate with the emergency services, agencies and volunteers when caring for the public's well-being.

The provision of food and rest facilities, temporary accommodation and road safety are prominent examples of the specific responsibilities that the Council has in responding to emergencies.

Human Resources Advisory Service



The team of human resources advisers and officers are responsible for advising managers and headteachers on staff employment matters. This includes working conditions, equal opportunities issues, restructuring or service cuts, dealing with disciplinary matters and complaints, managing absences and recruitment and appointments. The Service also leads on the work of reviewing and developing local working conditions and promoting good employment practices.

This year, the team has already dealt with 130 individual cases. It is also currently advising on staffing matters related to projects such as establishing the Byw'n lach company and the schools reorganisation agenda.

In future, we will:

- Establish an understanding of collaboration with every department, as a basis to develop a business model that supports Council managers to take ownership of day-to-day human resources issues.
- Collaborate with every department within the Council to consider and establish their workforce planning needs, and assist and support them to begin addressing any matters that arise from this
- Review each of the Council's present local working conditions, including developing new ones, to reflect and support the way in which the Council wants its staff to work
- Implement the 2019/20 pay settlement for local government workers and introduce a new pay structure that forms part of the national pay agreement.

Women in Leadership

Improvement Priority 3



The Council is firm that it adheres to equal pay, however the Council acknowledges that the number of women who deliver a managerial function within the Council is disproportionate with the division within the entire workforce i.e. 70% women 30% men

The main purpose of this project therefore is to boost the number of women who apply for and attain higher positions within the Council by reviewing the conditions and the working environment to attract more women to undertake the work in future. We will consult widely within the Council with women and draw on work that has already been carried out by other organisations.

Support Service



The Support Services provide administrative support such as arranging appointments, ordering goods, printing, bill payments and post distribution for Council staff.

In 2017/18, the Service focused on rationalising the administrative arrangements, reducing superfluous paperwork, and enabling staff and managers to access service and information directly and promptly.

In future, we will:

- introduce on-line access to services to be able to check criminal records
- input recruitment and appointment arrangements, in an effort to reduce internal bureaucracy and to facilitate the task for individuals when applying for a post in the Council.
- change the procedure of communication and administration from paper to electronic means

Health, Safety and Well-being Advisory Service



The Service provides advice and training on health and safety matters, investigates accidents and incidents and verifies standards in terms of health and safety arrangements across the Council.

In addition to this, we support staff through periods of absences, provide advice to managers on the health of their staff and assess suitability to return to work following an injury or illness, screen the health of workers and carry out staff medical checks.

A review of the mental well-being support was conducted in 2017/28 and a number of aspects to improve were identified recognising that this is the main reason for sickness among Council staff.

In future, we will:

- Mainstreaming and concentrating on mental well-being by raising awareness across the Council whilst also promoting a culture of sharing experiences and supporting individuals
- Continue to promote a new business model for the Service in order to encourage the services' ownership of day-to-day health and safety matters within the Council
- Ensure that every cohort of the workforce has been assessed for the need for health checks.



Organisational Learning and Development



The Service provides relevant learning and development support, consults and responds to the needs of individuals and teams, helps to develop a beneficial working environment so that everyone gives their best, helps services to identify opportunities to improve and develops talent to fill gaps in the future.

This involves providing *Learning and Development programmes* for staff (on all levels) and Elected Members, and review them continuously to ensure relevance, We work with teams and officers to 'fill gaps' in the provision and tailor titles to meet their needs.

We will promote and support individuals to take ownership of their own learning, and offer a range of learning methods that include the 'traditional' along with innovative methods such as *coaching and mentoring*, learning through experience and using technology. Our intention is to develop and extend the e-learning provision.

We will Develop the Organisation by assisting the Council to establish and develop a working environment that allows staff to be at their best by putting the people of Gwynedd at the centre of what they do. This includes developing appropriate behaviours and culture and following the principles of

Investors in People, develop alternative working arrangements and ensuring a voice for staff. Alongside this, we will continue to extend the current benefits that are available to staff.

Another important element is to Improve Service by responding positively to Complaints, facilitating arrangements for Services to take ownership of, and learn from them.

In future, we will:

- Introduce the MoDS (Staff Development Module) on-line Learning and Development service
- Develop Future Workforce Development plans (including Identifying and Managing Talent)
- Establish a culture of Continuous Appraisal that links directly to the principles of Ffordd Gwynedd

Developing Leadership

Improvement Priority 7



Establishing leadership that sets a direction, motivates others and creates an appropriate environment for prosperity are central in enabling the Council to achieve the aim of placing the people of Gwynedd at the heart of everything we do. The development programme for honing the leadership skills of Elected Members and officers is moving forward promisingly. All Cabinet Members have developed their leadership skills as individuals and jointly during the last year, whilst the majority of Council managers have completed the development programme that concentrates on leaders' behaviours and on the understanding of the implementation principles that are part of establishing and maintaining the new culture.

We will continue to maintain development opportunities for Members and managers with a focus on a culture of leading people rather than merely managing people. We will re-establish the Managers Network and this will be an opportunity for managers across the Council to share good practice and receive training.

Empowering Units to Implement Ffordd Gwynedd

Improvement Priority 7



Establishing a consistent culture will not happen in isolation, and the purpose of this project is to lead service teams to reflect on their current working arrangements, to challenge whether they are placing the people of Gwynedd centrally and whether there is room for improvement.

In doing so, we will ensure that every service unit within the Council places the people of Gwynedd at the centre of everything they do. This will also ensure that we consider alternative methods of implementation (including collaboration with others) and measure those ideas against a single yardstick – namely to what extent does it increase the benefit for the people of Gwynedd.

We have already created a development programme based on learning in the workplace and have held training on the Ffordd Gwynedd principles for Heads of Department, Senior Managers and the

majority of Managers. Additionally, a number of service reviews have been undertaken, or are underway within the Council.

The original Ffordd Gwynedd Strategy published in October 2015 has now ended. Following consultation, we will publish a new strategy during 2019/20 whilst continuing to provide training for new managers and support services with reviews across the Council in order to ensure that we put the people of Gwynedd at the centre of any activities we undertake.

Apprenticeships Plan

Improvement Priority 1



Welsh Government has outlined its national vision to address the need to develop vital skills in Wales and the broader economy to identify the priority fields and how apprenticeships will be an integral part of fulfilling this.

The Council has already identified appropriate fields for establishing apprenticeships and has allocated funding to realise these schemes for the next two years.

We will establish an Apprenticeships Scheme that will employ at least 20 new apprentices during 2019/20.