Cyfarwyddwr Cyffredinol Iechyd a Gwasanaethau Cymdeithasol/
Prif Weithredwr GIG Cymru
Grŵp Iechyd a Gwasanaethau Cymdeithasol

Director General Health and Social Services/
NHS Wales Chief Executive
Health and Social Services Group

Llywodraeth Cymru
Welsh Government

Nick Ramsay AC
Cadeirydd
Y Pwyllgor Cyfrifon Cyhoeddus

29 Awst 2018

Annwyl Mr Ramsay

Gweithredu Deddf Cyllid y GIG (Cymru) 2014 a Gwasanaethau Gwybodeg GIG Cymru

Yn dilyn cyfarfod y Pwyllgor Cyfrifon Cyhoeddus ddydd Llun 16 Gorffennaf 2018 ynghylch Gweithredu Deddf Cyllid y GIG (Cymru) 2014 a Gwasanaethau Gwybodeg GIG Cymru, gweler isod fy ymatebion i'r camau a godwyd gan Glerc y Pwyllgor.

O safbwynt GIG Cymru, nodyn ynghylch a allai fod rhywfaint o gyfle ychwanegol o fewn y weithdrefn rheoli perfformiad i gynnwys cyfnodau prawf i adolygu perfformiad ynghyd ag a yw'r weithdrefn bresennol yn cefnogi rheolwyr yn ddigonol i ddelio â thanberfformio.

Cytunais i fyfyrio ar y cynnig ar gyfer cyfnodau prawf i adolygu perfformiad ar gyfer newydd-ddyfodiaid a'r weithdrefn rheoli perfformiad bresennol. Byddaf yn ystyried hyn gydag NHS Employers a chydweithwyr ar ochr y staff a byddaf yn gofyn i Fforwm Partneriaeth Cymru, ein grŵp Partneriaeth Gymdeithasol, a fyddai cyfnod prawf yn ddymunol ac yn ychwanegu gwerth at y GIG yng Nghymru a beth yw'r cysylltiad rhwng hynny â'r system rheoli perfformiad er mwyn cydbwyso'r angen am drefniadau perfformiad effeithiol gyda'r angen i barhau i ddenu'r bobl orau bosibl i weithio yn GIG Cymru. Mae pryderon y byddai hyn yn anghyson ag ymarfer ar draws y GIG a allai effeithio ar recriwtio i Gymru gan greu rhwystr ychwanegol, yn enwedig lle nad ydym yn recriwtio pobl leol yn unig, ac weithiau'n recriwtio'n genedlaethol ac yn rhyngwladol. Ar hyn o bryd, mae'r farchnad recriwtio yng Nghymru yn hynod gystadleuol ac mae gennym swyddi gwag sydd heb eu llenwi. Byddaf yn adrodd yn ôl ar hyn gan y byddai'n newid sylweddol.

Nodi bod y Rhwydwaith Canser wedi gweld yr achos busnes ar gyfer y cynllun cyflenwi canser.

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Fel yr amlinellais, gallaf gadarnhau bod yr Achos Busnes ar gyfer disodli swyddogaethau CaNISC yn cael ei ddatblygu ar hyn o bryd. Mae Cyfarwyddwyr Rhwydwaith Canser Cymru yn mynychu ac yn cefnogi cyfarfodydd y Grŵp Gweithredu ar Ganser a'i Is-grŵp Gwybodaeth a Chudd-wybodaeth Canser. Cyflwynwyd papur opsiynau ar gyfer disodli swyddogaethau CaNISC gan NWIS a thrafodwyd y datblygiad yng nghyfarfodydd y grwpiau hyn ym mis Mawrth, Mai, Mehefin, Medi a Thachwedd 2017; yn ogystal ag mewn cyfarfodydd ym mis Ionawr, Ebrill a Gorffennaf 2018. Fel rhan o'r broses hon, gwnaeth yr Is-grŵp Gwybodaeth a Chudd-wybodaeth Canser argymhelliad i'r Grŵp Gwybodaeth Canser, a gytunodd ar y dull gweithredu gan wneud argymhelliad i Fwrdd Rheoli Gwybodeg GIG Cymru.

Nodi bod y rhaglen rhyngweithredu rhwng y Cydwasanaethau Brys wedi'i rhannu â phob bwrdd iechyd ac wedi cael ei hystyried fel rhan o'u trefniadau parhad busnes.

Mewn cyfarfod diweddar o Fwrdd Gwybodeg GIG Cymru, dywedodd Abertawe Bro Morgannwg eu bod wedi mabwysiadu Egwyddorion Rhyngweithredu'r Cydwasanaethau Brys (JESIP) ar gyfer rheoli trefniadau parhad busnes yn ystod digwyddiadau, gan gynnwys digwyddiadau'n ymwneud â materion digidol.

Mae swyddogion Llywodraeth Cymru bellach wedi rhannu hyn gydag aelodau o NIMB (Arweinyddion Gweithredol GIG ar gyfer Gwybodeg), gan rannu dolen i'r egwyddorion, a gofyn iddynt eu hystyried i'w defnyddio yn eu sefydliadau i gefnogi parhad busnes.

Mae cyrsiau amlasiantaeth Aur ac Arian Cymru yn cynnwys egwyddorion JESIP, felly bydd cydweithwyr GIG Cymru sy'n mynychu'r cyrsiau wedi dod i gysylltiad â JESIP ac yn ei ddeall.

Nodyn ynghylch safonau technegol Llywodraeth Cymru ar Wasanaeth Digidol y Llywodraeth (GDS) gydag esboniad o'r gwahaniaethau rhwng y system honno ag egwyddorion dylunio GDS.

Yn ei gyfarfod ym mis Mehefin, cytunodd Bwrdd Safonau Technegol Cymru i fabwysiadu Egwyddorion Dylunio GDS (Atodiad 1), ynghyd â Safon Gwasanaeth Digidol Llywodraeth Cymru (Atodiad 2), i'w defnyddio ar draws GIG Cymru. Wrth wneud penderfyniad ar fabwysiadu Safon Gwasanaeth Digidol, ystyriodd y Bwrdd fersiwn Gwasanaeth Digidol Llywodraeth y DU (GDS) a Llywodraeth Cymru o'r safon hon.

Sefydlwyd Gwasanaeth Digidol Llywodraeth y DU (GDS) yn 2012 i arwain y broses o drawsnewid gwasanaethau Llywodraeth ganolog y DU. Mae prif ffocws y GDS wedi bod ar wasanaethau Llywodraeth y DU ac mae wedi darparu cyngor a chyfarwyddyd i'r holl weinyddiaethau datganoledig. Ym mis Ebrill 2014 lansiodd GDS ei Safon Gwasanaeth Digidol, sy'n bodoli i helpu Adrannau Llywodraeth y DU i greu a rhedeg gwasanaethau digidol effeithiol sy'n canolbwyntio ar y defnyddiwr. Fe'i diweddarwyd ddiwethaf yn 2015, ac rydym yn ymwybodol y bydd GDS yn rhyddhau fersiwn wedi'i diweddaru cyn bo hir.

Mae Safon Gwasanaeth Digidol Llywodraeth Cymru wedi'i seilio ar Safon y DU ac mae'n cynnwys set o feini prawf i helpu Llywodraeth Cymru i adeiladu a gweithredu gwasanaethau digidol da.

Mae'r prif wahaniaethau rhwng y ddwy safon fel a ganlyn:

- Safon Rhif 13 - mae Safon y DU yn dweud "make the user experience consistent with GOV.UK' ond mae safon gyfatebol Llywodraeth Cymru yn adlewyrchu'r angen i'n gwasanaethau gadw at ganllaw arddull a phatrymau dylunio Llywodraeth Cymru (sydd eu hunain yn seiliedig ar safonau GDS);
- Safon Rhif 18 - mae Safon y DU yn dweud "Test the service with the Minister responsible for it" ond mae safon Llywodraeth Cymru yn mynnu bod gwasanaethau'n cael eu profi gydag uwch reolwyr ac, yn ddelfrydol, y Gweinidog cyfrifol.

Yn dilyn cyhoeddi'r safon GDS wedi'i diweddaru, bydd Llywodraeth Cymru yn adolygu ei safon ei hun er mwyn sicrhau ei bod yn cyd-fynd ag arfer gorau.

Yn ychwanegol at y wybodaeth a roddais yma, ac fel yr ydych wedi'i amlinellu, gwn y bydd Andrew Griffiths yn ysgrifennu atoch ar wahân i fynd i'r afael â'r materion a godwyd. Rwy'n gobeithio y bydd y llythyr hwn yn rhoi'r wybodaeth angenrheidiol i chi.

Yn gywir

Dr Andrew Goodall

Government design principles:

1. Start with user needs
   Service design starts with identifying user needs. If you don't know what the user needs
   are, you won't build the right thing. Do research, analyse data, talk to users. Don't make
   assumptions. Have empathy for users, and remember that what they ask for isn't always
   what they need.

2. Do less
   Government should only do what only government can do. If we've found a way of doing
   something that works, we should make it reusable and shareable instead of reinventing
   the wheel every time. This means building platforms and registers others can build upon,
   providing resources (like APIs) that others can use, and linking to the work of others. We
   should concentrate on the irreducible core.

3. Design with data
   In most cases, we can learn from real world behaviour by looking at how existing
   services are used. Let data drive decision-making, not hunches or guesswork. Keep
   doing that after taking your service live, prototyping and testing with users then iterating
   in response. Analytics should be built-in, always on and easy to read. They're an
   essential tool.

4. Do the hard work to make it simple
   Making something look simple is easy. Making something simple to use is much harder -
   especially when the underlying systems are complex - but that's what we should be
   doing. Don't take "It's always been that way" for an answer. It's usually more and harder
   work to make things simple, but it's the right thing to do.

5. Iterate. Then iterate again
   The best way to build good services is to start small and iterate wildly. Release minimum
   viable products early, test them with actual users, move from alpha to beta to live adding
   features, deleting things that don't work and making refinements based on feedback.
   Iteration reduces risk. It makes big failures unlikely and turns small failures into lessons.
   If a prototype isn't working, don't be afraid to scrap it and start again.

6. This is for everyone
   Accessible design is good design. Everything we build should be as inclusive, legible
   and readable as possible. If we have to sacrifice elegance - so be it. We're building for
   needs, not audiences. We're designing for the whole country, not just the ones who are
   used to using the web. The people who most need our services are often the people
   who find them hardest to use. Let's think about those people from the start.

7. Understand context
   We're not designing for a screen, we're designing for people. We need to think hard
   about the context in which they're using our services. Are they in a library? Are they on a

phone? Are they only really familiar with Facebook? Have they never used the web before?

8. Build digital services, not websites
   A service is something that helps people to do something. Our job is to uncover user needs, and build the service that meets those needs. Of course much of that will be pages on the web, but we're not here to build websites. The digital world has to connect to the real world, so we have to think about all aspects of a service, and make sure they add up to something that meets user needs.

9. Be consistent, not uniform
   We should use the same language and the same design patterns wherever possible. This helps people get familiar with our services, but when this isn't possible we should make sure our approach is consistent. This isn't a straitjacket or a rule book. Every circumstance is different. When we find patterns that work we should share them, and talk about why we use them. But that shouldn't stop us from improving or changing them in the future when we find better ways of doing things or the needs of users change.

10. Make things open: it makes things better
    We should share what we're doing whenever we can. With colleagues, with users, with the world. Share code, share designs, share ideas, share intentions, share failures. The more eyes there are on a service the better it gets - howlers are spotted, better alternatives are pointed out, the bar is raised.

Much of what we're doing is only possible because of open source code and the generosity of the web design community. We should pay that back.

Welsh Government - Digital Service Standard:

The Welsh Government's Digital Service Standard is a set of 18 criteria to help us create and run good digital services. It is used by many other Departments and is based on the Government Digital Service (GDS) Service Standard.

1) Undertake research of who the service users are, to understand user needs.
Undertake research to develop a deep knowledge of who your service users are and what that means for the design of the service so that it:
o   helps users do the things they want to do at the first attempt
o   is built on your users' real needs, not your assumptions.

2) Have a plan in place for ongoing user research and usability testing.
This will seek feedback from users to improve your service. Also it will ensure your service is helping users do the tasks they need to do, and to keep improving it based on their needs.

3) Have a multidisciplinary team.
Put in place a sustainable multidisciplinary team that can design, build and operate your service, led by a suitably skilled service manager with decision-making responsibility. This will help to:
o   build your service
o   keep improving it based on user needs
o   make decisions quickly.

4) Build your service using agile iterative and user-centred methods.
Using agile methods helps you to build services that:
o   meet the needs of your users
o   are easy and convenient for people to use
o   you can change easily if for example policy changes
o   you can keep improving for example based on user feedback
o   cost less and are more accountable.

5) Build a service that can be iterated and improved on a frequent basis and make sure you have the capacity, resources and technical flexibility to do so.
This will help to easily respond to changes in policy affecting the service and continues to make sure your service keeps meeting user needs.

6) Evaluate what tools and systems will be used to build, host, operate and measure the service, and how to procure them.
This will help you:
o   check any risks or constraints associated with them
o   avoid contracts that lock you in and stop you improving your service
o   build a sustainable system which you can easily manage after your service goes live.

7) Understand security and privacy issues.
Evaluate what user data and information the service will be providing or storing, and address the security level, legal responsibilities, and risks associated with the service (the

Welsh Government's Project Managers' Security Handbook sets out more details on this). This will help your users to have confidence that you look after their information properly.

8) Consider making source code open and reusable, and, if appropriate, publish it under relevant licenses.
This will enable other services to reuse the software you've created.

9) Use open standards and common platforms where available.
This can save time and money by reusing things already available and give your users a more consistent experience of using government services online therefore building trust.

10) Test the end-to-end service.
Be able to test the end-to-end service in an environment identical to that of the live version on all common browsers and devices, using dummy accounts and real users.

11) Make a plan for being offline.
Have a back up plan. In the event of your digital service being taken temporarily offline, you need to have a plan for how your service will continue to operate, what to do, how your users will be affected and how to get it back online.

12) Create a service that's simple and intuitive that users succeed first time.
This will help ensure users are able to complete the task your service provides the first time they try, as quickly and easily as possible. Your service delivery plan needs to take account of users with disabilities and those who need assisted digital support. You will need an assisted delivery plan.

13) Make the user experience consistent with the rest of Welsh Government.
Build a service consistent with the user experience of the rest of Welsh Government services including using the design patterns and style guide. This will help users to trust Welsh Government services because they recognise the style.

14) Encourage everyone to use the digital service with assisted digital support if required.
Develop a plan to phase out non-digital channels/services. This will help to save money by reducing the numbers of people using non-digital channels and help users develop their digital skills.

15, 16 and 17) Identify your baseline information to measure performance, collect that information regularly and report on performance.
When designing your service, decide what performance data you wish to collect which could include 4 key performance indicators (KPIs):
o   digital take up
o   completion rate
o   user satisfaction
o   cost per transaction.

Setting performance indicators allows you to continuously improve your service by learning its strengths and weaknesses. Welsh Government has committed to open data and reporting on the performance of your service will help to make decisions on how to improve the service, demonstrate openness and transparency.

18) Test your service from beginning to end with your Director General, or ideally, your Minister.