



# Gwynedd Council Plan

2018 - 2023

*2020/21 Review*





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## GWYNEDD COUNCIL LEADERS' FOREWORD



The Gwynedd Council Plan 2018-2023 has been reviewed and adapted to reflect the achievements to date and to include new priorities for 2020/21. I will refer to one or two of those changes.

Following the proposal to declare a climate change emergency adopted by the Council, a cross-departmental taskforce has been set up to prepare an Action Plan to build on the good work already done and to look for new and innovative ways of operating. This is an area of significant concern for our citizens with far-reaching implications for our communities.

In line with our ambition to prioritise housing and make a difference to the residents of Gwynedd, the Housing and Property Department was established. We will extend the work of the Gwynedd Housing Strategy by publishing an Action Plan to provide quality housing in response to need. To assist with this work, the fund deriving from the second home premium will provide an additional financial basis and allow us to deliver bold and innovative schemes. In this respect, we continue to press on the Welsh government to modify legislation to prevent owners from avoiding paying any tax at all. The increase in the number of second homes in our communities is a significant concern and we are investigating whether there are ways, within our ability, to manage it.

Caring for our vulnerable people, both children and adults, is one of the Council's most important responsibilities. The pressures on those services as a result of social changes are beyond our control, and although we have received a better financial settlement by the Welsh Government this year it is not enough to fill the funding gap needed. I hope that the Welsh Government will prioritise the underpinning work here, and in future adequately fund councils so that they can provide the services that our people really need. Our commitment to serving the people of Gwynedd and to providing services effectively, is robust and unyielding.

The Deputy Leader and I are on a journey to visit all wards within the county to get to know our communities and to hear from our Councillors about what is important to them and their constituents. We have reached halfway so far but it has been a worthwhile experience to see those parts of the county that are not so familiar to us. It has also been an opportunity for us to hear about the work of our Councillors, from all parties, in their wards. I have great appreciation for the thorough knowledge they have of their communities and their tireless work in supporting all the various activities locally. This is the day-to-day work that is not given the attention that it is due, and I thank all our Councillors for their work on behalf of their constituents.

Finally, our workforce who work sternly every day to ensure that our people receive the service that they need, often under pressure and in difficult circumstances. Many thanks to them for their dedication – hearing about the work of our services is often inspiring.

Councillor Dyfrig Siencyn,

A handwritten signature in white ink, appearing to read 'Dyfrig Siencyn', set against a dark green background.

Leader of Gwynedd Council

## INTRODUCTION TO THE PLAN

The Gwynedd Council Plan 2018-23 was adopted by the Council in March 2018 (and reviewed in March 2019). It was produced based on evidence within the well-being assessment conducted by the Gwynedd and Anglesey Public Services Board, and feedback from engagement sessions held with communities, elected members, staff and partners.

The Council's ambition is to see every community in Gwynedd thriving, with Gwynedd's residents able to:

- Enjoy happy, healthy and safe lives
- Receive education of the highest quality which will enable them to do what they want to do
- Earn a sufficient salary to be able to support themselves and their families
- Live in quality homes within their communities
- Live in a natural Welsh society
- Live with dignity and independently for as long as possible
- Take advantage of the beauty of the county's natural environment

In accordance with the **Well-being of Future Generations (Wales) Act 2015**, these are our well-being objectives.

This Plan notes what we are already doing to contribute to the delivery of our well-being objectives and the realisation of our ambition through the day-to-day work of our Departments.

Additionally, we have identified a number of areas where we believe there is a need for specific change and action in order to improve the way that we deliver these objectives. These have been noted as Improvement Priorities, and they include a number of projects that we will implement.

As part of this action we will also give appropriate consideration to the sustainable development principles by considering the long-term, prevention, integration, collaborative working and being inclusive of people of all ages.

*We will do this by adopting the "Ffordd Gwynedd" approach of working, which focuses on placing the people of Gwynedd at the heart of everything we do.*

Although steps have already been taken to show how we contribute to the principles of the Act, we recognise that further work is needed to evidence this and the impact on the residents of the County. Consequently, we intend to strengthen our arrangements to challenge and report on performance in order to highlight our contribution to the Act.

We have reviewed the content of the Plan over the past months in order to ensure that we continue to do the things that matter to the people of Gwynedd and to examine the social, economic, environmental and policy issues which influence the Council, and which are likely to have an impact on the people of Gwynedd in the future.

As a Council, we regularly review our work to ensure that we are on the right tracks. This plan's Improvement Priorities, together with the remainder of the day to day work of the Council have been addressed in the Cabinet Members' Performance Challenge Reports which are discussed at

regular meetings of the Cabinet. If more, or less, needs to be done or if any project needs to be changed, we will do so.

This version of the Plan, the 'Gwynedd Council Plan 2018-2023: 2020/21 Review', will supersede the current version and the following is a list of the main amendments made to the plan following the review:

In response to the Full Council's decision at its meeting on 7 March 2019, to do our utmost to ensure that the county remains a vibrant, viable and sustainable home for our children and their children for generations to come, a new improvement priority has been added.

- **Respond to the Climate Change emergency**

The following projects have either been completed or transferred to become part of the day to day work during 2019/20:

- **Strengthening Leadership**
- **Berwyn Catchment Area, Y Bala**
- **Supporting Families Strategy**
- **Increase the Benefits from Major Events**
- **Leadership Development**

The following projects have been added:

- **Climate Change Action Plan**
- **Meirionnydd Collaboration**
- **Ensuring Fairness for Everyone**

In addition, the following projects have changed:

- **Secondary Sector Language Strategy** has changed its title to **Promoting the Use of Welsh by Children and Young People**

The plan also includes information about our achievements in response to matters raised as Local Priorities by Councillors back in the autumn of 2017. Any changes to these priorities, along with any action plans intended for the future, are addressed within the relevant Departmental Plan.

As noted above, the fragile financial situation in Wales and Britain poses a significant challenge to us as a Council as we plan our services for the future. Insufficient increases to our budgets from the Government mean that continuing to provide a number of services is extremely difficult. Therefore, we must be creative and consider every possible way of providing the services that the people of Gwynedd deserve. However, we have clearly stated that any changes would be based on one form of measurement - the need to see every community in Gwynedd thriving and to improve the well-being of our residents for the future.

Since the original plan was adopted, the Gwynedd and Anglesey Public Services Board adopted its Well-being Plan during the spring of 2018. The well-being goals and the priorities highlighted within the Well-being Plan are consistent with the ones in the Gwynedd Council Plan 2018-2023. The Council Plan focuses on the day to day services and the matters that the Council has prioritised while the Well-being Plan will focus on the fields where it is felt that public organisations could make more of a difference to the well-being of the people of the area by working together.

## Well-being Objectives

**Our vision is for every community in Gwynedd to prosper, and for us as people to...**

Enjoy happy, healthy and safe lives

Receive education of the highest quality which will enable us to do what we want to do

Earn a sufficient salary to be able to support ourselves and our families

Live in quality homes within our communities

Live in a natural Welsh society

Live with dignity and independently for as long as possible

Take advantage of the beauty of the County's natural environment

**We will achieve this by pioneering innovative ways of working, whilst focusing on...**

Creating a viable and prosperous economy

Every pupil having the opportunity to reach his or her potential

Reducing inequality within the county

Ensuring access to suitable housing

Assisting people to live their lives through the medium of Welsh

Assisting people who need help to live their lives as they wish

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

Responding to the climate change emergency

**...which will be supported by the day to day work of the Council's Departments.**

## Improvement Priorities



Our Improvement Priorities are the fields we believe that require focus as there is a need to increase or improve the current situation. See below a summary of the projects that will contribute to that improvement; however, more details can be seen in the relevant department's plans.

### The things we want to do better:

Ensuring that there are suitable jobs available in the county that pay salaries which enable residents to support themselves and their families is the foundation to allowing the people of Gwynedd to thrive.



## Improvement Priority 1



**Create a viable and prosperous economy.**

### How will we achieve this?

#### I. Growth Vision for North Wales



**Economy and  
Community  
Department**

A lack of growth is a weakness in the economy of the whole of north Wales, and particularly the north-west. In an attempt to overturn the situation, the six counties in north Wales, and other stakeholders such as education establishments in the region and the private sector came together to establish the North Wales Economic Ambition Board.

The Board's main plan is '**The North Wales Growth Bid**' and in November 2019 an initial agreement was signed between the Ambition Board, Welsh Government and UK Government which are preparing the realisation of the Growth Bid. The bid will lead to an investment of £945m in the north Wales region over the next 15 years and create up to 4,000 jobs across north Wales.

As a member of the Ambition Board, our aim as a Council is to ensure that the people and businesses of Gwynedd maximise the benefits from this financial investment, especially at a time when there will be a need to respond to the side-effects of Brexit.

In future, we will continue to contribute to the Ambition Board's work programme, including improving the availability of fast broadband, developing the Trawsfynydd Power Station site, and developing a Rural Innovation Centre in Glynllifon. We will also contribute to the development of the North Wales Economic Framework which is being prepared by Welsh Government to identify the main regional investment programmes in the future.

This work contributes to the following Well-being Objectives -

Enjoy happy, healthy and safe lives

Earn a sufficient salary to be able to support ourselves and our families

Live in quality homes within their communities

Live in natural Welsh society

Receive education of the highest quality which will enable us to do what we want to do.

## 2. Keeping the Benefit Local



**Corporate  
Support  
Department**

The Council is responsible for purchasing 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**.

We have already introduced new arrangements to attempt to purchase goods and services in more innovative and efficient ways, and steps were taken to facilitate the ability of businesses to compete for contracts. In 2018/2019, we succeeded to increase the percentage of local expenditure to 63% compared with 62% the previous year.

In future, we will engage with local businesses in order to assess what would make procurement opportunities more attractive to them and what further support they need. We will also review our procurement arrangements in order to ensure that the balance between keeping the benefit local and getting value for money is appropriate.

This work contributes to the following Well-being Objectives -

Earn a sufficient salary to be able to support ourselves and our families

Live in a natural Welsh society.

## 3. Create High Value Jobs (£28,500 + salary)



**Economy and  
Community  
Department**

Salaries in Gwynedd are among the lowest anywhere in Britain. Weekly pay in the county was the lowest in Wales in 2019 (£459 on average) and low pay was at its worst in our rural communities (£423). Low salaries will inevitably lead to higher levels of poverty and rural depopulation, which in turn affects our communities, the future of our young people, and the Welsh language as a healthy community language.

The **Create High Value Jobs** project has already taken steps to improve the situation, such as securing European funding to realise a scheme to develop space for businesses to locate themselves in the Snowdonia Aerospace Centre in Llanbedr, and a scheme to increase the number of school pupils who study the subjects desired by businesses within well-paid sectors.



In future, we will continue with the above-mentioned schemes, and we will also lead on other schemes such as developing a scheme by the North Wales Economic Ambition Board to prepare the Trawsfynydd Power Station site in order to attract investment to generate low-carbon energy. Such schemes will ensure the continuation of high-value local jobs.

This work contributes to the following Well-being Objectives -

- Earn a sufficient salary to be able to support ourselves and our families
- Live in a natural Welsh society.

#### 4. Arloesi Gwynedd Wledig



**Economy and  
Community  
Department**

The nature of our rural economy means that 79% of Gwynedd businesses do not employ more than one person and there are too many jobs within sectors which don't pay well. This leads to threats in terms of **the sustainability of our rural communities**.

Ensuring digital connectivity for our rural communities, and that the workforce and rural businesses have the skills to take advantage of them, are matters that have already received attention. We have held a pilot scheme to provide public WiFi in eight rural towns, and to increase access to computer equipment. We are also a part of the ARFOR programme, a Welsh Government investment to create more and better jobs in areas in west Wales where a high percentage of the population speaks Welsh.

In the future, we will continue to act as part of the ARFOR programme, to extend the digital provision in communities and it will work with Grŵp Llandrillo Menai and the private sector to establish a rural innovation hub in Glynllifon, giving particular attention to the food and drink sector.

This work contributes to the following Well-being Objectives -

- Earn a sufficient salary to be able to support ourselves and our families
- Live in a natural Welsh society
- Receive education of the highest quality which will enable us to do what we want to do.

#### 5. Promoting Town Centres



**Economy and  
Community  
Department**

Lively **town centres** are able to make substantial contributions to the economic and social success of local areas.

The "high streets" of a number of Gwynedd towns need support to ensure that they thrive by maintaining and creating work and providing a range of goods and services that residents and visitors need.

We have already been collaborating with businesses in Bangor and Caernarfon to promote the Business Improvement Districts (BIDs) and to attract resources from Welsh Government's Regional Regeneration Programme. We successfully established a loans programme for the upgrading of redundant buildings in the areas of Caernarfon, Bangor, Bethesda and Penygroes, and we are also collaborating with partners in Harlech to establish a town centre regeneration programme.

In future, we will continue with the above-mentioned work, and will prepare plans for 13 catchment areas in Gwynedd, based on what matters to the residents within these communities.

This work contributes to the following Well-being Objectives -

- Earn a sufficient salary to be able to support ourselves and our families
- Live in a natural Welsh society.

## 6. Implementing the Gwynedd Slate Heritage



**Economy and  
Community  
Department**

In 2019-20, a full nomination from Gwynedd was presented to the UK Government and to Unesco for a **World Heritage Site** designation. The nomination gives us an opportunity to acknowledge the contribution of the traditional slate industry on an international platform, and to celebrate and protect the Welsh culture associated with those areas.

We have already used the World Heritage Site nomination as a tool to regenerate our slate communities and to increase the value of the tourist industry. £1m of additional resources have been attracted to the county through the Heritage Fund, Welsh Government, the European Union and Snowdonia National Park through the LleCHI project.

In future, we will collaborate with the slate communities, via the LleCHI project, to create a programme of regeneration activities in these areas that will improve the appearance and look of communities, improve the quality of the visitor's experience, and will lead to an increase in residents' ownership of their heritage, language and culture.

This work contributes to the following Well-being Objectives -

- Earn a sufficient salary to be able to support ourselves and our families
- Live in a natural Welsh society
- Take advantage of the beauty of the county's natural environment.

## 7. Benefiting from Tourism



**Economy and  
Community  
Department**

Tourism is one of Gwynedd's main economic sectors and it is an important employer. However, the increase in tourist numbers is making a significant contribution to the pressure on the

infrastructure of the county's destinations; a cost that is mainly shouldered by the residents of Gwynedd.

We have already consulted with representatives from the sector and Snowdonia National Park Authority in order to look at how we can attract income to support the industry, and what the priorities are for the future.

In future, we will look to continue to collaborate with the tourism industry and our partners to create a new Tourism Management Plan for Gwynedd that will consider the best way of getting the greatest benefit to the industry and for the residents of Gwynedd. In doing so, we will seek to improve the sector's contribution to the communities and economy of Gwynedd, improve the provision of the county's destinations and increase the industry's provision for tourists and for the people of Gwynedd.

This work contributes to the following Well-being Objectives -

Earn a sufficient salary to be able to support ourselves and our families

Live in a natural Welsh society

Take advantage of the beauty of the county's natural environment.

## 8. Businesses Receiving Support to Prosper



**Economy and  
Community  
Department**

It is currently an uncertain time for businesses as a result of Brexit and changes in trading and competition arrangements. Gwynedd Council is determined to help local enterprises to adapt and respond to the challenge and we have already played a proactive part in the discussions regarding the future of business support in North Wales and the future of money to support the economy post-Brexit.

The county's businesses also work with many Council Departments or receive a service from them, including rates, planning, trading standards, building control and procurement. We have already consulted with the county's businesses to see whether the assistance and support they receive from the Council is the best it can be.

In future, we will respond to the views of businesses about the support they receive from the Council and ensure that every part of the Council considers how they can offer assistance to support businesses. We will also encourage Gwynedd businesses to make the most of the support available from others, and to powerfully convey the needs of Gwynedd businesses when discussing with our partners, particularly in light of Brexit.

This work contributes to the following Well-being Objectives -

Earn a sufficient salary to be able to support ourselves and our families.

## 9. Apprenticeships Scheme



**Corporate  
Support  
Department**

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 deliver these schemes for the next two years. 17 apprentices had been appointed to work in the Council by the end of December 2019.

In future, we will proceed to appoint more apprentices in priority fields during 2020/21, considering the practicality of the scheme's continuation beyond the current commitment.

This work contributes to the following Well-being Objectives -

Receive education of the highest quality which will enable us to do what we want to do

Earn a sufficient salary to be able to support ourselves and our families.

If we are to take advantage of any opportunities that may arise, it is crucial that Gwynedd has a sustainable quality education system in place, which gives our residents the skills to take advantage of those opportunities.



## Improvement Priority 2



**Every pupil is given the opportunity to achieve their potential.**

**How will we achieve this?**

### **1. Post-16 provision, Bangor Catchment Area, Trefferthyr Catchment Area (Cricieth), Meirionnydd Collaboration**



**Education Department**

As a number of our schools are old and unsuitable to address future learning and educating needs, and as there are challenges associated with the provision of secondary and post-16 education in the county, we are planning and realising innovative projects to ensure that the children and young people of Gwynedd are educated in the best possible learning environment.

We have completed the work of establishing Ysgol Godre'r Berwyn, in **the Bala Catchment Area**. The school opened to pupils aged 3-19 years in September 2019, along with services for the local community such as a library and theatre. We have commenced work to improve the provision in the **Bangor catchment area and Trefferthyr catchment area**. We have also been **Collaborating with Meirionnydd secondary schools** to look at the system of providing secondary education for the area, and carrying out field work with key stakeholders to consider the current **Post-16 Provision** across the county.

We will aim to complete Ysgol y Garnedd in Bangor by September 2020, Ysgol y Faenol in Bangor by January 2021 and Ysgol Trefferthyr in Cricieth by September 2021. We will continue to collaborate in order to identify creative solutions to the secondary provision in Meirionnydd and we will draw up a report on the current post-16 provision that will form the basis to future developments.

This work contributes to the following Well-being Objectives -

Enjoy happy, healthy and safe lives

Receive education of the highest quality which will enable us to do what we want to do

Live in a natural Welsh society.

## 2. Transforming the provision of Additional Educational Needs and Inclusion



Education  
Department

Work has already been completed on transforming the **additional learning needs and inclusion** service, in order to ensure that children and young people who need support have access to the most suitable support to enable them to fulfil their potential.

This service is now provided throughout Gwynedd and Anglesey, and it focuses on training and equipping our schools to support our most vulnerable children and young people to fulfil their potential.

In the future, we will continue to develop the service in some fields such as the early years, post-16 and special schools. We will also build on the existing partnership work between our special schools and with the authority's mainstream schools in order to improve the learning experiences of children with severe and complex needs.

This work contributes to the following Well-being Objectives -

Enjoy happy, healthy and safe lives

Receive education of the highest quality which will enable us to do what we want to do

Live with dignity and independently for as long as possible.

It must also be recognised, that currently, not everyone in our society has the opportunities to fulfil their potential. Certainly, as in every county in Wales, inequality exists within the county at different levels, with inequality created by poverty high in terms of the damage which is caused.

It is obvious that poverty can also have a significant devastating effect on well-being, and in particular on children's possible futures. Whilst we have services which endeavour to mitigate the effects of poverty, it is our responsibility to consider if there is more we should be doing.

We also have a responsibility to maintain a good standard of services to look after those children who find themselves in situations where there is a need for the Council to take responsibility for them. Ultimately, none of them wants to be in such a situation.



### Improvement Priority 3



**Reduce inequality within the county.**

#### How will we achieve this?

#### 1. More Gwynedd Residents Playing a Full Part in the World of Work



**Economy and  
Community  
Department**

A substantial number of residents are unable to fulfil their full potential as they are **underemployed or excluded from employment**. Being outside the world of work leads to reducing residents' wealth and increasing the demand for public resources, and preventing this is a key part of the anti-poverty agenda. There are direct benefits from being in work in terms of increasing earnings, but there are also wider benefits in terms of health, children's life opportunities and pride in communities.

We have already been working with employers, especially within the tourism industry, to ensure that more Gwynedd residents benefit from the employment opportunities available, and support the residents of Gwynedd to foster the digital skills required to access work.

In future, we will continue with the above plans and develop further plans such as close collaboration with our partners across North Wales and with the UK Government's Department for Work and Pensions, to improve the coordination of our services.

This work contributes to the following Well-being Objectives -

Enjoy happy, healthy and safe lives

Earn a sufficient salary to be able to support ourselves and our families

Live in a natural Welsh society.

## 2. Supporting People's Well-being



### Children and Supporting Families Department

Some residents need more support to deal with life's challenges, and the Council invests in, provides and plans many services and interventions to support people to face and attempt to overcome their problems. These can vary from parenting difficulties to substance misuse to the impact of loneliness.

We have drawn services from across the Council together to form the **Supporting People Programme** and to date we have focused our work on identifying barriers and improving our understanding of how our services are currently provided.

In future, we will continue to carry out mapping work to understand needs in specific communities and areas, look at whether grant schemes are used for the most effective purpose, and continue to build on the Children First Programme in the Maesgeirchen area.

This work contributes to the following Well-being Objectives -

Enjoy happy, healthy and safe lives

Earn a sufficient salary to be able to support ourselves and our families

Receive education of the highest quality which will enable us to do what we want to do

Live in a natural Welsh society.

## 3. Women in Leadership



### Corporate Support Department

We will review the working conditions and environment in order to ensure that we take the lead in encouraging **Women in Leadership** and identifying and seeking to remove any barriers which could be preventing women from reaching leadership and management posts within the Council.

An internal Project Group has carried out a consultation with staff during 2019/20 and in future, we will implement a work programme that will include a programme to develop potential for women, carrying out an audit of our recruitment and appointment methods for managerial posts and creating a forum for female leaders and prospective leaders within the Council.

This work contributes to the following Well-being Objectives -

Earn a sufficient salary to be able to support ourselves and our families

Live with dignity and independently for as long as possible.



#### 4. Ensuring Fairness for Everyone



**Corporate Support  
Department**

In order to put the people of Gwynedd at the centre of everything we do, we must first identify any barriers that some people face when looking for, or receiving services from the Council. Therefore, our intention is to undertake a thorough investigation of the opinion of Gwynedd residents who have protected characteristics (as noted in the Equality Act 2010) about the services offered by the Council.

This engagement will happen in 2020-21 as part of the Strategic Equality Plan 2020-24. We will create a further Action Plan based on the evidence we receive.

This work contributes to the following Well-being Objectives -

Earn a sufficient salary to be able to support ourselves and our families

Live with dignity and independently for as long as possible.

The Housing field has a vital role in helping the Council to deliver its ambition. We know that having a suitable, quality home leads to better health, more resilient communities and a population that can contribute fully to society. It is important that we develop varied, innovative and green housing proposals that promote lifelong solutions as well as offering early support to those in need. As a Local Authority, we will intervene to encourage a range of support and accommodation options to respond to the needs of the population today, and for future generations.

Alongside this, we must ensure that the steps taken respect the culture of the county's communities.



## Improvement Priority 4



### Access to suitable homes.

#### How will we achieve this?

### 1. Homes for the People of Gwynedd Strategy 2019-24



### Housing and Property Department

The demand for social and affordable housing to home the residents of Gwynedd is currently higher than the supply available. In response to this challenge we have already drawn up a Housing Strategy which aims to optimize our supply of housing in Gwynedd, to improve their standards and also improve access to housing by strengthening the support that is available to people to enable them to live independently in their communities.

We have developed an Action Plan during 2019/20 in order to implement this strategy, and in future we will develop specific projects included in that plan. We will also investigate our ability as a Council to meet the challenge of providing suitable homes for our residents in Gwynedd.

The fact that 10% of the housing stock in our county are second homes doesn't help with the situation of a lack of housing supply. Since April 2018 second home owners pay a 50% premium on their Council Tax, but some owners use the provision in the current tax law to move homes into the business rates bracket which means that the Council loses an opportunity to use the Premium to try and make a difference about the deficit in supply. We lead on the work of drawing the Government's attention to this problem and call for a change in the law in order to prevent the same problem arising in the future.

This work contributes to the following Well-being Objectives -

Enjoy happy, healthy and safe lives

Live in quality homes within their communities

Live with dignity and independently for as long as possible

Live in a natural Welsh society.

One of the unique features Gwynedd has as a county is its Welshness. Gwynedd Council itself is dedicated to working through the medium of Welsh, but that in itself is not sufficient if we are to keep the unique nature of the county alive.


Improvement Priority 5


Living lives through the medium of Welsh.

**How will we achieve this?**

### 1. Promote the use of the Welsh Language within the Council's Services



Corporate  
Support  
Department

Gwynedd Council has been prominent in terms of ensuring that services for residents are available through the medium of Welsh as we operate through the medium of Welsh internally. It is continual work to **Promote the use of the Welsh language within the Council's Services**, and we are aware that there is a need to continue to maintain our staff's language skills.

To date, we have been successful in reviewing the language requirements of all posts and in assessing the linguistic ability of 40% of our officers against those requirements. This has all been supported by a language improvement and learning programme.

In future, we will focus on working with the rest of the Council services - especially front-line services - to complete the assessment and 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.

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This work contributes to the following Well-being Objectives -

Live in a natural Welsh society.

### 2. The Welsh Language in Public Services



Corporate  
Support  
Department

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.

We will collaborate with other public organisations, through the Gwynedd and Anglesey Public Services Board, to ensure that we innovate in the provision of **The Welsh Language in Public Services** in the county.

In future, we will contribute to a work programme that will draw together the Council's Adults, Health and Well-being Department, the Health Board and Anglesey Council to establish working arrangements in a bilingual situation for the Community Resources Teams, namely the teams that will provide care and support for the people who need it.

This work contributes to the following Well-being Objectives -

Live in a natural Welsh society.

### 3. Gwynedd Businesses to use the Welsh Language



Corporate  
Support  
Department

The Council has direct contact with Gwynedd businesses in order to encourage **Gwynedd Businesses to use the Welsh Language**. Hunaniaith officers, as well as officers within the Economy and Community Department, encourage businesses to increase the use of the language through their work in the communities.

In future, we will continue with this work, and we will also work with external partners such as Welsh in Business and the Welsh Language Commissioner to ensure that everyone contributes to planning the provision required by Gwynedd businesses.

This work contributes to the following Well-being Objectives -

Live in a natural Welsh society.

### 4. Promoting the Use of Welsh by Children and Young People



Education  
Department

In order to promote and increase the use of the Welsh language among young people within the curriculum and socially, we have led on the Welsh Language Charter in order to influence children's social use of the Welsh language in primary schools and there have been calls to ensure its progression in the secondary schools.

We have been working in collaboration with secondary schools to produce an individual action plan in order to increase the opportunities for children and young people to use the Welsh language in formal and informal situations, and have given specific attention to the language medium of the provision across the curriculum in Key Stages 3, 4 and 5. In future, we will continue to collaborate on these issues and will support the schools to complete and implement their plans.

We will also support schools to act in accordance with the new national requirements of the Welsh Government's Welsh Language Charter Framework that is coming into force during 2020-21.

This work contributes to the following Well-being Objectives -

Live in a natural Welsh society

Receive education of the highest quality which will enable us to do what we want to do.

Another feature of Gwynedd is the fact that we have a higher percentage of older people residing here compared with other counties in Wales. Whilst the Council has been very good at providing support to people of every age who need care, the increase in the total of older people, the financial constraints and problems discovering a workforce to continue to provide these services mean that we have to think of different solutions.

The truth is that a high number of older people want to continue to live their lives as they wish, which often means something different to different individuals. We need to change our services to be more tailored to the actual needs of those who need our support.

Our vision is that our community services are transformed to facilitate early support and assistance for people to be provided in their own homes and within their own communities. With this approach, we will see better results for individuals, and the demand for hospital admissions and care provision will reduce over time. The Welsh Government plan, 'A Healthier Wales' sets out a long-term vision for the entire health and social care system in the future, focusing on health and well-being and preventing ill-health. In order to fulfil this vision, we must continue to transform care services.



## Improvement Priority 6



**Helping people who need support to live their lives as they wish.**

### How will we achieve this?

#### 1. Re-design our Care Services



**Adults, Health and Well-being Department**

The county's care needs are changing, and we have been collaborating with the Health Board to ensure easy and direct access to services that support what matters to Gwynedd adults. A working method that places more emphasis on health and well-being and prevention work will ensure better outcomes for individuals, enable them to live independently for as long as possible and reduce the need for intensive care.

We have established 5 Local Area Teams that provide a seamless service and build on the strengths of the individual and the community. They also ensure that our arrangements for hospital discharge are effective and correspond to what matters to the individual. In 2020/21, we will work to identify and remove further barriers to integrated working, such as improving and smoothing out the process of referring to services and strengthening the arrangements for sharing information.

We have extended a pilot for a new way of providing home care across the county, and we have also worked to develop and improve the provision in our residential homes, including opening Dementia Units in Tywyn and Bangor.

In future, we will prepare to implement the new method of providing home care by Summer 2020 and will work to develop the dementia provision, extra care housing, severe physical needs care and suitable accommodation for individuals with learning disabilities. We will also work on developing the mental health services available in the county with a focus on early intervention and support.

This work contributes to the following Well-being Objectives -

- Enjoy happy, healthy and safe lives
- Live with dignity and independently for as long as possible
- Live in quality homes within their communities.

## 2. Community Resilience



Adults, Health and Well-being Department

In order to help people maintain contacts, reduce loneliness and sustain mental and physical health, there is a need to go further than providing support services in the home or residential care. We have been encouraging and supporting **communities in Gwynedd to be more resilient** in order to identify preventative solutions that increase local care options for people.

We have mapped the services and groups that exist in communities in order to identify gaps, link individuals who require support with those services, and promote community initiatives. New resources have been created, such as the Dyffryn Nantlle Community Transport Scheme and Pwllheli Men's Shed.

In future, we will continue to identify gaps in provision in our communities, with the aim of reaching agreement on local priorities with those communities. By March 2021, we will be clear on the well-being priorities for each of the Council's areas and will begin to consider how we will shape our services in the future. We will also continue to develop the community hub model across the county in order to provide a broad range of well-being opportunities for adults with learning disabilities in our local communities.

This work contributes to the following Well-being Objectives -

- Enjoy happy, healthy and safe lives
- Live with dignity and independently for as long as possible.

## 3. The Workforce and Recruitment within the Care Field



Adults, Health and Well-being Department

Recruiting to the care field is challenging for various reasons. We have an effective and committed workforce, but we must ensure that we have enough workers with the necessary skills in order to cope with the increasing need which is likely to arise in future.

We have been striving to try to better understand the challenge that exists across the field, and in response to this a work programme has been developed in an attempt to address some of the

concerns. The work of establishing a new home care provision system will have a positive impact on elements such as salaries of front line staff in the private sector, lengths of work contracts and career pathways in the field.

The themes that will be addressed over the coming year are Terms and Conditions of Work, Workforce Planning and Development, the Image and Profile of Care Posts, Communication and Marketing.

This work contributes to the following Well-being Objectives -

Enjoy happy, healthy and safe lives

Live with dignity and independently for as long as possible

Live in quality homes within their communities

Receive education of the highest quality which will enable us to do what we want to do.

As previously noted, the Council already provides a wide range of activities which seek to ensure that we achieve our vision. However, there is always room for improvement. We recognise that there are examples where we do not always look at things through our residents' eyes, and we need to ensure that this happens everywhere within the Council.

Of course, this does not mean doing everything for everyone, as our resources do not permit us to do that. However, it means that we prioritise those things which are of most importance to our communities, and ensure that the limited resources available contribute to doing what is most important to the people of Gwynedd (whilst accepting that prioritisation could mean not achieving everyone's aspirations).

This consideration will also have to take place at a time when the funding available for services is significantly reduced. In that respect, there will be a need to ensure that the funding available is used to deliver the most important things.



## Improvement Priority 7



**Placing the people of Gwynedd at the heart of everything we do.**

### How will we achieve this?

#### 1. Empowering Units to Implement "Ffordd Gwynedd"



**Corporate  
Support  
Department**

As a Council, it is our responsibility to ensure, as we provide our services that the **needs of the people of Gwynedd** steer how we will offer that service. In doing so, we should avoid any unnecessary working arrangements. The purpose of this project will be to lead service teams to reflect on their current working arrangements, to challenge whether they are placing the people of Gwynedd centrally and whether there is room for improvement.

The original Ffordd Gwynedd Strategy published in October 2015 has now ended. The Ffordd Gwynedd Plan in its new form was approved during 2019/20.

In future, we will implement the Ffordd Gwynedd Plan work programme, which includes workforce planning, customer contact, working conditions and performance challenging as some of its main priorities.

This work contributes to the following Well-being Objectives -

This project changes the way that Council staff plan and provide services for the people of Gwynedd, and therefore contributes to all well-being objectives.



At its meeting on 7 March 2019, the Council considered a motion relating to climate change and it was resolved to do our utmost to ensure that the county remains a vibrant, viable and sustainable home for our children and their children for generations to come. We will do this by means of:

- Declaring a Climate Emergency;
- Committing to taking decisive action to reduce carbon emissions and strive for a zero-carbon future;
- Looking for innovative means to achieve zero carbon targets;
- Reporting back within 6 months on positive steps the Council has taken to reduce carbon emissions;
- Calling on Welsh Government and the Westminster Government to provide the requisite powers and resources to achieve the target of a carbon-free Gwynedd by 2030.



## Improvement Priority 8



### Respond to the Climate Change emergency.

#### I. Climate Change Action Plan



Since March 2019, the Council has been measuring all steps we have already taken to reduce our carbon footprint and to prepare our communities to respond to future changes in the climate. We also investigated new and innovative methods we can adopt for the future, not only as a Council but across Gwynedd communities, and commence the process of consulting on those ideas and any other ideas that we could have missed.

In 2020/21, we will publish and implement a Climate Change Response Plan that will build on the steps that we are already taking to reduce our carbon footprint to ensure that we maximise the contribution of the Council and the county when responding to the emergency. Realising the **Climate Change Action Plan** will be a responsibility for all Council departments and we will need to ensure that our own internal arrangements are robustly in place before we proceed to see how we can collaborate with other partners.

This work contributes to the following Well-being Objectives -

Take advantage of the beauty of the county's natural environment.

The Budget adopted by the Council at its meeting on 5 March 2020 is the foundation to attempting to deliver the aforementioned Improvement Priorities, while also trying to cope with the continued increase in the demand for our services.

The financial settlement we receive from the Welsh Government for 2020/21 is fairer than in previous years, and meets the inflation increase of around £8m, but it doesn't contribute towards the substantial increase in the demand for our services which account for around an additional £5m, mainly in social services provision.

After having to find £65m of savings over the past 12 year period (2008-2020), by a combination of achieving £2m of additional efficiency savings and raising the Council Tax by 3.9% for 2020/21, we are protecting the services for the people of Gwynedd while also aiming to meet those new priorities that are important to our residents.

By agreeing the Council's Budget for 2020/21, and the mid-term financial strategy for 2020/21 – 2022/23 which will be agreed during the summer of 2020, we will consider the above priorities.

The full Council Budget is available on the Council's website by following this link –

[www.gwynedd.llyw.cymru/financialstrategy](http://www.gwynedd.llyw.cymru/financialstrategy)



# Departmental Plans



The first section of the plan, the Summary Plan, has focused on the Council’s vision along with the Improvement Priorities for the 5 years from 2018 to 2023.

This next section includes the plans for the Council departments, and gives further details about the Improvement Priorities which have been highlighted with a frame. The plans also describe the ‘day to day’ work of the departments, much of which is a statutory responsibility such as safeguarding children and adults or providing education.

In addition to the Improvement Priorities and the ‘day to day’ work, Local Priorities have also been recognised by Elected Members as the issues that are of the highest importance to their constituents. These were discussed as part of the process of preparing the original Council Plan, and any developments on these are explained in the plans. The Local Priorities have been highlighted within a frame with a background colour.

Below is a list of all the departments along with information about their main responsibilities. Financial information about departmental budgets can be found together at the end.

If you wish to contact the department or the Head of Department you can phone 01766 771000 or follow the links below to our website.

	Head of Department	Page
<b>1. Education Department</b> <ul style="list-style-type: none"> <li>Support the daily running of Gwynedd Schools</li> <li>Support, maintain and improve educational standards within modern facilities</li> <li>Provide support and a service for Additional Learning Needs</li> <li>Lead the implementation of the Siarter Iaith and the Secondary Education Language Strategy</li> </ul>	<b>Garem Jackson</b> <a href="#">Contact Details</a>	28
<b>2. Adults, Health and Wellbeing Department</b> <ul style="list-style-type: none"> <li>Enabling the adults of Gwynedd to “Live my life as I wish”</li> <li>Provide care services through partnerships and collaboration</li> <li>Provide home care, day care and residential care</li> </ul>	<b>Aled Davies</b> <a href="#">Contact Details</a>	37
<b>3. Highways and Municipal Department</b> <ul style="list-style-type: none"> <li>Collect the recycling, food and residual waste of Gwynedd residents</li> <li>Highways and street maintenance</li> <li>Grass cutting and play and leisure grounds maintenance</li> </ul>	<b>Steffan Jones</b> <a href="#">Contact Details</a>	44
<b>4. Children and Supporting Families Department</b> <ul style="list-style-type: none"> <li>Safeguarding children and young people from harm</li> <li>Working to provide stability for families, children and young people</li> <li>Youth Services</li> </ul>	<b>Marian Parry Hughes</b> <a href="#">Contact Details</a>	53

## 5. Environment Department

**Dafydd Wyn Williams**  
[Contact Details](#)

61

- Protect and promote access to the countryside
- Food hygiene and trading standards inspections; licensing and planning services
- Education and public transport, and developing beneficial transport opportunities
- Traffic and parking management service

## 6. Economy and Community Department

**Sioned E Williams**  
[Contact Details](#)

72

- Develop Gwynedd's economy by supporting businesses, tourism, marketing and regenerating communities
- Libraries, Museums and Archives

## 7. Housing and Property Department

**Dafydd Gibbard**  
[Contact Details](#)

86

- Support homeless families and identify priorities for social housing and affordable homes
- Ensure safe and adequate housing for social and private housing tenants
- Bring empty houses back into use
- Maintain and develop the Council's property portfolio, whilst aiming to reducing carbon emissions.

## 8. Ymgynghoriaeth Gwynedd Consultancy

**Huw Williams**  
[Contact Details](#)

94

- Commercial consultative service which provides planning and management of infrastructure projects
- Building management service
- Local flood lead authority

## 9. Corporate Support Department

**Geraint Owen**  
[Contact Details](#)

98

- Galw Gwynedd contact centre and Siopau Gwynedd
- Human resources, registration, communication and staff development
- Administrative and support services

## 10. Finance (and Information Technology) Department

**Dafydd L Edwards**  
[Contact Details](#)

110

- Financial support to all the Council's services
- Council Tax and Gwynedd Pension Fund
- Support and development of the Council's information technology provision

## 11. Legal Services

**Iwan Evans**  
[Contact Details](#)

117

- Legal support for all the Council's services
- Administration of Gwynedd elections
- Support the work of the Coroner for north west Wales



# Education Department



# Education Department



**The purpose of the Education Department is to ensure that Gwynedd's children and young people receive the best education and experiences in our schools to enable them to reach the highest standards and to foster the qualifications and skills that enable them to live and prosper.**

## **SCHOOLS SERVICE**

### **Supporting Schools Leadership, Management and Governance**

It is the responsibility of the Education Department to promote effective leadership, management and governance in our schools by supporting, equipping and holding schools' management teams and governance bodies accountable. This is done in many ways depending on the individual needs of schools.

In terms of the effective leadership and management of our schools, support is given by providing an experienced headteacher as mentor to each new headteacher in their first year in post. This is also done through a motivational programme jointly devised by the Education Department and the Learning and Development Service for head teachers, management teams and middle managers in schools.

The Education Department provides support for governors by ensuring that they understand their role and operate effectively. This is done by providing them with strategic and practical support as necessary, advising them appropriately, as well as by providing a programme of training to ensure the effective governance of our schools. The Education Department also has intervention powers to be used when a school is not being properly governed.

### **Schools Improvement Service**

It is the responsibility of the Education Department and GwE, in partnership with our schools, to ensure our children and our schools' results are consistently good. GwE is a schools improvement service, which works on behalf of the six Local Authorities in north Wales, to lead, organise and coordinate improvements in schools' performance.

The partnership between the Education Department and GwE provides our schools with both support and challenge in order to improve the quality of classroom learning and teaching, to support leaders to improve the quality of the leadership in our schools - this all serves to further improve results for our children and young people.

In Gwynedd, there are 83 primary schools, 12 secondary schools, 2 special schools and 2 all-through schools.

## Performance

The schools provide inclusive education for children and young people up to 16 years of age. In Gwynedd, post-16 education is provided in partnership with the colleges and secondary schools in Arfon, Coleg Meirion-Dwyfor (Grŵp Llandrillo Menai) in Dwyfor and Meirionnydd, and Ysgol Godre'r Berwyn in the Bala area.

Welsh Government has given clear direction to Local Authorities not to publish the summer 2019 educational results, and discussions are ongoing with the Welsh Government regarding the manner in which Education Authorities may be held accountable for their performance in the absence of comparative data on performance across Wales.

## Transforming the schools system

Following consultation on the sustainability of the education system in Gwynedd, along with general concerns that the current schools system is not sustainable, the Council Cabinet adopted the following, fit-for-purpose educational principles that will form the basis for realising the Education Department's vision and develop the system in order to ensure high-quality education for the children and young people of Gwynedd for the twenty-first century, namely:

- A system of viable secondary schools
- No more than two age ranges within the same class in the primary sector
- Approximately 80% of non-contact time for the Head teacher to concentrate on leadership issues in the primary sector.

Having adopted these principles, this field will become a part of the department's day-to-day work, as it is anticipated that implementing the principles across the system, during the period of this Council, will not be a swift process. We will proceed cautiously to ensure that the education system can respond to the enormous changes on the horizon, such as changes to the schools inspection procedure (Estyn), along with very significant changes to the curriculum and the organisation of our schools in light of the recommendations in Professor Donaldson's report.

## Strengthening Leadership

School leadership is vital in order to secure the best outcomes for learners. This project emerged in a period where there was a shortage of applicants for some leadership positions in schools, but the situation has improved by now, and in light of the development of the *GwE Professional Offer* which contains a comprehensive catalogue of training to develop leaders, middle managers and practitioners at all levels in our schools. We will, however, continue to respond to the needs of leaders and aspiring leaders in our schools by providing them with mentoring and motivational sessions along with valuable experiences when opportunities arise for us to do so.

## EDUCATION MODERNISATION TEAM

Some of our school buildings are old and are unsuitable to meet the learning and teaching needs of our children in future. The purpose of this service is to plan and realise innovative projects to adapt or build new schools for Gwynedd's children and young people to be educated in the best possible learning environment to enable them to prosper.

During the period from 2012-2022, the Council succeeded in investing £69 million to improve the condition and learning environments of schools for the benefit of the county's children:

- Ysgol yr Hendre, Caernarfon
- Ysgol OM Edwards, Llanuwchllyn
- Ysgol Craig y Deryn, Llanegryn
- Ysgol Penybryn, Tywyn
- Ysgol Bro Llifon, Groeslon
- Ysgol Hafod Lon, Penrhyndeudraeth
- Ysgol Glancegin, Maesgeirchen
- Ysgol Bro Idris, Dolgellau Catchment Area
- Ysgol Godre'r Berwyn, Y Bala
- Ysgol y Garnedd and Ysgol y Faenol, Bangor
- Ysgol Trefferthyr, Cricieth

The Education Modernisation Team is developing viable education provision models that seek to:

- ensure a first class learning environment for children and staff in Gwynedd schools
- improve the conditions and circumstances for head teachers to enable them to lead and manage schools effectively and efficiently
- ensure the most effective and best use of the Education Department's budget



### Post-16 Provision

### Improvement Priority 2



The manner in which post-16 education is provided varies throughout the county. Post-16 education is provided in partnership with the secondary schools and colleges in Arfon, by Coleg Meirion-Dwyfor (Grŵp Llandrillo Menai) in Dwyfor and Meirionnydd, and Ysgol Godre'r Berwyn in the Bala area.



A desktop research exercise has been conducted, along with fieldwork with key stakeholders, in order to consider the merits of the various provisions currently in operation, along with opportunities and challenges for the future. The intention is to prepare a report on the current provision throughout the county that will form a basis for considering whether or not there is a case for changing the post-16 provision in the future.

### **Bangor Catchment Area**

### **Improvement Priority 2**



A number of primary schools in the Bangor catchment area (and in particular the Penrhosgarnedd area) are full or overflowing. We have managed to secure funding from Welsh Government to invest in education provision within the catchment area, which the Council will match by providing half the money, along with contributions received in relation to granting planning permission for a new housing development in the area.

We have reviewed the primary education provision in Bangor, and the Cabinet has approved a £12.7m plan. As part of this plan, Ysgol y Garnedd will have a new building for 420 learners, the construction of which will be completed by September 2020. We have also commenced the work of adapting the Ysgol y Faenol building and surrounding site in order to accommodate 315 learners and create a community space. Some difficulties beyond our control have caused the completion of the Ysgol y Faenol project to be delayed until January 2021.

### **Trefferthyr Catchment Area, Cricieth**

### **Improvement Priority 2**



The Council has decided to build a new primary school in the Trefferthyr catchment area, in Cricieth, due to the poor condition of the existing building.

We will complete the planning and construction work for the new building by September 2021. Work is progressing well, and the school will gain facilities for the early years and a space for the cylch meithrin.

### **Meirionnydd Collaboration**

### **Improvement Priority 2**



The Education Department has recently been working in collaboration with Meirionnydd secondary schools in looking at the current arrangements for the provision of secondary education in the area.

This has involved identifying the challenges faced by the schools due to their size in terms of recruiting teachers, middle managers and leaders.

There is an intention to conduct joint research with the schools' head teachers in order to find creative solutions that would lead to further collaboration between Meirionnydd schools with the aim of ensuring that the quality of the education is consistently good and sustainable for the future.

## **ADDITIONAL LEARNING NEEDS (ALN) SERVICE**

The service supports children and young people with Additional Learning Needs - which include specific areas of learning needs, communication and interaction, visual impairment, hearing impairment and medical/physical needs.

The service provides early intervention and support that is tailored for each individual pupil through a team of specialist teachers and assistants. Support is offered to schools through the Psychology Service. Every pupil has full access to Gwynedd schools, thereby ensuring that every child reaches his or her full potential.

### **Transforming the Additional Learning Needs and Inclusion provision**

#### **Improvement Priority 2**



Work has already been done to transform the additional learning needs and inclusion service, with the aim of ensuring that those children and young people who need it have access to the most suitable support to enable them to fulfil their potential. This service is now provided throughout Gwynedd and Anglesey, and in light of this transformation, the focus has been and continues to be on training and equipping our schools' workforce with the necessary skills and understanding to enable them to support our most vulnerable children and young people to fulfil their potential. Work is ongoing to develop the service further in some areas, such as the early years and post-16.

We will continue to develop the support in the classroom and how it is organised, with regard in particular to pre-school provision, post-16 provision and special schools. We will also build on the existing partnership work between our special schools and with the authority's mainstream schools in order to enhance the learning experiences of children with severe and complex needs. The crux of this work will be to ensure that our systems comply with the requirements of the new Additional Learning Needs legislation for Wales.

## WELFARE AND INCLUSION SERVICE

The welfare and inclusion service supports schools to promote attendance, positive behaviour and support for children and young people who experience behavioural, emotional and/or social development difficulties. This support is delivered by a team of specialist teachers, welfare officers, school counsellors and specialist assistants.

We ensure that pupils with emotional and behavioural needs are fully included within Gwynedd schools through training, support in the classroom and the provision of behaviour support services outside mainstream schools. The welfare service promotes attendance by working with pupils, schools and families. Attendance at Gwynedd schools over the last three years has been consistently good.

### Percentage of pupil attendance in schools ✓

Primary	95.3%	94.8%	94.8%
	2016/17	2017/18	2018/19
Secondary	95.2%	94.7%	94.5%
	2016/17	2017/18	2018/19

Number of permanent exclusions in schools		
academic year to summer -	2018	2019
Primary	5.2%	1.7%
Secondary	5.3%	3.4%

Although attendance is high and the rate of permanent exclusions is low, the challenge of maintaining and promoting welfare and inclusion is intensifying with an increasing number of pupils exhibiting challenging behaviour. The service will ensure that our schools receive appropriate training and support to meet the challenge.

Underlying all of this, the service provides specialist guidance in the field of safeguarding. Specialist training and advice is provided to schools across the Authority.

## THE WELSH LANGUAGE

The Welsh language permeates through all of the Education Department's work and services. The statutory document 'Welsh in Education Strategic Plan' sets out clear expectations for the department and our schools in terms of Welsh as a subject and as a teaching medium. In 2020-21, in accordance with the new regulations which came into force on 1 January 2020, we will prepare and consult upon a new document, the 'Welsh in Education Strategic Plan', which will replace the existing document in September 2021. The new plan will cover a period of 10 years in order to align with and support the Welsh Government's targets as stated in its *Cymraeg 2050* strategy.



Gwynedd has led the pioneering work of influencing children's social use of the Welsh language in primary schools through the Welsh Language Charter. The purpose of the Charter is to encourage children to speak Welsh outside the classroom, and to ensure participation from all members of the school community in order to achieve this aim. The department has also provided guidance and support to Welsh Government in the national roll-out of the Language Charter.

Gwynedd is the only county in Wales that has established a Secondary Sector Language Strategy as a progression of the Language Charter, and both the primary and secondary schools were all eager to see clear continuity with respect to the Language Charter. One fundamental distinction in the context of the Secondary Sector Language Strategy is that it involves the promotion of both formal and informal use of the Welsh language.

### **Promoting the Use of Welsh by Children and Young People**

### **Improvement Priority 5**



Due to the success of the Charter, there has been an increasing demand to ensure progression in secondary schools. Evidence from research commissioned by the Education Department demonstrates the need for a plan and a strategy to promote the curricular and social use of the Welsh language in our secondary schools. We have been working in collaboration with all secondary schools to produce an individual action plan in response to the vision and requirements contained within the Secondary Sector Language Strategy, with particular attention paid to the language medium of the provision in all areas of the curriculum in Key Stages 3, 4 and 5.

We continue to employ a Primary Sector Language Charter Coordinator along with a Secondary Sector Language Strategy Co-ordinator who will provide the appropriate challenge and support to both our primary and secondary schools in order to positively influence children and young people's use of the Welsh language. Following the success of the Language Charter in Gwynedd, the Welsh Government Language Charter Framework will come into force during 2020-21; this new Framework includes the primary and secondary sectors, and we will focus on supporting every school to operate in compliance with the new national requirements. At the same time we will continue to collaborate with secondary schools on the language medium of the provision in all areas of the curriculum. To this end, each school and cluster will have an individual action plan which will respond to the needs and linguistic context of the school and the surrounding community in order to raise the status of the Welsh language and provide more opportunities for children and young people to use Welsh in both formal and informal situations.

The department also maintains Language Centres that provide intensive Welsh language courses for incomers to enable them to learn Welsh and contribute to Gwynedd's educational and social life. These centres help our primary and secondary schools implement the Welsh Language Policy.

## SCHOOLS BUSINESS CENTRE

For some time now, there has been considerable concern among head teachers regarding their working conditions, as they have to fulfil a number of different roles; as leaders, managers, teachers and administrators. Without exception, Estyn inspections have highlighted that effective leadership, together with adequate resources and time, results in good education and high standards.

In September 2019 we established the Schools Business Centre in order to develop the help and support provided to our schools, to rationalise it and share the managerial burden. The core function of the Schools Business Centre is to provide an information management (SIMS) service to primary schools, and there is also a focus on providing service level agreements to primary schools for services such as written and simultaneous translation for schools, and also on reducing the managerial and administrative workloads of head teachers and teachers.

## RESOURCES SERVICE

The purpose of this service is to provide the necessary statutory support for Gwynedd schools to operate on a daily basis. The service includes schools admissions, staff salaries and contracts, cleaning, catering and healthy eating schemes and school transport. It also provides support for schools with finance, human resources, health and safety and information and communication technology. The service also provides support to governors.

The department's day to day work contributes towards the following Gwynedd Well-being Objectives by ensuring that residents can:

Enjoy happy, healthy and safe lives

Receive education of the highest quality which will enable us to do what we want

Live in a natural Welsh society

Live with dignity and independently for as long as possible.



# Adults, Health and Wellbeing Department

## Adults, Health and Well-being Department

The Adults, Health and Well-being Department provides a range of social care services for residents aged 18 years old or over who require advice, information, support or care due to specific needs.

The department's main principles are:

- Ensuring the well-being of those who require care and support
- Our services will focus on people, and give them a strong voice in the decisions made on the support they will receive.
- Services will be provided by means of partnerships and collaboration.
- Services will attempt to prevent the escalation of people's needs, and endeavour to ensure that the right support is available at the right time.

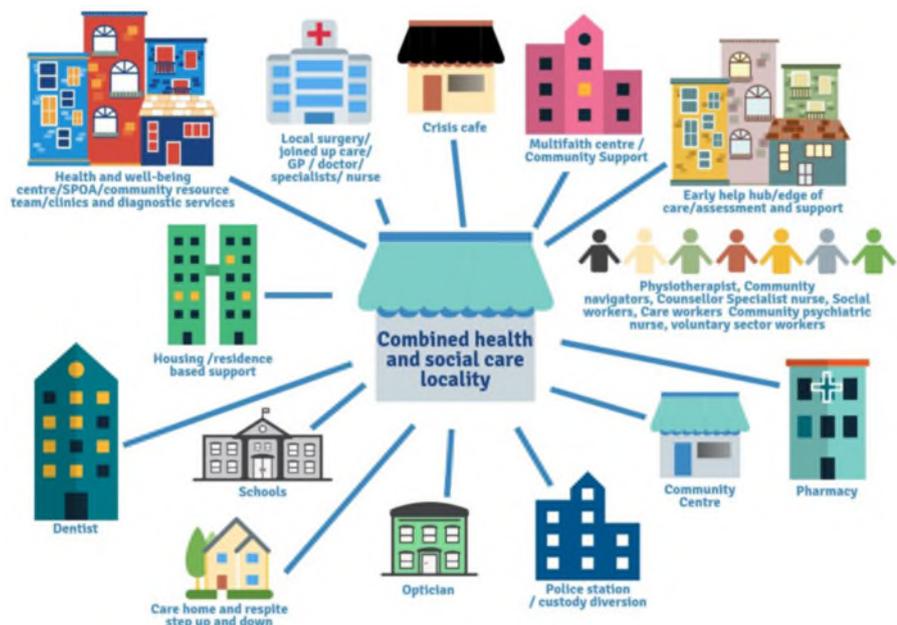
The four above principles unite to fulfil the department's primary objective, which is to enable adults in Gwynedd to 'Live my life as I wish'.

### Re-designing Care Services

### Improvement Priority 6

We have been working together with the Health Board to ensure that adults living in Gwynedd have simple and direct access to services that are important to them. To this end we have established 5 Local Area Teams that provide a seamless service, building on the individual's strengths and those of the community, and ensure that our hospital discharge arrangements are effective and complement what matters to that individual.

Our Area Teams will be co-located in a wider 'cluster' of the locations of providers and basic and community services, as the image illustrates. We will see improved outcomes for individuals, enabling people to live independently in their communities for as long as possible, with reduced need for intensive care.



Additionally, work has been ongoing in the area's main acute hospital, Ysbyty Gwynedd, to strengthen returning home arrangements on the wards. To support the service and the workforce in remodelling, we have established a Transformation Team which works across Gwynedd Council, Anglesey Council and the Betsi Cadwaladr University Health Board. This team will provide guidance and support to identify and break down barriers to integrated working. The main aim for 2020/21 will be to continue to develop the area teams by concentrating on creating one point of contact for information and advice within a specific area, and to ensure that there is just one member of the team coordinating an individual's care.

The work of remodelling in this way has highlighted the need for us to change the way we commission and provide home care, to ensure that the service offered is in line with what's important to the individual. During the past year the work of piloting the new way of working has been extended across the county, and positive stories have emerged of people's experiences. With the business case approved, we aim to open a tendering process early in 2020/21 and establish new contracts with providers during summer 2020.

Another field that needed improving was the provision within our residential homes across the county. We have invested in our care homes located in Tywyn, Nefyn, Llan Ffestiniog and Bangor. New dementia units were also opened at Tywyn and Bangor. This investment has improved the quality of care and the environment for residents in the Council's homes. Over the coming year we will begin the work of developing a dementia unit at our care home in Barmouth as well as adapting our home in Dolgellau to secure care provision for individuals with profound physical needs.

Over the years, we have, in collaboration with our partners, developed a number of Extra Care Housing units across the county. During the year, the new Hafod y Gest development opened in Porthmadog, and has been warmly welcomed in the area. A new Extra Care Housing provision in Pwllheli will be developed over the next three years, and it is anticipated that it will open during the 2022/23 financial year. During the next year, we will also try to identify opportunities for similar developments in other parts of Gwynedd, with priority being given to considering ways of addressing the need in the Dolgellau area.

In the Learning Disabilities field, we continue to try to develop services in order to achieve what's important to individuals. Work has been done during the year to attempt to measure the impact of our efforts within a service where our relationship with individuals is often a long term one, and that will continue. By establishing 'Voice and Values' groups across the County in 2020/21 we will gather the views of individuals about our work programme and the gaps we are trying to address. The Tan y Marian specialist respite care unit was opened recently in Pwllheli, and over the coming year we will work on developing a wide range of new services, by focusing specifically on suitable accommodation.

Another essential work programme is the model of community hubs being developed across the County. The 'Galwch Acw' and 'Cegin' hubs are examples of the work happening in Arfon and more will be developed during 2020-21; particularly in the Felinheli area. Additionally, a hub concentrating on developing new services for the local community will be developed in the Dwyfor area and work continues to develop a community hub in Meirionnydd.



The Mental Health Service continues to work on implementing the Mental Health Strategy, concentrating on supporting individuals closer to home and in the community. An important part of the year's developments are the ICAN centres, where individuals are able to receive early support locally. This ensures support and a contact point at the right time, preventing problems from escalating and becoming an emergency. The intention for 2020-21 is to continue to develop this local model and work with the Local Area Teams to ensure seamless provision in this field, too.

## Community Resilience

## Improvement Priority 6



We are trying to ensure strong and resilient communities, as they can be of assistance in maintaining the population's health and well-being. We are therefore attempting to support communities in many ways and this work has led to preventative solutions which have increased the local care options available. Up to now, we have mapped and identified gaps in services and groups that exist in communities, and have worked to promote community initiatives. Recent examples of creating this resilience is establishing the Dyffryn Nantlle Community Transport Scheme, the Pwllheli Men's Shed and the Cydweithio er Lles Llŷn (Working for the benefit of Llŷn) network. We will continue to learn from the information gathered from different areas in order to identify opportunities for further developments.

We are also working to support individuals in relation to mental well-being and promoting positive mental health. The "Looking after yourself" booklet is a recent development providing practical ideas on how to do so.

A core element of any strong community would be that people from different age groups and backgrounds live alongside each other and mix. The Bridging the Generations scheme is a means of bringing different generations together within a community to discuss what they would wish to see being developed in their area, and is a means of including everyone in new developments. There are several examples throughout the county of schools and colleges partnering with care locations within their communities. The benefit is clear to see, with children finding one-to-one contact beneficial and adults enjoying the feeling of contributing to the community. The intention for 2020-21 is to continue to support plans to evolve, and to create a formal strategy to ensure that the principle of bridging in such a way penetrates through all the Council's work.

## The Workforce and Recruitment within the Care Field

## Improvement Priority 6



Our success in realising our purpose depends on securing a workforce for the care field. Recruiting to the field is challenging for various reasons and while we have an effective and committed workforce, we must ensure that we have a sufficient number of workers to meet the future need.

Over the past year, a piece of work was commissioned, and consulted upon widely to try to better understand the challenge. A work programme has been drafted to respond to the factors that became apparent, and during 2020/21 we will be concentrating on this programme. The themes that will be addressed are Terms and Conditions of Work, Workforce Planning and Development, the Image and Profile of Care Posts, Communication and Marketing.

It should be noted that Social Care Wales and Health Education and Improvement Wales have introduced a 10 year workforce strategy and so there is also an opportunity to align our work with that strategy.

The work underway to establish a new work process for home care provision will positively impact on specific elements such as improving the pay for frontline staff in the private sector, being able to offer long-term contracts and shift working patterns, as well as promoting career paths within the care field. We anticipate that we will start seeing the effects of this from Autumn 2020 onwards.



## Older People and Physical and Sensory Disability Service

The purpose of the service is to help individuals achieve what is important to them.

For the above individuals, we work in partnership to achieve their personal objectives by concentrating on what matters to them. The service will assess needs in a manner that builds on individuals' strengths. The service provides information, advice and support in a straightforward and convenient way within communities.

Percentage of older people and people with physical disabilities who have noted that we have achieved what matters most to them



In order to continue to improve our seamless offer, we will build on the working relationship between us and Betsi Cadwaladr University Health Board, statutory agencies and the third sector, in order to meet adults' personal objectives.

The main work of this service is currently addressed within the above improvement priorities.

## Mental Health Service

The purpose of this service is to offer support to individuals who are experiencing mental health difficulties, by providing assistance to individuals over 18 years of age to live full lives and to support recovery.

We work alongside the Health Board to support individuals with mental health difficulties within the primary services and to support individuals with more intensive or complex needs, in order to promote recovery and to support them to live independently. We also offer assessment and support for mental health carers.

The main work of this service is currently addressed within the above improvement priorities.

## Learning Disabilities Service

The purpose of the service is to address the physical, emotional and social well-being needs of individuals with learning disabilities.



We provide support in a 'person-centred' approach which focuses on individuals' well-being. In order to ensure that we respond fully to an individual's needs, the wide range of our services are often provided in partnership.

We wish to concentrate on provision that offers opportunities to socialise and maintain relationships. We focus on developing community services through the local hubs and local well-being schemes.

## Well-being Service

The main purpose of the service is to improve quality of life by connecting people, but the team also focus on supporting carers (unpaid).



We do this through schemes that are focused on the following elements:

- An emphasis on being sociable and involved in the community (reducing loneliness)
- Promoting positive health and well-being
- Promoting working together with people and between people
- Strengthening and developing services based on what is important for the people of Gwynedd

Supporting carers is central to our work and we strive to do this by offering new opportunities and many schemes have been developed to that end. Work is also ongoing to try to strengthen the support that is available to carers by all front-line teams.

Much of the work of this service is addressed within the 'Community Resilience' priority.

## Provider Services

We provide residential care, community care and day care for adults with profound and complex needs.

The service is responsible for the following areas:

- Residential Care and Dementia Residential Care Provision
- Domiciliary Care Provision
- Day Care Provision



The main work of this service is currently addressed within the above improvement priorities.

The Dolgellau area had been identified as a priority for developing appropriate care provision, and following consideration of the options available, further work is needed to consider how to address the need in the area. There were also calls for appropriate units for Llŷn residents, and it is anticipated that the Extra Care Housing development will be built in Pwllheli which will open during 2022/23.

This priority is addressed within the 'Redesigning Care Services' improvement programme.



## Safeguarding and Community Safety Service

The purpose of the **Safeguarding Service** is to safeguard individuals who have support needs and who are at risk or are suffering abuse, and to ensure the quality of the department's services by monitoring and investigating into the experience of individuals.

We set consistency in terms of what is or is not deemed to be a safeguarding case, lead on cases of escalating concerns, Deprivation of Liberty Safeguards arrangements (a procedure that supports and protects adults who are unable to make decisions themselves or are unable to grant permission for their care) and respond to complaints and concerns in a timely manner.

The Service is also responsible for leading on **Community Safety** partnership work, which is a statutory partnership. We work across two counties, namely Gwynedd Council and the Isle of Anglesey County Council.

Percentage of adults safeguarding referrals completed during the year where the risk has been managed (excluding those who refused intervention)



We will lead on the work on behalf of all the responsible members, namely the two Councils, the Police, the Fire Service, the Probation Service and the Health Board to tackle and reduce crime and disorder for the benefit of the safety and well-being of people in both counties. Over the coming year we will continue to develop and implement a new plan to respond to priorities that have been identified in relation to crime and disorder in both counties.

## Business Service

We provide support to the front-line teams of the Adults, Health and Well-being Department and the Children and Supporting Families Department, in order to enable them to achieve their purpose for the benefit of Gwynedd residents. We are responsible for:

- Telecare
- Workforce Development
- Client Finance
- Income and Welfare Unit
- Contracting and Commissioning
- Administrative Service
- Systems Support Unit



This department's day to day work contributes to the following Gwynedd Well-being Objectives, ensuring that residents can -

Enjoy happy, healthy and safe lives.

Live in quality homes within their communities.

Live with dignity and independently for as long as possible.

Live in a natural Welsh society.



# Highways and Municipal Department



# Highways and Municipal Department



This department provides frontline services that are important to Gwynedd residents, such as waste collection, bereavement services, road maintenance, fleet maintenance, playing fields and green spaces. Caring for the county's special environment is central to the department's work, and it contributes to the Council's Climate Change Action Plan.

## Waste and Recycling

The department is responsible for undertaking over a million waste collections within any three-month period. Some of these collections are missed, and although the figure is low (less than 1%) we recognise the impact of these missed collections on our residents. The department now collects information in order to gain an understanding of why this happens and to enable it to respond to any relevant problems.

We are in the process of introducing new collection arrangements that will reduce the number of missed collections and provide the people of Gwynedd with an improved experience of the service by ensuring that the same crew works the same route every time.



The introduction of three-weekly bin collections, with weekly collection of food waste and recycling materials, has led to an increase in recycling and the Council is now likely to achieve the target of 64% of the county's waste being recycled by the end of 2019/20. This target will rise to **70% by March 2025**.

It is vital to deal with **waste** appropriately in order to protect our environment and avoid creating problems for our children and our children's children. Gwynedd Council is proud that we deal with our waste in a responsible manner, and that we give priority throughout this process to being as eco-friendly as possible.



Burying waste in the ground causes pollution to the land, water and the air. From 2020/21, Gwynedd Council will send almost no waste to landfill due to treating our residual waste at the Parc Adfer waste-to-energy facility. Former landfill sites within the county, now defunct, are also producing green electricity.

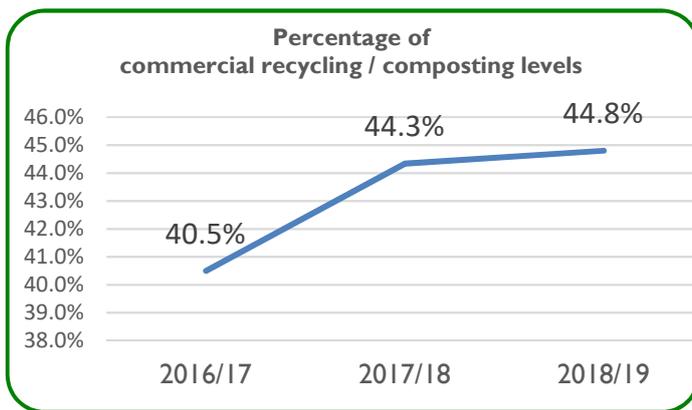
We are also responsible for arranging garden waste collections throughout the county, with the waste being converted to compost. The department makes the compost available to Gwynedd residents at specific times of the year.

## GwyrAD

GwyrAD is our in-county food waste treatment facility, which processes all the food waste collected from residents and businesses in Gwynedd. The facility can handle 11,000 tonnes of food waste, which is converted to green energy that supplies the national grid. This is enough to provide electricity for 850 homes.

Capacity exists on the site to increase the tonnages of food we collect in order to divert any waste from the residual waste bin, and we will be working towards this aim during 2020/21.

## Commercial Waste Services



We provide commercial waste and recycling collections to more than 2,000 business in the county. Some time ago we introduced food and recycling collections as part of the package offered to businesses, in order to ensure that businesses divert their waste from the residual bins and benefit from the recycling service. This has contributed to the Council's recycling performance as reported against our statutory targets, and

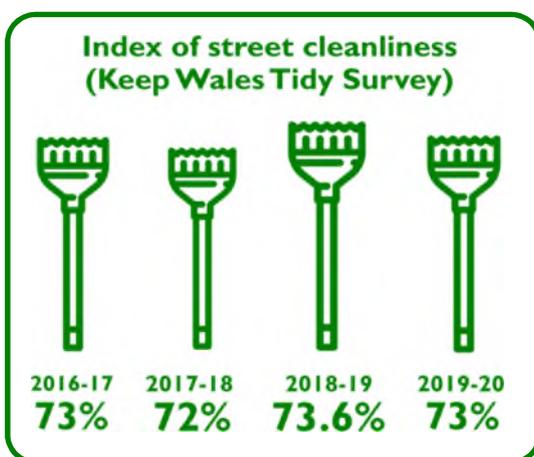
performance has improved markedly since 2014. With statutory targets becoming more stringent there is some work to do in order to improve things further, and a requirement will come into force to separate recyclable material, which we currently collect in one mixed bin. The new system will ensure that waste is treated appropriately for the benefit of the environment.

Over the plan period we will:

- Complete the transition to Gwynedd's new waste collection arrangements in order to provide an enhanced service and experience to the county's residents, and reduce the number of missed collections.
- Develop a new waste strategy for the county.
- Consider innovative ways to encourage reusing and increasing recycling in order to ensure we can achieve the new statutory target of 70% of all waste being recycled by 2025.
- Increase our domestic and commercial food waste collections for treatment in the GwyrAD facility and reduce the amount of this material found in the residual waste.
- Try to achieve the aim of sending zero waste to landfill.
- Promote the circular economy in Gwynedd (an economy which promotes reusing and recycling to reduce waste).
- Look to increase our commercial provision in order to generate an income stream for the Council, and ensure that the county's waste is treated in a responsible and eco-friendly manner.
- Offer separated recycling collections to commercial customers.

## The Appearance of Streets and the Public Realm

In terms of the local environment, it is vital that our streets are clean and safe, and they must therefore be cleaned regularly. The appearance of streets and public spaces is important to the residents of Gwynedd, and there is a small team of officers responsible for dealing with environmental crimes such as fly-tipping, graffiti and dog fouling. On average, we take 1.76 days to clear fly-tipped items after receiving notice of them. We apply a measure called the 'Cleanliness Index' (a combination of external and internal assessment) in order to assess the cleanliness and appearance of streets.



Keep Wales Tidy conducts a survey to determine how many 'defects' such as litter, weeds, dog fouling, chewing gum and cigarette butts can be found on any given street. According to the independent survey, the cleanliness and appearance of Gwynedd streets continues to be of a good standard, and it appears that a recent improvement in behaviour has led to less untidiness. Recently, Keep Wales Tidy conducted its cleanliness review for 2019-20. The score is noted on the right.

We also continue to work on the *Bangor Image project* which aims to enhance the appearance and environmental quality of the city. Bangor Image is a partnership which brings together representatives from the City Council, Bangor Business Improvement District, Bangor University and several other organisations, and serves as a template for working in partnership in order to improve the look of a community.

Since establishing the partnership we have:

- Done away with 'House to Let' signs
- Supported the *Plastic-free Bangor* campaign
- Enhanced the appearance of the High Street
- Trialled advertising on roundabouts

We are eager to establish similar partnerships throughout the county in order to work with communities to improve the appearance and the environment in their neighbourhoods.



## Grounds Maintenance



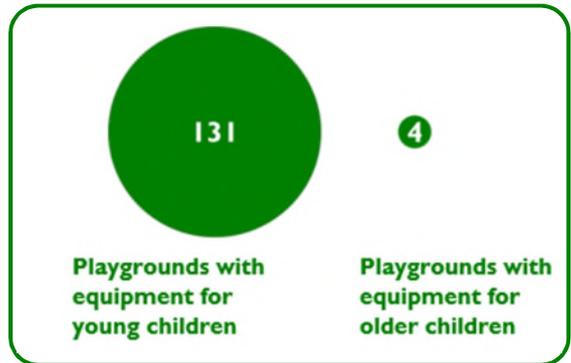
The department is responsible for maintaining roadside verges and open spaces in order to improve the environmental quality of our towns and villages and to make them safer places for residents. Financial prudence has led by now to cuts becoming less frequent, but we are eager to take advantage of the opportunity to promote biodiversity whilst ensuring that our roadside verges and public spaces remain safe and attractive.

## Children's Playing Fields

Children, parents and carers appreciate playing fields and we maintain 131 of them throughout the county. Playing equipment is very expensive and funding for the purchase of new equipment is exceedingly scarce.



**We also maintain playgrounds so that they are safe for children and young people to be able to enjoy.**



Over the plan period we will:

- Adjust our grass-cutting patterns in order to promote biodiversity
- Explore eco-friendly methods of dealing with weeds, and attempt to avoid the use of harmful pesticides wherever possible.
- Extend the development of community partnerships to improve the county's appearance and environmental quality.
- Look into alternative means of maintaining and retaining playing fields by collaborating with communities.

## Bereavement Service



We manage the Crematorium in Bangor and 16 of the county's largest and busiest cemeteries.

The bereavement service is crucial to residents, and we shall ensure a bereavement service which is appropriate and dignified.

## Public Toilets



The Department is responsible for maintaining and cleaning the county's **public toilets**. The Council is under no obligation to provide public toilets, and a scheme to close a number of the county's toilets was introduced following the Gwynedd Challenge consultation. Nevertheless, the department believes that appropriate provision of public toilets is important in terms of individuals' experiences of the county, and alternative means were developed to keep as many toilets open as possible - by working in partnership with community councils or supporting community toilets within Gwynedd businesses.



We wish to thank everyone who has worked in partnership with the Council to sustain the alternative provision. It is due to this collaborative working that we are among the counties with the highest numbers of public toilets in Wales.

## CCTV



In order to protect and safeguard the community we maintain a network of CCTV cameras in the populated areas of the county, namely Bangor, Caernarfon and Pwllheli. These systems assist in the monitoring of criminal and antisocial incidents.

The department has enhanced the network of CCTV cameras throughout the county to further safeguard the county's residents and property.

Over the plan period we will:

- Offer to extend the network in collaboration with communities.

## Fleet Service

The department is responsible for managing and maintaining the Council's entire fleet of vehicles. The Fleet Service provides guidance and assistance to Council departments in order to ensure the appropriate, safe and lawful use of their vehicles.

In addition, the service is responsible for maintaining over 400 vehicles to a high standard, which is done at three different locations across Gwynedd with workshops in Caernarfon, Pwllheli and Dolgellau.

The department has been attempting to reduce the fleet's carbon emissions by investing in efficient vehicles, including electric vehicles. Fleet emissions were reduced by 19.8% between 2005/06 and 2018.

Over the plan period we will:

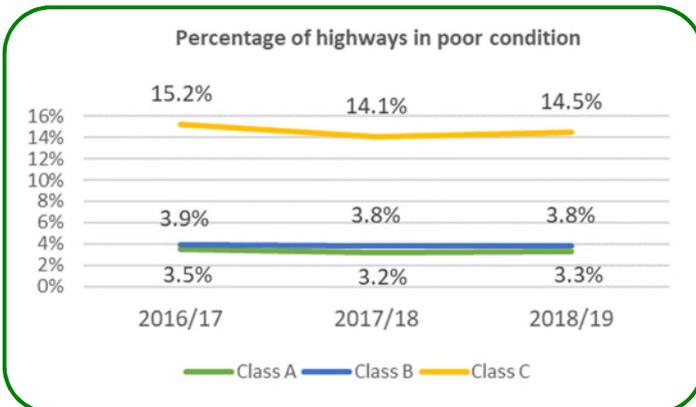
- Prioritise the work on fleet decarbonisation.
- Explore the potential of using hydrogen as a carbon-free fuel on which to run our heavy fleet.
- Establish a pool vehicle system for the Council, and also look into offering community use.

## Highways and Street Lighting



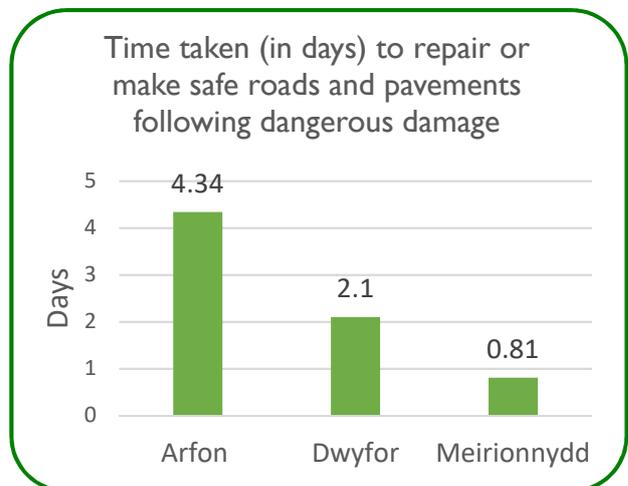
It is important that Gwynedd businesses and residents can move safely and with ease within the county and, in order to ensure this, the Council maintains 2,697km of **county roads** along with 199km of **trunk roads** (namely highways of national importance, on behalf of Welsh Government). Our highways in Gwynedd, which include the Class A and B roads, are currently in good condition with fewer than 4% being defective and in need of attention.

With a reduction in the relevant budget, the condition of our Class C and unclassified roads has continued to deteriorate. Due to the financial pressures on the Council it is inevitable that there will be further pressure on the road maintenance budget, and it will be a challenge for us to prevent the deterioration in the quality of our roads, and in particular the lower priority Class C and unclassified roads.



There is a new national Code of Practice now in force which places an emphasis on risk management. The service is in the process of introducing changes to the Highways Asset Maintenance Plan in the interests of consistency and form, and to ensure that we reflect the new code.

We seek to prevent any sudden deterioration in the quality of our roads. In doing so, we will reflect upon the contents of the new code of practice. The Service is also trialling the use of new materials or reusing materials to fill potholes. This will assist us in reducing waste and will contribute to our efforts towards reducing our carbon footprint.



## North and Mid Wales Trunk Road Agency Highways Maintenance Agreement

Gwynedd Council is responsible for leading a partnership of seven Councils in north and mid Wales which manages and maintains 1,100km of trunk roads (Welsh Government highways of national importance).



Asiant Cefnffyrdd Gogledd a Chanolbarth Cymru  
North & Mid Wales Trunk Road Agent

It is our Highways Service that is responsible for the maintenance work, along with dealing with accidents and incidents that occur due to severe weather and outside normal working hours.



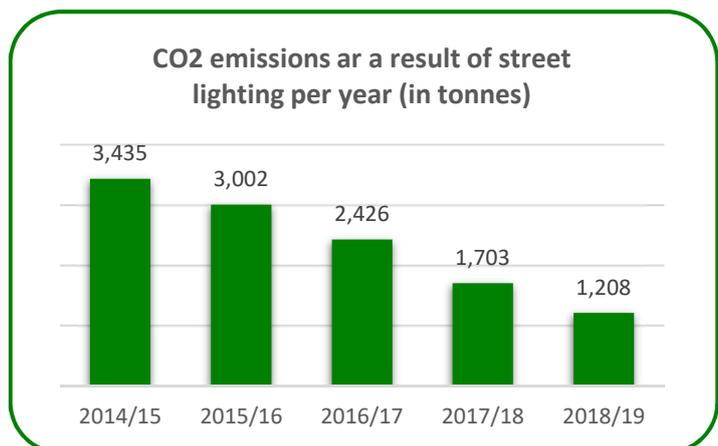
### Maintenance of Bridges and Structures

We maintain 631 bridges throughout the county. They include 338 arched bridges and 96 that are listed and have additional requirements. In addition, we have 1,618 retaining walls throughout the county that are also maintained by the department.

### Street Lighting

We maintain 18,705 **street lights** and 6,067 illuminated **signs** in order to make our roads and streets safer. The lights use electrical power which has a detrimental impact on the environment in terms of carbon emissions and light pollution.

Over the last three years we have been converting street lights and signs to LED technology with the majority of them dimming or switching off when appropriate. This serves to reduce energy costs and carbon emissions, and to prevent light pollution today and for the future. In recent years we have contributed to carbon reduction by prioritising this work.



Over the plan period we will:

- Introduce a new Asset Maintenance Plan with risk-based priorities.
- Trial new, eco-friendly surface treatment methods and encourage the reuse of raw materials.
- Introduce a mobile electronic system for our employees to receive and record their work. This will enable us to work more efficiently.
- Complete the work of converting all street lights in the County to LED, which will ensure a carbon reduction of nearly 12,000 tonnes since work began on the scheme.

This Department's day-to-day work contributes towards the Gwynedd Well-being Objectives, ensuring that Gwynedd residents can:

Enjoy happy, healthy and safe lives

Take advantage of the beauty of the county's natural environment



# Children and Supporting Families Department



## Children and Supporting Families Department



**Our purpose is to ensure that children and young people are protected from harm; experience stability in their lives and receive the best opportunities for their health and well-being.**

There are several teams within our service and we work within three tiers of need.

1. **Early Intervention**
2. **Care and support, safeguarding, and care needs**
3. **Specialist Teams**

In Gwynedd, we believe that every child and young person should be given the opportunity to reach their full potential. We recognise that children develop best when they are supported to grow and succeed within their families and communities. We also recognise that providing early intervention is critical in helping children and their families to thrive and to reduce the need for more intensive services.

Supporting families to thrive goes beyond the services of our department alone, and consequently we intend to do further work across all the Council's preventative services in order to improve our ability to respond to the needs of Gwynedd residents, in a co-ordinated, integrated and efficient manner.

### Supporting People's Well-being

### Improvement Priority 3



Some residents require more support to deal with life's challenges, and the Council invests, provides and plans a number of services and interventions aimed at supporting people with various issues such as: difficulties with parenting and raising a family, securing and keeping a home, maintaining healthy relationships, dealing with substance and alcohol misuse, violence, offending and its effects, living a healthy and active lifestyle, insufficient income and lack of work, not staying in education, a lack of qualifications and basic skills, caring, ageing, loneliness and a lack of social connections.

We have drawn together services from across the Council to shape the Supporting People Programme and to date, we have focused our efforts on mapping, identifying obstacles and improving our understanding of how our services are provided at present. We are compiling a clearer picture of our residents' experiences in terms of facing and being supported to deal with their needs. The residents of Gwynedd have told us that they wish to have easy access to the support they need, at a time and through means that are suitable to them.

This work helps us to review and consider the efficiency of our current arrangements, in order to ensure that we are making the best use of the resources we have to meet needs early on, joint-plan appropriate services and interventions in order to **"Support People's Well-being"**.

During the next period of the Council Plan, we will:

- undertake further work to understand the experiences and needs of particular groups of residents; and undertake work to understand needs in particular communities and areas.
- respond to the Welsh Government's funding alignment scheme so as to make the best use of their grants and preventative programmes for the residents of Gwynedd,
- build on the 'Children First' programme in the Maesgeirchen area by trialling new approaches among partners to help create more integrated services in the early years and to reduce the amount of adverse childhood experiences in childhood, foster strength of character in our children and young people and improve life outcomes for our children and young people.

## Early Intervention

The offering of early intervention is essential in helping children and their families to thrive and to reduce the need for more intensive services. We have a number of services providing early intervention, whether early on in the child's life so that they receive the support they need to thrive; or early on when a challenge or concern first emerges and before the situation deteriorates; and we will intervene in this way by working with the whole family.

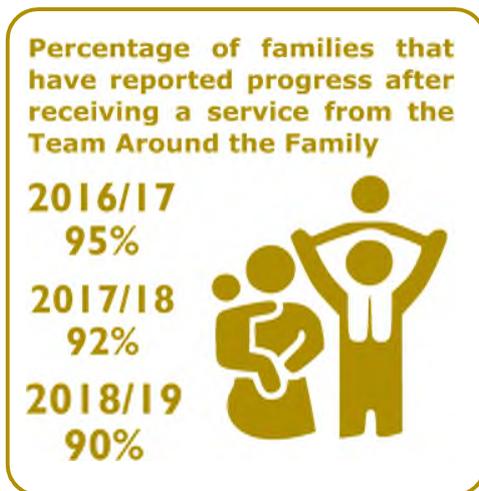
### The Early Years Service

Our purpose is to make a positive difference to the life opportunities of children under four years of age by supporting nursery education provisions, developing the childcare and play sector, and providing parenting packages to help families raise healthy, happy and secure children.

We also provide more intensive packages of support in specific areas of Gwynedd through the **Flying Start** programme. The programme supports families with raising children and parenting, children's language and speech development, and health and care support, through multi-agency teams from education, health and care.







## Team Around the Family

Our purpose is to intervene early when problems within families become apparent, but this intervention happens voluntarily with the family's consent. We will help by responding to needs and providing appropriate services.

We received 144 referrals to the Team Around the Family in 2018/19 and a high percentage of families noted that there was a positive difference in their lives following the intervention.

## The Youth Service

Having the opportunity to socialise, take part in activities and continue to learn and develop new skills outside school is very important to the county's young people. Supporting young people to build resilience to be able to deal with any future challenges is very important for the Youth Service. Young people have told us that they want our support to help them look after their health and well-being, to help them develop and learn skills, and to help them be a part of their communities.

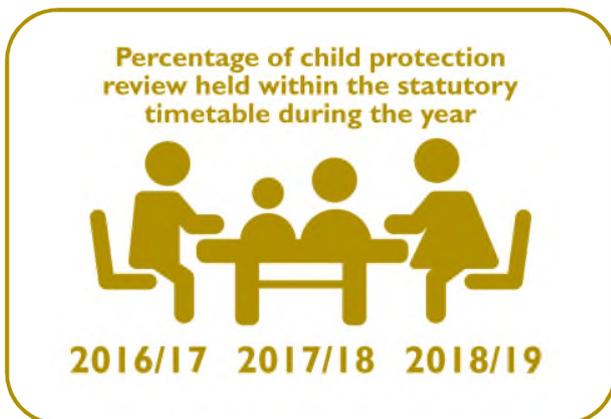
## Care and support, safeguarding, and care needs

Most children and young people in Gwynedd live happy, safe lives and enjoy opportunities to learn and play. At times, however, some children and their families will need more formal advice and assistance.

The Council is responsible for leading, investigating and managing the county's child safeguarding interventions. We work closely with schools, the Police, the Health Board, doctors, health visitors etc to fulfil this statutory responsibility. The responsibility for safeguarding children is one of the Council's most important responsibilities.

The **Information, Advice and Support Service** maintains high standards in responding promptly to referrals that may be safeguarding referrals, and to referrals for care and support. In order to safeguard children and young people we respond to referrals without delay. When those referrals include concerns about allegations of abuse, we must investigate those allegations in accordance with the Child Protection Guidelines. We will make a decision on each case within twenty four hours in order to determine the best way to proceed.

The **Social Work Teams** offer intensive support and intervention to children and their families. Social workers see children and their families regularly and keep in touch with them, remaining alert to issues of risk to children and young people. We ensure that there are resources available to support them and that their needs are clear to us. Plans are then put in place to respond to their needs. At times, we will refer on to teams that offer more specialist interventions, such as the services in the Crisis Team.



We conduct child protection investigations; and at times, certain families require highly intensive support and we need to bring children who are in danger into the Council's care.

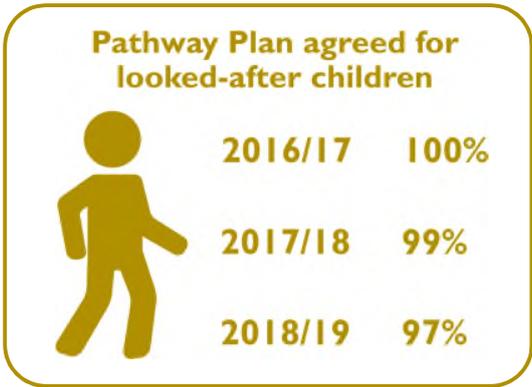
Children usually come into our care under extremely difficult circumstances, and we are as ambitious for these children as anyone would be for his/her own child.

To ensure that children and young people experience stability, we support children to live at home with support where this is possible. Emphasis is also placed on trying to place a child with members of his/her extended family or friends of the family. Where this is not possible, the child will be placed with registered foster carers or, at times, some children and young people will require specialist residential units to meet specific needs.



The role of the **Fostering Team** is to ensure that we have enough foster parents to meet the needs of children who cannot live at home. We assess and support foster carers so that they can provide children who come into our care with the necessary support, which is a high priority for the department. We are aware that children who are in stable situations get the best opportunity to test those boundaries that are crucial for good development. This lays the foundation for achieving the best outcomes for them.

While a child is in the Council's care, it is our responsibility to provide a clear care plan for him/her which is reviewed regularly in order to ensure that the right decisions are made for the benefit of the child and that there are no delays in the plan.



The **Post-16 Team** supports young people who either need to be safeguarded or who need care and support, and this includes care leavers up to 25 years old. The workers see the young people regularly and encourage them to maintain good contact with their families and develop their skills to live independently. The 'When I'm Ready' Scheme gives young people who are not ready to leave their foster placement on their 18th birthday the option to stay on until they are ready to do so.

**The Specialist Teams**

The purpose of the **Crisis Services** is to reduce needs by offering a range of intensive interventions and support to children who are on the edge of care, who have just come into care, or to safely return children home from care. By working closely and co-producing care plans with the children and their families, the physical and mental health needs and the emotional well-being needs of the children and their families are met.



As part of these interventions the **Edge of Care Team** offers intensive support packages aimed at keeping children stable in their homes. The **Integrated Family Support Service (IFSS)** offers specialist intervention to families where alcohol and substance misuse by the parents and carers is a risk factor to the children. Because of the intensive nature of the intervention, the service is prioritised for families where the risk to children is high. The **Reflect** project offers specialist support to parents whose children are in the care system permanently. Also, **Crisis** offers a specialist service that focuses on discharging care orders where intensive work has already been completed, and consequently offers a way out of care for children and their families.

The **Derwen Team** provides a service for disabled and ill children and young people and their families. We provide support for young, disabled people to help their inclusion in community activities and life, and to increase their skills so they become more independent. We provide periods of respite care for a great number of families through a support service. It is a multidisciplinary team that works in partnership with the Health Board. We have social workers, nurses and psychologists working in the team, and because of the wide range of complex needs, our workers need to possess expert skills to respond to the needs of the children and their families.



The purpose of the **Youth Justice Service** is to work intensively with children and young people who have offended, to prevent them re-offending. We offer a wide range of specialist interventions and work with the whole family in order to find solutions to help prevent the children and young people from re-offending. We also work on a preventative basis with children and young people to prevent them from offending in the first place. We do this in partnership with schools and within the individuals' communities. We are a multi-agency team and we work in partnership with the Police, the Health Board, Careers Wales, North Wales Housing and others.

### How we ensure the quality of safeguarding

In order to provide assurance to the Council that our safeguarding arrangements are robust, we have a **Safeguarding and Quality Assurance Unit** that focuses on different aspects of this important area of work. We implement the statutory duties to review cases of Looked After Children, and provide guidance on child protection, and chair case conferences and strategy meetings where allegations have been made about professionals.

We conduct child protection conferences in partnership with the families and other workers. Intervening with a family to safeguard the child can be very difficult for them. They often do not welcome this support, and very often only cooperate through enforcement. Our aim is to ensure that the child's voice is more prominent in these discussions and that families are involved more effectively in their safeguarding plan.

Independent Reviewing Officers monitor the care plans of every looked after child and young person. They ensure that the care plans have given appropriate weight and consideration to the wishes and feelings of the child, and that the child fully understands his/her situation bearing in mind the child's age and comprehension. The Independent Reviewing Officers give assurance to the Council that the interests of the child are safeguarded throughout their time in care. They listen to children, make sure they are happy with their plans, ensure their opinion is heard and that their plans are followed, and that they are sufficiently empowered to take action if the plans are not followed.

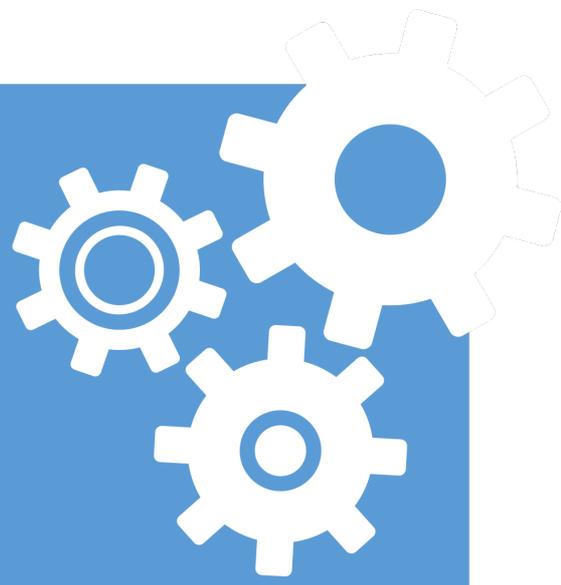


The department's day to day work contributes towards the following Gwynedd Well-being Objectives by ensuring that residents can:

Enjoy happy, healthy and safe lives

Live in a natural Welsh society

Live with dignity and independently for as long as possible.



# Environment Department



# Environment Department



The department manages the main fields listed below:

- **Planning and Building Control**
- **Public Protection**
- **Transportation and Countryside**

## Planning and Building Control

- **Planning Service**
- **Joint Policy Planning Service (Gwynedd and Anglesey)**
- **Building Control Service**

### Planning Service

The purpose of this service is to facilitate and manage sustainable developments for the benefit of our communities, the economy and the environment within the Gwynedd planning authority area (which does not include the National Park area).

During 2018-19, over 2,300 general or pre-application planning enquiries were received.

We make decisions on **planning permissions** to develop land and deal with approximately 1,200 planning applications annually and, on average, over 88% of applications are granted permission.

On average, it takes 65 days to make a decision on applications, with a decision made on approximately 86% within the required timeframe.

A number of large developments have recently been approved including new schools, a number of housing developments including affordable housing and a many others. A very large number of applications for developments providing existing businesses with opportunities to expand and for new businesses to be established have also been approved, particularly in the field of tourism attractions and associated businesses. During this period the Planning Service has also been a key part of the Wylfa Newydd Development Consent Order applications process and the National Grid's North Wales Connection Scheme, along with advising on a number of other large National Grid projects within the county.

We take **enforcement steps** against developments that have not received planning permission and we deal with approximately 200 cases every year. We investigated 78% of the enforcement cases within 84 days and a number of enforcement notices have been issued.



Percentage of customers stating that they were satisfied with the level of service in the Planning Department

## Joint Policy Planning Service (Gwynedd and Anglesey)

**The purpose of this service is to prepare planning policy documents, including preparing and monitoring the Joint Local Development Plan and Supplementary Planning Guidance. The Local Development Plan promotes sustainable developing and includes maps and written policies used to make decisions on planning applications.**

Since adopting the **Joint Local Development Plan** (Gwynedd and Anglesey), 8 (out of a series of 17) Supplementary Planning Guidance have been adopted with another having been subject to public consultation. The work to prepare the remainder is ongoing. The guidance add details to the planning policies, and strengthen the plan's ability to provide firm grounds to make decisions on planning applications in the future. The Annual Monitoring Report has been prepared for the period 1st August 2017-31 March 2019 and has been submitted to the Welsh Government. The Annual Monitoring Report reports on the performance of the plan during the period and assesses whether the plan's strategy and policies are working. The conclusion of the Annual Monitoring Report was that the plan is achieving the strategy and the plan's policies are working. There was no evidence of the need to review the plan early.

We also provide guidance on planning policy matters to the Gwynedd Planning Authority, the Isle of Anglesey County Council Planning Authority and to external organisations and the public.

## Building Control Service

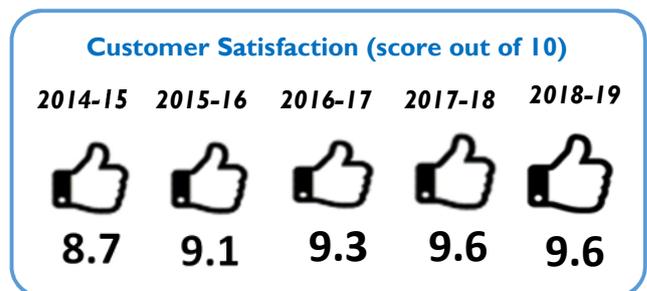
**The purpose of the service is to ensure the minimum standards to ensure the health and safety of people within the vicinity of buildings whilst improving conservation of fuel and power, protect and enhance the environment and promote sustainable development. We also ensure necessary access and facilities are provided for people with disabilities in new buildings and as part of alterations.**

Building work must be completed in accordance with the specific requirements of Building Regulations. This is important and valuable to the people of Gwynedd, as it will ensure that any building work is safe and of the required standard.

We aim to go beyond the statutory requirements by providing a Building Control service which is customer-centred, by offering advice, technical support, plan assessments and site inspections for every type of construction work.

In terms of dangerous buildings, we offer a 24-hour service to ensure that the health and safety of Gwynedd residents is safeguarded.

For Full Building Regulation applications, the service aims to inspect the plans within 15 working days, with the decision being released as soon as possible. In order to approve the application (first decision), the Building Control officers offer to work closely with builders and architects in order to achieve a good standard of application.





## Public Protection

- **Pollution Control and Licensing Service**
- **Food and Safety Service**
- **Trading Standards Service**

The purpose of the service is to protect the public in relation to a range of environmental and health matters.

### Pollution Control and Licensing Service

The purpose of this service is to ensure that businesses or individuals do not pollute the air, land or seas with undesirable substances or noise by investigating and responding to complaints of pollution and statutory nuisance.

We assess the safety of private drinking water supplies and the quality of bathing water and enforce improvements as required - 573 drinking samples were taken over the past year.



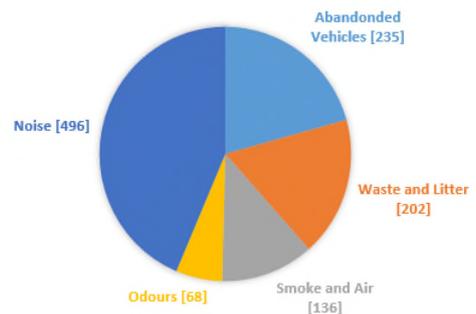
We investigate and monitor **industrial processes** on 46 sites and regulate industrial airborne emissions (oil waste burners, mobile crushers, cement machinery).

We also carry out burials in cases where there are no family members - we had 27 cases during the past year.

We license the following fields in order to protect consumers, businesses and communities of Gwynedd from any adverse effects; and take enforcement steps where necessary in order to keep the users of licensed services safe.

- Alcohol and entertainment licenses (including events) and gambling.
- Animal licenses including pet shops, riding establishments and dog breeding establishments.
- Taxi vehicles, drivers and operators.
- Caravan sites, and the licensing of scrap metal dealers.

RESPONSE TO REQUEST FOR SERVICE - NUMBER OF ENQUIRIES



### Enforcing Licences



1,010 Alcohol Premises



47 Gambling Premises



431 Taxi Vehicles and 532 Drivers



35 Animal Permits



20 Scrap Metal Dealers

## Food and Safety Service

The purpose of this service is to ensure that food and drink sold to eat and drink by people, which is produced, stored, distributed, treated or consumed in the county, is free of any risks to the consumer’s health and safety and complies with constitutional and label requirements.

To realise our purpose we educate individuals and businesses, conduct investigation, sampling and research programmes and complete reactive interventions as needed. The service also contributes to maintaining the local economy by assisting businesses to comply with regulations and deal with businesses who choose not to in order to ensure the below:

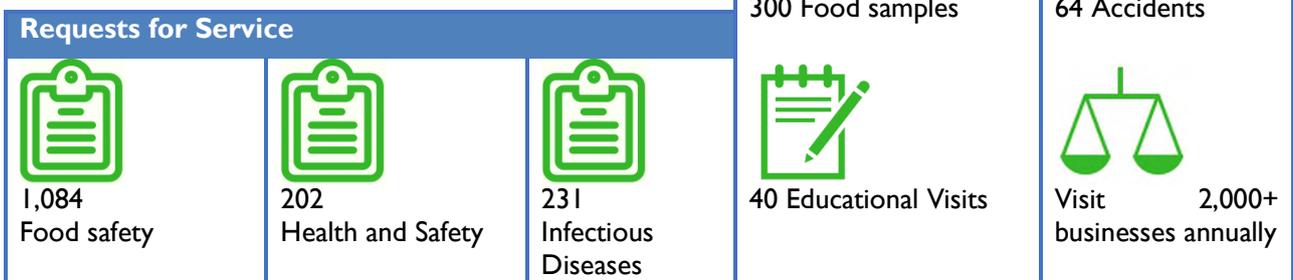
- Prevention of deaths, injuries and conditions associated with work areas
- Protection of residents and visitors to Gwynedd from infectious diseases and damaging chemicals
- That businesses in Wales meet the statutory requirements asked of them

Our work contributes to the Council’s well-being objectives to ensure Gwynedd is a healthy, safe and sustainable place to live and work.

We ensure that businesses in Gwynedd meet requirements in relation to food hygiene, food standards and health and safety in the workplace by responding to complaints, undertaking regular inspections and holding educational campaigns.

We protect residents and visitors to Gwynedd against infectious diseases and harmful chemicals.

We also investigate accidents and cases of infectious diseases promptly so that any further risks to individuals are removed.



## Trading Standards Service

The purpose of the service is to promote, maintain and ensure a fair and equitable trading environment whilst protecting the interests of Gwynedd consumers and businesses.

We are responsible for enforcing a wide range of laws relating to the supply and distribution of goods and services and cover a range of subject areas including:

- product safety
- scam awareness & illegal money lending
- doorstep crime
- underage sales
- business advice
- counterfeiting and intellectual property crime
- e-commerce & internet investigations
- estate agency law & property misdescriptions
- petroleum and explosives/fireworks
- animal health and welfare
- animal feed
- weights and measures

### Monitoring



Over 8,000 traders



More than 2,000 farms



30 Businesses to store fireworks



44 Businesses to store petroleum

### Requests for Service



2,081  
Complaints  
about traders



161 Requests  
for advice  
from  
businesses



398  
Animal Health Applications

## Transport and Countryside

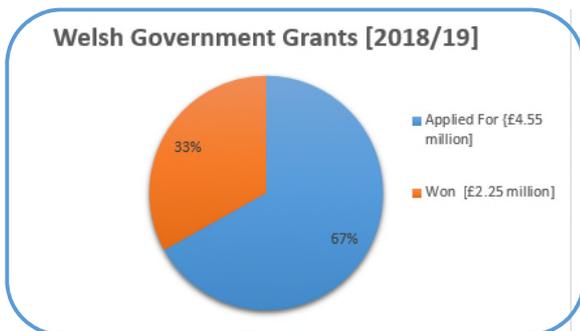
- **Traffic and Project Service**
- **Integrated Transport & Road Safety Service**
- **Countryside & Access Service**
- **Parking Unit**

### Traffic and Project Service

The purpose of the service is to enable the public to use Gwynedd roads in a safe and unimpeded way.

We realise our purpose by the following main activities:

- Ensuring our roads are safe and unimpeded for all users, and offering appropriate measures to monitor and improve them
- Complying with our duties under the Active Travel Act 2013 by providing a network of walking and biking routes, and promoting active travel.
- Completing projects in relation to road safety, improving the network and integrated and sustainable transport in a cost effective, timely and safe manner.
- Ensuring there are no unnecessary barriers to the use of main roads as a result of events or activities, by appropriate management and coordination.
- Ensuring that new developments effecting our road network are safely designed and operated.

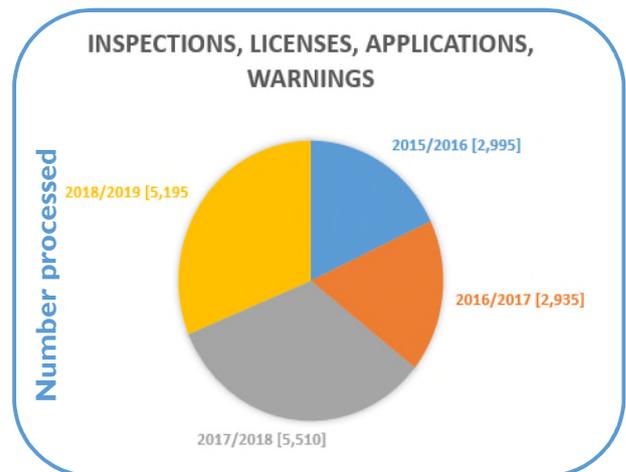


We also manage various road improvement projects across the county.

We are always looking for opportunities to fund our transport and safety plans from external sources and we often succeed to attract grant funding from various sources for these purposes.

We are responsible for coordinating and monitoring the activities carried out on the public highway network by statutory contractors (e.g. Welsh Water, BT) or their contractors. This involves processing applications for e.g. drilling roads to fix equipment and closing roads to facilitate the undertaking of maintenance work.

We also **license the siting of skips and scaffolding** on our roads as well as enforce property owners to fell trees, move obstructions off the road and so on.



## Integrated Transport & Road Safety Service

The purpose of the service is to provide safe, quality transport that's cost effective for Gwynedd residents. To this end, the unit is responsible for all matters relating to transporting Gwynedd residents, whether on public transport, transporting pupils and students to educational establishments, community transport or transportation for social services.

Over half the **public transport routes** in Gwynedd receive financial assistance to run them because they are not commercially viable. To facilitate this, we prepare public transport contracts as well as prepare and create service timetables for the various routes. We are also responsible for arranging **education transport contracts** (including a seat purchasing scheme) in order to provide free transport for eligible pupils.

In areas where a conventional transport provision is not available, or for our residents who are unable to or find it difficult to use conventional public transport, we also consider opportunities for **community transport**.

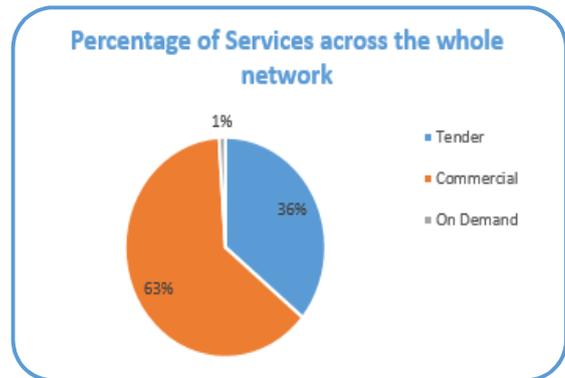
As part of a **comprehensive review** of the services we offer, we have completed a consultation period with communities in order to fully understand their transport needs.

We now intend to ensure that our transport network, as well as the types of vehicles used, meets the needs of our residents. By innovating, we will establish quality services that are dependable, that offer value for money and are kind to the environment. **We will have established a new network and implemented parts of the provision during 2020-21.**

**The purpose of the Road Safety service is to attempt to reduce injuries and accidents on our roads by undertaking educational initiatives, training and publicity.**

We realise our purpose by focusing on the aspects below:

- Training on safe cycling (primary)
- Training on crossing the main road safely (secondary)
- Walking to school campaigns (primary and secondary)
- 'Pass Plus Wales' training (young drivers)
- Vehicle Control (young drivers)
- Living Well – Driving Well (older drivers)
- Campaigns in cooperation with other partners on aspects such as drink driving, speeding, safety belt, baby seats and mobile phones (adults)



Concerns were raised regarding road safety outside primary and secondary schools in Penygroes which serve the area of Nantlle Vale. A new route has been opened which enables pupils from Ysgol Dyffryn Nantlle and Ysgol Bro Llew, Penygroes to walk to school and avoid busy areas of the main road. Work is also underway to consider options for improving parking and bus provision at peak times.

Similarly, concerns were raised about road safety outside some of the schools in Caernarfon. A plan to improve the safety of road users in the vicinity of Ysgol y Gelli, Ysgol Syr Huw Owen and the Byw'n lach Arfon centre is now underway. We are looking at improving the opportunities to travel to school or to the Byw'n lach centre from neighbouring communities by bike or on foot.

## Countryside & Access Service

**The purpose of the countryside and access service is to look after Gwynedd's route network, landscape beauty and nature on land and sea.**

We **facilitate and maintain public rights of access** to the countryside and the coast, protect biodiversity and habitats on land and sea and protect the Llyn Peninsula Area of Outstanding Natural Beauty.

We have taken advantage of funding opportunities to establish a Local Nature Partnership Scheme which is an opportunity to work with local communities and other bodies to strengthen habitats and restore green areas. The continuation of the work of projects such as Tir a Môr Llŷn is coming to fruition, for example through the marine education package that will be available to schools and the walk between the south and north of the Llŷn coast that is underway. We must respond to the challenge of ash dieback disease and an action plan will be prepared in the coming year.

Several access improvement plans have been completed -a new bridge over the Llyfni River; continuous improvements to the Coast Path and several minor improvements such as exchanging stiles for gates in the Cilan area.

## Biodiversity in our Countryside



We ensure that we comply with the Council's duties to protect our biodiversity in Gwynedd. We provide specialist advice on planning applications and developments and have held 976 consultations over the 2017/18 year.

The department is responsible for coordinating the work of managing a designated European site for marine habitats and species of European importance in the Pen Llŷn a'r Sarnau Special Area of Conservation, and for managing and implementing environmental projects such as the Marine Ecosystems Project.

The department also holds activities with local groups and the public to raise awareness of the importance of our biodiversity.

## Access to the Countryside

The **Gwynedd public footpath network** is 3,800km long and we have given priority to maintaining those paths that have been identified by communities as the ones that are important to them.



We also develop and maintain the **national coast path** which stretches approximately 300km in Gwynedd.

Following improvement of the Coast Path provision in the town, progress has been made on improving routes connecting to it near Tŷ Moelwyn in Porthmadog. Specifically, we have completed work on the routes around the 'Cob Crwn'.

Following local calls to complete the cycle path between Tywyn and Aberdyfi, which is already one of the Council's priorities, the Department have been unable to find grant funding by the Welsh Government to enable us to move on with the work. We will continue to attempt to find sufficient funding to complete this important Active Travel link.

There were also calls to build a multi-use route between Pwllheli and Llanbedrog that would enable easy access for users across the Llŷn Peninsula's southern coast. Legal works are underway in an attempt to secure riding and cycling rights on that route in order to expand our Active Travel network.

We will also concentrate on creating fit for purpose coastal paths between Tal y Bont, Bangor and Porth Penrhyn, and also between Dinas Dinlle and Trefor, during 2020-21.



We deal with applications to divert and create paths and maintain and update the definitive map which shows the **county's rights of way network**.

We have also prepared a Rights of Way Improvement Plan which sets a framework for improving the network and manages lands, including six nature reserves and other lands.

The department protects and seeks to manage the quality of the **Llŷn Area of Outstanding Natural Beauty (AONB)** in accordance with protocol. The AONB Management Plan is implemented by the Council and other organisations.



In future, our intention is to ensure that our cycling network is fit for purpose, and in that, solve aspects that prevent their full use. We will also take advantage of grant opportunities to expand the Active Travel network that offers health and environment benefits.

## Parking Unit

**The purpose of the unit is to encourage safe and organised parking to ensure road safety and to facilitate traffic flow and ensure appropriate parking spaces for all users.**

We realise our purpose by working on the following aspects:

- Parking enforcement on and off our streets
- Maintain our car parks and ensure their safety
- Maintain our pay and display machines

Concerns were raised in the Caernarfon and Dyffryn Ogwen areas regarding the lack of parking spaces for local people. In response, a 'Parking for Residents' scheme is in operation in Tre Gof, Caernarfon where most residents have supported the scheme. We have consulted with residents in other areas of the town and have found little support to adopt a similar scheme.

The situation regarding parking for residents and workers in the Dyffryn Ogwen area continues to be monitored and no significant problems have emerged at present.

This department's day-to-day work contributes towards the Gwynedd Well-being Objectives, ensuring that residents can:

Enjoy happy, healthy and safe lives

Live in quality homes within their communities

Take advantage of the beauty of the county's natural environment





# Economy and Community Department



# Economy and Community Department



**The Economy and Community Department comprises a range of services that aim to improve the economic, social and cultural well-being of Gwynedd communities.**

This is a brief outline of the Department's work in 2020/21:

## Economic Development Service

We collaborate with partners to create the conditions for businesses and enterprises to establish themselves, to be competitive and develop in Gwynedd creating high quality jobs across the county.

**The economy's performance has an impact on the quality of life of Gwynedd residents influencing household living costs and income.**

Gwynedd's economy is performing fairly well at a Wales level but not in comparison with other regions of Britain and Europe. Salary levels in Gwynedd are much lower than in other parts of Wales and the productivity value of Gwynedd businesses is low compared to other areas. It is therefore important that Gwynedd Council takes proactive measures to create the conditions that enable businesses to grow and stimulate economic growth at a time of economic uncertainty as Britain leaves the European Union.

There are 16,010 businesses, enterprises and community companies in Gwynedd. The department provides information, advice and practical support to assist them to establish and develop in order to support and create jobs. The service gives particular focus on supporting Gwynedd businesses to succeed when tendering for work and to keep the



benefits from public and private sector contracts local by collaborating with Gwynedd Council's Procurement Team and the North Wales Economic Ambition Board.

During the next year we will seek to ascertain the impact of Brexit on Gwynedd businesses and raise awareness of business support sources to enable businesses to cope with the change.

Our improvement priorities in 2020/21 will be:

### Businesses Receiving Support to Prosper

### Improvement Priority I



Having prosperous businesses contribute substantially towards the creation of employment and prosperity in our communities. However, it is currently an uncertain period for businesses as a

result of Brexit and a change in trade and competing arrangements. Gwynedd Council is determined to help local enterprises to adapt and respond to the challenge by:

- being alert to the opinion of businesses and listen better in order to understand their future needs;
- ensuring that every part of the Council considers how they could offer help to support businesses;
- powerfully voicing the needs of Gwynedd businesses in discussions with our partners;
- encouraging Gwynedd businesses to make the best of the support available from others.

We have already:

- undertaken a business opinion survey of all services they receive by the Council
- discussed the implications of Brexit with the business community and promoted the support available by Welsh Government and others
- played a proactive part in discussions regarding the future of business support in north Wales and the future of funding to support the economy post-Brexit.

In 2020/21, we will:

- respond to the results of our business opinion survey about Council services working specifically with the Corporate Support Department and the Environment Department.
- contribute towards the development of the business support network across north Wales ensuring that it is suitable for the needs of Gwynedd businesses;
- review our methods of continuous engagement with businesses and introduce new arrangements as a result of Brexit;
- influence the new arrangements for funding to support the economy post-Brexit.

## Growth Vision for North Wales

## Improvement Priority 1



A lack of growth is a weakness in the economy of the whole of north Wales, and particularly the north-west. In response, the six counties in north Wales, and other stakeholders such as education establishments in the region and the private sector came together to establish the North Wales Economic Ambition Board and to formulate a vision for economic growth.

The Board's main plan is the 'North Wales Growth Bid' and in November 2019 an initial agreement was signed between the Ambition Board, the Welsh Government and UK Government which are preparing the realisation of the Growth Bid. The bid will lead to an investment of £945m in the north Wales region over the next fifteen years and create up to 4,000 jobs across north Wales. Gwynedd Council is playing a prominent part in the Ambition Board in order to ensure that the needs of the county are addressed and that Gwynedd residents and businesses maximise the benefits.

We have already:

- ensured that several schemes in Gwynedd will be a priority for the Ambition Board which includes improving the availability of superfast broadband, developing the Trawsfynydd Nuclear Power Station site and developing the Rural Innovation Centre in Glynllifon.
- agreed to be the lead authority for the Ambition Board

In 2020/21, we will:

- continue to influence the development of schemes that will be in Gwynedd;
- contribute towards the development of the North Wales Economic Framework which is being prepared by Welsh Government to identify future principal regional investment programmes;
- influence the British Government and the Welsh Government to ensure that Gwynedd benefits from any economic development funding that will be available post-Brexit.

## Create High Value Jobs (£28,500 + salary)

### Improvement Priority 1



Salaries in Gwynedd are amongst the lowest in Britain. Weekly pay in the county was the lowest in Wales in 2019 (£459 on average) and the low pay at its worst in our rural communities (£423).

Low salaries contribute towards the high rate of poverty amongst our residents who work. A lack of well-paid jobs is also the reason why young people leave or fail to return to the county which, in turn, has an impact on our communities and endangers the future of the Welsh language.

The aim of the Create High Value Jobs scheme is to:

- encourage and support businesses within well-paid sectors such as energy, digital and creative to establish and grow in Gwynedd;
- support Gwynedd residents to foster the skills to work in these sectors and in high value jobs created by Gwynedd businesses.

We have already:

- targeted funding from the Nuclear Decommissioning Authority to support the work
- secured European funding to realise a scheme to develop space for businesses to locate themselves in the Snowdonia Aerospace Centre
- secured European funding to realise a scheme to increase the number of school pupils who study the subjects desired by businesses within well-paid sectors
- established business networks in the digital and creative sectors to encourage collaboration
- supported businesses to establish in Gwynedd.

In 2020/21, we will:

- support the development of space for 165 jobs in the aerospace sector at Llanbedr airfield
- aim to ensure continuous employment at the former Nuclear Power Station site in Trawsfynydd, supporting the establishment of an appropriate entity to ensure further use of the site for a low carbon energy development in future and leading on the development of a scheme by North Wales Economic Ambition Board to prepare the site for investment.
- support the development of the creative industries and the digital sector in Gwynedd
- develop skills for high value jobs working specifically with the Regional Skills Partnership and the north Wales STEM project.

## Arloesi Gwynedd Wledig / Rural Development Programme

### Improvement Priority 1



Substantial challenges continue to face the economy in rural Gwynedd; salaries are particularly low and only one person works in 79% of businesses. Uncertainty continues to face the food and agriculture industry in light of Brexit and the future policy direction of British Government and Welsh Government. This threatens the sustainability of our rural communities and Welsh language strongholds.

In response, the Council intends to collaborate in order to create the conditions for businesses to adapt and compete in rural areas by improving the digital infrastructure, supporting businesses to pioneer and increase the value of their activity and attempt to retain more wealth in our rural areas by stimulating the foundational economy.

We have already:

- secured an investment of £4 million for the Arloesi Gwynedd Wledig scheme to encourage and support innovation among rural communities and businesses;
- implemented a scheme to increase the availability of public computer equipment in our rural communities
- secured funding to extend a pilot undertaken by Arloesi Gwynedd Wledig and space for public wi-fi provision in eight main towns / rural villages in Gwynedd;
- started to implement Gwynedd schemes within the ARFOR Programme to support the creation of work within Welsh language strongholds.

In 2020/21, we will:

- support further investment to improve the availability of superfast broadband in rural areas; to promote use of 'the internet of things' and mobile phone service;
- work with Grŵp Llandrillo Menai and the private sector to establish a rural innovation hub in Glynllifon, giving particular attention to the food and drink sector;
- complete projects of the ARFOR programme in Gwynedd and prepare the case for further collaboration in the West Wales region in future;
- learn more about the foundational economy in Gwynedd and how it can be supported further;
- influence nationally on behalf of the needs of rural communities as a result of Brexit.

## More Gwynedd residents playing a full part in the world of work

### Improvement Priority 3



A substantial number of residents are unable to fulfil their full potential as they are underemployed or excluded from employment.

Being outside the world of work leads to reducing residents' wealth and increasing the demand for public resources, and preventing this is a key part of the anti-poverty agenda. There are direct benefits from being in work in terms of increasing earnings, but there are also wider benefits in terms of health, children's life opportunities and pride in communities. Therefore, the Council is eager to support Gwynedd residents to enter or to remain in the world of work.

We have already been:

- implementing the Communities for Work and Communities for Work and More Programme employing a team to provide support for residents who have been exempted from the world of work;
- reviewing the needs and opportunities within the labour market locally to ensure that we encourage people to develop the necessary skills;
- working with employers, especially within the tourism industry, to ensure that more Gwynedd residents benefit from the opportunities;
- achieving a programme to support Gwynedd residents to foster the necessary digital skills to gain access and to remain in employment, advising them on how to manage money in order to stabilise their circumstances.

In 2020/21, we will:

- ensure continuation of the Communities for Work and Communities for Work and More schemes;
- extend our method of working with employers to new sectors including retail and catering;
- collaborate closely with our partners across north Wales and with the UK Government's Department for Work and Pensions to improve the cohesion of our services;
- revise our provision to support residents to develop digital and financial management skills;
- extend our current provision to support residents who have returned to employment to increase their earnings.

## Tourism, Marketing and Events Service

**The tourism industry is a key employer in Gwynedd.** With an economic value of nearly £1 billion, over 15,000 people work in this sector. We assist the industry to attract people throughout the year who are likely to spend more locally, such as visitors who enjoy the outdoors and those who take an interest in the special history and culture of Gwynedd. To deliver this more efficiently

**57,100**

followers on Snowdonia, Mountains and Coast's social media in 2018/19



we are redeveloping our Snowdonia, Mountains and Coast digital marketing and collaborating with partners to identify priorities to support the main tourism destinations of Gwynedd and the broader sector.

We also support event organisers to create vibrancy within communities across the county. Public events offer a commercial opportunity for local businesses to provide or deliver services. By staging events, it is possible to raise the profile of Gwynedd and market the area to tourists as an exciting and vibrant place to live, to visit and an ideal location for businesses to invest. We have already been successful in attracting a number of national and international high-profile events to the county which led to an economic benefit of £5.47m for Gwynedd in 2019/20.

We are eager to continue with this in 2020/21 and to ensure that local businesses benefit from the events. This will lead to opportunities to promote the county and increase the number of opportunities for local companies to work at or offer services to the events.

**Our improvement priorities in 2020/21 will be:**

## Benefiting from Tourism

## Improvement Priority I



Tourism is one of Gwynedd's main economic sectors and it is an important employer. However, the increase in the tourist numbers makes a significant contribution to the pressure on the infrastructure of the county's destinations; a cost that is mainly shouldered by the residents of Gwynedd.

We have already:

- established a steering group with representatives from the tourism sector across Gwynedd to review our arrangements to manage tourism in Gwynedd;
- commissioned a study to examine the options to attract new income to Gwynedd in order to respond to increasing visitor numbers.
- held two workshops with Members of Gwynedd Council and the Snowdonia National Park Authority in order to agree on a series of tourism principles and priorities for the future.

In 2020/21, we will look to continue to collaborate with the tourism industry and our partners to create a new Tourism Management Plan for Gwynedd that will consider the best way of getting the greatest benefit to the industry and for the residents of Gwynedd. In doing so, we will seek to improve the sector's contribution to the communities and economy of Gwynedd, improve the provision of the county's destinations and increase the industry's provision for tourists and for the people of Gwynedd.

## Maritime Services

As the Gwynedd landscape and natural environment is so important for the county's prosperity, the department tries to ensure **quality and safe resources in our harbours, marinas** and on the beaches of Gwynedd in order to create recreational attractions for local people and visitors. The department manages 301km of the Gwynedd coastline, concentrating on eight Blue Flag beaches, four harbours and two marinas, including Hafan Pwllheli that accommodates 400 boats.



In 2020/21, we will:

- update the Gwynedd Beach Management Scheme
- implement strategies to Dredge Pwllheli Harbour and Victoria Dock
- develop future management options for Hafan and Pwllheli Harbour

## Regeneration Programmes Service

A number of economic, social, cultural and environmental factors combine to make Gwynedd a special place to live, work and venture. However, market forces are not strong in some communities

and they need a boost at times in order to reverse decline, and in order to respond to the challenges they face before achieving future potential. This is a process of regeneration and it **is an intentional effort to collaborate with Gwynedd residents and partners to improve areas** in order to create healthy, prosperous, dynamic and sustainable communities with a prominent and central place for the Welsh language.

It is not possible for one department to achieve the aims of the Gwynedd Regeneration agenda alone. In order to make a long-term difference and make the best use of resources, there must be collaboration across Council departments and with a variety of national, regional and local partners. A cross-departmental Regeneration Board has been established and during 2020/21 it will collaborate with partners in order to identify priorities for the future.

Our improvement priorities in 2020/21 will be:

### Implementing the Gwynedd Slate Heritage

#### Improvement Priority 1



A number of Gwynedd's most needy communities are rich in heritage and are home to existing or proposed World Heritage Sites, such as the former traditional slate areas.

There is an opportunity for us here to use the World Heritage Site nomination as a tool to regenerate our slate communities - to promote pride in our heritage, promote ambition for the future and increase the value of the tourism industry.

During 2019-20, a full nomination from Gwynedd was presented to the UK Government and to UNESCO for a World Heritage Site designation. Schemes were also implemented which have attracted £1m of additional resources to the county through the Heritage Fund, Welsh Government, the European Union and Snowdonia National Park through the LleCHI project.

During 2020-21, we will continue to collaborate with landowners and stakeholders on world heritage site management plans and collaborate with UNESCO to secure the status for the slate industry by July 2021.

Via the LleCHI project, we will collaborate with the slate communities to create a programme of regeneration activities in these areas that will improve the appearance and look of communities, improve the quality of the visitor's experience, and will lead to an increase in residents' ownership of their heritage, language and culture.

### Promoting Town Centres

#### Improvement Priority 1



Lively town centres are able to make substantial contributions to the economic and social success of local areas.

The "high street" of a number of Gwynedd towns need support to ensure that they thrive by maintaining and creating work and providing a range of goods and services that residents and visitors need.



We have already:

- developed a regeneration framework for Bangor city centre as a basis to target the resources of the Welsh Government's Regional Regeneration Programme;
- collaborated with businesses in the Caernarfon and Bangor areas to promote the Business Improvement Districts (BIDs) which have created a levy for business to improve the experience for the visitor;
- been successful in targeting Welsh Government resources to establish a loans programme for the upgrading of redundant buildings in the areas of Caernarfon, Bangor, Bethesda and Penygroes;
- been collaborating with partners in Harlech to establish a town centre regeneration framework;
- promoted the Gwynedd Council free parking programme over the Christmas period to encourage more shopping in our local towns.

We will continue to work as a Council to look at how we could support and facilitate town centre regeneration to maintain a range of services for local residents and visitors within a lively environment with a Welsh atmosphere. Plans will be prepared for 13 catchment areas in Gwynedd, based on what matters to the residents within these communities.

## Community Support Service

The department provides services in order for Gwynedd residents to make our communities a better place to live. **It is important that voluntary groups and local enterprises are supported to respond to local opportunities and needs.** The Council has a network of area regeneration officers and 'CIST' grants to support community projects.



65

projects that are developing a new service/safeguarding access to a service during 2018/9

We will target some communities more than others giving specific attention to planning support for areas with the most needs.

In 2020/21, we will:

- relaunch our Community Support service across Gwynedd
- measure the size and nature of the demand for support from communities and consider options to provide the service in future
- contribute to the work of the Council's Regeneration Board by leading on the work of engaging with communities to try to identify local priorities.

## Libraries Service

The Council provides a service in nine main libraries, four community libraries and three library click and collect links across the county. It is important for Gwynedd residents to be able to borrow books and audio books, and to download e-books, audio e-books and e-magazines of their choice. 491,745 resources were borrowed by Gwynedd residents in 2018-19.

However, not all Gwynedd residents can reach their local library and therefore the Council also provides a mobile library that visits 115 stops in towns and villages every month, as well as the homes of 317 individuals who receive a Library Service at Home. Gwynedd Libraries are also commissioned by the Education Department to provide the Lori Ni service, which visits every Primary School, Special School and Language Centre twice a year to lend reading books for 3-11 year olds.

**Gwynedd residents use the library for so much more than just to borrow books.** They are welcoming places for people to use for various activities - to attend activities such as digital sessions, creative writing sessions, craft or Welsh learner group sessions, sessions for babies or story time for children, to receive support and access to information about matters such as health and well-being, job seeking or local services, as well as photocopying and scanning. Gwynedd residents can also use one of the 96 computers or Wi-Fi, in the libraries for free.

The Gwynedd Libraries service received an excellent report for its performance in 2018-19, which shows that the service is performing well within the Welsh Public Libraries Standards Assessment Framework.

In 2020/21, we will:

- prepare a business case for resources to upgrade the facilities at Pwllheli Library
- develop and extend our Health, Well-being and Learning offer for adults in our libraries
- embed new self-service arrangements in every library across the county
- continue to collaborate with communities and promote access to the new service
- consider the role of libraries within communities in future



## Archives Service

The Council has a statutory responsibility to **protect our public records and to ensure that people have access to them.** We will do this through the two record offices we have in Gwynedd - Caernarfon Record Office and the Meirionnydd Record Office in Dolgellau.



Gwynedd Record Offices have a wide range of documents, photographs, maps and newspapers with the oldest document dating back to 1176. There is a range of public, official and private collections that reflect the culture and heritage of Gwynedd communities. The Record Offices provide taster sessions and family history courses and work with Gwynedd Primary Schools.

In 2020/21, we will:

- promote access to the service
- collaborate with the Welsh Government and other records offices across north Wales to identify opportunities to make the best use of Record Office resources in the region

- work with the Education Department to discuss the maintenance of the Education Archives and Museums Service for the future.
- identify the cost of digitising the collections

## Museums and Arts Service

The service runs two museums in Gwynedd and is responsible for looking after collections and creating exhibitions in both, namely Storiell and the Lloyd George Museum.

Much of our work in the field of community arts targets **health, well-being, education and tackling loneliness projects**. The service is also responsible for allocating arts grants in order to support arts standards and opportunities for all.



The service supports various arts programmes to ensure that arts are alive in our communities and that the arts can be accessed in our rural areas.

Our aim will be to continue enriching the lives of Gwynedd residents by promoting an understanding of our unique heritage and culture.

In 2020/21, we will:

- work with the Friends of the Lloyd George Museum to create a new way to manage the museum
- ensure the success of the Storiell scheme and establish a Development Trust for it so that it may work with the arts and heritage sector in Gwynedd in future
- work with the arts sector to realise the aims of our new strategy for the arts
- support Ysgol Godre'r Berwyn to establish new community arts facilities
- develop plans to upgrade facilities at Neuadd Dwyfor and identify future sustainable provision models.

## Leisure and Country Parks Service

We collaborate with partners locally, regionally and nationally in order to inspire, support and enable Gwynedd residents to be active and live healthy lives.

**The health trends of Gwynedd residents are slightly lower than the national average. However, with the levels of obesity amongst four-year-olds in Gwynedd among the highest in Wales, it is crucial that Gwynedd Council and partners respond and create the conditions to promote healthy living.**

Gwynedd Council has a network of 12 leisure centres across Gwynedd which attract 1.3 million visits every year. This provision enables Gwynedd residents of all ages to learn new skills and enjoy participating in active activities in safe locations.



**82%** of children able to swim at 11 years old in 2018/19

Gwynedd Council is committed to continuing to provide these facilities and has established the Byw'n lach Cyf. company to run the centres on its behalf in future. The department has established a contract for the company to manage the

service from 1 April 2019 and we will monitor the contract regularly in order to assure the quality of the service.

The Council also manages the country parks in Glynllifon and Padarn. These parks are important heritage sites and are popular attractions to visitors. But the parks are also valuable assets to improve the well-being of Gwynedd residents and to promote healthy living. The Department will seek to secure more local benefit for communities from these assets.

In addition to these facilities, the Council is collaborating with partners in order to ensure that a programme of active and inclusive activities is available for young people via the Sport for Life team in centres, schools, clubs and in the community. A programme of Exercise Referral activities is also available in Gwynedd to help to reduce the impact of conditions that prevent



**49%** of children participate in sports three times a week

Gwynedd residents from exercising and to improve their health. There has been a significant increase in the number of clients for this service, especially in the fields of dementia and chronic conditions and there is clear evidence that shows the impact of this investment on the quality of life and health. These two programmes are provided in Gwynedd by means of an agreement with the Byw'n lach company.

In 2020/21, we will:

- support the Byw'n lach company to manage leisure centres across Gwynedd
- establish arrangements to upgrade and invest in our leisure facilities
- collaborate with partners in order to develop a new model to provide a Sport for Life service across north Wales and to establish a new sport development service jointly with the Byw'n lach company in Gwynedd
- collaborate with Sport Governing Bodies to offer a range of inclusive activities that respond to the demand in Gwynedd and the special opportunities that are available in the county through our natural resources
- collaborate with the Byw'n lach company to provide the Exercise Referral service on behalf of the council in future
- develop future management options for the Country Parks of Glynllifon and Parc Padarn.

Local priorities have been noted in the Council Plan since 2018/19 which responded to needs that had been raised by local councillors. The department has used these priorities when developing their wider work programmes and, therefore, a number of the needs are addressed through work that has already been described in this Department Plan.

We have listed local priorities below alongside the programme or project that has been planned in order to respond to that local and county need.

<b>Local Priorities</b>	<b>Programme</b>
<p>In consultation with local councillors in the Porthmadog, Ffestiniog and Penllyn areas in the Summer of 2017, an aspiration was noted to attract more long-term well-paid jobs to improve the economic situation of local residents. The Create High Value Jobs priority is developing new opportunities in Trawsfynydd and Llanbedr that will benefit these communities. In the Porthmadog area, it was also noted that the local councillors were concerned about the condition of some dormant sites in the area and in response we will be looking at opportunities to support, improve or reuse the sites.</p>	<ul style="list-style-type: none"> <li>• High Value Jobs</li> <li>• Promoting Town Centres</li> </ul>
<p>When we consulted councillors in the Dolgellau area it became evident that the poor connectivity of mobile phones and broadband hinders residents and the area's businesses. We are seeking for Welsh Government to prioritise the county for its schemes in relation to this field by following the principles of Digital Gwynedd.</p>	<ul style="list-style-type: none"> <li>• Growth Vision for North Wales</li> <li>• Arloesi Gwynedd Wledig</li> </ul>
<p>In the areas of Dyffryn Ogwen and Dyffryn Nantlle, local councillors noted that the promotion and regeneration of the high street was a local priority and we have made outline applications for some regeneration activities in the areas.</p>	<ul style="list-style-type: none"> <li>• Promoting Town Centres</li> </ul>
<p>In consultation with Bangor area councillors, their wish to improve the appearance of the local area was noted and to respond to empty shops, noting a wish to work with partners such as local businesses and Town and Community Councils to generate income to contribute to the work. In turn, this could support local businesses and tradespeople. We are considering the opportunities to build on existing work jointly with the Bangor Business Improvement District and our partners locally and regionally to plan a response. Additional grant funding to maximise the benefit of the interest free Loans Scheme has been secured.</p>	<ul style="list-style-type: none"> <li>• Promoting Town Centres</li> </ul>
<p>There is also a link to the county level priority to implement the Gwynedd Slate Heritage plan, as noted above. The regeneration of these areas should improve any negative image that stems from being post-industrialised areas and release their potential.</p>	<ul style="list-style-type: none"> <li>• Implementing the Gwynedd Slate Heritage</li> </ul>
<p>During a consultation session in the Ffestiniog area it became evident that local councillors were concerned about the future of the Community Centre and the services located there, and the Regeneration Team recently conducted a survey on public buildings across Gwynedd. This indicated that ineffective use was being made of a number of public buildings in Blaenau Ffestiniog including the Community Centre. In a time of financial hardship, there is an opportunity here to share resources better in the future.</p>	<ul style="list-style-type: none"> <li>• Community Support Service</li> </ul>

The department's day to day work contributes towards the following Gwynedd Well-being Objectives by ensuring that residents can:

Enjoy happy, healthy and safe lives

Earn a sufficient salary to be able to support themselves and their families

Live in quality homes within their communities

Live in a natural Welsh society

Take advantage of the beauty of the county's natural environment.



# Housing and Property Department



# Housing and Property Department



The Housing and Property Department is a new department, established during 2019, with the aim of facilitating the Council's ability to face one of the county's greatest challenges, which is to ensure an adequate supply of suitable, good-quality housing to address the needs of a changing population.

The department is also responsible for managing the Council's property assets in order to ensure they are suitable for providing services to the county's residents.

## Housing Matters

### 'Homes for the People of Gwynedd' Strategy 2019-24

### Improvement Priority 4



The demand for social and affordable housing for the residents of Gwynedd currently outweighs the supply available, and an increasing number of people are becoming homeless or are at risk of homelessness in Gwynedd. Our response to date does not address the needs of the local population now nor for future generations. In response to this challenge we have already drawn up a Housing Strategy which aims to optimise our supply of housing in Gwynedd, to improve their standards and also improve access to housing by strengthening the support that is available to people to enable them to live independently in their communities.

The Housing Strategy notes that a lack of supply is clearly a problem and the situation is not helped by the fact that around 10% of the county's housing stock are second homes. As a result, we have placed a premium of 50% on the Council Tax that owners of such houses are expected to pay and have also commissioned some research to consider which legislative changes are needed in order to gain better control of the situation.

What we have seen as a result of adopting a second-homes premium is that some owners use the provision in existing taxation legislation to move the house into the Business Tax regime - meaning the Council does not benefit from the premium and therefore loses the opportunity to take action in order to attempt to do something about the reduction in supply. We are leading the work of bringing this issue to the Government's attention and pressing for a change in legislation to ensure that this cannot happen in future.

During 2020/21 we will be using the principles that have been established in the strategy to draw up a programme of specific schemes in order to try:

- to ensure that the people of Gwynedd are able to find a suitable home
- to ensure that no one is homeless in Gwynedd
- to address the health and well-being needs of the people of Gwynedd
- to ensure that Gwynedd homes are environmentally friendly
- to continue to press on the Government to change the legislation relating to second-home taxation.



Thus far, the Council has been using the Welsh Government's Social Housing Grant to facilitate the Housing Associations' ability to build more houses for local people. In the future we will be looking to use our own resources to expedite our capacity to meet the challenge in this field.

Number of new units developed with the Social Housing Grant



## Homelessness

The Homelessness Service provides advice and assistance to people who are homeless or at risk of homelessness. The team is discharging the Council's statutory duty to meet the requirements of the Housing (Wales) Act 2014. Their work includes:

- helping to prevent homelessness before it occurs
- assessing the accommodation and support needs of individuals and families who are threatened with homelessness
- helping to find somewhere else to live when an individual or family faces becoming homeless
- providing temporary accommodation in emergency cases, and securing accommodation for those in priority need.

Number of people the Homelessness Unit helped during the year



## Temporary Accommodation

Number of homeless people who were provided with emergency temporary accommodation



The service provides many temporary accommodation places until a permanent property becomes available for homeless people, including two Council-owned hostels, 67 properties leased by private owners, and 21 properties leased by Housing Associations. Accommodation was provided to 339 families/individuals in 2018/19.

## Tenancy support



Since many homeless people are vulnerable, support is provided to ensure that individuals can retain their tenancy and avoid becoming homeless again. Support is provided on a number of issues such as claiming benefits, support for the maintenance of accommodation, understanding rights and responsibilities, and applying for grants for furnishing a property.

## Social Housing Register



The Gwynedd Housing Options Team administrates the Common Housing Register and works in partnership with the social housing providers in the county, namely Adra, Grŵp Cynefin and North Wales Housing. The team's primary aim is to prioritise

access to social housing on the basis of the most need in our communities and to provide advice to residents on the housing options that are available in Gwynedd. With the support of the Gwynedd Housing Options Team, over 600 families managed to secure a new social tenancy in 2019.

Number of families given new tenancies in social housing during the year



2017 - 580

2018 - 610

2019 - 687

## Refugee relocation scheme

Since 2016 Gwynedd has contributed to the UK Government's Syrian Vulnerable Person Resettlement programme. The Council committed to welcome and provide housing for up to 40 individuals who had been forced to flee war-stricken Syria. We have now fulfilled our promise as a Council and take pride in the fact that we have helped eight families to settle in Gwynedd.



As a result of this programme's success, the Council has now committed to welcome up to 20 of the most vulnerable refugees identified by the United Nations' High Commissioner for Refugees (UNHCR) as part of the Worldwide Refugee programme over the next three years.

## Travellers' site

There is a statutory requirement on every Local Authority to meet the need for suitable sites for travellers. We have been managing a purpose-made site in Llandegai for many years, and following the receipt of grant aid from the Welsh Government, a £1.8m investment was made there recently to improve the facilities and expand the provision to meet the demand within the county.

## Housing Enforcement



The purpose of the Enforcement Team is to ensure good-quality, warm and safe housing for tenants within the County. We are responsible for enforcing standards in 9,000 private-rented houses and 8,500 social houses in Gwynedd.

We are also in charge of the HMO Licensing Scheme which checks that such houses reach the expected standards. At present, 900 houses in multiple occupation have received a licence from us following a detailed inspection process.

The unit also works jointly with Rent Smart Wales to maintain a national register of rented housing, inspects dwellings for Home Office cases, deals with over 300 complaints annually relating to cases of nuisance, deals with problems resulting from empty houses and deals with approximately 20 annual cases of illegal eviction.

### Housing Alterations

This unit is responsible for promoting the independence and well-being of Gwynedd residents by providing timely and high-standard alterations to the homes of children and adults with physical disabilities. Around £1.3m a year is invested on schemes such as creating accessible bathrooms, installing ramps outside the house, building extensions etc. Around 30 of these are referrals received from hospitals so as to enable patients to return home. We also fund around 900 minor alterations a year, such as installing handrails, mobile ramps and other small alterations.

The unit administers interest-free loans for repairing houses that are in a poor state and which are owned by residents on low incomes, and there is significant and constant demand for these loans.

### Empty Homes



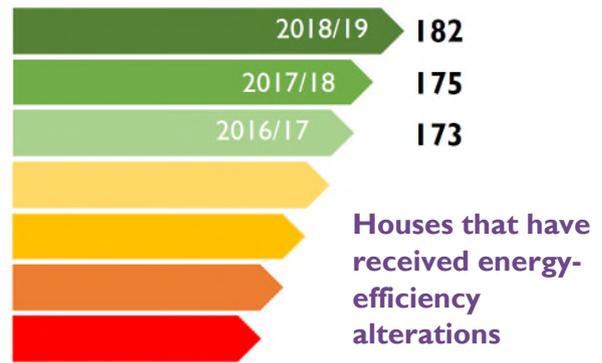
There are approximately 1,300 empty houses in Gwynedd at present, and we have an important role to play in attempting to bring these houses back into use in order to contribute towards the amount of affordable housing that is available to local people. Since 2008, over 500 empty houses have been brought back into use through methods such as offering grants to first-time buyers, providing loans to landlords and the use of enforcement powers. This led to us being able to provide a home to over 1,000 local people in houses that had formerly been empty for some time.

Our success in this field has attracted outside investment, such as £1.45m of Welsh Government funding in 2018-2021 for the north of the county. During the next few years we will continue to give priority to this area of work and will also be looking to use our resources to buy empty homes when such opportunities arise.



## Fuel Poverty

Most of the Government's resources in this field are directed towards the Housing Associations but the Council has also been able to make a valuable contribution in this important field. We have a number of schemes that are funded from various sources, with the aim of assisting those who are most likely to suffer fuel poverty.



## Property Matters

**The purpose of the Property Services is to ensure that we have properties that are suitable to provide the Council's services, and to manage our property assets effectively and efficiently.**

The Council owns 967 buildings located on 478 sites across the county. These are mostly buildings used to provide services to the residents of Gwynedd but we also own and use non-operational properties to promote the Council's objectives e.g. economic development, the provision of social care etc. Many of these non-operational properties are leased to local businesses and other organisations, which generates an annual revenue income of around £1.1m for the Council.

## Maintenance



The Buildings Maintenance Unit provides a 24/7 help-desk to deal with approximately 8,000 requests for repair work to buildings per year. Many of these are requests for work that require an urgent response to prevent the building from having to close.

In order to carry out this work we work in partnership with a number of local contractors, but we have also developed an in-house team of tradesmen who can undertake building work, joinery, plumbing etc. We will develop the in-house team further this year by adding two electricians.

## Property Safety

We ensure that our buildings are safe to use for providing services to the residents of Gwynedd by ensuring that we comply with the various statutory duties and ensuring that we have an effective maintenance programme. We manage risks relating to asbestos, Legionnaires' disease, Radon and fire risks and ensure that electrical, gas, oil, water etc. systems are safe for the thousands of residents who spend time in our buildings every day.

## Property Development



The new Ysgol y Garnedd which will open in September 2020

The purpose of the unit is to develop new buildings or convert and renovate existing buildings to improve the service provided to the residents of Gwynedd.

By working closely with the Education Modernisation Team, the Property Development Unit has completed a £51m programme of new school buildings over the past 6 years, and a new £56m programme is now being developed over the course of the next five years.

The team is also undertaking a programme of improvements and extensions to the county's care homes and a programme of early years units to address the need in several individual communities throughout Gwynedd.

## Estate Management

Our purpose is to ensure that the Council receives the best value in managing its portfolio of property assets, and ensuring that only those assets which are genuinely needed are retained. Over the past 10 years we have been able to reduce the size of the Council's property estate by over 25%, ensuring that our spending on the maintenance and provision of buildings is kept to a minimum, in order to release financial resources for the provision of front-line services.

The Estates team is also responsible for managing all the Council's leases including the Smallholdings Estate and the Industrial Properties portfolio which includes the Intec and Mentec Enterprise Centres, generating an annual rental income of over £1.1m.

### Cumulative income from property sales



## Managing Offices



The Offices Team provides office space for approximately 1,500 staff in 7 large buildings, including all the related services associated with this such as care-taking, cleaning and security arrangements for all the buildings and their users.

## Cleaning Service

We also provide a **cleaning service** for a large number of the various buildings used to provide the Council's front-line services. We are also a provider for external organisations.



## Energy Conservation Unit

Following the adoption of our Carbon Management Plan, the Energy Team is implementing a number of projects to **reduce carbon emissions**. The work carried out by the team to reduce our energy use has created annual revenue savings of over £1.1m for the Council. We have started working on identifying how we can contribute further to the Council's aspiration to tackle the climate crisis.



The programme for raising awareness amongst school children has been an important part of this work, using characters such as Sbarci and Fflic - [www.sbarciafflic.org](http://www.sbarciafflic.org)

## Pest Control and Dog Wardens



We offer pest control services for the control and culling of all sorts of pests, through contracting and by responding to daily calls by the public for assistance to control pests in their homes or businesses.



We also provide the statutory service of looking after stray dogs.

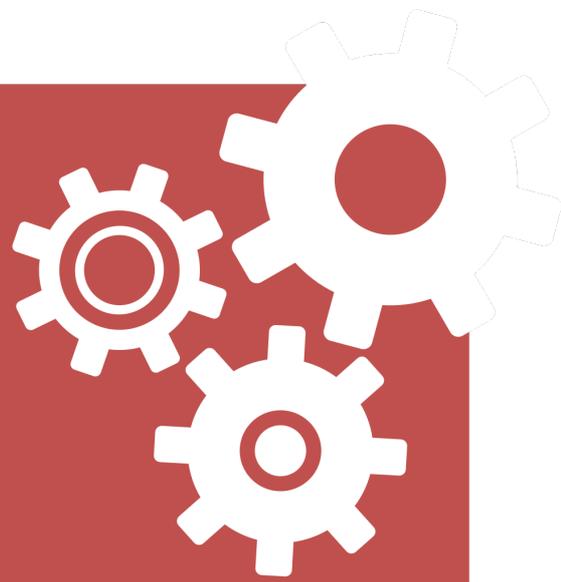
## Telecare



We provide a service for the installation and maintenance of telecare equipment to the residents of Gwynedd. This is a hugely popular service amongst vulnerable individuals and their families, where the use of Assistive Technology enables people to continue to live independently in their own home.

The department's day to day work contributes towards the following Gwynedd Well-being Objectives, ensuring that residents can:

- Enjoy happy, healthy and safe lives
- Live in quality homes within their communities
- Live in a natural Welsh society
- Live with dignity and independently for as long as possible
- Take advantage of the beauty of the County's natural environment.



# Ymgynghoriaeth Gwynedd Consultancy Department



## Gwynedd Consultancy Department (YGC)



The Gwynedd Consultancy Department (YGC) operates as a commercial department that generates income for the Council, whilst also undertaking statutory functions in water and flood management. By combining the commercial and statutory, YGC can maintain high quality jobs, whilst retaining expertise within the county. The department specialises in engineering and construction.

### Water and Flooding

As a result of Climate Change, the threat of coastal erosion and flooding is exacerbating. Our intention is to manage and reduce the impacts of these threats on the people of Gwynedd. There are also national legislations that place statutory responsibilities on the Council.

#### Forward Planning and Identifying Risk

In accordance with the objectives of the Well-being of Future Generations Act (2015), it is essential that we plan ahead to keep our communities safe, healthy and viable for the future. Climate change is creating specific challenges, and flooding has been acknowledged as an international priority.

In order to forward plan for these challenges, we are creating a picture of flood risks across Gwynedd by analysing the data that we are collecting, as well as other official external data, such as climate and sea level projections. All of this then forms the basis to our Flood Risk Management Plan.

The service also encourages collaboration between the whole Council and various stakeholders (such as Natural Resources Wales, Welsh Water and our communities), to ensure that we take every available opportunity to collaborate to adapt and protect from flooding. Successful grant applications ensure an investment is made in the infrastructure of Gwynedd which increases the resilience of our communities in light of flood risks. We have identified that ongoing support is required in every community in order to ensure sustainable resilience to mitigate against these risks in the future.

See below a summary of the work of gathering data which feeds into this work.

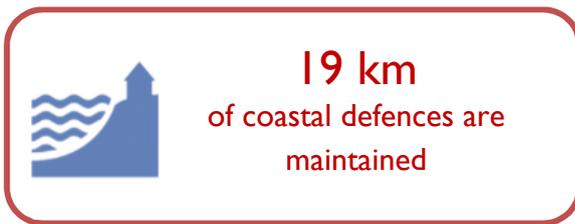
#### Investigating Flooding Incidents



There is a duty on us to investigate flooding incidents under the Flood and Water Management Act. Since the Act came into force in 2010, YGC has investigated 42 incidents of indoor flooding every year, on average. We also gather information by identifying faults or by receiving any flood-related concerns from Gwynedd residents. We aim to respond to these in the shortest possible amount of time.



## Flood Prevention Asset Maintenance



We are responsible for maintaining 229 coastal assets which extend along 19km of coastal defences, and 52 assets that manage the risk of flooding from common watercourses. Surveying and maintaining these assets is essential as we protect Gwynedd communities. We give a score from 1 to 5 (with 1 meaning 'as new') to

each asset, and set a condition target for each one. Our aim is for every asset in Gwynedd to meet its condition target to ensure that they mitigate against flood risks for the people of Gwynedd. We also maintain and implement a coastal monitoring programme, which assesses changes in the coastline. This, due to climate change, will increasingly affect our coastal communities in the years to come.

## Our Role in the Planning System

Gwynedd Council is the Local Lead Flood Authority and therefore YGC has a role to prevent developments and activities that could contribute to the flood risk. These mainly include:

- Providing advice on planning applications
- Advising on work in watercourses and approving relevant applications - on average per annum, we receive 50 applications that affect or prevent the flow in a common watercourse. We ensure that the construction work is done in a way that has the least possible impact on flood risk and the environment. There is a statutory requirement on us to respond in 28 days; however, the aim in every case is to approve applications as soon as possible.

## Approving Sustainable Drainage Systems

Since January 2019, specific types of developments need to receive Sustainable Drainage Systems (SUDS) consent. Before commencing the building work, a developer needs to consider how they will manage water on the site in order to ensure the quality of the water and reduce the risk of flooding in the future.

We are a SUDS approval body and we also offer pre-application advice to assist developers to meet the new requirements.

**In 2020/21, and beyond, we will continue to develop plans in order to attract investments to mitigate against flood risks to the residents of Gwynedd and we will raise awareness of these risks throughout the county in an attempt to increase the resilience of our communities against the risks facing them.**

## Consultative Services



**YGC design and manage projects relating to roads, structures, buildings, etc. in Gwynedd and across Wales. We create and maintain quality jobs that would not otherwise be available in the county, and as we attract fees for our work, we are contributing towards the costs of maintaining Gwynedd Council.**

We provide various consultative services in the following fields:

- building and infrastructure,
- water and environment,
- technical, and
- business and project management.

Financial Performance			
	2016/17	2017/18	2018/19
Turnover	£5.5m	£5.3m	£5.3m
Profit/Loss	+ £96.5k	+ £81k	+ £59k

As part of these services, we can undertake architectural, surveying, design, inspection and assessment, hydraulic modelling and geo-technical work, and much more.

This work plays an essential role in our ability to realise our statutory requirements in relation to flooding and coastal erosion. This is the case as our ability to attract fees for our consultation work enables us to build technical and scientific expertise within the Council and retain that expertise. In turn, this expertise provides a foundation for us to successfully attract grants by developing innovative and sustainable flood risk management work plans. Therefore, the consultation services are essential to allow us to protect the people of Gwynedd in light of the impact of climate change.

**In 2020/21, we will be focusing on adding to our list of clients in order to increase the investment we attract, whilst also expanding the range of professional services that we can offer.**

This department's day-to-day work contributes towards the Gwynedd Well-being Objectives, ensuring that residents can:

Enjoy happy, healthy and safe lives

Live in quality homes within their communities

Take advantage of the the county's natural environment



# Corporate Support Department



# 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 online 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, as well as operating as a first point of contact for the Tax and Benefits Services.

Answer phone calls, on average within 36 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:

- review and introduce new arrangements for the switchboard service to improve customer services
- restructure in order to ensure that the full range of services can be provided in each of the Customer Contact Centres
- develop the current use of web-chat and extend the support to online service users

## Registration

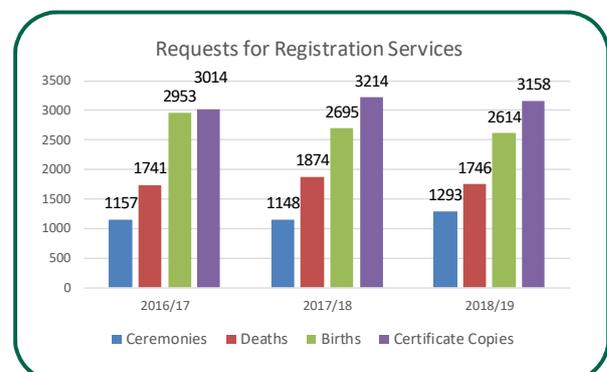


The Council provides a registration service from four locations across the county, including Ysbyty Gwynedd.

During the past year, 5,000 marriages, civic partnerships, births and deaths were registered and more than 3,000 requests for certificates were received.

In future, we will:

- review working arrangements across the service
- develop self-service for births, deaths and request for certificates appointments
- strengthen our service continuation plans.



## 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 and maintain the Council's internal communication arrangements.

In future, we will:

- improve the procedure for identifying and prioritising the main messages and the main issues in order to ensure that Gwynedd's residents receive the information they require.
- undertake development and engagement work to establish whether the Council's website continues to meet the needs and identify any steps that will need to be taken in future.
- implement internal communication schemes in response to messages stemming from the Staff Survey.



## Council Business Support



This service coordinates arrangements for publishing the Council Plan, equality plan and performance reports in addition to providing executive support to the Corporate Management Team, advising on project arrangements and managing projects, service reviews and scrutiny investigations. We will assist the Council's services to give fair consideration to the equality and rights of each individual, consider the requirements of the Well-being of Future Generations Act and assist officers and councillors to challenge plans and working practices.

Another part of the service's work is supporting the work of the *Public Services Board* where Gwynedd and Anglesey Councils, with the Health Board, Natural Resources Wales and the Fire and Rescue Service, collaborate closely in order to improve the well-being of residents in several fields.

In future, we will:

- implement the work programme within the Equality Plan 2020-24 in order to ensure that equality is embedded in all the Council's work
- start the work of reviewing and updating the well-being assessments published for the 14 well-being areas in Gwynedd and Anglesey.

## Ensuring Fairness for Everyone

## Improvement Priority 3



In order to put the people of Gwynedd at the centre of everything we do, we must first identify any barriers that face some people when looking for, or receiving services from the Council. Although we have collected a lot of information over the years, we do not feel that we have heard from a wide enough range of people.

Therefore, our intention is to undertake a thorough investigation of the opinion of Gwynedd residents who have protected characteristics (as noted in the Equality Act 2010) about the services offered by the Council. We will do this not only by means of a paper and online questionnaire but also by meeting with a wide range of people and being creative in order to reach everyone.

This engagement will happen in 2020/21 as part of the Strategic Equality Plan 2020-24. We will create a further Action Plan based on the evidence we receive.

## 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:

- collaborate with the Council Business Support Service to improve the evidence that is available for Council services regarding the nature and needs of local areas in Gwynedd
- develop the information and analyses that Council managers receive regarding their workforce and make this information more accessible
- 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 information retention and sharing arrangements and practices mean that the use of data is safe and complies with legislation at all times.



**iGwynedd**

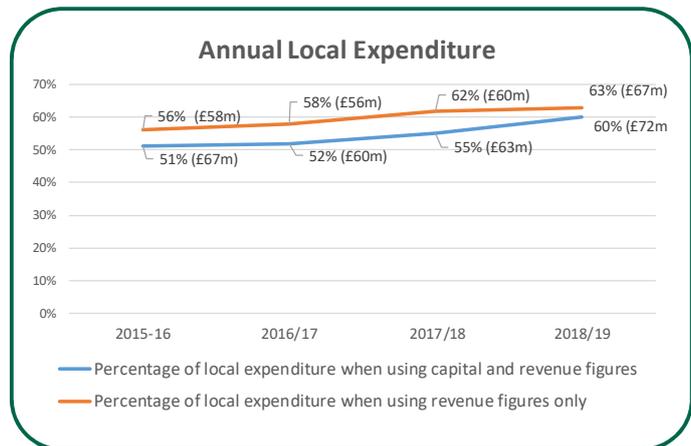
## Procurement



The Council spends over £97m annually on procuring, or purchasing, various goods and services from revenue budgets. In 2018/19, the locally purchased goods and services was equivalent to £60m to the local economy.

In future, we will:

- strengthen and develop the procurement expertise within the Council and review what we are currently purchasing.
- adopt best practice in the field and introduce further schemes to support the market.
- develop our electronic purchasing systems in order to respond to new requirements.



## 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 2018/2019, we succeeded to increase the percentage of local expenditure to 63% compared with 62% 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 2020/21, we will engage with local businesses in order to assess what would make procurement opportunities more attractive to them and what further support they need. We will also review our procurement arrangements in order to ensure that the balance between keeping the benefit local and getting value for money is appropriate.

## Democracy and Language



The Democracy and Language Service is responsible for three specific fields, namely democracy, translation and language. We are responsible for undertaking the committees process and offer various support to the 75 councillors.



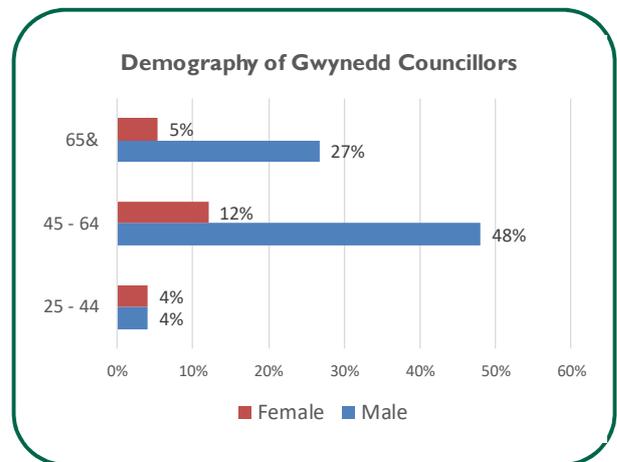
The Council's administrative language is Welsh; however, all the Council's services are available to the public in Welsh and English. Therefore, we promote and enable the use of the Welsh language in all our services. This is supported by the provision of written and oral translation services for staff, councillors and the county's residents.



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:

- develop regional scrutiny arrangements jointly with other authorities where relevant
- build on the existing remote attendance and committee web-casting arrangements in order to reduce carbon footprint and facilitate the work of councillors
- review how we promote the Welsh language in the community
- promote the use of the Welsh language in technology



## 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 work with the Adults, Health and Well-being Department, the Health Board and Anglesey Council in order to establish working arrangements in a bilingual setting for the Community Resource Teams by:

- establishing a workforce language skills baseline in each area
- create a developmental work programme to address the matters highlighted when identifying the baseline.



## Gwynedd Businesses using the Welsh Language

## Improvement Priority 5



The Council has direct contact with Gwynedd businesses in order to promote the use of the Welsh language within the private sector. Hunaniaith officers, as well as officers within the Economy and Community Department, encourage businesses to increase the use of the language through their work in the communities.

We will work with external partners such as Welsh in Business and the Welsh Language Commissioner in order to promote the use of the Welsh language among Gwynedd businesses. To do so, we will:

- develop robust arrangements to refer businesses to Welsh in Business if they require additional support to increase their use of the Welsh language
- hold campaigns to promote the Welsh language and Welsh events with businesses
- trial new ways of promoting the Welsh language among businesses via the ARFOR cross-county project

## 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 welfare of the public.

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.

The Emergency Planning Operation Group, which has representatives from all departments, co-ordinates the arrangements to prepare for emergencies while a Strategic Group, under the guidance of the Corporate Director, keeps an overview and challenges those arrangements as and when necessary.

This is all supported by the Regional Emergency Planning Service which is contracted to provide specialist guidance in this field.

In future, we will:

- review and strengthen our service continuation arrangements and hold local exercises to ensure that we are able to respond effectively

## Human Resources Advisory Service



The team of human resources advisers and officers are responsible for advising managers and school heads on a wide range of staff employment matters. This includes interpreting the employment conditions, equal opportunities issues, restructuring or service cuts, dealing with disciplinary matters and complaints, managing absences and workforce planning. The service also leads on a programme which focuses on reviewing and developing the Council's employment conditions and has a central role in maintaining a constructive working relationship with the trade unions.

In future, we will:

- develop and implement the service's business model, so that there is an increasing emphasis on giving advice and supporting managers to take ownership of day-to-day employment matters.
- implement a programme of reviewing and developing local employment conditions to reflect and support the way in which the Council wants its staff to work.
- advise departments as they plan the workforce and assist and support them to address future service continuation requirements.

### 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 have a managerial role within the Council is disproportionate with the split 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 senior positions within the Council by reviewing the employment conditions and environment to attract more women to undertake the work in future. We will implement the work programme which has been established by the Project Group following a consultation held within the Council during 2019/20. That programme includes introducing a programme to develop potential for women, carrying out an audit of our recruitment and appointment methods for managerial posts and creating a forum for female leaders and prospective leaders within the Council.

## Support Service



The Support Service provides administrative support such as arranging appointments, ordering goods, printing, paying bills and distributing post for Council staff.

In 2018/19, the service has focused on rationalising the administrative arrangements, reducing unnecessary paperwork, and enabling staff and managers to access service and information directly and promptly.

In future, we will:

- 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 fulfils a statutory role of providing competent advice to the employer on health, safety and well-being matters. This includes advising on legal standards in safety, investigating accidents and other incidents, monitoring, examining and providing training programmes.

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 as well as plan and implement a programme to promote health and well-being.

In future, we will:

- mainstream mental health and well-being within the workforce, while raising awareness and empowering staff across the Council and promote a culture of sharing experiences and supporting individuals
- develop and implement a new business model for the service in order to encourage ownership within the services of day-to-day health and safety matters within the Council and prioritise resources for the biggest risks.



## Learning and Organisational 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.

Learning and Development programmes are provided for staff (on all levels) and Elected Members, which includes developing leadership. We are working with teams and officers to ensure that the service is relevant, to 'fill gaps' in the provision and tailor titles to meet their needs.

We promote and support individuals to take ownership of their own learning, and offer a range of learning methods that include the 'traditional' as well as innovative methods such as *coaching and mentoring*, learning through experience and using technology.

The objective of the organisational development work is to nurture behaviours and culture which create and maintain a working environment where staff are at their best to serve the people of Gwynedd. Giving staff a voice, and an opportunity to contribute their views and ideas is a crucial part of this while there is also focus on developing the future workforce through schemes such as *Identifying and Developing Talent*. An increasing range of benefits is offered which contributes to staff satisfaction and well-being.

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

In future, we will:

- contribute to a scheme to ensure that all Council staff have appropriate information technology skills in order to use self-service systems and take advantage of the e-learning provision.
- develop and extend the use of the Staff Development Module and encourage individuals to take ownership of their own learning.
- extend the Continuous Appraisal culture across the Council

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

### Improvement Priority 5



Gwynedd Council has been prominent 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 challenging times 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. To date, we have been successful in reviewing the language requirements of all posts and assess the linguistic ability of 40% of our officers against those requirements. This has all been supported by a language improvement and learning programme.

In 2020/21, we will focus on working with other Council services - especially front-line services - to complete the assessment and 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.

## 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 putting the people of Gwynedd at the centre 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. The Ffordd Gwynedd Plan in its new form was approved during 2019/20. The plan details the next steps to be taken in order to embed the culture and the way of working within the Council. The main focus of this work in the coming year will be to implement the objectives in the work programme, which includes workforce planning, customer contract, employment conditions and performance challenging as some of its main priorities.

## Apprenticeships Scheme

### 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 be moving ahead to appoint more apprentices in priority fields during 2020/21 and will consider the practicality of continuing with the scheme beyond the current commitment.

The department's day to day work contributes towards the following Gwynedd Well-being Objectives by ensuring that residents can:

Enjoy happy, healthy and safe lives

Earn a sufficient salary to be able to support themselves and their families

Live in a natural Welsh society



# Finance (and Information Technology) Department



## Finance (and Information Technology) Department



The Finance Department's intention is to contribute towards achieving the aim of attempting "the best for the people of Gwynedd during a difficult period" by:

Ensuring the appropriate support to the Council's business operation and its services when managing, safeguarding and developing its financial position, in order to establish a sustainable community in an open, accountable and prominent manner.

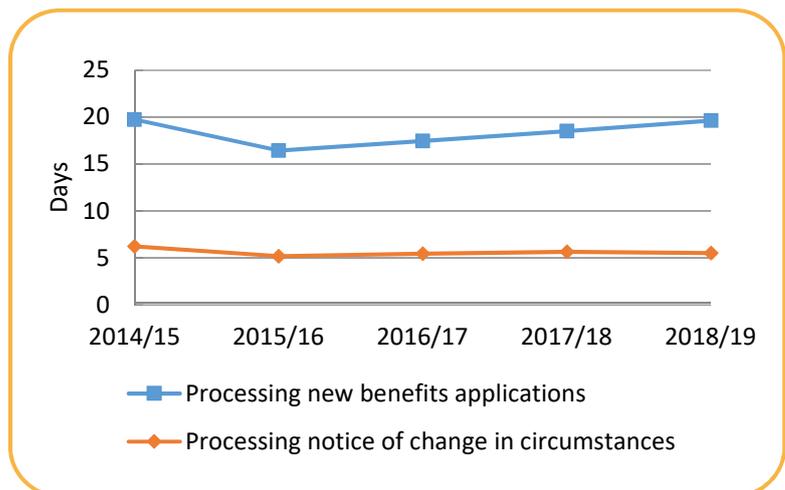
Ensuring professional supportive guidance and technology of a high standard that promotes the Council's basic values and encourages entrepreneurship.

Providing front line services (such as collecting revenue and paying benefits) of a suitable quality to the customer, providing fairness to people and communities, and focusing on residents.

### Benefits Service

We administrate benefit support to approximately 7,500 tenants to pay their rents, and to approximately 10,000 individuals, couples or families to pay their Council Tax bill, aiming to do this in a timely and accurate manner.

It can be seen from the graph that the number of days it takes us to pay has started to increase until 2019; however, efforts to reduce the number of days are starting to bear fruition, and we will attempt to reduce the number of days further in future.

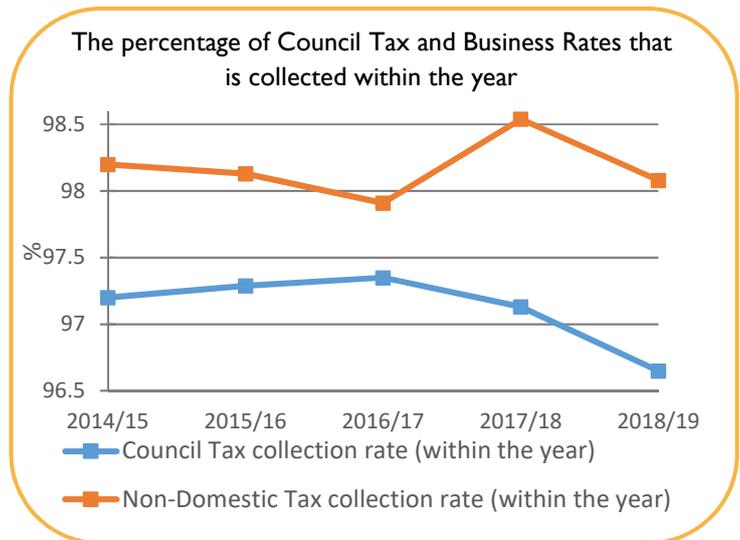


***In 2020/21, we will continue to train staff and business plan based on the expected number of transfers to Universal Credit. Jointly with other authorities, we will lobby the Government so that the level of demand for services from the Council will continue above the projections. Despite losing the funding available to offer personal budgeting support and digital support, it is expected that enquiries from the public will continue. On the whole, arrangements are going smoothly and therefore the likelihood of substantial decline in the service provided is now relatively low.***



## Taxation Service

Without Council Tax and Business Rates, the Council would not be able to provide its services. This service administrates and collects Council Tax for over 61,500 properties, and Business Rates (Non-domestic Rates) of approximately 7,500 business properties in the most timely and efficient manner as possible, including administrating the various available discounts, exemptions and release schemes.



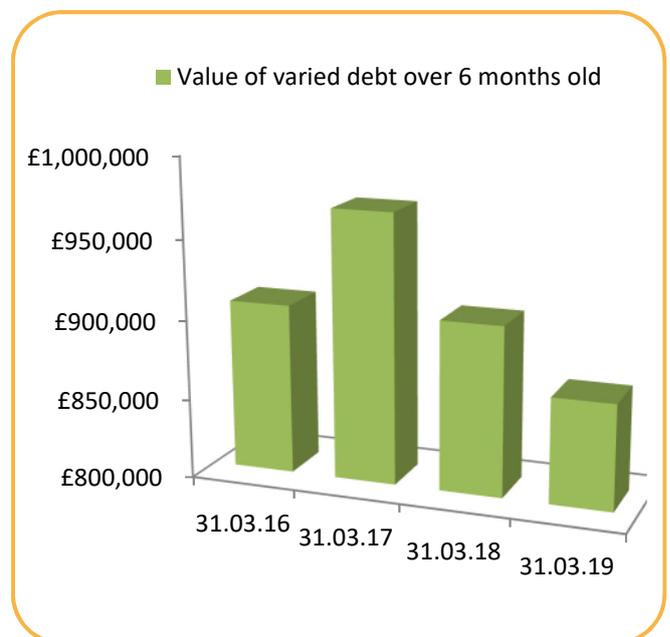
We fully understand that it is not easy for everyone to pay these taxes, and we attempt to be flexible (e.g. encourage payment arrangements and agreements) and sympathetic to the individuals' circumstances. We attempt to encourage individuals to ask for advice on personal financing and more extensive debt advice.

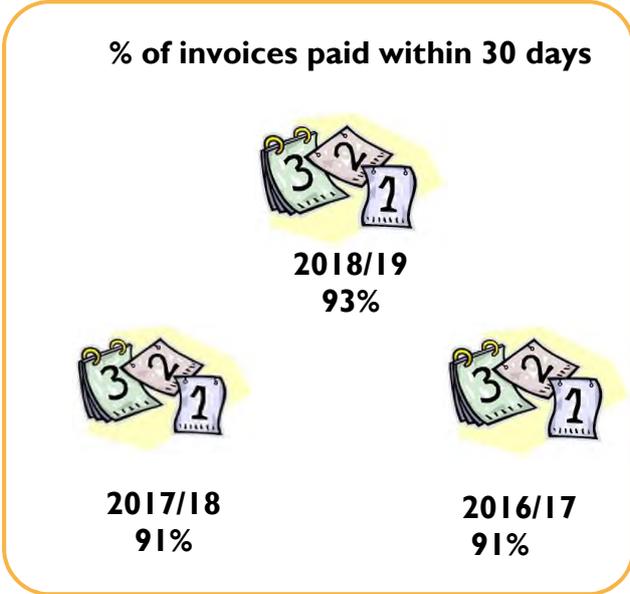
**The transfer of holiday units from the Council Tax system to non-domestic rates remains a financial risk. In 2020/21, we will continue to respond pro-actively to influence Welsh Government, including pressing for a legislative change.**

## Income Service

The Council receives income (e.g. grants, payments for service) of all types, and the Income Service processes this income, collecting the Council's debts in a timely and efficient manner in order to make the most of the income. As a service, we consider the needs of the Council's departments and act sensitively to debtors' financial circumstances when carrying out our work.

**We have identified the need to improve the recovery processes of some of the debts of the Adults, Health and Well-being Department, and we will collaborate with this Department in order to make the most of the indebted money that is collected and available to provide services.**





### Payments Service

We are responsible for paying the Council and GwE's creditors in an accurate and timely manner. We pay over 105,000 invoices annually, with 93% of the invoices being paid within 30 days on average, aiming to prioritise paying local suppliers promptly.

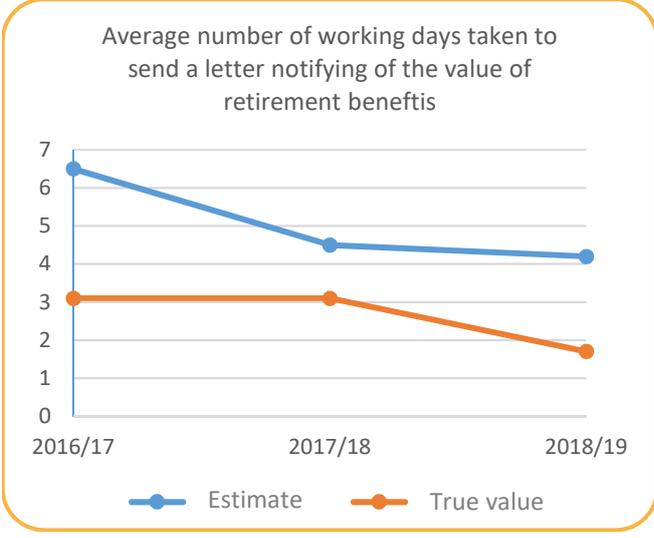
**We will be moving to an e-invoices system in order to improve the service's efficiency. These arrangements will reduce the delay when paying and will enable us to have control over all invoices that reach the Council.**

### Payroll Service

There are over 7,200 different individuals working for the Council in order to enable it to serve on behalf of the people of Gwynedd, and the purpose of the Payroll Service is to ensure that they get paid accurately and in a timely manner. The service also keeps appropriate accounts in order to pay external bodies such as HMRC.

### Pensions Service

The Pensions Service is responsible for administering the Local Government Pension Scheme (LGPS) on behalf of over 40 employers including Gwynedd Council, Anglesey County Council and Conwy County Borough Council. The fund has over 18,000 active members, 12,000 deferred members and 10,000 pensioners. The service's daily duties include establishing a record for new members, making changes to members' records, calculating deferred benefits, transferring pension rights in and out of the LGPS, and paying benefits after the retirement and death of the scheme's members.



**In 2020/21, we will improve our self-service provision for members and will be working with our employers to ensure that we receive the salary/contribution details of members every month.**

### Investment and Treasury Management Service

Within this service, we invest the Council's money in order to gain interest to contribute towards funding services. We also manage the Pension Fund's investments in order to ensure the ability to

pay pensions now and in future. In addition to this, we are responsible for making decisions on long-term loans.

The Unit's aim is to keep money safe, gain interest and ensure that funding is available to pay for daily expenditure.

During 2018/19, the Council's borrowing activity remained within the constraints originally set. £307,000 was the total interest and dividends received on investments, which is higher than the £130,000 included in the budget. No banks the Council had used for investments had failed to pay.

***Local government pension funds in Wales work by pooling investments in order to get the greatest benefit of joint-investing.***

## **Finance and Accounting Service (including devolved units)**

We provide a finance and accounting service, and help and support services to be effective and efficient. The service:

- Regularly monitors and reports on the Council's financial performance.
- Provides financial support with a gross budget of over £418 million
- Is responsible for producing final accounts for the accounts of Gwynedd Council, two joint-committees, the Harbour and the North Wales Economic Ambition Board
- Assists the departments to realise over £52.2 million of savings and cuts since 2010/11, which is 93.6% of the savings target, with a slight slippage on the rest. The work of supporting the savings system is ongoing.



The Auditor General for Wales has published an unconditional audit report on the 2018/19 financial statements, namely that the accounts had been appropriately prepared and provide an accurate and fair picture of the financial situation.

***We will provide more financial advice to all of the Council's budget holders, as well as "business" advice to departments.***

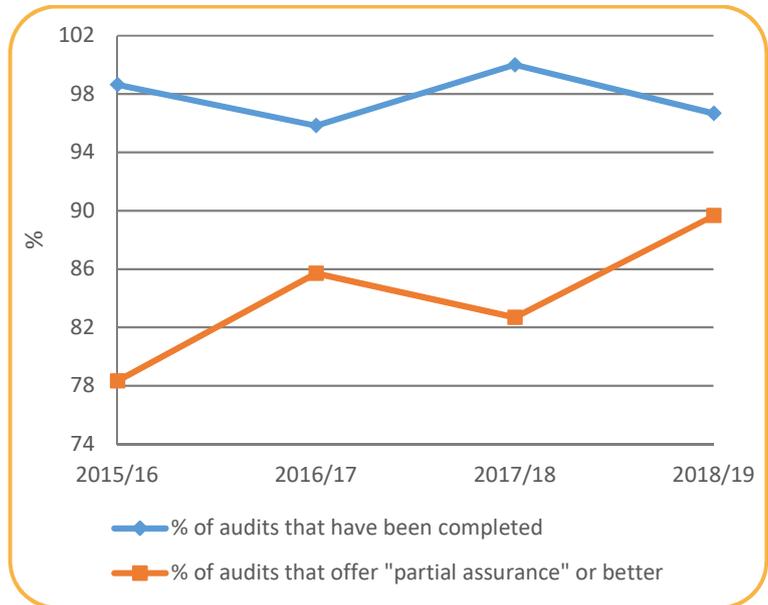
***The money the Council receives from Welsh Government is insufficient to pay for the key services provided by the Council. Therefore, in order to ensure a balanced budget, we will also continue to realise the savings that have already been approved, and will also ensure that we plan to identify and select the savings required in order to respond to the financial challenge facing the Council in the future.***

## Internal Audit Service

We review the Council's governance and administrative arrangements in order to give confidence to the authority and the citizen that these arrangements are robust. We report independently and objectively to the Head of Finance Department and the Audit and Governance Committee.

For 2018/19, a new system of placing Internal Audit reports in one of four general assurance categories was introduced. The initial feedback has been very positive.

A system of developing "agreed actions" was completed, namely a contract between us and managers across the Council on how to improve management and reduce risks.



## Risk and Insurance Service

All Council departments need to assess the threats and opportunities that could face them when providing their services, and prioritise their activities based on the assessment. The role of the Risk and Insurance Service is to advise and support the departments in doing so. We also protect the interests of ratepayers by ensuring appropriate insurance arrangements and dealing with around 250 claims per year.

***Work still needs to be done to ensure that all Council departments maintain the system of recording their main risks and are regularly reviewed. The Risk and Insurance Service will support all departments to ensure that the use made of the Corporate Risk Register is consistent across the Council, and that risks are updated continuously. In parallel, the procedure of considering the contents of risk registers when monitoring the performance of departments, will develop further.***

## Information Technology Service

**We implement the Information Technology Strategy in order to help the people of Gwynedd to gain easy access to the Council's information and services, and for staff to work efficiently.**

The face of the service is the Support Service and the Helpdesk, which supports 2,350 users and completes approximately 20,000 requests for information, including providing 450 new computers annually, and 1,780 mobile phones and tablet computers.

The Information Technology Strategy ensures that our technology services are presented on firm foundations that are supported by the *Infrastructure, Telephone and Network Service*, spreading to 250 buildings, 1,400 wireless access points and 2,700 phone connections, and support all systems in our data centres on 440 servers and over 1,000TB of storage. Serious problems were encountered in the data centre in July 2018 and a substantial work programme was put together to improve resilience and an investment was made in a new ventilation system to remove issues of damp in the main data centre in the Headquarters and introduce new servers and storage area in the main data centre and at the data centre in Penrhyndeudraeth. The two data centres are connected with a fast fibre connection and we will see further improvements introduced early in 2020 to strengthen the resilience of our system.

The Gwynedd Schools Digital Strategy has been prepared, with the technical work to be introduced now in progress and we will introduce a new Corporate Digital Strategy in 2020/21, thus transforming our services further.

The *Geographical Development and Information Service Unit* provides around 160 systems that have been developed around the user's bespoke needs, including systems that are used by the departments to serve the public, direct interfaces for the public and self-service for staff.

The *Programme Management and Innovation Unit* provides support to the departments to meet their IT needs, including ordering IT equipment and materials, implementing and monitoring contracts and analysing needs.

**During 2020/21, we will carry out other exercises to strengthen the resilience of our provision and the increasing demand to support services 24/7, introduce substantial improvements within our schools and put the new Digital Strategy into practice.**

% of network availability

2019/20: 99.98%



% Helpdesk service (satisfied or very satisfied)

2019/20: 99.35%





# Legal Services



# Legal Services



**The department supports the Council's ability to provide the best services to Gwynedd's residents through a combination of support and front-line services.**

## LEGAL

**The Legal Service provides legal support across all of the Council's range of work from child protection and prosecution to the preparation of traffic orders and land and property proceedings.**

As well as being available to deal with daily enquiries, the team deals with approximately 900 cases and proceedings annually, on average. We also support the Council's main projects such as establishing Cwmni Byw'n lach, the Domiciliary Care Review and the Housing Strategy.

### 2018/19 Indicators

Percentage of customer satisfaction questionnaires scoring 10/10



## PROPRIETY

**The Legal Service supports the Standards Committee and the Monitoring Officer to implement their responsibilities for the propriety of the Council's method of action, the Constitution and complaints as well as the ethical framework for members of the Council and Town and Community Councils.**

We continue to support Gwynedd Council's propriety system along with the ethical system for the County's Town and Community Councils. Monitoring Officer function and legal support services are also provided to collaboration projects such as GwE, the Joint Local Development Plan Joint-committee and the North Wales Economic Ambition Board.

## ELECTIONS

**The Legal Service also provides support to the Returning Officer and the Electoral Registration Officer.**

The team is responsible for the administration of the electoral register and supports local and national elections and by-elections, referenda or polls within the county.

### Projects

In supporting the statutory duty of the Electoral Registration Officer to promote registration, we are continuing with a project to promote and increase the efficiency of Electoral Registration processes.

Our priorities for 2020/21 will be:

- Responding to the changes which are coming into force in the Annual Canvass procedure for 2020
- Extending and amending voting rights, specifically for electors aged between 16 and 18, as a result of the Senedd and Elections (Wales) Bill 2019 and the Local Government and Elections (Wales) Bill 2019.

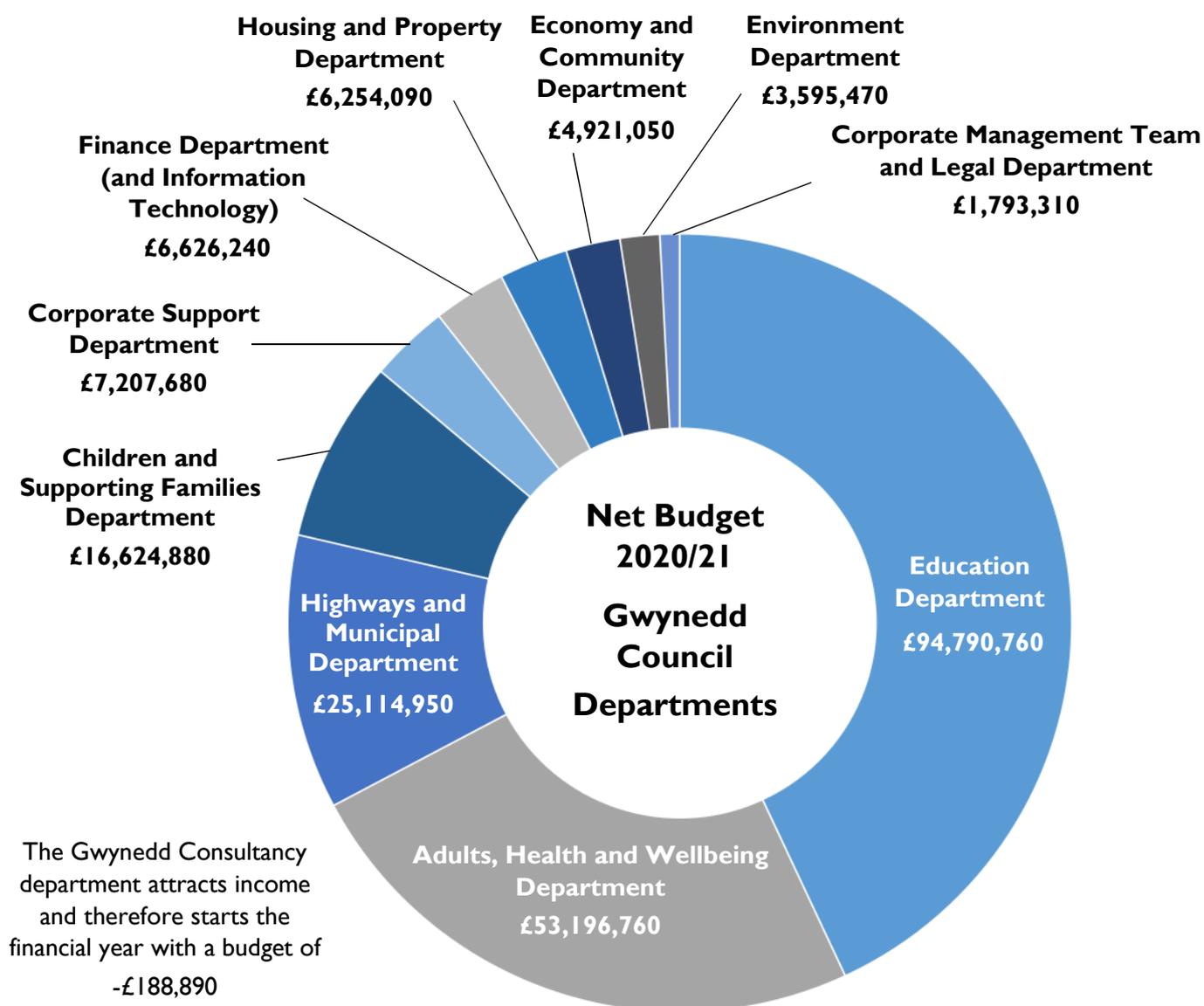
## **CORONER**

### **The Legal Service provides support to the Coroner's Service for north-west Wales.**

We support and administrate Coroner arrangements for north-west Wales. The team has been established within the Council and is receiving direct support within the department by now.



## Financial Information 2020/21



Education Department 2020/21	
Area	Net Budget £
Schools - Devolved	77,165,250
Quality of Education Services	2,731,060
Infrastructure and Support Services	8,157,430
Additional Learning Needs and Inclusion and Welfare	4,516,930
Leadership and Management	2,220,090
<b>Total</b>	<b>94,790,760</b>

<b>Adults, Health and Wellbeing Department 2020/21</b>	
<b>Area</b>	<b>Net Budget £</b>
Older People	23,318,723
Physical Disability	3,445,088
Learning Disability	19,526,777
Mental Health	3,669,912
Management, Administration and Other Services	3,236,260
<b>Total</b>	<b>53,196,760</b>

<b>Highways and Municipal Department 2020/21</b>	
<b>Area</b>	<b>Net Budget £</b>
Waste and Recycling	11,012,480
Road Maintenance	8,282,060
Street Cleaning	2,457,320
Street Lighting	1,649,060
Public Toilets	718,470
Grounds Maintenance and Playing Fields	410,760
Crematorium and Cemeteries	-89,140*
CCTV	177,630
Fleet Management	293,480
Other	202,830
<b>Total</b>	<b>25,114,950</b>

<b>Children and Supporting Families Department 2020/21</b>	
<b>Area</b>	<b>Net Budget £</b>
Children and Supporting Families Management	583,530
Operational Services	2,082,120
Placement Services	9,167,970
Derwen Services	1,802,200
Youth Justice Service	251,100
Edge of Care Team, Out of Hours Team and Other Services	1,707,980
Early Years Unit	147,260
Youth Services	882,720
<b>Cyfanswm</b>	<b>16,624,880</b>

<b>Environment Department 2020/21</b>	
<b>Area</b>	<b>Net Budget £</b>
Corporate Category and Management	399,430
Planning Services and Building Regulations	188,070
Joint Planning Policy Unit	213,230
Safety, Cleanliness and Food Standards	707,100
Environmental Health	457,540
Trading Standards	490,010
Public Protection Client Services	-70,860*
Traffic, Road Safety and Enforcement	489,360
Forward Planning	76,370
Parking and Enforcement	-1,812,580*
Transport	1,235,420
Concessionary Fares	497,350
Countryside Services	725,030
<b>Total</b>	<b>3,595,470</b>

<b>Economy and Community Department 2020/21</b>	
<b>Area</b>	<b>Net Budget £</b>
Departmental Management	32,784
Regeneration Programmes	150,744
Supporting Communities	284,344
Maritime and Country Parks	38,054
Leisure Contracts	1,546,754
Sports Programmes	90,874
Economic Development Programmes	-16,726*
Marketing and Tourism, and Events	290,264
Libraries	1,642,204
Museums and the Arts	487,514
Archives	374,244
<b>Total</b>	<b>4,921,050</b>

<b>Housing and Property Department 2020/21</b>	
<b>Area</b>	<b>Net Budget £</b>
Management and Administration	82,360
Corporate Property Services	1,345,880
Caretakers	56,840
Offices and Maintenance	3,230,040
Catering, Cleaning and Maintenance	-2,490*
Energy	-115,830*
Community Centers, Miscellaneous Building and Smallholdings	-142,000*
Industrial Units, Intec and Mentec	93,960
Pest Control and Dog Control	24,630
Housing Services	620,590
Homelessness	1,060,110
<b>Total</b>	<b>6,254,090</b>

<b>Gwynedd Consultancy Department 2020/21</b>	
<b>Area</b>	<b>Net budget £*</b>
Engineering	-719,100
Water and Environment Unit	-25,930
Building Unit	-70,160
Flood Risk Management	626,300
<b>Total</b>	<b>-188,890*</b>

<b>Corporate Support Department 2020/21</b>	
<b>Area</b>	<b>Net Budget £</b>
Departmental Management	398,530
Emergency Planning (appears in the Corporate Support Departmental Plan)	111,040
The Council's Business Support Unit	485,300
Communications and Engagement	426,890
Research and Analytics	416,820
Democratic Services and Democracy	2,219,610
Welsh Language Services	262,780
Procurement	261,220
Human Resources Advisory Services	542,930

Health, Safety and Wellbeing	464,960
Support Service	537,660
Learning and Organisational Development	385,550
Siop Gwynedd, Galw Gwynedd, Blue Badges, Registrar	694,390
<b>Total</b>	<b>7,207,680</b>

<b>Finance Department (and Information Technology) 2020/21</b>	
<b>Area</b>	<b>Net Budget £</b>
Departmental Management	356,780
Finance and Accounting	1,173,200
Treasury Investment and Management	122,030
Internal Audit	309,520
Pay-roll	333,200
Payments	176,320
Income	414,910
Central Revenue	279,750
Taxes	177,290
Benefits	349,450
Information Technology - Corporate	853,620
Information Technology – Programme Management	253,290
Information Technology – Development	651,140
Information Technology - Infrastructure	831,070
Information Technology – Support	344,670
<b>Total</b>	<b>6,626,240</b>

<b>Corporate Management Team and Legal Department 2020/21</b>	
<b>Area</b>	<b>Net Budget £</b>
Chief Executive, Director and the budgets of specific schemes	553,450
Monitoring and Propriety Officer	131,520
Legal Services	593,260
Register of Electors	162,390
Coroner	329,450
Elections	23,240
<b>Total</b>	<b>1,793,310</b>

\* *negative figures as income exceeds expenditure.*