

Complete Agenda



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CABINET

CYNGOR GWYNEDD

DATE	Tuesday, 16th December, 2025
TIME	1.00 pm
LOCATION	Cyfarfod Rhithiol / Virtual Meeting
CONTACT POINT	Gwen Alaw Roberts cabinet@gwynedd.llyw.cymru

GWYNEDD COUNCIL CABINET MEMBERS

Members	
Nia Wyn Jeffreys	Council Leader
Craig ab Iago	Cabinet Member for Environment
Dilwyn Morgan	Cabinet Member for Adults, Health and Wellbeing
Paul John Rowlinson	Cabinet Member for Housing and Property
Menna Trenholme	Deputy Leader and Cabinet Member for Children and Supporting Families
June Jones	Cabinet Member for Highways, Engineering and Ymgynghoriaeth Gwynedd Consultancy
R Medwyn Hughes	Cabinet Member for Economy and Community
Dewi Jones	Cabinet Member for Education
Huw Wyn Jones	Cabinet Member for Finance
Llio Elenid Owen	Cabinet Member for Corporate Services and Legal and the Welsh Language

AGENDA

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THE CABINET, TUESDAY, 11 NOVEMBER 2025

Present-

Councillors: Nia Jeffreys, Menna Trenholme, R. Medwyn Hughes, Craig ab Iago, Huw Wyn Jones, June Jones, Dilwyn Morgan, Llio Elenid Owen, Dewi Jones and Paul Rowlinson.

Also present-

Dafydd Gibbard (Chief Executive), Iwan Evans (Monitoring Officer), Dewi Morgan (Head of Finance), Catrin Thomas (Corporate Director), Dylan Owen (Corporate Director), Aled Gibbard (Interim Head of Children's Department), Alan Wyn Parry (Business Support Officer), Professor Sally Holland (Chair of the Response Plan Programme Board), Gareth Jones (Assistant Head of Environment), Rebeca Jones (Planning, Landscape and Nature Policy Manager), Cllr Elwyn Edwards (Local Member - Llandderfel Ward), Esyllt Rhys Jones (Regeneration Programme Manager), Llŷr B Jones (Assistant Head of Economy and Community), Alun Gwilym Williams (Assistant Head of Business), Vera Jones (Democracy and Language Service Manager), Annes Sion (Democracy Team Leader), Sian Pugh (Assistant Head), Ffion Madog Evans (Assistant Head of Finance) and Gwen Roberts (Democracy Services Officer).

1. APOLOGIES

Everyone was welcomed to the meeting.

It was noted that Cllr Dewi Jones and Cllr Menna Trenholme would have to leave the meeting at 4:00pm to attend another meeting.

2. DECLARATION OF PERSONAL INTEREST

Cllr Nia Jeffreys declared an interest in relation to Item 6. The member did not consider it to be a prejudicial interest, and she did not leave the meeting.

Cllr Paul Rowlinson declared an interest in relation to Item 11, and the member left the meeting.

Cllr Dewi Jones declared an interest in relation to Items 13 and 14, and the member left the meeting.

3. URGENT ITEMS

There were no urgent items.

4. MATTERS ARISING FROM OVERVIEW AND SCRUTINY

There were no matters arising from overview and scrutiny.

5. MINUTES

The minutes of the meeting held on 14 October 2025 were accepted as a true record.

The Monitoring Officer drew attention to the error in the translation of the Local Member's comments in the Item 8 report, the meeting held on 14 October 2025. It was stated that the Welsh words of the Local Member were *"Pe byddai cynnig arfaethedig yma'n cael ei wireddu ni fyddai teuluoedd Cymru Cymraeg am ddod i fyw i'r pentref i fagu ei plant a rwyf yn tybio bydd mewnfudwyr yn prynu y tai ac yn gwneud y pentref yn le diarth"*.

It was noted that the translation *"and I assume immigrants will buy the houses and make the village a foreign place"* was not an accurate translation of the above and did not reflect the intention of the Local Member.

It was confirmed that the correct translation, provided by the Council's Translation Department, was "and I assume that incomers would buy the houses and make the village an unfamiliar place", which was a fairer reflection of the Local Member's intention.

The Local Member was offered an apology by the Chief Executive for this error, noting that the original translation did not represent his statement.

This change was accepted by the Cabinet.

6. CORPORATE PARENT PANEL ANNUAL REPORT 2024/25

The report was submitted by Cllr Menna Trenholme.

DECISION

To accept and note the information in the report which reports on the work of the Corporate Parent Panel for the year 2024/25.

DISCUSSION

The report was presented explaining the statutory responsibility that the Council and its partners had to act as a corporate parent to all looked after children in Gwynedd. It was noted that the aim of the Council was for all looked after children to live a happy and safe life. It was confirmed that the Panel was overseeing this work on behalf of the Council.

It was highlighted that there had been 280 looked after children in Gwynedd in March 2025, which was 1 less than the previous year. It was added that there was a lot of movement within this group, with children leaving and others becoming looked after during the year.

It was stated that 186 children were in foster placements, 21 in residential placements, 54 placed with their parents, and 15 young people living independently with support. It was highlighted that there was an increase in the number of looked after children in Gwynedd, adding that the placement of children close to their communities was positive.

It was revealed that most of the children who became looked after during the reporting period had been under the age of 5, and that many of the cases were related to safeguarding problems, substance misuse, or domestic violence.

Reference was made to the support offered to families such as through the Team Around the Family and the Trobwynt Services, noting that they continued to have a positive impact.

It was explained that there had been a positive increase in the number of registered foster homes, as well as a reduction in the number of children who experienced 3 or more moves in their placement.

During 2024/25, a package of benefits had been developed for the County's foster carers, which included a reduction in Council Tax, a free parking permit, and the use of leisure centres.

Reference was made to the Small Group Homes Project noting that three new properties had been purchased during the year. It was highlighted that the first home had been opened in Morfa Bychan, and that two more houses were in the pipeline.

Pride was expressed that looked after children's health performance had improved significantly, noting that a large proportion of these children had registered with a GP and dentist. It was emphasised that there was close collaboration with CAMHS and the health service to ensure appropriate support for all children.

It was noted that the Panel had been exploring how to make Gwynedd a 'Trauma Informed' Council and offering training to the workforce.

It was highlighted that the Panel was cross-departmental and was proud that it was setting high standards for the Council.

Observations arising from the discussion:

- Foster parents were recognised and thanked for the great work they were doing across the County. A question was asked about the impact of the change in regulations to make children's placements non-profit. It was confirmed that the children's placements were intended to be non-profit by 2030, but the answer was not black and white at this point. It was noted that the Act would come into force in 2026, but that it allowed until 2030 to undertake this transitional work.
- More information was requested about arrangements regarding children who were in out-of-county placements and unregistered placements. It was ensured that arrangements for children placed within the County and outside the County were the same, highlighting that they remained the responsibility of Gwynedd. The 3 recorded cases in 2024/25 of using unregistered placement arrangements were mentioned, explaining that these were cases where the children's previous placement arrangements had broken down and therefore it had not been possible to find another registered placement for them. It was noted that the Care Inspectorate must be notified when such an arrangement was made, which then monitored the arrangement.

- There was pride that there had been a significant increase in the number of foster carers compared to last year.
- It was asked if there was a specific reason behind this increase in the number of foster carers over the past year. It was explained that there was no definitive answer to this, but it was confirmed that there were regular campaigns to try to generate interest, and that the Council sought to respond in a timely manner to any expressions of interest. The positive impact of Foster Wales was also mentioned.
- Members were given more information about the Neurodevelopmental Service. It was noted that this work was broader than the work of the Panel. It was highlighted that there had been a focus in Gwynedd on raising awareness amongst the workforce and offering support where appropriate.
- It was highlighted that there was a reach gap between looked after children and children who were not looked after, and it was asked if there was anything in the pipeline to close that gap. It was noted that there was an opportunity to hold cross-departmental discussions to be able to understand and respond to this gap.

7. CYNGOR GWYNEDD'S ANNUAL PERFORMANCE REPORT AND SELF-ASSESSMENT 2024/2025

The report was submitted by Cllr Nia Jeffreys.

DECISION

To approve Cyngor Gwynedd's Annual Performance Report and Self-Assessment 2024/25 and it was recommended that it be adopted by Full Council.

DISCUSSION

Pride was expressed in the submission of the report, noting that this was the second performance report on the Council's Plan 2023-2028.

It was mentioned that attention had been paid to the comments of the Governance and Audit Committee, which would be included in the report.

It was stated that the fact that the Council had been able to achieve so much this year with a completely inadequate budget, was miraculous.

It was noted that the documents collated a wide range of information, and these reports would be included as evidence for next year's Panel Performance Assessment.

Observations arising from the discussion:

- The improvements to the infrastructure of some of the County's leisure centres, which include a new Padel court, were mentioned.

- Reference was made to the list of work that had been carried out under the heading 'A Prosperous Gwynedd', and it was reiterated that the current situation meant that the Council would not have the money to achieve half as much going forward.
- The importance of external partners and Council staff to be able to carry out all the work under the heading 'A Caring Gwynedd' was highlighted.
- The link between the provision of suitable housing and the ambitions set under the 'A Homely Gwynedd' priority area was noted. It was added that it was complex and long-term work, which was intended to address a number of wider problems. The need to work collaboratively with the Welsh Government and housing associations was highlighted to be able to achieve the goal.
- Reference was made to the additional Social Housing Grants that had been attracted by the Welsh Government, noting that the grant received in 2024/25 would enable the Council's partners to construct at least 50 additional units.
- It was recognised that pressures in terms of homelessness were increasing, noting that projects had been completed or were underway to provide emergency accommodation for homeless people across the County. Reference was made to the need for more social housing to be able to tackle homelessness.
- Referring to the challenge of attracting staff into the field of care, pride was expressed about the Care Academy that had been launched and the many fantastic staff members who had come through the Academy.
- It was stated that extensive investment was being made in Gwynedd's school buildings and the Language Centres within the County. It was reiterated that this was part of the intention to offer schools and education that met the needs of all children and young people in Gwynedd.
- It was warned that the further financial shortfall the Council was facing would make it even harder for the Council to be able to deliver to the same level as it had done in the past.

8. QUARTERLY REPORT - CHAIR OF THE RESPONSE PLAN PROGRAMME BOARD (NOVEMBER 2025)

The report was submitted by Cllr Nia Jeffreys.

DECISION

To accept the report which is the second quarterly report from the Chair of the Response Plan Programme Board.

DISCUSSION

It was highlighted that this was the second quarterly report by the Chair of the Response Plan Programme Board.

It was explained that the Child Practice Review had been published on 4 November. The courage of the victims and survivors was highlighted, noting that they were at the forefront of everyone's minds when discussing this difficult topic.

It was noted that the report was horrific to read and that it highlighted the Council's failures. A sincere apology was offered to the victims and all those affected by the heinous offences, assuring that the Council would act on the recommendations of the Child Practice Review.

It was stated that the report submitted to the Cabinet provided an update on the work of the Response Plan Programme Board. The report had been prepared by the Independent Chair of the Board, Professor Sally Holland. It was explained that this Report had been written prior to the publication of the Child Practice Review, and that the Board had not yet had an opportunity to meet following this publication.

The Chair of the Response Plan Programme Board was welcomed to the meeting. It was acknowledged that the Child Practice Review had been published and the findings were appalling. It was noted that the wider culture of bullying and unacceptable behaviour by this Headteacher, and the missed opportunities to challenge and prevent further harm, made for sober reading.

It was stressed that change was needed, particularly in wider cultural matters of challenging bad or unacceptable practices and a system for handling concerns and complaints.

At the Board's next meeting in December, a plan would have been drawn up and a set of effectiveness measures updated. The Plan would reflect the recommendations from the Child Practice Review and would continue to review the terms of reference to strengthen ways of working.

Reference was made to the Board's report when mentioning the progress that had been made since the previous report, as well as the areas that had been more challenging. It was reiterated that there was a need for a culture of challenge across the Local Authority and the need for that to be present in the Board. It was noted that this included written updates from Officers, impact measures, inspection reports, and it was added that the Chair was meeting with the agents to discuss their experiences of the Plan.

It was confirmed by the Chair that she and other Board members wanted Gwynedd to succeed in their response. It was stated that she wanted the people of Gwynedd to be confident that the safeguarding system will do the work needed to ensure that every child is supported and thrives.

The importance of offering transparency in the work in progress was highlighted, stressing that this work would be difficult and resource-consuming.

Observations arising from the discussion:

- It was agreed on the importance of listening to the child's voice, and it was noted that there were several aspects of including the child's voice on which the Council could develop and undertake positive work. It was highlighted that suggestions from the Board would be included in the new Gwynedd Plan to ensure that the voice of the child was emphasised, and that their voices are included in strategic decisions.
- Concern for resources was noted noting the long-term role of the Welsh Government in ensuring that the systems of Cyngor Gwynedd are robust,

and prioritising resources for this vital work. Reference was made to the additional temporary resources that had previously been provided to Gwynedd by the Government to undertake this work, and it was noted that it was hoped that any new measures would be adequately funded.

- Assurances were provided that all necessary steps would be taken to address any case of misconduct or failure to meet the statutory or professional requirements.

9. STATUTORY CONSULTATION ON THE PROPOSED GLYNDŴR NATIONAL PARK

The report was submitted by Cllr Craig ab Iago.

DECISION

To approve the response in Appendix 4 as Cyngor Gwynedd's response to the statutory consultation, with the addition of opposition to the draft designation order and proposed boundary for the proposed Glyndŵr National Park.

To delegate the right to the Head of Environment Department to make any insignificant changes that may be required to the response before it is submitted to Natural Resources Wales.

DISCUSSION

It was explained that the purpose of the item was to discuss the Council's response to the Statutory Consultation on the proposed Glyndŵr National Park. The relevant Cabinet Member stated that he was trying to persuade the Cabinet to change the Council's response to the Consultation.

The financial, environmental and housing crises, and all the cuts currently facing the Council and society were highlighted. It was noted, therefore, that the development of a new National Park was not a priority for residents.

The Local Member for the Llandderfel Ward was welcomed to the meeting and he reiterated the words of the Cabinet Member. It was pointed out that the current National Parks had been underfunded annually.

Concerns were also raised about the impact of a new National Park on over-tourism in the Llandderfel area and on the Welsh language in the local community. It was noted that there was currently a high percentage of second and holiday homes in Llandderfel, and it was highlighted that house prices were even higher within the National Parks. Concerns were raised about the wider impact of this on society.

The lack of information about this designation and its potential impact was highlighted, and the concerns about the impact on the Welsh language noted by the Cabinet Member and the Local Member were reiterated.

Observations arising from the discussion:

- It was questioned why this topic was being prioritised by the Government while we were facing so many crises in various areas. The Welsh Government was called upon to prioritise the County's underprivileged communities rather than projects like this.
- If the value of this land was so high, the rationale behind trying to establish this National Park later than the other three Parks was questioned.
- The decision sought was amended to set out the Council's objection to the Statutory Consultation.

10. HOLDING THE CAERNARFON BUSINESS IMPROVEMENT DISTRICTS BALLOT

The report was submitted by Cllr R Medwyn Hughes.

DECISION

1. To note that the Business Improvement District (BID) Proposal and supplementary documents from HWB Caernarfon have been received by the Council and that they comply with the Regulations;
2. That the Cabinet instructs the Returning Officer to hold the Caernarfon BID ballot;
3. To approve the financial arrangements and implications noted in Part 3 of the report;
4. To delegate the right to the Cabinet Member for the Economy to vote on behalf of the Authority in the BID ballot.
5. If the ballot is successful in Caernarfon, and in accordance with the Business Improvement District (Wales) Regulations 2005, to delegate the right to the Head of Economy and Community, in consultation with the heads of the following departments to approve the final version of the Operational Agreement and the Baseline Agreement and complete the Agreements in accordance with the Council's arrangements:
 - Environment
 - Highways, Engineering and YGC
 - Legal
 - Finance.

DISCUSSION

The item was submitted explaining that the report was seeking ballot consent.

The members were guided through the decision sought and it was noted that the matter in question was technical.

11. ENSURING CONSISTENCY OF FEES FOR ADULTS CARE IN GWYNEDD

The report was submitted by Cllr Dilwyn Morgan.

DECISION

To adopt a revised Charging Policy for care in accordance with the recommendations in this report.

DISCUSSION

It was explained that the department had assessed the fees already being charged for care in Gwynedd, and it was highlighted that there was a lack of consistency across the County.

It was acknowledged that the current Policy had been in place since 2017 and that it complied with the Social Services and Well-being (Wales) Act 2014, adding that the revised Policy was also in line with the regulations of this act.

It was noted that this Policy had been before the Care Scrutiny Committee and that a public consultation had been undertaken.

It was confirmed that the new Policy did not mean that there would be an increase in fees for individuals who are already paying, but it would reconcile fees across the County. The importance of this for the sustainability of the services was reiterated.

It was added that those people who fell under this policy would be eligible for a thorough financial assessment, to ensure that they did not pay more than they could afford. It was explained that the Welsh Government's maximum of £100 per week of contribution from individuals was still in place.

Observations arising from the discussion:

- Pride was expressed that the maximum of £100 per week was still in place, and it was enquired if financial support was available to assist with these fees. Reference was made to the financial assessment to which all those who came under this Policy would be eligible, to see how much they would be expected to contribute. It was noted that there was support from the team to see if those who had to pay were eligible for any benefits that would help them in contributing to the fee.
- It was highlighted that the Council would not charge a fee for direct care for unpaid carers, or charge a fee for supporting individuals to enter employment.

12. WELSH GOVERNMENT CONSULTATION ON EXTENDING THE DUTY ON LOCAL AUTHORITIES TO BROADCAST MEETINGS

The report was submitted by Cllr Llio Elenid Owen.

DECISION

To adopt the draft response to the questions in the Welsh Government Consultation on extending the duty on Local Authorities to broadcast meetings (as noted in Appendix A), in order to respond to the consultation on behalf of the Council.

DISCUSSION

It was discussed that the Welsh Government had launched a consultation to extend the duty to broadcast Council meetings. Although full Council meetings were required to be broadcast, it was highlighted that Cyngor Gwynedd was already broadcasting the meetings of the Cabinet, Planning, and the three Scrutiny committees as well.

It was stated that the Council welcomed extending the access of the people of Gwynedd to the work of the Council but was concerned about the additional pressure this would put on the Council financially and in terms of staffing resources. The concern about the technical resources required to be able to achieve this was reiterated, as there were no standard systems for webcasting meetings in Wales.

Attention was drawn to the potential positive impact that webcasting more meetings could have on the Welsh language.

It was explained that a discussion had taken place at the Democracy Services Committee on this matter, and that those members had agreed in principle but were concerned about the resources that would be needed to implement these plans.

13. COUNCIL TAX: DISCRETIONARY POWERS TO ALLOW DISCOUNTS AND/OR RAISE A PREMIUM ON SECOND HOMES AND LONG-TERM EMPTY DWELLINGS

The report was submitted by Cllr Huw Wyn Jones

DECISION

It was recommended to the full Council on 4 December 2025 that the following is the favoured option of the Cabinet with regards to the level of Premium on the Council

Tax of Second Homes and Long-Term Empty Dwellings for the 2026/27 financial year:

- That Cyngor Gwynedd allows NO discount on class A second homes, under Section 12 of the Local Government Finance Act 1992 (i.e. no change).
- That Cyngor Gwynedd allows NO discount and RAISES A PREMIUM OF 150% on class B second homes, under Section 12B of the Local Government Finance Act 1992 (i.e. no change).
- That Cyngor Gwynedd allows NO discount on homes that have been empty for 6 months or more and RAISES A PREMIUM OF 150% on homes that have been empty for 12 months or more, under Section 12A of the Local Government Finance Act 1992 (i.e. increase the premium from 100% to 150%).

DISCUSSION

The report was submitted stating that the Council must make an annual decision if it wished to levy a Council Tax Premium on long-term vacant properties and second homes, in accordance with the requirements of the Local Government Finance Act 1992.

It was highlighted that Cyngor Gwynedd had raised a 150% Premium on relevant second home Council tax, and a 100% Premium on long-term empty dwellings since 1 April 2023.

It was explained that the decision sought was to retain the same level of Council tax Premium on second homes as would be raised for the 2026/27 financial year, and then increase the Premium to 150% on long-term empty properties.

Ongoing research had been carried out over the past year to identify trends and conclude as to how many of these changes were a direct result of the Premium. It had been identified that there had been an increase in the number of second homes since 2024/25, following several years of decline in numbers. It was then noted that the number of long-term vacant properties had remained constant and that residents of Gwynedd found such properties damaging.

It was reported that there was justification for not holding another public consultation, but if the Council wished to increase the Premium further, there would have to be a consultation.

Observations arising from the discussion:

- Attention was drawn to the fact that the Premium was intended to address the housing crisis facing the County, and that the hope in increasing the Premium was to reduce the number of empty houses in Gwynedd.

14. COUNCIL TAX REDUCTION POLICY UNDER SECTION 13A(1)(C) OF THE LOCAL GOVERNMENT FINANCE ACT 1992

The report was submitted by Cllr Huw Wyn Jones

DECISION

To adopt a Council Tax Reduction Policy under Section 13A(1)(c) of the Local Government Finance Act 1992 to provide officers with clear guidance and boundaries on the use of reductions and exemptions from the standard Council Tax and the Premium.

DISCUSSION

It was stated that Section 13A(1)(c) of the Local Government Finance Act 1992 gave the Council additional discretionary powers to reduce the amount of Council tax payable by individuals or classes of taxpayers.

It was highlighted that the Council used Section 13A of the 1992 Act to introduce local, optional exceptions in very limited cases.

Consideration had been given to cases that had been submitted to the Finance Department over several years in the formulation of the proposed Policy. It was added that these could be applications for a reduction in basic Council Tax, the Premium, or both.

It was noted that an exemption from the basic Tax using Section 13A was a direct cost on the Council's coffers, so that setting a precedent that could harm the Council financially in the long-term must be avoided.

It was mentioned that the Welsh Government was currently in consultation, which may lead to the modification of some of the statutory exemptions. It was noted that the Policy would be kept under ongoing review, and modified as any legislative changes were introduced.

It was highlighted that this proposed Policy would enable each application to be considered on its own merits. The importance of tax service officers having clear guidelines to follow was stressed, adding that having a panel to consider applications was a means of achieving consistency in decisions.

Observations arising from the discussion:

- A question was asked about the enforcement on local second home owners to pay a Premium backdated to years ago before the new Legislation came into effect. It was noted that several properties had been transferred back from a business tax band to a Council tax band since the introduction of the new legislation. It was highlighted that the effective date of when Council Property Tax was due was set by the Valuer's Office and that the Council must act accordingly. This was elaborated upon by noting that several of these second homes that were returning to the Council tax

band also fell under the Premium, as no one lived in them. It was noted that this Policy enabled the Council to explore all the exemptions available to them, and provided the power to be able to explore specific cases.

15. SAVINGS OVERVIEW: PROGRESS REPORT ON REALISING SAVINGS SCHEMES

The report was submitted by Cllr Huw Wyn Jones

DECISION

1.1 To accept the information in the report and to note the progress towards realising the savings schemes for 2025/26 and previous years.

1.2 To approve the deletion of one savings scheme worth £25k relevant to 2025/26 in the Customer Contact field of the Corporate Services Department, using the savings provision set aside in the corporate budget.

1.3 To approve bridging funds of £80k per year for a period of two years for 2025/26 and 2026/27 to the Neuadd Dwyfor savings scheme in the Economy and Community Department.

DISCUSSION

It was explained that the report summarised the Council's savings position following an end of August review.

It was reported that £3.5 million worth of savings had been profiled for the 2025/26 budget. It was stated that there had been difficulties in realising savings in some fields over the past few years.

It was reported that historical savings plans for the period from the 2015/16 financial year to the 2025/26 financial year, had been included in Appendix 1. It was highlighted that 98% of the historic savings had now been realised, leaving schemes worth £627,000 still unrealised.

With reference to Appendix 2, it was explained that the latest savings schemes were worth £15.6 million. It was added that 77% of the savings had already been realised, with a further 4% on track to be delivered in a timely manner.

It was mentioned that the value of the savings that had already been approved for 2026/27 onwards could be found in Appendix 3.

The item was summarised by reporting that £46 million of savings had been realised, which was 92% of the £50 million required over the period. A further 1.3% was anticipated to be realised by the end of the financial year.

16. REVENUE BUDGET 2025/26 – END OF AUGUST 2025 REVIEW

The report was submitted by Cllr Huw Wyn Jones

DECISION

1.1 To approve additional financial support above the contractual payment projected to be £219k to Cwmni Byw'n lach to be funded from the transformation fund, delegating the right to the Cabinet Member for Economy in consultation with the Cabinet Member for Finance, the Chief Executive and the Head of Finance to agree on the amount of the final financial support above the contractual payment to Byw'n lach at the end of the financial year.

1.2 To ask the Head of Finance and Head of Environment to submit a further report on the possible options for funding the costs of making safe/demolishing the Corbett Arms building in Tywyn.

1.3 To approve the transfer of £3.757 million of underspend on corporate budgets to the Council's Financial Strategy Reserve, with its use to be considered before the end of the current financial year.

1.4 To approve the financial virements as outlined in Appendix 3 following a review of the funds, removing £576k worth of negative balances from the funds of the Adults, Health and Well-being Department (£300k) and the Children and Supporting Families Department (£276k), following the departments' overspending for three consecutive years.

DISCUSSION

It was stated that this report detailed the latest review of the Council's revenue budget for the 2025/26 period, and the outlook towards the end of the financial year.

It was then noted that the Council's departments had forecast an overspend of £6.3 million following the end of August review, of which 75% were in the field of care, adults and children. It was added that there was also significant overspending in the fields of waste, highway and municipal. It was confirmed that there was underspending on corporate budgets, which reduced the overspend forecast as a whole to £2.5 million.

The Cabinet was guided through Appendix 2, highlighting the budget deficit facing a number of Council departments.

Observations arising from the discussion:

- It was noted that this was a situation that is seen annually, which was an increase in demand but a decrease in the budget. It was added that underfunding was the problem, not overspending.

- Attention was drawn to the national picture and the fact that Councils across Wales were overspending in the same fields. It was noted that the overspending was likely to be higher next year because there was no funding coming in.
- Disappointment was expressed that public money was being spent in fields that did not benefit society.
- It was mentioned that the Housing and Property Department had purchased properties in Bangor and Caernarfon to provide accommodation for homeless people, which would reduce the costs of temporary accommodation such as bed and breakfast.

17. CAPITAL PROGRAMME 2025/26 – END OF AUGUST REVIEW (31 AUGUST 2025 POSITION)

The report was submitted by Cllr Huw Wyn Jones

DECISION

- To accept the report on the end of August review (31 August 2025 position) of the capital programme.
- To approve the revision to the Capital Budget approved on 6 March 2025 from the programme's financing perspective (as shown in part 3.2.3 of the report), that is:
 - an increase of £290,000 in the use of borrowing
 - an increase of £13,390,000 in the use of grants and contributions
 - an increase of £36,000 in the use of revenue contributions
 - a decrease of £2,743,000 in the use of the capital reserve
 - an increase of £29,000 in the use of renewal and other reserves.

DISCUSSION

It was reported that the main purpose of the report was to present the revised capital programme (as of 31 August 2025), and to approve the adjustments to the relevant funding sources. It was noted that there was a Departmental breakdown of the £153 million capital programme for the three years 2025/26 - 2027/28.

Reference was made to Part 3.2.3 of the report, which detailed the sources to fund the net increase of £48 million since the original budget, of which £37 million had come from re-profiling at the end of the previous year.

It was reported that the main conclusions were that definite plans were in place to invest £101 million in 2025/26 on capital plans, of which £47 million (47%) was funded through specific grants.

An additional £12 million of proposed expenditure had been re-profiled from 2025/26 to 2026/27 and 2027/28. Reference was made to Appendix 2 when mentioning the major schemes which had slipped since the original budget.

The additional grants, worth £13 million, that the Council had been able to attract since the original budget were listed.



GWYNEDD COUNCIL – Report to Gwynedd Council's Cabinet

Item title:	Establishment of a Nutrient Management Board
Cabinet Member:	Cllr. Craig ab Iago
Relevant Officer:	Gareth Jones Assistant Head of Department
Meeting date:	16/12/2025

1. DECISION SOUGHT:

- That the Cabinet supports the establishment, and the Council's participation in, the Nutrient Management Board for the Gwyrfai River in accordance with the terms of reference in Appendix 2.
- That the Cabinet appoints the Head of the Environment Department to represent the Council on the new Board and delegates the right to the Head to confirm the representation of Council officers on the Board and to undertake any non-substantial changes to the Terms of Reference.

2 THE REASON WHY CABINET NEEDS TO MAKE THE DECISION

- 2.1 The formation of a Nutrient Management Board (NMB) is essential in order to coordinate strategic actions to reduce nutrient pollution in Special Areas of Conservation catchments. The NMB will provide a multi-agency collaborative forum to prepare a Nutrient Management Plan. It will also enable the partners to identify and implement short, medium and long-term measures to restore and maintain the SAC's, the Afon Gwyrfai, preferential conservation status.
- 2.2 The draft terms of reference of the board are set out in Appendix 2. They are based on the approach used by other Nutrient Management Boards in Wales. It will be a matter for the proposed board to agree on their final form.

3. INTRODUCTION AND RATIONALE

3.1 Background

- 3.1.1 Nine rivers in Wales have been designated as Special Areas of Conservation (SACs) under habitat regulations, with two of these rivers in the Gwynedd Council area, the Afon Gwyrfai and the Afon Eden. These rivers are important ecosystems that support rare and important wildlife.
- 3.1.2 High levels of phosphates in rivers can have an adverse effect on biodiversity and water quality. In sensitive areas such as SAC's, high levels of phosphates can have a significant impact on ecosystems that support important species such as Atlantic salmon, freshwater pearl mussel, white-clawed crayfish, and floating water-plantain.

3.1.3 Public bodies in Wales have a statutory duty to contribute to the achievement of water quality targets, and thereby to protect the rivers that are SACs, by regulating activities for which they are responsible. In January 2021, Natural Resources Wales (NRW) published a report which presented an assessment of the levels of phosphate in rivers that are SACs measured against revised water quality targets.

3.1.4 The review showed that over 60% of water bodies assessed in river catchments in a SAC, failed to meet the revised water quality targets for phosphate. However, at the time the findings of the reports showed that the rivers in Gwynedd, were meeting the water quality targets.

3.1.5 More recently further work has been carried out by NRW which shows that the Afon Gwyrfai (map showing the catchment area of the river shown in appendix 3) is failing to meet the water quality targets due to phosphorus levels being too high. The source of the nutrient is uncertain, which makes it difficult to address the problem and improve water quality. A range of factors can account for the levels found in the river, including public and private sewage treatment, agriculture, forestry, seasonal flow. NRW continues to monitor the river to try to gain a better understanding of the reasons and/or factors causing the river to be failing its water quality targets. It will be necessary to continue to work closely with NRW to try to understand the origin of the nutrient. We have already asked NRW about the origin of the nutrient as this is essential for trying to plan towards a solution, but NRW has not confirmed the origin to date.

3.1.6 NRW's assessments show that the river Eden is also failing to meet targets but is not currently subject to development restrictions, this is because only one high sample is responsible for the failure.

3.1.7 It is important to note that Natural Resources Wales has responsibility for river quality including water quality in SACs. However, NRW does not establish or manage the Nutrient Management Board; this responsibility lies with Local Authorities, even though they do not have direct control over the river. When NRW published the results of their review back in 2021 funding was being offered to Authorities to help with the costs of setting up and running a BRM, but there is currently no additional funding being offered to implement this.

3.2 Rationale and justification for the recommendation

3.2.1 Since no SAC rivers within their areas had previously failed to meet phosphate requirements, Gwynedd Council and Snowdonia National Park Authority did not consider it necessary to establish a Nutrient Management Board at that time, and this position was communicated to NRW. However, following NRW's recent review, circumstances have changed, and it is now necessary to address this requirement by establishing a Nutrient Management Board for the Afon Gwyrfai area.

- 3.2.2 The purpose of a Nutrient Management Board (NMB) is to identify and implement actions that achieve a favourable phosphate target for rivers within Special Areas of Conservation (SACs). Effective phosphate management across a river catchment requires collaboration between public bodies, private organisations, and regulators; therefore, NMB membership must be multi-agency. The proposed NMB will follow a similar format to those already established in other parts of Wales. At the same time, it is essential that the NMB is fit for purpose and proportionate to the needs of the river and its catchment, which in this case is limited to Gwynedd. Initial discussions have already begun with officials from the National Park Authority to establish a joint NMB for the two Authorities.
- 3.2.3 The NMB will need to prepare a Nutrient Management Plan with actions to enable improvements in water quality designed to restore and maintain favourable status, whilst also allowing development to continue within the SAC catchment area without increasing the phosphorus load (i.e. nutrient neutral development).

Impact on Planning Authorities

- 3.2.4 Some new developments, including for example; housing and agricultural developments, may result in more nutrients entering rivers or their catchment areas.

Planning Applications

- 3.2.5 Although the phosphorus levels in the Afon Gwyrfai are a concern, this does not mean that new developments cannot proceed. However, the Planning Authority must assess the potential nutrient impacts of proposed developments on water quality within the River Gwyrfai catchment (and, in some cases, adjacent to the catchment—see Appendix 3: SAC Catchment). In line with NRW guidance, new developments may be approved only if it can be demonstrated that they will not cause further deterioration in water quality or compromise the ability of the SAC to achieve its conservation objectives. NRW guidance states:-
- 3.2.6 This can be achieved if :
- development is not a source of nutrients or
 - developments are a source of nutrients but there is no pathway for them to enter the river environment of the ACA or
 - Measures related to specific development are put in place so that nutrient neutrality can be achieved.
- 3.2.7 It is likely that any development within the Gwyrfai catchment area or development that needs to connect to a wastewater treatment plant at Llanfaglan will have to be subject to a Habitats Regulations Assessment to assess its impact on the SAC.

- 3.2.8 It is therefore necessary to note the risks which have already been demonstrated with the delay of some applications due to assessments that are required, as well as risks of applications being refused because they are unable to achieve neutrality in terms of the nutrients which may result from the development.

Local Development Plan

- 3.2.9 The new LDP will need to be screened to determine if any policies or housing designations are likely to have a significant impact on rivers in an SAC. If it is necessary to consider the designation of a site requiring a connection to a wastewater treatment plant, which has the potential to increase the nutrient load, a further assessment will have to be undertaken to assess whether measures can be proposed to avoid or mitigate the potential effects of phosphorus. This may limit the opportunities to allocate land for developments that are in the Afon Gwyrfaei catchment.
- 3.2.10 Any work planned for by the NMB may be useful in putting measures in place to address the origin of the nutrients that have affected the water quality of the river. It is anticipated that the measures in question may include working with Welsh Water to encourage them to invest in their infrastructure, working with NRW to encourage them to have better management of the river and activities that may affect water quality, and providing appropriate support to land owners.

Resource Implications

- 3.2.11 There are no direct implications resulting from the recommendation to establish a NMB. However, it may be necessary to commission technical/specialist work to feed into the preparation of the Nutrient Management Plan. Senior officers and officers will be required to attend the meetings of the NMB and any related meetings. Officers will also be required to prepare or feed into the preparation of the Nutrient Management Plan

4. Next Steps

- 4.1 As noted above, phosphorus levels are above the acceptable threshold in the River Gwyrfaei meaning that NMB needs to be established. Officers will go ahead to establish the Board in collaboration with the National Park Authority and other agencies subject to the Cabinet's decision. There is an expectation to establish NMB with key partners with the aim of preparing and implementing a Nutrient Management Plan.
- 4.2 It is also intended to raise awareness amongst Members of the Gwyrfaei Forum and more generally about what this means in terms of new developments in the area.

5 Statutory Officers' Comments

5.1 Chief Finance Officer

I note the content of this report, in particular paragraph 3.2.11 which clarifies that there are no direct financial implications of the implementation of the decision sought. I am satisfied that this is a fair reflection of the situation

5.2 Monitoring Officer

I have had an opportunity to advise on this matter and I am satisfied with the propriety of the decision sought

Appendices

Appendix 1 – Draft Terms of Reference – Nutrient Management Board

Appendix 2 - Guidance to Nutrient Management Boards

Appendix 3 – Map – Phosphate Sensitive Riverine Special Area of Conservation (SAC)
Catchment Area

Terms of reference of the Nutrient Management Board

Draft Terms of Reference:

1. The Nutrient Management Board (NMB) is a long-term collaborative strategic partnership, committed to on a voluntary basis.
2. The objective of the Board is to identify and deliver actions that achieve the phosphorus conservation target of the River Gwyrfai SAC. The main mechanism for achieving this will be through the preparation and submission of a Nutrient Management Plan (NMP).
3. The membership of the Board is shown in appendix 1 of this Terms of Reference.
4. The Members of the Board shall be responsible and accountable for carrying out actions identified for their organisations, subject to any necessary democratic approval, and for identifying and obtaining the necessary resources to carry out the actions.
5. The Board will work together to review contributions across all organisations, working collaboratively to achieve the objectives and ensure that all members understand the issues and work together to resolve them.
6. The Board will prepare an Action Plan that sets out a timeline with responsibility and accountability of measurable actions assigned to Board members.
7. The Board will review performance and deliver actions within the action plan.
8. The NMP will be reviewed annually initially and will be subject to regular updates. After that, the NMP will be subject to review periods agreed by the NMB.
9. The Board will instruct partners to undertake relevant work/duties which will feed into the nutrient management plan, and to ensure that the action plan is realised.
10. The Board will direct the Technical Group where additional action or evidence is required.
11. The Board will be chaired by a Senior Officer (Head of department or similar) from one of the Local Authorities located within the catchment area of the River Gwyrfai. The chairman will be re-elected every two years.
12. The Nutrient Management Board will meet quarterly, but if it is necessary to meet more frequently dates will be given with as much notice as possible.
12. Board members shall make decisions by consensus wherever possible, encouraging cooperative discussion and mutual agreement.

Appendix 1

Nutrient Management Board Membership - DRAFT

Institution	Role
Gwynedd Council	Cabinet Member – Environment Head of Environment Department Assistant Head of Environment Department Planning Manager Planning Policy Manager Elected Members who are within the catchment area of the River Gwyrfa
Snowdonia National Park Authority	Planning Director Head of Development Management Head of Planning Policy
Natural Resources Wales	TBC
Welsh Water	TBC
Farmers' Unions Cymru	TBC

Direction to Nutrient Management Boards

Relieving pressures on Special Areas of Conservation (SAC) river catchments to support delivery of affordable housing: [Action plan](#)

Action 1.2 - Natural Resources Wales (NRW) and Welsh Government will provide a clear direction on the role and function of the Nutrient Management Board's (NMB) as a result of the review undertaken by Afonydd Cymru.

Statement of Direction

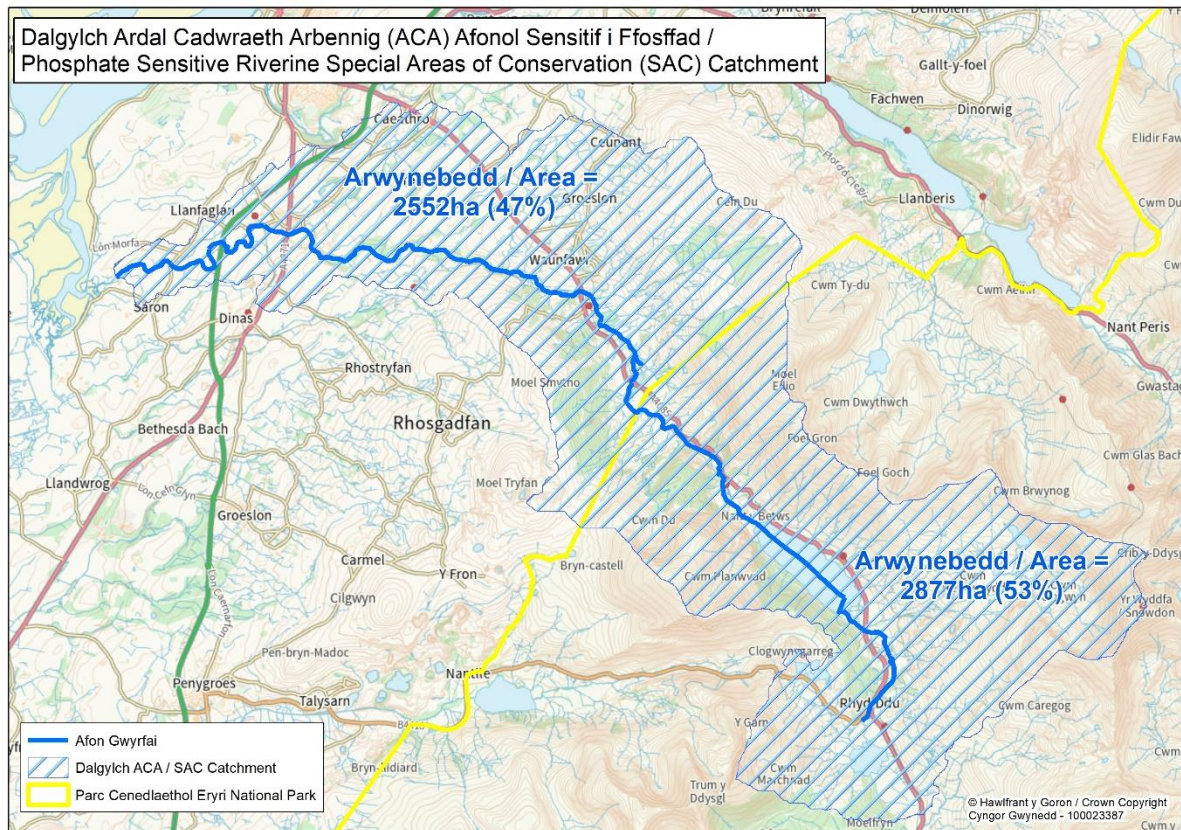
The Welsh Government has provided funding to relevant Local Authorities and National Parks to lead and enable effective operation of their respective Nutrient Management Boards or Catchment Partnerships to deliver against priorities outlined in the Grant Offer Letters. The NMBs will do this by identifying actions to enable improvements in water quality designed to restore and conserve favourable condition status, whilst also allowing development to continue within the SAC catchment without increasing the phosphorus loading (nutrient neutral development).

The NMBs are required to operate within the existing regulatory framework to address phosphorus pollution within their respective SAC catchment.

The key output of the NMBs is to produce an actionable Nutrient Management Plan (NMP) which sets out agreed actions, roles and responsibilities required to achieve the twin aims of reaching and maintaining favourable conservation status of the SAC, whilst also facilitating nutrient neutral development. The plan should set out rigorously evidenced short (1-5 year), medium (5-15) and long-term (15 years and beyond) measures or in a format individual NMBs favour. NMPs should also set the foundation for longer-term improvements with the aim of achieving and maintaining SAC compliance. The NMP short term measures must prioritise initiatives to unlock affordable housing at pace within the currently agreed WG funding period (by April 2025)

The NMP should be rigorously evidenced to meet the compliance requirements of the Habitats Regulations and devolved environmental legislation and complement the River Action Plan.

It is recognised that responsible water stewardship in the catchment will require ground up community collaboration. Therefore, NMBs are encouraged to develop strong, effective and cohesive partnerships.



CYNGOR GWYNEDD - Report to Cyngor Gwynedd Cabinet



Item title:	Funding for making safe works on the Corbett Arms Building, Tywyn
Cabinet Member:	Cllr Craig ab Iago, Cabinet Member for the Environment
Relevant officer:	Dafydd Wyn Williams, Head of Environment Department
Date of meeting:	16 December 2025

1. Decision Sought:

To approve the use of £1.5 million from the Council's Financial Strategy Fund to fund works to make safe the Corbett Arms building in Tywyn.

2. The reason why the Cabinet needs to make the decision:

To fund the necessary making safe work of the Corbett Arms, Tywyn to protect the public and the building itself as a Grade II listed building.

3. Introduction and Rationale

3.1 Background

- 3.1.1 The former Corbett Arms Hotel, Tywyn is a Grade II listed building which has been closed since approximately 2011.
- 3.1.2 The condition of the building has been a matter of concern to the Council and the local community for several years, and the Council's Building Control and Planning Services have been responding to concerns from local residents and carrying out inspections of this private building.
- 3.1.3 The legal owner of the building died in 2012, and no probate grant has been confirmed for the estate.
- 3.1.4 Due to concerns about public safety and the condition of the building in general, the Building Control Service has issued a series of notices to the representatives of the late owner but no compliance with the requirements has been obtained. It is noted that the action taken by the Council has been based on the evidence that was relevant at the time in relation to the condition of the building.
- 3.1.5 Despite efforts to make the building safe based on the evidence available at the time, the condition of the Corbett Arms has continued to deteriorate with a significant collapse at the rear of the building at the end of January 2025 and a further collapse of the ballroom roof at the end of February this year.

- 3.1.6 To bring together diverse expertise, the Council's Environment Department convened a project group with a range of expertise to manage and implement the response to the Corbett Arms situation, including cross-departmental representation, a specialist structural engineer, and regular consultation with Cadw and the Royal Commission as well.
- 3.1.7 Due to concerns about further collapse and for public safety, the Council took action after the first collapse in January 2025 to partially close part of the adjacent road, erect safety fencing to protect public safety while also considering the listed building status of the property.
- 3.1.8 Permanent monitoring of the building, and to protect public safety then required urgent action to temporarily close other neighbouring streets, namely Stryd Maengwyn, Sgwâr Corbett and Stryd y Llew Coch, to traffic in April 2025.
- 3.1.9 As a result of the concern about another collapse and to protect the safety of nearby residents and businesses and the general public, the Council commissioned a specialist company to erect scaffolding along Stryd Maengwyn and part of Sgwâr Corbett in Tywyn.
- 3.1.10 Advance preparatory work has been undertaken on site for the placement of specialist machinery to enable the Council to respond immediately should further emergency work be required due to another collapse or evidence arising from the ongoing monitoring of the structure.
- 3.1.11 The Council has been communicating with residents and businesses near the Corbett Arms building, along with representatives of the local community to update them on the situation throughout the process.

3.2 Rationale and justification for recommending the decision.

- 3.2.1 As a responsible Council, we have been consistent in ensuring that we address conservation matters in relation to the Corbett Arms building, as well as our duties in relation to public safety, in an appropriate manner.
- 3.2.2 There are over 2,500 listed buildings in the Gwynedd Local Planning Authority Area. Of those, approximately 2,300 have a Grade II listed designation like the Corbett Arms, making them buildings of special interest, deserving of every effort to preserve/protect them.
- 3.2.3 In relation to the listed status of the building, the Council has been in discussions with Cadw throughout the process.
- 3.2.4 Having considered expert advice on the structural condition of the building, given public safety and the fact that the building is listed, it was decided that there was no option but to submit a listed building consent application (LBC) for the partial

deconstruction of the building, and the support works required to stabilise the remaining structure.

- 3.2.5 CADW confirmed that the application is delegated to Cyngor Gwynedd for determination and will therefore be submitted to the Planning Committee for a decision.
- 3.2.6 The application for LBC was submitted by specialist historic buildings consultants working on behalf of the Council, full details of the application can be found [here](#).
- 3.2.7 In accordance with the statutory procedure with a listed building consent application (LBC), consultation is required, a notice is posted in the press, notices are placed on site and letters are sent to local residents. This enables anyone to submit comments and several comments have been submitted to the Planning Service.
- 3.2.8 Having reviewed the details of the application and the responses to the consultation, the Case Officer has requested further information from the agent acting on behalf of the Council, and a response is awaited, which is likely to require a further period of public consultation.
- 3.2.9 In addition, the Council has arranged for a survey of the building and its curtilage by ecological experts who have received a permit from Natural Resources Wales (NRW), and are acting on the recommendations of the permit to ensure that the Council addresses any ecological matters in accordance with the statutory requirements.

3.3 Financial context

- 3.3.1 As outlined above, the Council has acted to the best of its ability to ensure public safety as well as making a listed building safe.
- 3.3.2 In order to be able to take the steps to date to protect the public and the listed building, there are significant costs for the Council.
- 3.3.3 This has included costs associated with the erection of scaffolding to protect members of the public, road closures and traffic management, site and building safety, composite works and extensive on-site access, a specialist demolition contractor (CDM), structural engineer, quantity surveyor/project manager, LBC planning consultant, ecology work (NRW protected species Licence), and ongoing specialist building monitoring.
- 3.3.4 There will be further costs as a result of the partial deconstruction provided LBC is permitted, as well as the ongoing costs of the items listed above (3.3.3).
- 3.3.5 The costs to date and the expected cost for the making safe works are outlined below:
 - Cost to date (6.11.25): £938,348.41
 - Total estimated cost to make the building and site safe: £1.5 million (This is subject to LBC approval, and the extent of the work required to ensure the building is safe and the site secured to protect members of the public).

- 3.3.6 Of course, it is difficult to prepare for such cases where urgent action needs to be taken to make safe historic buildings and as has been noted there are over 2,500 listed buildings in the Gwynedd Planning Authority Area.
- 3.3.7 The Environment Department, in consultation with the Finance Department, have considered budgets and reviewed funds to bear the above expenditure.
- 3.3.8 There is no suitable fund in the Environment Department to deal with this type of case, which is why the application has been submitted to the Cabinet to request the right to use £1.5 million from the Council's Financial Strategy Fund to fund the work.
- 3.3.9 There are longer term cost implications for the Council as there will be ongoing responsibilities following the completion of any partial deconstruction works that may be permitted for the listed building – as a significant part of the building will remain and the public safety matters and concerns about the condition of the property as a listed building will continue to be the responsibility of the Council at this time.
- 3.3.10 The cost of the works is very likely to exceed the value of the remaining land and building, and the Department is considering the possible options for recovering costs hand in hand with further enforcement action.

3.4 Next steps

- 3.4.1 Based on the latest information, the application for listed building consent (LBC) is intended to be submitted to a Planning Committee early in the new year, with any work on the site continuing for a period of approximately 20 weeks.
- 3.4.2 Thereafter, further evidence will be available regarding the condition of the remainder of the building which will inform the consideration and implementation of cost recovery options and further enforcement action.

Observations of the Statutory Officers

Chief Finance Officer

"I've been familiar with this building for some time, and the concern its condition has caused to the local community. I am satisfied that the Council has taken the steps that were possible within its powers and officers of the Finance Department, and I have advised the officers of the Environment Department on the financial options. I have concluded that there is no suitable source of funding within the Environment Department and therefore there is no

realistic alternative but to fund this urgent work from the Financial Strategy Fund. Of course, this means that £1.5million less is available to deal with in-year budget pressures or to strengthen our general reserves.”

Monitoring Officer

The Environment Department has been working closely with Legal Services regarding the situation of the Corbett Arms. The intervention is based on notices and orders using the Council's powers to intervene for the protection of the public in relation to dangerous structures. The owner of a property has responsibility for its safety. The Council has power to serve statutory notices or apply for court orders to enforce this. However, in some situations the Council has to step in to take direct action under these powers to protect the public with the ability to claim the costs from the owners. In this case dealing with a listed building of significant size, there are complications involved in this action and obvious risks. But reality here means that it is necessary to step in to act through enforcement powers to ensure public safety subject.

CYNGOR GWYNEDD – Report to Cyngor Gwynedd Cabinet

Title of Item:	Twf – The Welsh Language at Work Charter
Cabinet Member:	Cllr. Llio Elenid Owen
Relevant Officer:	Eurig Williams (Manager – Human Resources Service)
Date of Meeting:	16 December 2025

1. Decision Sought:

That the Cabinet decide on behalf of the council as an employer to adopt Twf – The Welsh Language at Work Charter, in conjunction with local representatives of the Unison, GMB and Unite unions.

2. What is the reason the Cabinet needs to take a decision:

To enable Cyngor Gwynedd to formally adopt the charter.

3. Introduction and rationale

3.1 The Trade Union Congress Cymru (TUC) has developed and adopted a charter, under the title Twf, that supports workers, their trade unions and employers to work together in creating bilingual workplaces. There is also a specific emphasis on ensuring an increase in the use of the Welsh language at work and in ensuring that workers have access to representation from trade unions through the medium of their chosen language. Cyngor Gwynedd's Senior Language and Scrutiny Advisor and individuals from other organisations contributed to developing the charter, through the medium of the Welsh Language Commissioner's Working Group on promoting the Welsh language within the workplace. This work led to the TUC formally supporting and adopting the charter.

3.2 In agreeing to adopt the charter, the trade unions and the employer commits to working together on basis of the following core principles. Therefore, if the Cabinet confirms the decision sought, it will commit Cyngor Gwynedd as an employer to adhering to the following principles:

- a) Twf and Welsh language rights – a commitment to growing the Welsh language in the workplace.
- b) Inclusion and linguistic justice – creating a work culture that is supportive of the use of Welsh.

- c) Leadership and accountability – embedding a visible and inclusive bilingual ethos and culture.
- d) Continuous learning and confidence building – providing ongoing support for staff to learn and improve their Welsh language skills.

The exact details relating to the core principles can be found in Attachment 1. These principles demonstrate the commitment between trade unions and employers to work in partnership in providing an inclusive bilingual workplace and to promote and enable growth in the use of Welsh at work. You can read more about the four principles and the background to the charter more broadly by following the link [Twf - Siarter y Gymraeg yn y Gwaith | TUC](#)

3.3 Cyngor Gwynedd has of course led the way for years in creating a culture that places the Welsh language at the heart of its work as an organisation. Promoting the use of the Welsh language amongst the people of Gwynedd is also one of the priority plans in the overall Corporate Plan and the Welsh Language Strategy for 2023 – 2033 states that there is an ongoing focus on the workplace to increase the use of the language across the county.

3.4 It is extremely encouraging and to be welcomed that TUC Cymru has decided to adopt this charter as a means of promoting the importance of the Welsh language to the economic future of Wales and to ensure that employers are representative of society. We are pleased to say that the local and regional representatives of the three unions involved are incredibly supportive and eager for Cyngor Gwynedd to formally adopt the charter, and to continue the constructive collaboration that exists to ensure that staff members are represented through the Welsh language.

3.5 In line with the requirements in place by TUC Cymru, representatives of the three unions concerned have already met with the Council's Human Resources Service Manager, and Dr Mandy James, who is the TUC's Bilingual Communications Officer, to receive further information on the content of the charter and to ensure that there is shared support and commitment to the core principles. Should the Cabinet decide that Cyngor Gwynedd is to formally adopt the charter, then there will be a co-signing ceremony between representatives of the trade union branches, Cyngor Gwynedd and TUC Cymru. The intention would then be to promote the inclusion of the charter amongst the Council's workforce, as a means of further strengthening the rights of Welsh-speaking workers within the workplace.

3.6 It is hoped that adopting the charter will encourage other workplaces within Gwynedd and further afield to follow Cyngor Gwynedd's example and lead to increase use of the Welsh language at work.

4. View of the statutory officers.

4.1 Chief Finance Officer

Nothing to add to the report from the perspective of financial propriety.

4.2 Monitoring Officer

No observations to add in relation to propriety.

TWF CHARTER – THE FOUR KEY PRINCIPLES

1. Twf and Welsh language rights.

We are committed to growing the use of Welsh in the workplace by promoting and enabling more opportunities for all employees to use, learn and develop their Welsh skills.

This includes ensuring that all employees are aware of and understand their specific rights to use the Welsh language at work – in organisations that are under the duties of the Welsh Language Standards – and have access to clear information about those rights.

This also includes understanding that freedom to use the Welsh language and the right to speak and use Welsh with others in Wales is unhindered, without interference or disadvantage – including in all workplaces and all sectors (Welsh Language (Wales) Measure 2011).

This is essential, because barriers to speaking Welsh – such as lack of opportunities, negative attitudes, or erosion in daily use – can undermine speakers' confidence and limit their use of the language and the development of their skills.

2. Inclusion and linguistic justice.

We are committed to being an inclusive bilingual workplace. We recognise, appreciate and respect the Welsh language. We are committed to providing fair and equal access, conditions, opportunities, support and outcomes for all employees to use and learn Welsh at work.

For Welsh speaking employees, this also means having more opportunities to use and develop their Welsh skills at work – both formally and informally. This enables them to work in Welsh on a day-to-day basis and normalises the use of Welsh at work.

This includes being treated with dignity and respect, ensuring that their voices are heard, that people listen to them and that what they say is acted upon, and working in environments that are safe and supportive of the use of Welsh. These must be free from prejudice, threat, bias, or opinion towards the Welsh language and its speakers.

3. Leadership and accountability.

We recognise that strong leadership and clear accountability are essential in building the capacity and ability of organisations to operate in the Welsh language and to increase its use in the workplace.

This includes a fair and transparent assessment of Welsh language skills in recruitment, effective bilingual workforce planning, and a common understanding that there is responsibility for the Welsh language across the organisation.

A visible and inclusive bilingual ethos and culture is rooted throughout the organisation where the Welsh language thrives.

This normalises the use of Welsh at work and supports the well-being of current and future generations of Welsh-speaking workers and users.

4. Continuous learning and confidence building.

We are committed to continuous improvement in providing opportunities to learn Welsh, in line with workers' rights. This includes encouraging and supporting the participation of all employees in learning, upskilling and development.

This also includes providing a safe and supportive environment where employees feel confident using and practising their Welsh. Confidence grows when employees feel comfortable hearing, speaking, learning and using Welsh in their daily work.

CYNGOR GWYNEDD – Report to Cyngor Gwynedd Cabinet



Title of Item:	Annual Report - Employment
Cabinet Member:	Cllr. Llio Elenid Owen
Relevant Officer:	Eurig Williams (Manager – Human Resources Service)
Date of Meeting:	16 December 2024

1. Decision Sought:

Approval of the annual report for 2024/25.

2. What is the reason the Cabinet needs to take a decision:

To reflect on the corporate strategy for the future in this key area.

3. Introduction and rationale

3.1 Background / Introduction

This report is a summary of the main activities relating to employment within the Council during 2024/25. The information also provides a general overview of the workforce's profile and provides comment on how these guide aspects of the staffing strategy.

THE COUNCIL'S WORKFORCE

The table below provides the numbers employed on a full-time and part-time basis within the Council for the last five years. These numbers include staff who work in our schools and seasonal workers, but not those staff employed on a casual basis during holiday/sickness periods of the permanent workforce.

	31/3/21	31/3/22	31/3/23	31/3/24	31/3/25
Full time	3,073	3,258	3,306	3,354	3,334
Part time	2,776	2,650	2,689	2,648	2,561
Total	5,849	5,908	5,995	6,002	5,895

The data shared in this report includes staff from GwE and Ambition North Wales. The GwE organisation has now been dissolved, and earlier in the year staff from the Wales Ambition Board transferred to the new entity of the North Wales Corporate Joint Committee. The data in this report therefore includes those two institutions as well. However, they will not be included as part of Gwynedd Council's data for 2025/26 onwards.

WORKFORCE SPLIT BY GENDER.

A further analysis is seen in the following of the number of people employed on a full-time and part-time basis during the same period. The key message is the fact that there is a significant higher number of females working for the council, with a significant higher number of those individuals working on a part-time basis. This has been a constant theme for many years, not only here in Gwynedd but also generally within the local government sector.

		31/3/23	31/3/24	31/3/25
Full time	Men	1,462	1,501	1,480
	Women	1,844	1,853	1,854
Part time	Men	264	259	247
	Women	2,425	2,389	2,314
Total	Men	1,726	1,760	1,727
	Women	4,269	4,242	4,168
Total %	Men	28.8%	29.3%	29.3%
	Women	71.2%	70.7%	70.7%

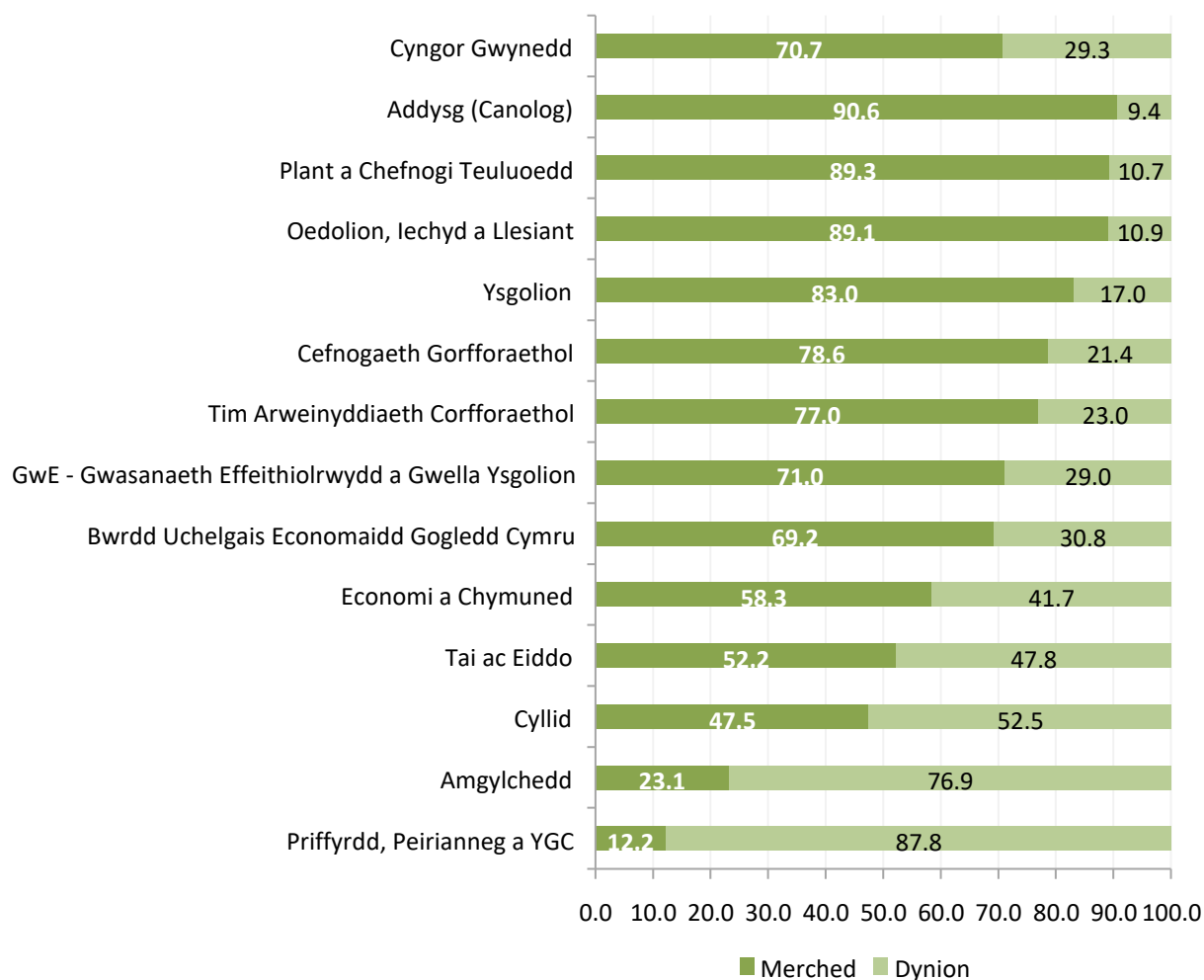
Further, the following provides an analysis of the split between men and women within the Council's departments on the 31st of March 2025.

	Women	Men	Total
Education (Central)	634 (91%)	66 (9%)	700
Environment	85 (23%)	290 (77%)	375
Corporate Services	121 (79%)	33 (21%)	154
Finance	103 (47%)	114 (53%)	217
Economy and Community	105 (59%)	75 (41%)	180
Adults, Health, and Wellbeing	812 (89%)	99 (11%)	911
Children and Supporting Families	335 (89%)	40 (11%)	375
Highways, Engineering and YGC	51 (12%)	368 (88%)	419
Housing and Property	95 (52%)	87 (48%)	182
Corporate Leadership Team	77 (77%)	23 (23%)	100
Schools	1,633 (83%)	334 (17%)	1,967
Sub-total	4,051 (73%)	1,529 (27%)	5,580

North and Mid Wales Trunk Road Agency	50 (23%)	170 (77%)	220
GwE	49 (71%)	20 (29%)	69
Ambition North Wales	18 (69%)	8 (31%)	26
Total – consistent with what is reported to Data Cymru	4,168 (71%)	1,727 (29%)	5,895

Distribution of female / male Gwynedd Council staff per Department, 31

March 2025



AGE PROFILE OF COUNCIL STAFF

A detailed profile of the Council's age profile can be found in **Appendix 1**. This information is important as it provides a good basis for the Council's workforce planning activities. To enable us to ensure that the necessary knowledge, skills and experience are available within the Council's workforce, it is important that we have an understanding of colleagues' long-term plans and what risks might there be in terms of service delivery as a result? This type of information and discussions within teams enables departments to proactively plan and develop their workforce to address such risks.

We have reported for a number of years that much of our workforce is over 40 years old, and that this poses a long-term risk of losing crucial information, skills, and experiences from the workforce. The figures were consistent again for 2024/25, with 65.5% over the age of 40 and almost 42% over the age of 50. An age profile like this is not a problem in itself; after all, such a workforce profile means that a large number of staff have developed skills and valuable experience that enable them to contribute fully to the work of the Council. The challenge is the need for us to prepare for the period when those staff will leave the Council's employment, and how we can position ourselves in a situation where key gaps do not emerge in the Council's workforce. This is a significant challenge for us as an employer, but also for local government and the public sector in general. That is why, for example, there are efforts in the field of social care nationally to try to improve the image of some elements of that occupation, and also why there are discussions taking place at Welsh level about whether there is a need to look at the harmonisation of social workers' pay and terms of work across Wales. These are substantial and complex discussions, but the situation means that as employers we must try to consider all options when looking to the challenges of the years ahead. This is all long-term work, but it is key to the continuity and effectiveness of services into the future. One example of the work internally here within Cyngor Gwynedd is the continued emphasis on investing in and attracting professional apprentices and trainees, whilst work is also underway on promoting effective workforce planning practices amongst the Council's services.

STAFF TURNOVER

The rate of staff turnover, (staff leaving the Council's employment altogether), has been fairly stable for many years. That said, there has been a gradual increase over the past two years. The process relating to GwE may have contributed to this (given that information on staff would have been included in figures for Gwynedd), although the organisation did not fully come to an end until early summer of this year.

The annual turnover levels since 2020/21 are:

2020/21	6.8%
2021/22	8.5%
2022/23	8.1%
2023/24	8.9%
2024/25	9.9%

There is also variation in the situation across council departments. Turnover was highest this year in the Economy and Community (23.5%), and Corporate Services (13.3%) departments. There is a link between the level of turnover in the Economy and Community department and the method of funding contracts of employment; a number of staff work contracts which are funded through grants from outside Gwynedd Council. Such working arrangements can of course create great uncertainty for staff. Although grants are very often renewed annually (thus meaning extending employment for another year), it can be late in the day on such decisions reaching the Council, and therefore this creates uncertainty for affected staff.

On the other hand, there is no obvious reason why Corporate Services has the second highest level of turnover over 2024/25. In fact, last year, it was reported that that department had the lowest rate in the Council. Bearing in mind that staff turnover can be healthy and a natural part of employment within an organisation, it does not follow that there should be concern in a situation where there is no consistent pattern and reasons for leaving; it must be respected that staff want to take advantage of opportunities to develop and move forward in their careers.

During 2024/25 turnover was at its lowest level within the Housing and Property (2.5%), Children and Family Support (6.3%) and Highways, Engineering and YGC (6.5%) department.

It is possible to further analyse these high-level statistics, in order to better understand what the reasons for high and low turnover are, and to see if it is possible to learn from any particular factor. This type of information, along with analysis from the staff survey, can provide guidance to heads of department on how to try to influence turnover levels.

SICKNESS ABSENCE

The following is a simple table that shows the rate of sickness absence amongst the workforce over the past three years, which is shown as the number of days lost to sickness per head during the year in question.

2022/23	2023/24	2024/25
10.22	10.29	12.94

The pattern of an increase in levels has been steady for several years, but during 2024/25 there was a considerable spike in the rate. One reason for this is the improvement in the recording of sickness absence by services across the Council. During 2024/25 managers were introduced to a new computer module on the Council's Self-Service system, which enables them to record staff sickness absence and record the contents of conversations on managing those situations. The system also guides managers through sickness absence management policy and arrangements. We believe from the data we have that the introduction of this system has meant an improvement in the standard of recording; it was a substantial step forward from the old paper arrangements that had existed for many years. In addition, there is a significant and ongoing effort by departments and a number of support services to deal with sickness absences within services. Here's an outline of that work over the year:

1. Introduce new policy and procedures.
2. The introduction of a computerised recording system to assist managers, and providing a programme of training on its use.

3. An Occupational Health Service that offers a range of specialist support and advice to staff and managers.
4. Individual case review arrangements with specific departments experiencing high levels of sickness absences.
5. Managing individual cases through capability panel arrangements, with an emphasis on supporting and assisting staff to improve their health and return to work.

One challenge with the above work programme, however, is to try to ensure consistency of action across all Council services. There is a specific skillset in dealing with sickness absences in a way that is caring, but also in taking difficult decisions when it is really necessary to do so.

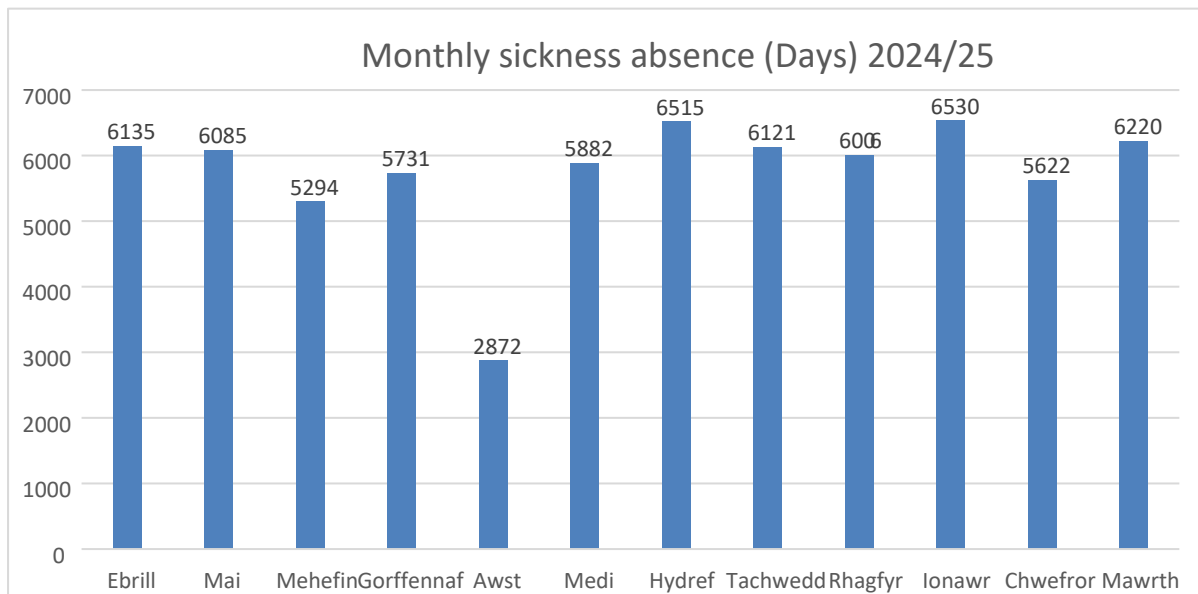
The following provides the split of sickness absence on the basis of long-term and short-term illness. Long-term illness is defined as 28 or more consecutive days of sickness.

	2022/23	2023/24	2024/25
Long term	53%	51%	58%
Short term	47%	49%	42%

There was a change in the percentage of long-term and short-term illness during 2024/25, compared to previous years. Again, this can be linked to an improvement in recording, but the context must also be remembered. Sickness levels are on the rise across different sectors of the economy. We also know that from the individual cases we deal with, health service problems in turn does have an effect on sickness absence levels within Cyngor Gwynedd; many staff are waiting for treatment on waiting lists and there is no doubt that this is having an impact on our long-term sickness levels.

Of all staff employed by the Council over 2024/25, 55% did take time off work due to sickness absence. This means that 45% of Council staff were not absent as a result of sickness absence during the year.

The following table shows the levels of sickness absences, month by month, over the past year.



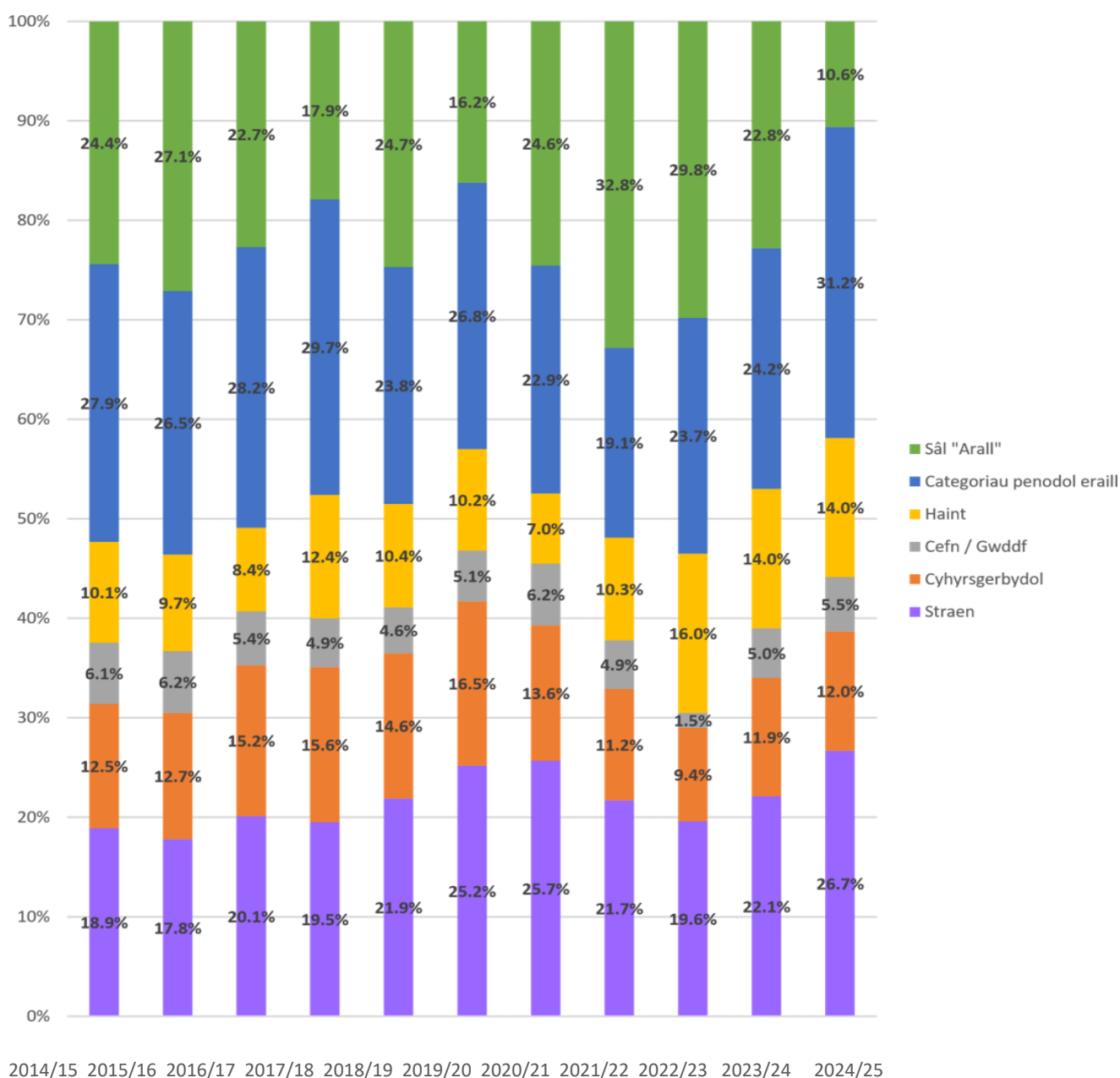
Department	Total
Education – central	13.11
Education – schools	14.43
Environment	16.79
NMWTRA	7.08
Finance	7.97
Economy and Community	8.02
Corporate Services	11.28
Gwe	6.73
Adults, Health, and Well-being	17.13
Children and Supporting Families	11.79
Highways, Engineering and YGC	8.37
Housing and Property	10.02
Corporate Leadership Team	7.43
Ambition North Wales	2.72
Total	12.94

Please note again that the figures above include those of GwE and North Wales Ambition; They will not be included in the figures for 2025/26. Similarly, the figures also include the Trunk Roads Agency, which again operates at an arm's length from the Council.

The following table analyses the type of illness that has been recorded for absences over the past five years.

Analysis based on reason recorded for sickness absence in the years up to

2024/25



Amid statistics showing that sickness absence is on the rise, it is positive to see that the number of illnesses recorded as "other" has decreased significantly over the year. This is as a result of the emphasis placed on accurate recording with the introduction of the new computer system to managers; that system means there are more options available for staff to be able to record the condition. On the other hand, you will also find that the levels of stress have risen, which is obviously worrying. However, despite the higher levels of stress, having accurate recording is one positive step forward to enable us to identify the problem. Whilst the information in this report focuses on providing a very high-level analysis, at whole Council and department level, we use data at a more detailed level in order to use it with those departments that need to try and resolve specific situations within their services.

PAY AND SALARY STRUCTURE

The Pay Policy for 2024/25 was approved by the Council at its meeting on March 7th, 2024. In the ensuing months, the Joint National Committee for Local Government Employees came to an agreement on pay rises for the year until the 31st of March this year. The agreement meant an annual increase of £1,290 on each pay point up to point 43, followed by a 2.5% increase on salaries above that.

RECRUITMENT

The below are details on the number of vacancies advertised by the Council in recent years, along with the number of applications received and also the number of vacancies re-advertised. Analysing these details contributes to our ability to identify areas that the Council should focus on in relation to the development of expertise and future workforce planning.

Year	Number of jobs advertised	Number of applications	Number of jobs re-advertised	Number of applications re-advertised
2017 / 2018	472	2312	47	179
2018 / 2019	555	3281	57	240
2019 / 2020	586	2726	101	249
2020 / 2021	486	2112	77	227
2021 / 2022	515	2394	114	369
2022 / 2023*	1054	3402	259	315
2023 / 2024	848	3608	195	471
2024 / 2025	855	3038	163	254

***Please note that the figures from 2022/23 onwards include the jobs within our schools, which explains the difference in numbers compared to previous years.**

DISABILITY CONFIDENT ACCREDITATION (LEVEL 2)

During the year, the Council achieved Disability Confident (Level 2) accreditation, which emphasises our commitment as an employer to improving how we attract and retain disabled staff. Our long-term aim is to reach Level 3 of the Accreditation, which is the highest level, and in order to do that we will need to be able to demonstrate that we are a leading employer in this area of work. This aim is consistent with the Government of Wales' ambition, and we are looking to take advantage of the support offered by Government officials in order to meet the requirements in the long term.

EMPLOYEE RELATIONS AND INDIVIDUAL CASES

We have for years prided ourselves on the constructive relationship that exists between the unions locally and us as officers. The emphasis is on trying to work together to ensure a smooth relationship between management and staff, and there is certainly good collaboration between us.

That said, it must be recognised that there are difficult situations to be discussed at times, but we believe that there is a mutual appreciation of the complexity that can be in the relationship between staff and the employer, and because of that there is a genuine desire to work together for the benefit of everyone who works for the organisation. The relationship is nurtured through constant contact and discussions between us as officers and union officials, with the ultimate intention of trying to resolve employment issues before situations deteriorate to such an extent that the working relationship between individuals breaks down. We meet as a group on a monthly basis, and there is also an arrangement in place to meet the union officers individually on a monthly basis, in order to try to resolve any situations that are unique to that union. There is also a strong link between the union officers and some of the management teams of some individual departments, but there is still room to develop more on that aspect.

Funding was secured to enable us to support the unions to release staff in order to undertake union activities. This is a positive step forward as we can provide assurances that staff can be released from their jobs in order to take up their roles with the unions. We are working together to ensure that arrangements are in place that facilitate the work of union colleagues, and we will also be looking to further strengthen the relationship that exists between us at a more strategic level within the Council, in order to meet the Welsh Government's aspiration of working on the basis of Social Partnership. This approach involves consulting and collaborating with the unions on key and strategic issues.

Having said all this, it is inevitable that Council managers sometimes have to deal with difficult individual cases, and HR officers have a key role in advising and providing guidance on such situations. The following summarises the number of formal cases during 2024/25.

INDIVIDUAL CASES 2024/25

Disciplinary investigations	117
Complaints	15
Voluntary and compulsory redundancy	15

The above figures also include staff in our schools. That said, it has to be noted that the figure of 117 disciplinary investigations is a significant increase, given that over the last few years we have been reporting that there are about 50 – 60 cases on an annual basis. There is no obvious pattern at all in those cases, but there is no doubt that such situations can be difficult for everyone involved, both staff facing the cases, but also the managers who carry out investigations and the human resources service who advise and support.

TUC LANGUAGE CHARTER

The Council and the local unions aim to be the first local authority to adopt a Language Charter which has been developed by the Trade Union Congress in Wales.

APPRENTICE SCHEMES AND GRADUATE TRAINEE SCHEME

These schemes are an important element of attracting and developing the talent of the future, as part of the Council's wider workforce planning efforts. Here are the key statistics for 2024/25:

Apprenticeship Scheme:

The Scheme has provided an opportunity for **81** apprentices since its launch.

10 new apprentices have been appointed for this year, in the areas of Information Technology, Energy, Finance, Housing and Property, Civil Engineering, Fleet.

Over 50% of appointments are females and many of that percentage have been appointed in technical fields.

Over 79% of apprentices started at the age of 16-19.

Graduate Trainees:

Since 2017, the Council has appointed **43** professional trainees, with 98% of trainees being offered a job at the end.

6 new graduate trainees have been appointed in the areas of Finance & Accounting, Health, Safety & Wellbeing, Environmental Health, Planning, Planning Ecologist, Taxes & Benefits.

HUMAN RESOURCES AND PAYROLL SYSTEM

A new human resources and payroll system will be introduced over the next year. That need has arisen due to the fact that the current payroll system expires in the winter of 2026. From a HR data perspective, this development is exciting and will be a significant step forward; what these types of systems have to offer will facilitate the work of managers and the teams that support them, and also mean that we will be able to report on new topics of information in due course. The project is ambitious in terms of schedule, but the timescale involved means that it is the priority for the next 12 months.

CONCLUSIONS

This report is very high-level information, but such information at a detailed level is helpful to managers and those officers who advise them to plan a service and identify in a timely manner those issues that require further investigation and action. This information also drives our priorities for 2025/26 and onwards, which include:

1. Workforce planning.
2. Developing the social partnership with the unions.
3. Human Resources System
4. Sickness absences.
5. Changes to employment legislation – for a year now the Government in London has been working on introducing new legislation that will introduce wide-ranging changes to employment law. To be confirmed and adopted over the next few months, it appears that the package of changes will begin to come into force in spring 2026 and will be rolled out over several years.

4. View of the statutory officers.

4.1 Chief Finance Officer

I am satisfied that the report is a fair reflection of Gwynedd Council's employment situation in 2024/25. The Employment Annual Report contains useful and important information that will assist the Council in planning for future challenges, but adopting the decision sought would not create an additional spending commitment.

4.2 Monitoring Officer

The report provides an important overview of the staffing and employment situation in the Council. I have no further observations to add in relation to propriety.

ATODIAD 1

Proffil oedran staff y Cyngor ar draws adrannau

Dyma ddangos proffil oedran yr adrannau gyda’i gilydd mewn un tabl fel canran cyfanswm yr adran. Mae’r ‘heatmap’ ar sail colofnau, hy dangos yr uchaf o fewn adran benodol (lliw tywyllach yn dynodi’r canrannau uchaf).

		Adrannau														
		Addysg (Canolog)	Amgylchedd	Gwasanaethau Corfforaethol	Cyllid	Economi a Chymuned	Oedolion, Iechyd a Llesiant	Plant a Chefnogi Teuluoedd	Priffyrdd Peirianeg a YGC	Tai ac Eiddo	Tîm Arweinyddiaeth	Ysgolion	GwE	Cefnffyrdd	Uchelgais Gogledd Cymru	Cyngor Gwynedd
Bandiau Oedran	Hyd at 19	0.6%	0.8%	1.3%	0.9%	0.5%	0.7%	3.4%	0.5%	0.4%	1.9%	0.9%	0.0%	2.2%	0.0%	1.0%
	20-24	1.0%	6.4%	5.1%	8.7%	8.0%	4.5%	9.1%	6.6%	1.3%	6.7%	5.7%	0.0%	6.6%	0.0%	5.2%
	25-29	5.1%	4.6%	10.8%	11.4%	5.3%	5.0%	12.0%	7.5%	12.1%	6.7%	8.4%	0.0%	6.1%	10.7%	7.5%
	30-34	8.4%	5.9%	9.6%	14.6%	9.6%	8.2%	14.9%	5.5%	10.4%	7.6%	12.5%	0.0%	11.0%	21.4%	10.3%
	35-39	9.2%	9.5%	13.4%	8.7%	4.3%	9.6%	14.4%	10.7%	3.9%	11.4%	13.2%	5.9%	15.4%	7.1%	11.1%
	40-44	11.5%	13.3%	12.1%	14.2%	12.8%	9.3%	11.5%	10.3%	12.6%	13.3%	12.1%	8.8%	14.5%	21.4%	11.8%
	45-49	9.5%	13.0%	7.6%	9.1%	16.6%	10.0%	11.1%	9.8%	9.1%	11.4%	12.6%	16.2%	9.6%	21.4%	11.3%
	50-54	13.2%	16.1%	18.5%	11.9%	16.0%	16.5%	10.6%	14.2%	17.3%	11.4%	14.4%	26.5%	13.2%	14.3%	14.6%
	55-59	19.7%	16.1%	12.1%	12.3%	9.1%	18.0%	6.5%	15.5%	15.2%	10.5%	11.4%	25.0%	14.0%	0.0%	13.9%
	60-64	14.4%	9.5%	9.6%	7.8%	10.2%	12.3%	5.5%	13.2%	12.6%	17.1%	6.1%	13.2%	6.1%	3.6%	9.3%
	65-69	5.3%	4.1%	0.0%	0.5%	5.3%	5.0%	1.0%	5.0%	3.0%	1.9%	1.8%	4.4%	1.3%	0.0%	3.0%
	70-74	2.2%	0.5%	0.0%	0.0%	2.1%	0.6%	0.0%	0.9%	1.3%	0.0%	0.6%	0.0%	0.0%	0.0%	0.8%
	75 ac uwch	0.0%	0.3%	0.0%	0.0%	0.0%	0.4%	0.0%	0.2%	0.9%	0.0%	0.2%	0.0%	0.0%	0.0%	0.2%
		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

GWYNEDD COUNCIL – Report to Gwynedd Council's Cabinet

Item title:	Health, Safety and Wellbeing Annual Report
Cabinet Member:	Councillor Llio Elenid Owen
Relevant Officer:	Gail Warrington, Health, Safety and Wellbeing Manager
Meeting date:	16 th December 2025

1. The reason why Cabinet needs to make the decision:

The presentation of this report to Cabinet annually is part of health and safety management arrangements within the Council. It is vital that Cabinet members have a full overview of the Council's position in this important area.

2. Resolution Sought:

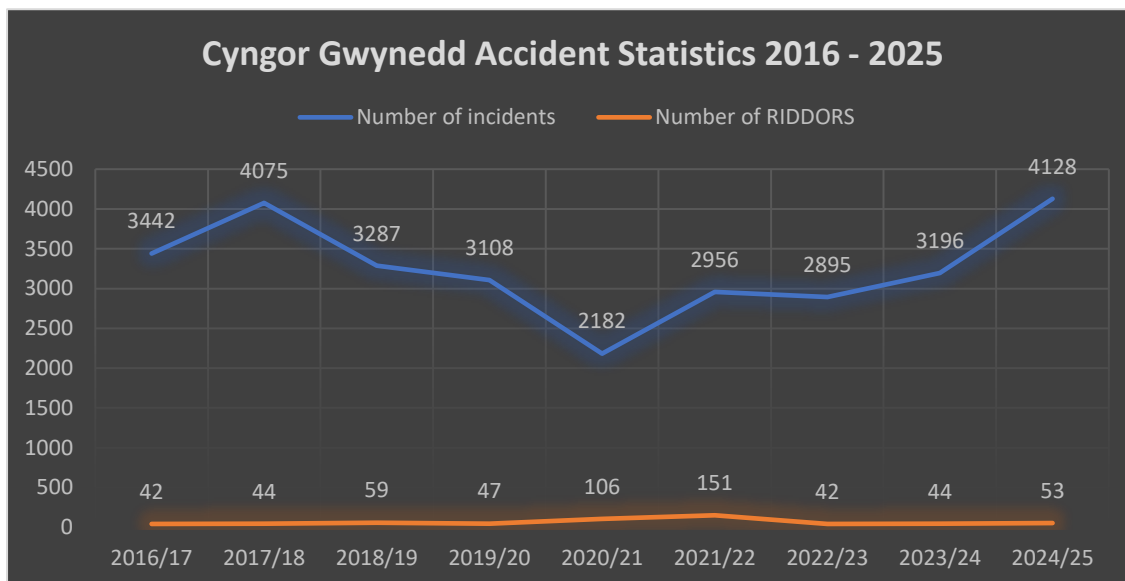
No specific decision required. Instead, this report is presented as Cabinet members need to be aware of matters outlined in this report and have a strategic overview of the current situation for the purpose of effectively managing health and safety within the Council.

3. Introduction and Logic

The Health, Safety and Wellbeing Service has continued to demonstrate a positive and ongoing commitment to supporting the workforce through a period of change and adaptation. During the year, the promotion of Safety Models has reached all managers, strengthening understanding and collaboration across the organisation. In addition, concrete steps have been taken within the well-being plan, with ongoing activities and training contributing directly to fostering a more supportive and inclusive culture. This training is a key part of the cultural change taking place across the Council, ensuring that health, safety and wellbeing are an integral part of the way we work. In addition, key policies have been reviewed – including the Alcohol and Drugs policy – to protect everyone involved in our services, whether they are employees or members of the public. This work is part of an ongoing effort to ensure lasting improvement, with a clear focus on building a safe, healthy and sustainable working environment.

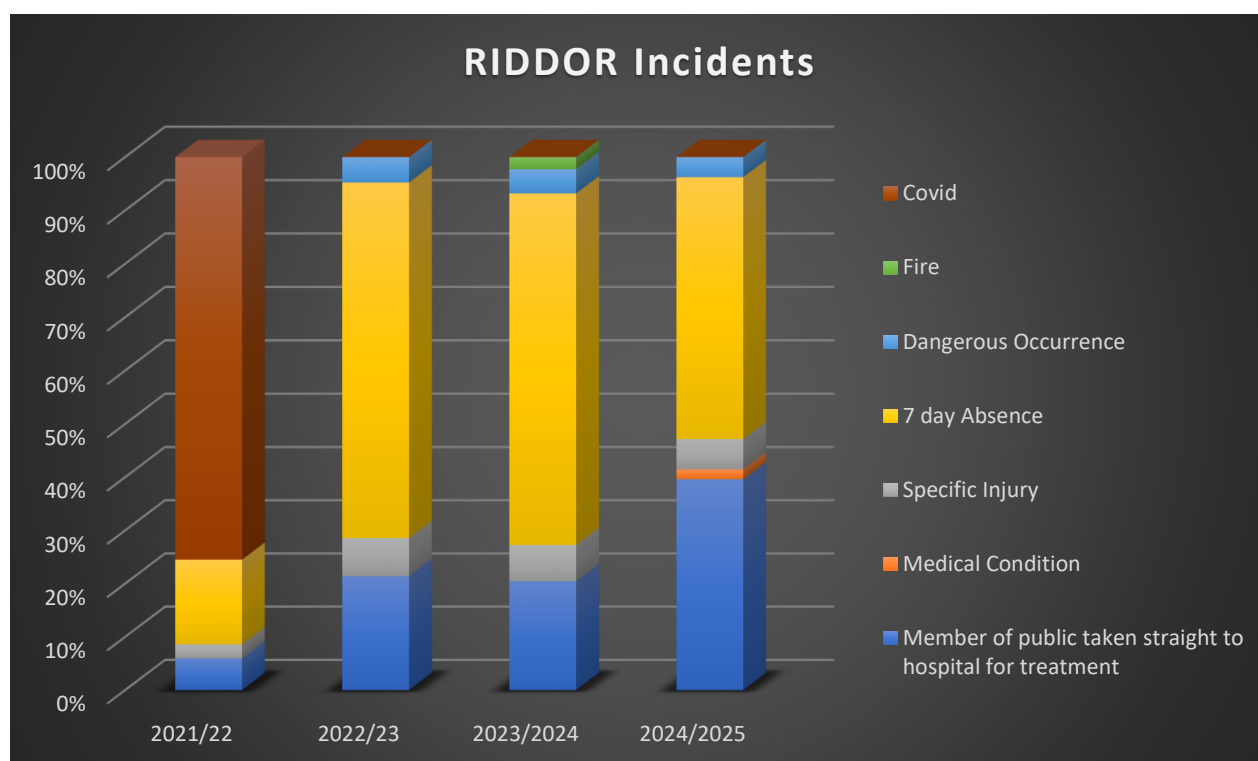
Accident Statistics 2024/25

During 2024/25, there were a total of 4,128 incident reports to the Health, Safety, and Wellbeing Service, of which 53 were reportable incidents under RIDDOR regulations. Of these, 26 were absences of over 7 days, 21 members of the public transported to hospital for treatment, 2 were hazardous incidents, 1 was a medical condition, and 3 specific injuries to staff members.



Number of incidents (including accidents and close incidents) / Number of RIDDOR

While the overall number of reports has increased significantly compared to the previous year, the number of serious incidents (i.e. RIDDOR) has not increased to the same extent. The most noticeable increase has been in the "Violent Incidents" category, with 1,811 reports in 2024/25 compared to 1,041 in 2023/24. This increase has mainly been found in the Department of Education, where the number of reports has doubled from 777 to 1,605. This reflects the ongoing encouragement for school staff to report all incidents via the HS11 incident report form, ensuring that documentary evidence is available to support further action. A specific group now meets regularly with the Department of Education to monitor and discuss the situation.



Events reported under RIDDOR regulations 2021/22-2024/25

Looking ahead, the introduction of a new digital system for recording incidents will enable the Health, Safety and Wellbeing Service to identify trends across the Council more effectively. In addition, managers will have direct access to live data, enabling them to

immediately implement appropriate management measures where necessary. This development is a positive step toward improving operational response and strategic planning, strengthening safety and well-being across the organization.

Enforcement and Compliance

During 2024/25, the Service continued to work with the Health and Safety Executive (HSE), which is responsible for health and safety law enforcement across the UK. Following previous visits as part of HSE's national campaign to review asbestos control in schools, no further visits related to asbestos have taken place as of April 2025. However, the Council has completed all the recommendations received in 2023/24, with the Health and Safety Unit and Property Service continuing to monitor and update the arrangements where necessary.

In 2024/25, the HSE contacted the Council in relation to two residential homes. In the first incident, there was an accident in which a resident suffered a fall, and the HSE visited the site to review the arrangements and paperwork. Following the visit, recommendations were received to improve paperwork processes and to strengthen falls prevention training. There was a cost of £1,044 for the fee for intervention from the HSE. These recommendations have now been fully implemented, including the introduction of a new falls risk assessment template as part of care plans. In addition, arrangements are in place to ensure that a training package is available to staff, a combination of training from the Health Board and internal information.

The second contact was via email, following a moving and handling accident in which a resident was injured. In this case, an Improvement Notice was received from the HSE. All recommendations have been implemented, including reviewing, updating risk assessment templates, and ensuring that the risk assessments at that specific care home are up to date.

These responses reflect the Council's commitment to complying with statutory requirements and to ensuring robust procedures are in place to protect the health and safety of residents and staff.

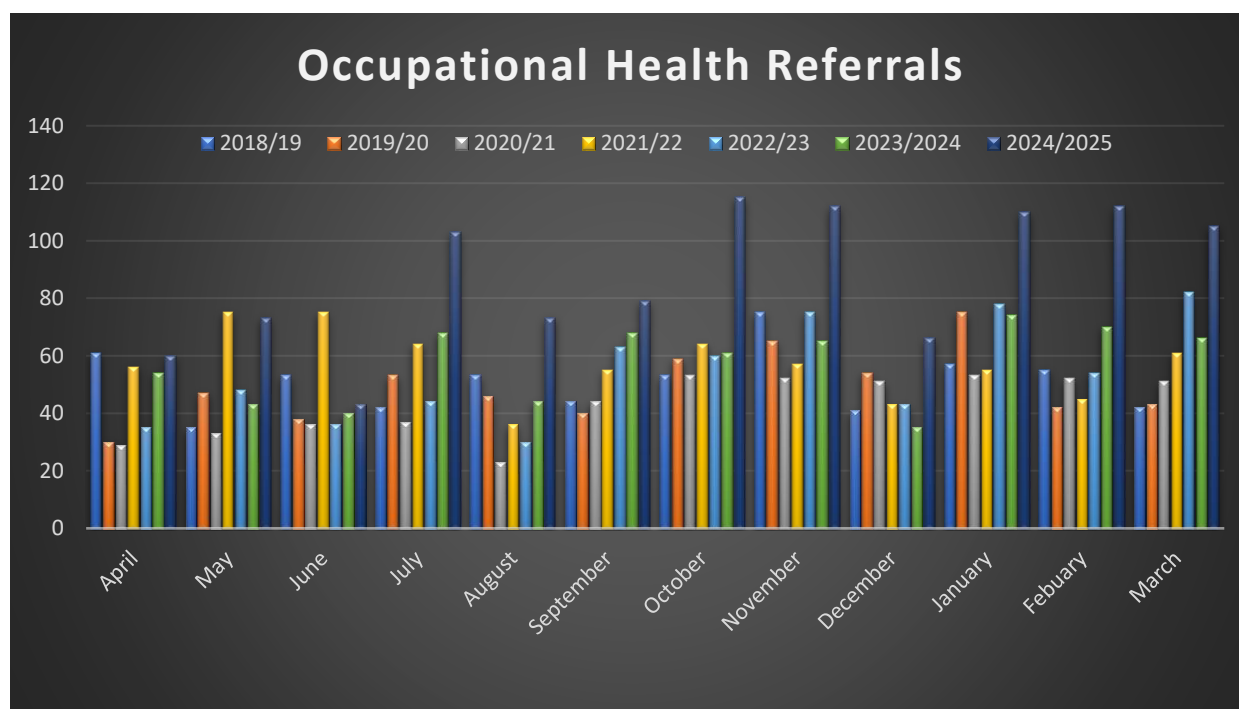
The Service's Work Programme

During 2024/25, the Health and Safety Unit and the Occupational Health Unit have continued to work closely together on strategic and operational projects, ensuring that health, safety and wellbeing are comprehensively supported across the Council. The collaboration includes the development of key policies such as the Alcohol and Drugs Policy and the Well-being Procedure, where both units contribute expertise to ensure managers have the necessary skills, knowledge and support to respond to complex situations in the workplace. The two units also collaborate on training, communication and awareness, ensuring an integrated approach to supporting the workforce.

From the perspective of the Health and Safety Unit, there has been a particular focus on strengthening managers' skills through structured training. Nine IOSH Managing Safely courses, and five refresher courses were undertaken, meaning that 72% of managers now have a currently qualified. A Site Management refresher course is now available, with 40% of site managers having completed the training. In addition, 100 days of moving and handling training, including specialist courses such as use of Ski-Pad and Mangar equipment, were held to support staff working with people and objects in high-risk situations.

The Health and Safety Unit has also led on the review and renewal of policies and procedures, including the Fire Management Policy and Plan, the RADON Management Plan, and the Personal Safety and Lone Working Procedure. The Personal Safety and Lone Working Procedure received specific attention through a group deriving from the Corporate Forum, ensuring that risk assessments and practical management measures were updated to reflect changes in the workforce and services. All policies and procedures are submitted to the Corporate Health, Safety and Wellbeing Panel for approval, with the Panel meeting twice a year and made up of union representatives, council members, chief officers and any officer who submits relevant work.

From the perspective of the Occupational Health Unit, there has been a focus on responding to a significant increase in referrals – with 1,051 referrals received during the year, 464 of which related to mental health. The new staff sickness system has contributed to improved case identification and led to more timely referrals. Counselling provision has expanded significantly, with 451 members of staff receiving support – an increase of over 180% on the previous year, partly due to changes to the referral procedure and the growing awareness of the service.



Health surveillance testing continues to be an essential element of the Unit's statutory work, ensuring that the Council complies with legal requirements and protects the health of the workforce. During the year, the Occupational Health Unit has been successful in securing funding through a bid application for 2024, enabling the work to continue uninterrupted over the past year and for an additional year. The intention is that if the new bid is approved, it will be possible to establish the post on a permanent basis, giving stability to the programme and enabling longer-term planning.

This work includes arranging and reviewing routine health checks for staff in high-risk roles, with a particular emphasis on hearing tests, as recent changes by the HSE have meant that individuals need to be called back sooner for further testing – currently, 85% of individuals require a second test. During HSE's last visit, the importance of ensuring robust arrangements in this area was specifically highlighted, as failure to comply can lead to a risk of prosecution and significant costs to the Council. The Unit has responded by strengthening processes, improving recording and increasing capacity to ensure that the programme is implemented effectively and continuously.

In addition, the Unit has contributed directly to the implementation of the Well-being Plan, which was presented to management during the Autumn term network meetings. The plan brings together services the Human Resources, Learning and Development, and Health, Safety and Wellbeing Service, and has resulted in a roadshow to reach staff in care homes and depots, offer health checks, and collaborate with partners such as Byw'n Iach and Budd i Bawb. I-Act training has resumed, with 40% of managers and team leaders having attended, and a new module about referrals to the Occupational Health Unit being introduced in the Autumn 2025 term.

This work programme reflects an integrated and practical approach to supporting the workforce, ensuring that all aspects of health, safety and wellbeing are addressed. The

collaboration between the units is key to the success of the service and continues to evolve in response to the changing needs of the Council.

Health and Safety Systems within Gwynedd Council – including ISO 45001

ISO 45001 accreditation continues to be an important recognition of health, safety and well-being management standards within Cyngor Gwynedd. Currently, the system is operated within the Department of Highways, Engineering and YGC, with an external company (BSI) carrying out audits and monitoring the system every six months. During 2024/25, no significant issues were raised during these audits, and the department has continued to conduct internal audits and a discussion forum, and a review of the department's risk register on a regular basis.

During the audit period, some areas were identified where existing arrangements could be strengthened. The department has implemented appropriate actions to address these, reviewing the relevant methods and processes to ensure continuous improvement and prevent recurrence. This work is part of an ongoing effort to maintain high standards of internal control and to support the external accreditation process.

Due to changes in structure, Highways and YGC is currently running two separate ISO 45001 systems, but discussions are ongoing with BSI and within the Department to consider incorporating the two systems in future. The ISO 45001 system is internationally recognised as the industry standard, and the Council's new electronic system for health and safety is being developed based on the principles of this standard.

More broadly across the Council, significant work has begun to support a change in health, safety and wellbeing culture. A gap analysis was carried out in which managers were asked to review their services and identify which elements of health and safety management have been completed, which are in the process of being completed, and any areas that need to be included in a programme of work. This analysis is now being compiled and scrutinised by the Corporate Health and Safety Forum and forms the basis of a new corporate audit program.

In addition, a new digital health and safety system is being developed jointly between the Information Technology Service and the Health and Safety Unit. For the first time, employees will be able to report accidents, incidents or near misses directly to the system, using a QR code to facilitate the process. Management training will include an instructor training package, with a pilot to be run during Autumn 2025. Managers and the Health and Safety Unit will also have access to a live dashboard, enabling real-time identification of trends, numbers and concerns, and prompt implementation of appropriate management measures. This will make health and safety management more effective, responsive and data driven.

4. Statutory Officers' Comments

4.1 Chief Finance Officer

"The report conveys information to the Cabinet and the decision sought does not create a spending commitment. No comments from the perspective of financial propriety."

4.2 Monitoring Officer

"The report explains the role of the Cabinet within our health and safety arrangements. It is appropriate that it receive this information which gives assurance in relation to our arrangements in this important area."

Attachment List

None

Background Document List

None

CYNGOR GWYNEDD – Report to Cyngor Gwynedd’s Cabinet



Title of report:	Complaints and Service Improvement 6 monthly Report 2025/2026
Cabinet Member	Cynghorydd Llio Elenid Owen
Contact Officer	Ian Jones, Head of Corporate Services
Date of meeting:	16 December 2025

1. Decision sought

Cabinet is asked to approve the report and offer any relevant comments or suggestions about the Council's performance in dealing with complaints in an appropriate and timely manner.

2. The reason why the Cabinet needs to make the decision

The purpose of the report is to provide an overview of the Council's performance in relation to dealing with complaints and improving services, highlighting successes, challenges, and developments. This is to ensure that the Cabinet is satisfied with the performance over the periods in question.

An analysis of quantitative and qualitative data is presented, which is a measure of the Council's performance in this context for the period 1 April 2025 to 30 September 2025 together with preliminary information about the previous years.

3. Introduction and Reasoning

3.1 Background

The Council's "Complaints and Service Improvement procedure" was introduced in 2015, drawn up under the supervision of the Public Services Ombudsman for Wales. It corresponds with Welsh Government guidelines and is therefore in line with the complaint's procedures of other public bodies.

The Cabinet adopted the procedure with the aim of bringing specific benefits to the citizen by focusing on the solution instead of the process and allow Officers to deal quicker with complaints.

The ownership over responding to complaints was moved to the individual Departments, but with the function of harmonizing and offering guidance continuing under the leadership of the Monitoring Officer with the support of the Service Improvement Officer.

The Concerns and Complaints Policy was updated on 1 April 2021, and responsibility for the implementation of the Complaints and Service Improvement procedure was transferred to the Corporate Support Department under the care of the Service Improvement Officer within the Organisational Learning and Development team. The role and has since been moved to the Support Service since 7th April 2025.

It should be noted that this procedure is not relevant to Social Services users as there is a statutory procedure for them. Schools also implement their own complaints procedures.

3.2 Responding to Complaints - An explanation of the terminology that is used

3.2.1 Resolving Informal Complaints

Complainant informally contacts the Service Improvement Officer or the relevant service to resolve the concern.

3.2.2 Investigating Formal Complaints

Complainant presents a formal complaint through the complaints procedure. An investigation is undertaken by an officer within the Service, who is senior enough and is independent from the source of the complaint.

3.2.3 Complaint to the Ombudsman

The complainant could go to the Ombudsman if they are not satisfied with the Council's formal response.

After looking at the complaint, the Ombudsman may decide on one of the following:

- *No Investigation* – where the Ombudsman is satisfied with the way the authority has dealt with the matter and feels that there is no need for a further investigation. It could also be a matter beyond its jurisdiction.
- *Premature* - if the Ombudsman is of the opinion that the authority has not yet had an opportunity to consider the matter.
- *Hold a further investigation* - where the Ombudsman feels that further investigation is needed, to assess how the authority has dealt with the matter.
- *Settlement* – where there is an agreement with the complainant, and they accept the resolution.

4. Frequency of the Report

The Annual Report for 2024/2025 was presented to the Cabinet in July 2025. Unfortunately, the Ombudsman's Annual Letter was not available then, therefore it is being presented now with this report.

'Live' data is available to Heads of Department, the Senior Leadership Team and the Cabinet at any time upon request.

This Report summarises the developments for the period 01/04/2025 – 30/09/2025, focusing on Valid Formal Complaints and complaints submitted to the Ombudsman.

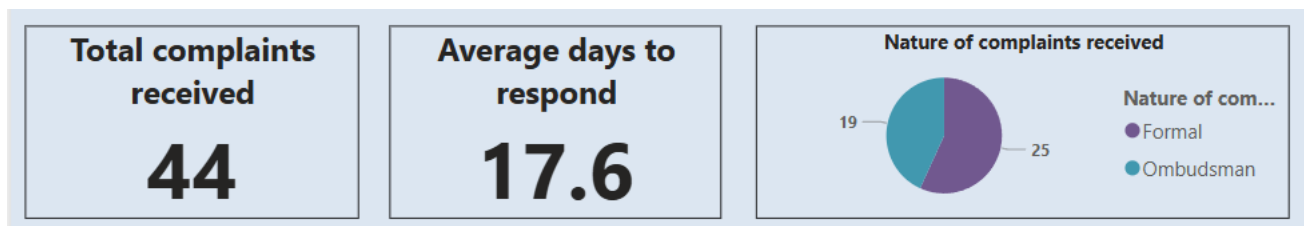
The figures to date for this year are noted below -

- 22 Valid Formal Complaints between 01/04/2025 and 30/09/2025
- 13 Ombudsman Complaints between 01/04/2025 and 30/09/2025
(9 No Investigation; 1 No Investigation – Premature; 2 Settlement; 1 – Enquiry)

5. Quantative Data

Number of Complaints :

2024/25 Quarter 1-2

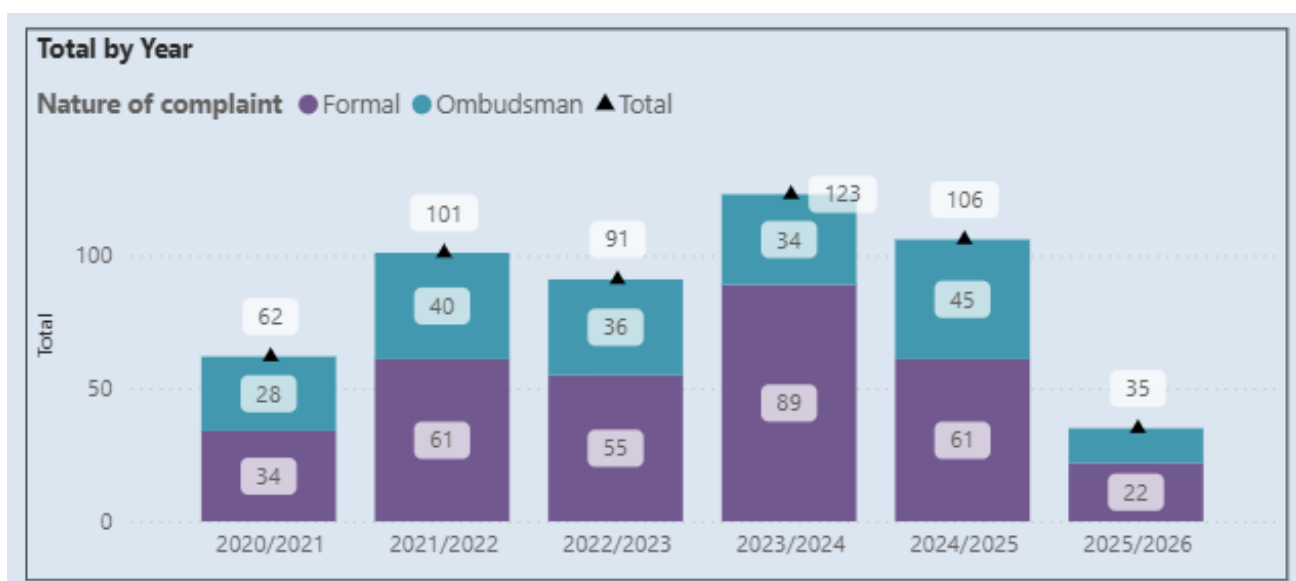


2024/25 Quarter 1-2



5.2 Number of complaints: Situation over a period since 2020-21

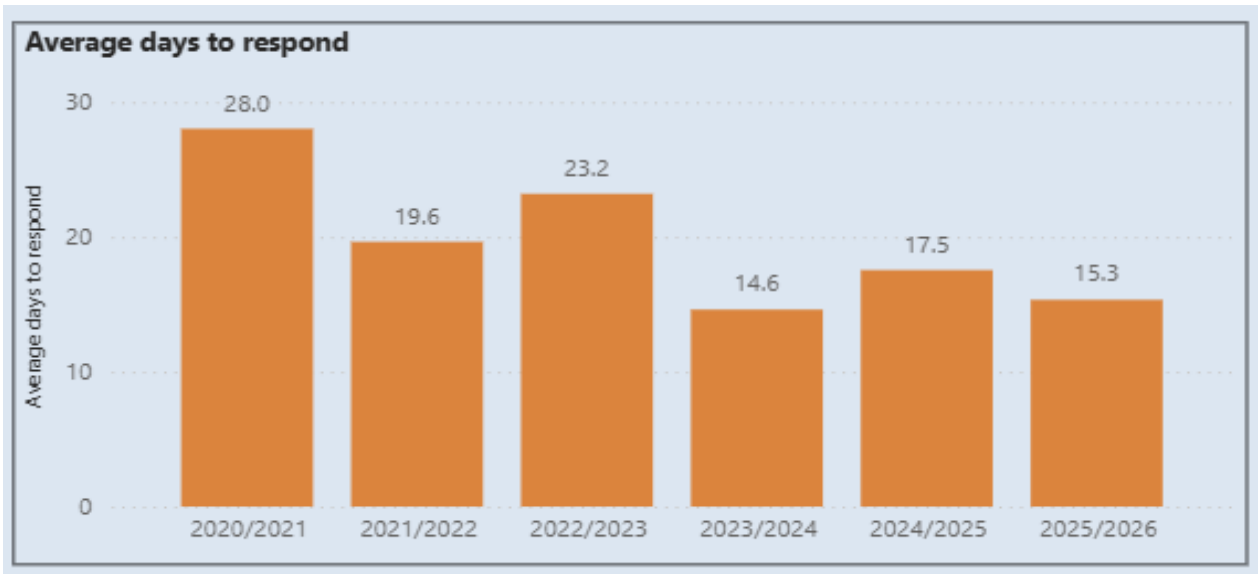
(note only 6 months data for 2025/26)



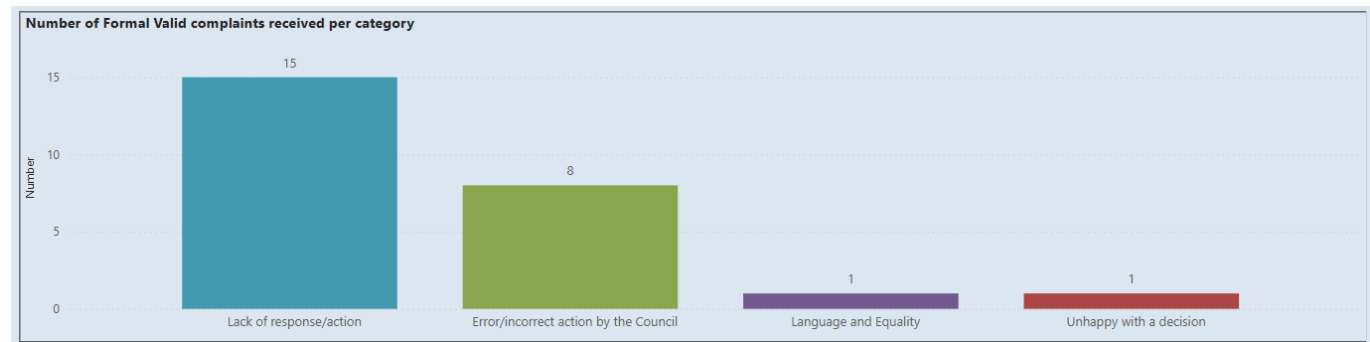
Formal Upheld Complaints and Complaints to the Ombudsman per Section, and Service

Natur y gŵyn Adran	Ffurfiol		Ombwdsmon		Cyfanswm	
	Nifer	Fel Canran	Nifer	Fel Canran	Nifer ▼	Fel Canran
Amgylchedd	8	36.4%	8	61.5%	16	45.7%
Cynllunio	3	13.6%	5	38.5%	8	22.9%
Gwastraff	2	9.1%	1	7.7%	3	8.6%
GYC	1	4.5%	1	7.7%	2	5.7%
Trafnidiaeth	2	9.1%			2	5.7%
Parcio a Gwaith Stryd			1	7.7%	1	2.9%
Cyllid	7	31.8%			7	20.0%
Refeniw	6	27.3%			6	17.1%
Cyllid	1	4.5%			1	2.9%
Addysg	2	9.1%	1	7.7%	3	8.6%
Addysg	2	9.1%	1	7.7%	3	8.6%
Tai ac Eiddo	2	9.1%	1	7.7%	3	8.6%
Tai	2	9.1%	1	7.7%	3	8.6%
Gwasanaethau Corfforaethol	1	4.5%	1	7.7%	2	5.7%
Cofrestru	1	4.5%			1	2.9%
Cyswllt Cwsmer			1	7.7%	1	2.9%
Oedolion, Iechyd a Llesiant			2	15.4%	2	5.7%
Gwas Cymd			2	15.4%	2	5.7%
Priffyrdd, Peirianeg a YGC	1	4.5%			1	2.9%
Priffyrdd	1	4.5%			1	2.9%
Tim Arweinyddiaeth a Chyfreithiol	1	4.5%			1	2.9%
Cyfreithiol	1	4.5%			1	2.9%
Cyfanswm	22	100.0%	13	100.0%	35	100.0%

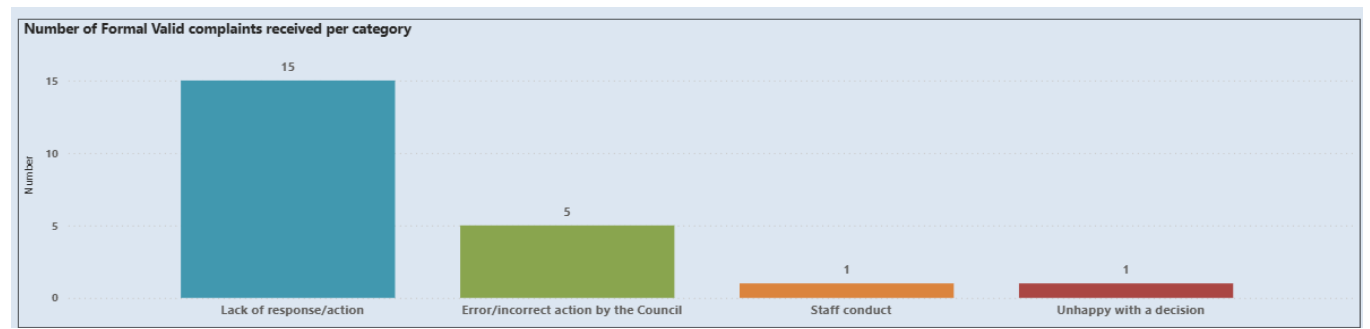
5.3 Response Time over a Period Since 2018-19
(note only 6 months data for 2025/26)



6. Analysis of the Complaints (General)
Per Category for 2024/25 Year Quarter 1-2



Per Category for 2025/26 Year Quarter 1-2



Analysis per Department – See Appendix 1

Detailed information can be provided about specific Complaints if needed.

7. Main Messages

- There have been slightly fewer Upheld Formal Complaints and Ombudsman's complaints so far this year compared to the same period in 2024/2025.
- The pattern / trend over a longer period shows that the number of Formal Complaints, reduced gradually between 2018/2019 and 2021/2022 when it increased significantly.
- Again, a change in culture can be seen, with most Services accepting complaints in a more positive and constructive way, in order to learn from them, the response time has improved slightly compared to the figure for last year.

8. The Ombudsman's Annual Letter 2024/25

The revised copy of the Ombudsman's Annual Letter was received on the 30th September this year. The letter is attached for your attention. I would like to highlight some comments and recommendations made by the Ombudsman-

Further to this letter can I ask that your Council takes the following actions:

- Present my Annual Letter to the Cabinet and to the Governance and Audit Committee at the next available opportunity and notify me of when these meetings will take place.
- Consider the data in this letter, alongside your own data, to understand more about your performance on complaints, including any patterns or trends and your organisation's compliance with recommendations made by my office.
- Inform me of the outcome of the Council's considerations and proposed actions on the above matters at the earliest opportunity."

9. Next Steps

The intention in going forwards is to continue to work with Departmental Management Teams and Officers within the Services to ensure an understanding of the Complaints procedure and their commitment to adhering to it. In light of this, we hope to reduce the time we take to respond to Complaints and continue to Improve Services.

The Complaints process naturally aligns with the work that's taken place on the new Customer Service Plan which forms one of the Ffordd Gwynedd work streams. The new Customer Charter and Standards that form part of the Plan, in terms of response times to Elected Members, responding to general correspondence and responding to complaints, will provide clear guidance to staff. It is hoped that this will avoid a number of complaints about, Non-Response/Action into the future, as staff will have been equipped with the information they need to adhere to the response requirements.

The Successes Wall is still growing, and it is very good to see that a large number of Thanks/Compliments, have come in from the public 1577 since being established in 2015.

Seeing the public's appreciation as well as colleague's appreciation is a great help in raising staff morale, especially front-line staff.

9. The comments of the Statutory Officers

Head of Finance Department:

Nothing to add to the report from the perspective of financial propriety.

Monitoring Officer:

The complaints process includes provision that the Cabinet receives reports on the Councils complaints arrangements from the perspective of maintaining quality services. I note that the Governance and Audit Committee have considered the effectiveness of the arrangements in accordance with their statutory duties.

List of Attachments

Attachment 1 Table Showing Analysis of Complaints

Annual Letter for 2024/25

APPENDIX 1

	DEPARTMENT	SERVICE	PERIOD	CATEGORY OF COMPLAINT	LESSONS LEARNT/SERVICE IMPROVEMENT STEPS	SYLWADAU Plis nodwch fod y Cwynion wedi eu nodi o dan “Gategori” nid o reidrwydd am fod eu natur i gyd yn hollol yr un fath
1	Housing and Property	Housing	01/04/2025 – 30/09/2025	Lack of Response/action	Remind staff of the importance of responding to customers in a timely manner, and if they fail to respond in a timely manner, to be honest and willing to offer an explanation, for the shortcoming.	2
2	Finance	Revenue	01/04/2025 – 30/09/2025	Error/incorrect action by the Council	The importance of ensuring accuracy with customers' accounts, and the need to try to resolve problems for them at the first opportunity.	2
3	Finance	Revenue	01/04/2025 – 30/09/2025	Lack of Response/action	Remind staff of the importance of responding to customers in a timely manner, and if they fail to respond in a timely manner, to be honest and willing to offer an explanation, for the shortcoming.	3
4	Finance	Revenue	01/04/2025 – 30/09/2025	Unhappy with a decision	Services had worked together, discussed the way forward and offered an explanation for the decision, whilst at the same time offering the customer assistance on how he might now be eligible for a discount if his situation had changed.	1
5	Finance	IT	01/04/2025 – 30/09/2025	Lack of Response/action	Remind staff of the importance of responding to customers in a timely manner, and if they fail to respond in a timely manner, to be honest and willing to offer an explanation, for the shortcoming. Always try to keep the customer in the loop if there is a delay in being able to respond and offer a solution.	1
6	Corporate Services	Registration Service	01/04/2025 – 30/09/2025	Lack of Response/action	Remind staff that things need to be followed up in a timely manner if waiting for a reply from someone else to be able to offer a full resolution to a customer. Always try to keep the customer in the loop if there is a delay in being able to respond and offer a solution.	1
7	Environment	Planning	01/04/2025 – 30/09/2025	Lack of Response/action	Remind staff of the importance of responding to customers in a timely manner, and if they fail to respond in a timely manner, to be honest and willing to offer an explanation, for the shortcoming. Always try to keep the customer in the loop if there is a delay in being able to respond and offer a solution.	3
8	Environment	Waste and Recycling	01/04/2025 – 30/09/2025	Lack of Response/action	Remind staff of the importance of responding to customers in a timely manner and offering a solution at their first opportunity.	1
9	Environment	Waste and Recycling	01/04/2025 – 30/09/2025	Error/incorrect action by the Council	Remind staff of the importance of responding to customers in a timely manner, and if they fail to respond in a timely manner, to	1

APPENDIX 1

					be honest and willing to offer an explanation, for the shortcoming. It's important to look at how many times a customer has had to complain about the same problem, and if that's more than once, it's clear that the matter needs to be resolved.	
10	Environment	Transportation	01/04/2025 – 30/09/2025	Lack of Response/action	Remind staff of the importance of responding to customers in a timely manner, and if they fail to respond in a timely manner, to be honest and willing to offer an explanation, for the shortcoming.	2
11	Environment	Public Protection	01/04/2025 – 30/09/2025	Lack of Response/action	Remind staff of the importance of responding to customers in a timely manner and offering a resolution at their first opportunity.	1
12	Education	Education	01/04/2025 – 30/09/2025	Error/incorrect action by the Council	The Service has realised that the wording of documents should be re-examined to ensure that clear information is available and given to a customer, at all times.	2
13	Highways, Engineering and Consultancy Service	Priffyrdd	01/04/2025 – 30/09/2025	Lack of Response/action	Remind staff of the importance of responding to customers in a timely manner, and if they fail to respond in a timely manner, to be honest and willing to offer an explanation, for the shortcoming.	1
14	Legal	Legal	01/04/2025 – 30/09/2025	Lack of Response/action	Remind staff of the importance of responding to customers in a timely manner, and if they fail to respond in a timely manner, to be honest and willing to offer an explanation, for the shortcoming.	1

Ask for: Communications



01656 641150



caseinfo@ombudsman.wales

Date: 30 September 2025

PERSONAL & CONFIDENTIAL

Councillor Nia Jeffreys
Cyngor Gwynedd

By email only

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dafyddgibbard@gwynedd.llyw.cymru
iwangdevans@gwynedd.llyw.cymru
meinigriffiths@gwynedd.llyw.cymru

Dear Councillor Nia Jeffreys

Annual Letter 2024-25

Role of PSOW

As you know, our role as the Public Services Ombudsman for Wales is to consider complaints about public services, to investigate alleged breaches of the councillor Code of Conduct, to set standards for complaints handling by public bodies and to drive improvement in complaints handling and learning from complaints. We also undertake investigations into public services on own initiative.

Purpose of letter

Through this letter, we want to give you an update on our work, share key trends in complaints about local government in Wales and highlight any particular issues for your organisation, together with actions I would like your organisation to take.

Complaints about public services

This letter, as always, coincides with the publication of our Annual Report. Again, we saw an increase in the number of people contacting us about public services. Since 2019-20, the volume of new complaints about public services reaching our office has increased by 44%.

We also closed a record number of complaints about public services – 5% more than last year. This year, we intervened (found that something has gone wrong, and recommended how to put things right) in 18% of complaints that we closed. Positively, this year we resolved many more complaints early on. 87% of our interventions this year involved Early Resolution, compared to 70% in 2023-24.

Page 1 of 15

We understand that people who come to us want their complaints resolved as quickly as possible and we are committed to dealing with them in a timely manner.

Overall, we assessed incoming complaints, or intervened with an Early Resolution, within an average of 4 weeks; well within our target of 6 weeks. We have also reduced the time it takes us to complete an average investigation, from 64 weeks in 2023-24, to 53 weeks this year.

During 2024-25, we received 1,337 complaints about local councils - an increase of 20% on the previous year and 54% more than in 2019-20.

The main complaint subjects accounting for this increase related to social services, environment and environmental health, and housing. However, we also saw a welcome drop in complaints about complaint handling.

We intervened in 13% of local council complaints that we closed – a similar proportion to recent years.

We received 46 complaints about Cyngor Gwynedd and closed 44 – some complaints were carried over from the previous year. Cyngor Gwynedd's intervention rate was 7%. You can find detailed information on complaints about your organisation that we handled this year can be found in the appendices.

In 2024-25, we made 9 recommendations to your organisation. To ensure that our investigations and reports drive improvement, we follow up compliance with the recommendations agreed with your organisation. In 2024-25, 9 recommendations were due. 89% of the recommendations due was complied within the timescale agreed. Recommendations and timescales for complying with recommendations are always agreed with the public body concerned before being finalised, and we therefore expect organisations to comply within the timescales agreed.

Our Code of Conduct work

Our role is to investigate allegations that councillors have breached their Code of Conduct. Where an investigation finds evidence to support the complaint on a matter which is serious enough to require a referral in the public interest, these cases are referred either to the local Standards Committee or to the Adjudication Panel for Wales for consideration.

In 2024-25, we received 4% less new Code of Conduct complaints than the previous year. 60% of these complaints related to members of Town and Community Councils. We continue to see that over a half of these complaints (56% this year) tends to relate to promotion of equality and respect.

We made 15 referrals to Standards Committees or the Adjudication Panel for Wales (compared to 21 last year). We are grateful to your Monitoring Officer for their positive engagement with my office over the last year. We will continue to engage with them on matters relating to the ethical standards framework, including Local Resolution Procedures this year.

Independent Review

As you will be aware, last year, it was brought to our attention that a member of staff who had been the Team Leader of our Code of Conduct Team had been making inappropriate and unacceptable social media posts of a political nature.

In view of the seriousness of the matter, we commissioned Dr Melissa McCullough to conduct an independent review of our Code of Conduct work. [Dr McCullough's Report](#), published in September 2024, found that, "in general terms, the PSOW's Code of Conduct processes and delegations are robust in terms of safeguarding fairness and impartiality. They are systematic, well documented and supplemented with appropriate guidance and the reasoning for decisions is required to be recorded and explained as applicable."

While the findings overall were very positive, the review report included a number of recommendations and lessons learned, to "augment the existing safeguards for ensuring the fairness and impartiality of the processes and would clarify the related guidance as applicable."

Following this, the Senedd's Finance Committee published its report on the [Review into the operations, processes and investigations carried out by the Public Services Ombudsman for Wales](#). The Committee made further recommendations to us in its report. The details of all the recommendations and lessons learned and the actions we have taken in response can be found in our Annual Report.

To provide additional assurance, Dr McCullough undertook further independent assessment of how we implemented the recommendations and lessons learned, as set out in her 2024 Independent Review Report. This [assessment](#) concluded that:

- all recommendations and lessons learned were fully accepted by us and have been fully implemented
- we demonstrated a comprehensive, thoughtful and consultative approach to the implementation
- the pace of implementation has been impressive
- a separate quality assurance review confirmed the robustness of our process.

Supporting improvement of public services

We continued our work on supporting improvement in public services.

During 2024-25, we concluded our second wider own initiative investigation which looked into unpaid carers' needs assessments in Wales. We considered whether 4 local councils – Caerphilly, Ceredigion, Flintshire and Neath Port Talbot - undertook carers' assessments in line with their statutory obligations.

We published the report on this investigation in October 2024. We found that only 2.8% of people in those council areas who identified as carers had received a needs assessment. In addition, only 1.5% had received a proper support plan following their assessment. Many carers were also not aware of their rights with regard to assessments and support services that might be available to them.

We identified some areas of good practice by the councils we investigated. However, we also made several recommendations including to:

- improve recording practices
- improve how information is shared with carers
- offer staff refresher training on carers' rights
- collaborate better with the healthcare sector.

We invited the other local councils in Wales to make similar improvements.

As we did in the case of our first own initiative investigation, we have been actively monitoring how organisations' have been complying with our recommendations.

We are planning to review compliance with the recommendations and any other impacts of the report in October 2025.

Currently 54 organisations across Wales operate our model complaints policy. This includes all local councils, all health boards and now most housing associations - representing about 85% of the complaints which we receive.

Our offer of free complaints handling training has remained popular and we provided a further 52 training sessions to public bodies across Wales during the year. This brings the total to 550 training sessions and 10,000 people, since 2020.

We have continued our work to publish complaints statistics, gathered from public bodies, with data published twice a year. We expect to publish the data on complaints handled by local councils in Wales during 2024-25 in the Autumn. This data allows us to see information with greater context – for example, during 2024-25 5.18% of complaints made to local councils went on to be referred to us. Finally, this year we also published 2 thematic reports, which included as case studies complaints about local councils:

- 'Living in Disrepair' (November 2024): a thematic report about housing disrepair and damp and mould complaints.
- 'Equality Matters' (January 2025): a thematic report on inclusion and accessibility across public services.

These reports include general recommendations for public service providers, drawing on lessons learned from our casework.

Action we would like your organisation to take

Further to this letter, can I ask that your organisation takes the following actions:

- Present this Annual Letter to the Cabinet and to the Governance and Audit Committee at the next available opportunity and notify me of when these meetings will take place.
- Consider the data in this letter, alongside your own data, to understand more about your performance on complaints, including any patterns or trends and your organisation's compliance with recommendations made by my office.
- Inform me of the outcome of the organisation's considerations and proposed actions on the above matters at the earliest opportunity.

I would like to thank you, and your officers, for your continued openness and engagement with my office. Our information shows that local authorities are looking into more complaints than ever before and are using information from complaints to deliver better outcomes for the people of Wales.

Yours sincerely

Michelle Morris

Michelle Morris

Public Services Ombudsman

Cc. Dafydd Gibbard, Chief Executive, Cyngor Gwynedd
Iwan Evans, Monitoring Officer, Cyngor Gwynedd
Meinir Griffiths, PSOW Liaison Officer, Cyngor Gwynedd

Information Sheet

Appendix A shows the number of complaints received by PSOW for all Local Authorities in 2024-25. These complaints are contextualised by the population of each authority.

Appendix B shows the categorisation of each complaint received, and what proportion of received complaints represents for the Local Authority.

Appendix C shows intervention rates for all Local Authorities in 2024-25. An intervention is categorised by either an upheld complaint (either public interest or non-public interest), an early resolution, or a voluntary settlement.

Appendix D shows outcomes of the complaints which PSOW closed for the Local Authority in 2024-25. This table shows both the volume, and the proportion that each outcome represents for the Local Authority.

Appendix E shows the compliance performance of each Local Authority.

Appendix F shows the outcomes of Code of Conduct complaints closed by PSOW related to Local Authority in 2024-25. This table shows both the number, and the proportion that each outcome represents for the Local Authority.

Appendix G shows the outcomes of Code of Conduct complaints closed by PSOW related to Town and Community Councils in the Local Authority's area in 2024-25. This table shows both the number, and the proportion that each outcome represents for each Town or Community Council.

Appendix A – Complaints received (overview)

	MAL			CODE			Total		
Local Authority	Complaints Received	Population	Received per 1,000 residents	Complaints Received	Population	Received per 1,000 residents	Complaints Received	Population	Received per 1,000 residents
Blaenau Gwent County Borough Council	14	67356	0.21	1	67356	0.01	15	67356	0.22
Bridgend County Borough Council	58	146743	0.40	10	146743	0.07	68	146743	0.46
Caerphilly County Borough Council	78	176437	0.44	3	176437	0.02	81	176437	0.46
Cardiff Council*	219	383536	0.57	4	383536	0.01	223	383536	0.58
Carmarthenshire County Council	86	190083	0.45	14	190083	0.07	100	190083	0.53
Ceredigion County Council	47	73050	0.64	0	73050	0.00	47	73050	0.64
Conwy County Borough Council	29	114410	0.25	9	114410	0.08	38	114410	0.33
Cyngor Gwynedd	46	119173	0.39	2	119173	0.02	48	119173	0.40
Denbighshire County Council	98	97156	1.01	7	97156	0.07	105	97156	1.08
Flintshire County Council	61	155812	0.39	3	155812	0.02	64	155812	0.41
Isle of Anglesey County Council	22	69291	0.32	2	69291	0.03	24	69291	0.35
Merthyr Tydfil County Borough Council	17	58593	0.29	3	58593	0.05	20	58593	0.34
Monmouthshire County Council	19	94572	0.20	9	94572	0.10	28	94572	0.30
Neath Port Talbot Council	48	142898	0.34	1	142898	0.01	49	142898	0.34
Newport City Council	61	163628	0.37	1	163628	0.01	62	163628	0.38
Pembrokeshire County Council	47	125006	0.38	6	125006	0.05	53	125006	0.42
Powys County Council	55	134439	0.41	24	134439	0.18	79	134439	0.59
Rhondda Cynon Taf County Borough Council	62	241178	0.26	3	241178	0.01	65	241178	0.27
Swansea Council	113	246742	0.46	6	246742	0.02	119	246742	0.48
Torfaen County Borough Council	20	93419	0.21	4	93419	0.04	24	93419	0.26
Vale of Glamorgan Council	61	134733	0.45	3	134733	0.02	64	134733	0.48
Wrexham County Borough Council	76	136149	0.56	11	136149	0.08	87	136149	0.64
Total	1337	3164404	0.41	126	3164404	0.04	1463	3164404	0.45

Appendix B – Complaints received (by organisation)

Cyngor Gwynedd	Complaints Received	% Share
Adult Social Services	4	9%
Benefits Administration	0	
Children's Social Services	4	9%
Community Facilities, Recreation and Leisure	0	
Complaints Handling	4	9%
Covid19	0	
Education	1	2%
Environment and Environmental Health	4	9%
Finance and Taxation	7	15%
Health	0	
Housing	4	9%
Licencing	2	4%
Planning and Building Control	13	28%
Roads and Transport	2	4%
Self Funding Care Provider	0	
Various Other	1	2%
Total	46	

Appendix C – Cases with PSOW intervention (overview)

Local authority	No. of interventions	No. of closures	% of interventions
Blaenau Gwent County Borough Council	0	12	0%
Bridgend County Borough Council	6	57	11%
Caerphilly County Borough Council	11	79	14%
Cardiff Council*	37	190	19%
Carmarthenshire County Council	11	86	13%
Ceredigion County Council	11	45	24%
Conwy County Borough Council	5	29	17%
Denbighshire County Council**	6	98	6%
Flintshire County Council	7	61	11%
Cyngor Gwynedd	3	44	7%
Isle of Anglesey County Council	1	20	5%
Merthyr Tydfil County Borough Council	1	15	7%
Monmouthshire County Council	1	16	6%
Neath Port Talbot Council	5	45	11%
Newport City Council	6	62	10%
Pembrokeshire County Council	8	47	17%
Powys County Council	8	51	16%
Rhondda Cynon Taf County Borough Council	6	60	10%
Swansea Council	12	109	11%
Torfaen County Borough Council	0	18	0%
Vale of Glamorgan Council	12	63	19%
Wrexham County Borough Council	7	72	10%
Total	164	1279	13%

Appendix D – Complaint outcomes (by organisation) (* denotes intervention)

Cyngor Gwynedd	Complaint Outcomes	% Share
Complaint investigation discontinued (with early resolution at assessment stages)*	0	
Complaint investigation discontinued (without settlement)	0	
Decision not to investigate complaint	19	43%
Early resolution*	3	7%
Matter out of jurisdiction	9	20%
Non-public interest report issued: complaint not upheld	0	
Non-public interest report issued: complaint upheld*	0	
Non-public interest report issued: complaint upheld with early resolution at assessment stage*	0	
Premature	13	30%
Public interest report issued: complaint upheld*	0	
Public Interest report issued: complaint upheld with early resolution at assessment stage*	0	
Special Interest Report*	0	
Voluntary settlement*	0	
Total	44	

Appendix E – Compliance performance comparison

Local Authority	Number of recommendations made on complaints closed in 2024-25	Number of recommendations falling due in 2024-25	% of recommendations, complied with in line with agreed target date
Blaenau Gwent County Borough Council	0	0	n/a
Bridgend County Borough Council	15	18	28%
Caerphilly County Borough Council	24	24	50%
Cardiff Council*	97	96	56%
Carmarthenshire County Council	29	27	67%
Ceredigion County Council	24	24	63%
Conwy County Borough Council	14	14	71%
Denbighshire County Council**	10	8	50%
Flintshire County Council	20	22	91%
Cyngor Gwynedd	9	9	89%
Isle of Anglesey County Council	4	6	0%
Merthyr Tydfil County Borough Council	2	4	0%
Monmouthshire County Council	2	2	0%
Neath Port Talbot Council	11	8	75%
Newport City Council	12	11	27%
Pembrokeshire County Council	20	18	61%
Powys County Council	21	23	22%
Rhondda Cynon Taf County Borough Council	11	10	20%
Swansea Council	25	24	33%
Torfaen County Borough Council	0	0	n/a
Vale of Glamorgan Council	30	31	55%
Wrexham County Borough Council	19	16	75%

Appendix F - Code of Conduct Complaints Closed (* denotes investigation)

Cyngor Gwynedd	Code of Conduct Complaints Closed
Cc not acted on	0
Code of Conduct leaflet sent/link to website provided	0
Complaint taken over telephone – awaiting signature	0
Complaint Withdrawn	0
Discontinued. Not in the public interest to pursue*	0
Duplicate complaint with no new evidence	0
Information provided	0
No action necessary*	0
No declaration rec'd – Withdrawn	0
No evidence of Breach*	0
No prima facie evidence of breach	2
Not in the public interest to investigate	0
Out of Jurisdiction - signposted	0
Premature - referred for local resolution	0
Referred to Adjudication Panel*	0
Referred to Standards Committee*	0
Withdrawn	0
Total	2

Appendix G - Town / Community Council Code of Complaints

Decision not to investigate Code			Investigations					
Cyngor Gwynedd	Not in the public interest to investigate	No prima facie evidence of breach	Discontinued. Not in the public interest to pursue	No action necessary	No evidence of Breach	Referred to Adjudication Panel	Referred to Standards Committee	Total
Aberdaron Community Council	0	0	0	0	0	0	0	0
Aberdyfi Community Council	0	1	0	0	0	0	0	1
Abergwyngregyn Community Council	0	0	0	0	0	0	0	0
Arthog Community Council	0	0	0	0	0	0	0	0
Bangor (City) Community Council	0	0	0	0	0	0	0	0
Barmouth (Town) Community Council	0	0	0	0	0	0	0	0
Beddgelert Community Council	0	0	0	0	0	0	0	0
Bethesda Community Council	0	0	0	0	0	0	0	0
Betws Garmon Community Council	0	0	0	0	0	0	0	0
Bontnewydd Community Council	0	0	0	0	0	0	0	0
Botwnnog Community Council	0	0	0	0	0	0	0	0
Brithdir, Llanfachreth and Rhydymain Community Council	0	0	0	0	0	0	0	0
Bryncrug Community Council	0	0	0	0	0	0	0	0
Buan Community Council	0	0	0	0	0	0	0	0
Caernarfon (Town) Community Council	0	0	0	0	0	0	0	0
Clynnog Community Council	0	0	0	0	0	0	0	0
Corris Community Council	0	0	0	0	0	0	0	0
Criccieth (Town) Community Council	0	0	0	0	0	0	0	0
Dolbenmaen Community Council	0	0	0	0	0	0	0	0

Dolgellau (Town) Community Council	0	0	0	0	0	0	0	0
Dyffryn Ardudwy and Talybont Community Council	0	0	0	0	0	0	0	0
Ffestiniog (Town) Community Council	0	0	0	0	0	0	0	0
Ganllwyd Community Council	0	0	0	0	0	0	0	0
Harlech (Town) Community Council	0	0	0	0	0	0	0	0
Llanaelhaearn Llanaelhaearn	0	0	0	0	0	0	0	0
Llanbedr Community Council	0	0	0	0	0	0	0	0
Llanbedrog Community Council	0	0	0	0	0	0	0	0
Llanberis Community Council	0	0	0	0	0	0	0	0
Llanddeiniolen Community Council	0	0	0	0	0	0	0	0
Llandderfel Community Council	0	0	0	0	0	0	0	0
Llandwrog Community Council	0	0	0	0	0	0	0	0
Llandygai Community Council	0	0	0	0	0	0	0	0
Llanegryn Community Council	0	0	0	0	0	0	0	0
Llanelltyd Community Council	0	0	0	0	0	0	0	0
Llanengan Community Council	0	0	0	0	0	0	0	0
Llanfair Community Council	0	0	0	0	0	0	0	0
Llanfihangel-y-Pennant Community Council	0	0	0	0	0	0	0	0
Llanfrothen Community Council	0	0	0	0	0	0	0	0
Llangelynnin Community Council	0	0	0	0	0	0	0	0
Llangywer Community Council	0	0	0	0	0	0	0	0
Llanllechid Community Council	0	0	0	0	0	0	0	0
Llanllfni Community Council	0	0	0	2	0	0	0	2
Llannor Community Council	0	0	0	0	0	0	0	0
Llanrug Community Council	0	0	0	0	0	0	0	0
Llanuwchllyn Community Council	0	0	0	0	0	0	0	0
Llanwnda Community Council	0	0	0	0	0	0	0	0

Llanycil Community Council	0	0	0	0	0	0	0	0
Llanystumdwy Community Council	0	0	0	0	0	0	0	0
Maentwrog Community Council	0	0	0	0	0	0	0	0
Mawddwy Community Council	0	0	0	0	0	0	0	0
Nefyn (Town) Community Council	0	0	0	0	0	0	0	0
Pennal Community Council	0	0	0	0	0	0	0	0
Penrhyndeudraeth (Town) Community Council	0	0	0	0	0	0	0	0
Pentir Community Council	0	0	0	0	0	0	0	0
Pistyll Community Council	0	0	0	0	0	0	0	0
Porthmadog (Town) Community Council	0	0	0	0	0	0	0	0
Pwllheli Town Council	0	0	0	0	0	0	0	0
Talsarnau Community Council	0	0	0	0	0	0	0	0
Trawsfynydd Community Council	0	0	0	0	0	0	0	0
Tudweiliog Community Council	0	0	0	0	0	0	0	0
Tywyn Town Council	6	6	0	0	0	0	0	12
Waunfawr Community Council	0	0	0	0	0	0	0	0
Y Bala (Town) Community Council	0	0	0	0	0	0	0	0
Y Felinheli Community Council	0	0	0	0	0	0	0	0

GWYNEDD COUNCIL'S CABINET



Report to Gwynedd Council's Cabinet meeting

Meeting date: 16 December 2025
Cabinet Member: Councillor Dilwyn Morgan
Contact Officer: Mari Wynne Jones
E-mail address: mariwynnejones@gwynedd.gov.wales
Item Title: Penrhos Care Home Outline Business Case

1 DECISION SOUGHT

- 1.1 Cabinet is requested, subject to, approve the Outline Business Case at Appendix 1 to:
- 1.2 Authorise the Head of Adults, Health and Wellbeing to submit the Outline Business Case to the Welsh Government to apply for £16.4million of Health and Social Care Integration and Rebalancing Capital Fund (IRCF) funding to create a public sector partnership development at the Penrhos site, in partnership with Betsi Cadwaladr University Health Board (BCUHB) and to proceed with the development of a Full Business Case.

2 BACKGROUND AND CONTEXT

- 2.1 Members will be aware that Gwynedd Council is already a residential care provider for our residents. We have found it to be an important part of our responsibility as a Council towards our most vulnerable residents. In terms of residential provision for older people, the Council currently provides over 50% of the total provision, with the remainder being provided by the independent sector.
- 2.2 Nevertheless, as members will be aware, all nursing home provision for our residents is provided entirely by the independent sector. The main reason for this is that it has not been legally possible for Local Authorities to actively provide nursing care. We are therefore completely dependent on the independent sector to provide this necessary nursing care to the population.
- 2.3 The Government's views on the need to outsource provisions nationally have changed significantly in recent times. Members will be familiar with the [White Paper on Rebalancing Care and Support](#) which sets out the benefit of having a more balanced care market.
- 2.4 Penrhos care home closed in 2020, and the site has been transferred to ClwydAlyn Housing Association and there is an agreement to transfer 2 acres of land to Gwynedd Council for the construction of a new care home on the site.
- 2.5 The Penrhos Care Home project proposes the development of a new, innovative, purpose-built care facility on the Penrhos site. It will provide a residential and nursing care home

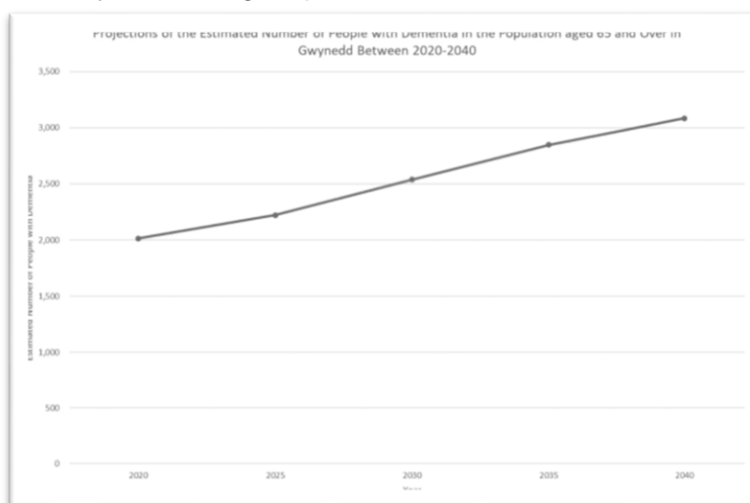
comprising 32 residential dementia beds and 24 nursing beds, 8 of which will be nursing dementia beds, designed to modern regulatory standards, including full en-suite provision and dementia friendly features.

- 2.6 The scheme is a partnership between Gwynedd Council, Betsi Cadwaladr University Health Board, and ClwydAlyn Housing Association. It is part of the wider Penrhos integrated health and care campus and aligns with local and national policy priorities to rebalance the care market, support the delivery of bilingual care, and provide high-quality, sustainable accommodation closer to home.
- 2.7 You were presented with a report on 19 July 2022 to approve the case for change to create a public sector partnership development at the Penrhos site, in partnership with BCUHB along with a report on 28 March 2023 where you were asked to approve the Strategic Business Case and submit it to the Welsh Government to apply for Health and Social Care Integration and Rebalancing Capital Fund (IRCF) funding.

3. THE CASE FOR CHANGE

Executive Summary

- 3.1 The development of Penrhos Residential Care and Nursing Home is vital to address the growing demand for care services in Gwynedd. With more people living longer, as highlighted in the Gwynedd Population Needs Assessment (2022-27), the region is facing a significant increase in its older population, resulting in increased pressure on healthcare and community support services.
- 3.2 The increase in individuals with dementia, mental health illness, and complex health needs further intensifies the need for specialized care facilities. In addition, challenges such as limited access to care and delayed hospital discharges are putting strain on local authorities and health services, underscoring the urgency for better residential and nursing care options.
- 3.3 As the county's care needs change, Gwynedd Council has been working with the Health Board to ensure simple and direct access to services that support what is important to older people in Gwynedd. An approach that places greater emphasis on health and wellbeing and preventative work ensures better outcomes for individuals, enables them to live independently for as long as possible and reduces the need for complex care.



- 3.4 The Penrhos development aims to provide high-quality, person-centred care to meet these growing needs while supporting the sustainability of healthcare services in the region.

- 3.5 There are a total of 128 residential beds in the Llŷn and Eifionydd area but there is a growing shortage of nursing beds to meet the needs of the population. Indeed, there is a dire shortage of nursing home spaces across the county, and this is more acute in the Llŷn area with no nursing provision at all.
- 3.6 The independent sector provides all of the county's nursing provision because it has not been legally possible for Local Authorities to provide nursing care. Therefore, there is full dependence on the external market to provide nursing care provision to the population.
- 3.7 As a result, delays are caused for individuals to receive the care they need, or individuals may be forced to go to another location that may be further away from their community of choice, causing huge inconvenience in their lives. It means people have to travel to find suitable and qualified provision, increasing the pressure on housing in the areas they would be moving to. We also know that some individuals have to look for locations outside the county which create difficulty in visiting and maintaining contact with families and it can be difficult to receive a service in Welsh.
- 3.8 The benefits of the project are listed in the table below:

Investment Objectives		Main Benefit Criteria
1	To support the rebalancing of the residential and nursing care market (for the Gwynedd area) by increasing delivery from the public / not for profit sector focused on delivering person centred outcomes for all.	<ul style="list-style-type: none"> • Securing of 'not for profit' nursing provision in local area • Flexible health and care provision ("seamless care" as described in A Healthier Wales) • Partnership approach between Health and Local Authority may provide further opportunities for integrated approaches
2	To support the provision of care closer to home by improving the accessibility of residential and nursing care, ensuring provision of services in the Welsh language.	<ul style="list-style-type: none"> • No-one stays longer than they need to in acute inpatient care. There are no "delayed transfers of care" due to lack of provision of residential and nursing beds
3	To support sustainability of local residential and nursing care provision through a collaborative, partnership approach which will integrate with the wider spectrum of care delivered from the Penrhos site.	<ul style="list-style-type: none"> • By having public sector provision in nursing – ability to understand more acutely the pressures of sector and ability to support smaller providers.
4	To develop an innovative workforce model that will support the long-term health and social care sector with the potential for application in other areas of North Wales and create opportunities for training through Welsh Language.	<ul style="list-style-type: none"> • Employment opportunities for residents • Provide residents with the right skills for long term employment • Provide school leavers with career aspirations meaningful and long-term employment • Local supply chain is supported and grown • Ability to train and develop medical, nursing and care staff through secondment and shadowing opportunities within the provision • Welsh language skills of all staff will be part of the recruitment policy of Council
5	To ensure purposefully designed accommodation which will meet the care needs of individuals both now and into the future.	<ul style="list-style-type: none"> • Providing a modern, accessible working environment that motivates different professional groups to operate collaboratively • Provides a demonstrable vision for service integration • Positive contribution towards decarbonisation / net zero agenda; Accommodation that meets current building

		recommendations (e.g. HBN / DDA / ventilation / infection prevention) <ul style="list-style-type: none"> • Meets BREEAM aspirations
--	--	--

Possible Implementation Model

3.9 There are two possible models or contractual arrangements for Gwynedd Council and BCUHB to deliver the proposed new public sector residential and nursing home at Penrhos. These have recently been assessed by Carmarthenshire County Council and Hywel Dda University Health Board as part of a very similar project in Carmarthen to build and run a 60-bed residential and nursing home. The two models are:

- Option 1 – Partnership Model: The Health Board employs the nursing staff, retaining clinical oversight. The Local Authority would run the home itself and be a registered body with CIW.

This would mean that the Health Board would fund the nursing staff (from existing budgets) and the Local Authority would charge the Health Board separately for the overheads associated with running a care home – this would represent a new contractual arrangement;

- Option 2 – Delegated Model: The Local Authority employs all staff, including nursing staff, under delegated responsibility from the Health Board. The Local Authority would run the home and be a registered body with CIW. Under this arrangement, the contractual arrangement would remain the same as it currently is with the Health Board commissioning the placement of care from the LA through CHC/FNC budgets.

The Outline Business Case (OBC) does not currently articulate the final future contracting arrangements as this will depend on which model is followed. These arrangements will be defined at the Full Business Case (FBC) stage.

4. WORKFORCE ISSUES

4.1 It is nationally recognised that the care sector faces huge challenges in terms of staff recruitment and retention. This project will look at workforce best practice to ensure high quality staff in the Llŷn area.

4.2 Gwynedd Council runs recruitment campaigns on a regular basis and uses various methods to do so. The campaigns are carried out locally by targeting specific areas and towns.

4.3 Alongside our partners, Gwynedd Council is constantly trying to change the perception that exists when it comes to jobs in the care sector. Gwynedd Council is taking opportunities to try and highlight the wide range of opportunities that exist, the flexibility of the contracts available and also the benefits to staff through the Care Academy.

5. THE ECONOMIC CASE

5.1 The economic analysis confirms that the preferred way forward is **to form a partnership with the Local Authority and the Health Board to develop a new care and nursing home facility in Penrhos** – which provides the highest value for money, offering the highest net benefits when assessed against the vital success factors and investment

objectives. The options appraisal shows that the chosen solution provides a proportionate balance of cost, risk and benefit, with clear advantages over the alternatives. Sensitivity analysis confirms the robustness of the outcome in a range of situations. Therefore, the preferred option represents the most economically beneficial path forward.

- 5.2 The preferred option of a new residential and nursing care home in Penrhos is anticipated to generate £31m of Net Present Value and a Cost of Benefit Ratio of 2.57:1. This compares with the option of making the minimum £10m of Net Present Value and a Cost of Benefit Ratio of 1.42:1.

6. THE FAVOURABLE WAY FORWARD

- 6.1 The financial case outlines the projected costs, revenues, and overall financial viability of this venture. It provides an in-depth analysis of investment requirements, expected returns, and key financial risks, ensuring that informed decisions are made.

Overview of Capital Costs

- 6.2 A capital cost profile has been produced for a Partnership with the LA and Health Board – a new care and nursing home facility in Penrhos based on the design and installation information provided by the Council using benchmarks and market rates obtained from Wakemans.

Capital Expenditure	Item
£15,410,000	Construction - a new care home with nursing
£ 1,079,000	Statutory and Professional Fees @ 7%
£500,000	Furniture and Equipment
£1,155,000	Project Risk Allowance 7.5%
£ 933,000	Inflation Increase @ 5.63%
£557,000	Optimism Trend @ 3%
<u>£19,634,000</u>	<u>TOTAL - CAPITAL EXPENDITURE</u>

- 6.3 This OBC aims to secure £16.634m Welsh Government funding from the Health and Social Care Integration and Rebalancing Fund (IRCF) to create public sector partnership development at the Penrhos site, in partnership with Betsi Cadwaladr University Health Board (BCUHB).
- 6.4 Internal capital funding of £3m has been provided as match funding for projects in the care sector as outlined in the Asset Management Plan 2024-2035. This will contribute towards offsetting any lack of funding given the current cost of price increases. Confirmation of this funding is included in the [Cabinet Report 11/06/2024](#).
- 6.5 Given that the Council's funding has been confirmed, on the basis that a total of £16.634m is being provided and received by the Welsh Government in the amounts required to support the expected expenditure profile, then the capital costs of the project will be fully funded.

Overview of Revenue Costs

- 6.6 A revenue cost profile has been generated for the preferred option based on the design and installation information provided. A summary of the revenue costs is provided in the

table below. The income will come from the care/health budgets of Gwynedd Council and the Health Board which already fund care in other locations.

Items	Total Occupancy level 92%
Expenditure – Implementation	£3,488,855
Sub-Total Expenditure	£3,488,855
Income - Nursing Care	£1,204,580
Income - Residential Care	£ 2,331,543
Subtotal Income	£3,536,122
ANNUAL SURPLUS	<u>£47,267</u>

6.7 It is anticipated that the home will be revenue neutral or better for Gwynedd Council and the Health Board. Current trends show that the provision of in-house residential services in Gwynedd Council is currently at an average occupancy level of 92%. The Polish Care Home previously had an average occupancy rate of 90%. Occupancy levels in the independent sector in Gwynedd are higher at 95%.

6.8 The proposed milestones of the project are:

Project Milestones	Indicative dates
The Partnership endorses the SOC	March 2023
WG reviews SOC and approval to proceed	July 2024
Start the planning process	November 2025
Outline planning permission	January 2026
Completion of the OBC includes internal approval to proceed	November 2025
WG reviews OBC and approval to proceed	February 2026
Formal planning application	March / April 2026
Completion of FBC including internal approval to proceed	October 2026
WG reviews FBC and approval to proceed	Spring 2027
Construction, completion and transfer	March 2027 – Sept 2029
Move In	October 2029

Equality Act 2010

The Council is subject to public sector duties under the Equality Act 2010 (including Welsh public sector duties). In line with these legal duties in making decisions, Councils must have due regard to the need (1) to abolish unlawful discrimination, (2) to promote equal opportunities and (3) to foster good relationships on the basis of the protected characteristics and to have due regard to the socio-economic duty under Section 1 of the Act. An equality impact assessment has been prepared which is attached in Appendix 2. Cabinet is required to take note of its findings when coming to a decision. The assessment does not identify any specific negative impact resulting from the decision.

7 NEXT STEPS AND TIMETABLE

- 7.1 The Welsh Government has earmarked Capital Grants to promote the integration of Health and Social Care, and to support work on remodelling the care sector. The Health and Social Care Integration and Rebalancing Capital Fund (IRCF) will give us the opportunity to apply for £16.4million of funding to fund the development. Discussions have already begun with the Welsh Government about accessing the funding in a timely manner.
- 7.2 The next step is for this Outline Business Case to be processed and submitted for approval. In conjunction with this, detailed design and planning processes will be established. A Full Business Case follows from this.

8 COMMENTS FROM STATUTORY OFFICERS

Monitoring Officer

The presentation of the outline business case is a key step in this project. As stated in the report it is also based on establishing a partnership with the Health Board which will essentially couple the powers of both bodies in order to achieve the overarching objective. The legal team supported by a specialist firm is advising and working closely with the department on the creation of this model in conjunction with the Health Board. I am satisfied with the propriety of the decision sought.

Head of Finance

The "5 model" approach is a recognised approach to developing business cases for major projects such as this one and the documents submitted show that detailed work has been done in delivering this Outline Business Plan. I believe that the relevant financial and non-financial risks have been appropriately addressed, and appropriate mitigation arrangements are in place, or have been outlined.

Work to verify and challenge the financial accuracy of the information submitted will continue during the development of the Final Business Plan.

Therefore, on the basis of the evidence that I have seen, I have no objection to the decisions sought.

Penrhos

RESIDENTIAL AND NURSING CARE HOME DEVELOPMENT

Outline Business Case



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

Penrhos Care and Nursing Home

Outline Business Case (OBC)

DOCUMENT CONTROL

Project name	Penrhos Care and Nursing Home	Project number	GASG0168
Date of Issue	April 2025	Version number	1
Reason for issue	Initial Draft		

Document author	Ratiel Gapa	Grade	Executive Consultant
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Signature

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Grade
Senior Director

Signature

Security classification
Not Applicable

Distribution to

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Gwall! Dalennod heb ei diffinio.5

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Executive Summary

Executive Summary

Strategic Case

Social care services in Northwest Wales face difficulties due to a growing need of care and support, especially among the older demographic. This Outline Business Case addresses the growing demand for high-quality care services in the region. With an aging population and increasing pressure on existing care facilities, this project presents an opportunity to enhance local healthcare infrastructure while ensuring a sustainable and compassionate approach to elderly care. The first census results published in August 2022 revealed a decline in the working-age population over the past decade which creates additional challenges in a rural area to ensure sufficient staff to provide care.

Project Overview:

The Penrhos project proposes the development of a new, innovative, purpose-built care facility on the Penrhos site in Northwest Wales. It will deliver a residential and nursing care home comprising 32 residential dementia beds and 24 nursing beds, of which 8 will be nursing dementia beds, designed to modern regulatory standards, including full en-suite provision and dementia friendly features. The scheme is a partnership between Cyngor Gwynedd, Betsi Cadwaladr University Health Board, and ClwydAlyn Housing Association. It forms part of the wider Penrhos integrated health and care campus and aligns with local and national policy priorities to rebalance the care market, support bilingual care delivery, and deliver high-quality, sustainable accommodation closer to home. Subject to funding approval through the Integration and Rebalancing Capital Fund (IRCF), the project will be progressed through detailed design and procurement in 2026–2027, with construction anticipated to begin in 2027. Completion and handover of the new facility are expected in 2029, with full operation by the end of that year. The total capital costs for the new care facility are estimated at £19.634m and the anticipated revenue costs are directly linked to occupancy levels within the care home. At 92%, it is assessed that the scheme will break even and generate a small profit.

The Case for Change

The development of the Penrhos Nursing and Residential Care Home is essential to address the growing demand for care services in Gwynedd. With more people living longer, as highlighted in the Gwynedd Population Needs Assessment (2022-27), the region faces a significant increase in its older population, leading to greater pressure on healthcare services and community support. The rise in individuals with dementia, mental health illnesses, and complex health needs further intensifies the need for specialised care facilities. Additionally, challenges such as limited access to care and delayed hospital discharges place a strain on local authorities and health services, emphasising the urgency for improved residential and nursing care options. The Penrhos development aims to provide high-quality, person-centred care to meet these growing needs while supporting the sustainability of healthcare services in the region.

As the care needs of the county changes, Cyngor Gwynedd have been working with the Health Board to ensure simple and direct access to services that supports what is important to older people in Gwynedd. An approach that puts more emphasis on health and wellbeing and preventative work ensures better outcomes for individuals, enables them to live independently for as long as possible and reduces the need for complex care.

There are a total of 128 residential beds in the Llŷn and Eifionydd district but there is an increasing shortage of nursing beds for the needs of the population. Unfortunately, there is a dire shortage of nursing home spaces across the county, and which is more acute in the Llŷn area with no nursing provision at all. The independent sector provides all the county's nursing provision because it has not been legally possible for Local Authorities to provide nursing care. Therefore, there is full dependency on the external market to provide nursing care provision for the population. As a result, delays are created for individuals to receive the care they need, or individuals may be forced to go to an alternative location which might be further away from their community of choice, causing a huge inconvenience in their lives. It means that people must travel to find suitable and qualified provision, increasing pressure on housing in the areas they would move to. We also know that some individuals must look for locations outside the county which creates difficulty in terms of visiting and maintaining contact with families and it can be more difficult to receive a service in Welsh.

The Health and Social Care IRCF guidance references the 'Rebalancing Care and Support' White Paper which sets out ministerial ambitions to rebalance the sector away from cost to quality, from outputs to outcomes and from profit towards social value. The Penrhos care home project meets the second priority of the fund which is *Priority 2 - Rebalancing the residential care market*.

Benefits

The benefits of the project are listed in the table below:

Investment Objectives		Main Benefits Criteria
1	To support the rebalancing of the residential and nursing care market (for the Gwynedd area) by increasing delivery from the public / not for profit sector focused on delivering person centred outcomes for all.	<ul style="list-style-type: none"> • Securing of 'not for profit' nursing provision in local area • Flexible health and care provision ("seamless care" as described in 'A Healthier Wales') • Partnership approach between Health and Local Authority may provide further opportunities for integrated approaches
2	To support the provision of care closer to home by improving the accessibility of residential and nursing care, ensuring provision of services in the Welsh language.	<ul style="list-style-type: none"> • No-one stays longer than they need to in acute inpatient care. There are no "delayed transfers of care" due to lack of provision of residential and nursing beds
3	To support sustainability of local residential and nursing care provision through a collaborative, partnership approach which will integrate with the wider spectrum of care delivered from the Penrhos site.	<ul style="list-style-type: none"> • By having public sector provision in nursing – ability to understand more acutely the pressures of sector and ability to support smaller providers.
4	To develop an innovative workforce model that will support the long-term health and social care sector with the potential for application in other areas of North Wales and create opportunities for training through Welsh Language.	<ul style="list-style-type: none"> • Employment opportunities for residents • Provide residents with the right skills for long term employment • Provide school leavers with career aspirations meaningful and long-term employment • Local supply chain is supported and grown • Ability to train and develop medical, nursing and care staff through secondment and shadowing opportunities within the provision • Welsh language skills of all staff will be part of the recruitment policy of Council.
5	To ensure purposefully designed accommodation which will meet the care needs of individuals both now and into the future.	<ul style="list-style-type: none"> • Providing a modern, accessible working environment that motivates different professional groups to operate collaboratively • Provides a demonstrable vision for service integration • Positive contribution towards decarbonisation / net zero agenda; Accommodation that meets current building recommendations (e.g. HBN / DDA / ventilation / infection prevention) • Meets BREEAM aspirations.

Strategic Case Conclusion:

The Strategic Case clearly demonstrates a strong rationale for investment in a new 56 bed residential and nursing care home at Penrhos as there is no nursing provision at all in the Llŷn area; it responds directly to the increasing demand for high-quality, bilingual residential and nursing care in Gwynedd. There is full dependency on the external market to provide nursing care provision for the population. As a result, delays are created for individuals to receive the care they need, or individuals may be forced to go to an alternative location which might be further away from their community of choice, causing a huge inconvenience in their lives. It means that people must travel to find suitable and qualified provision, increasing pressure on housing in the areas they would move to. We also know that some individuals must look for locations outside the county which creates difficulty in terms of visiting and maintaining contact with families and it can be more difficult to receive a service in Welsh. It also supports timely discharge from hospital through integrated models of care. The scheme aligns with local, regional, and national priorities and offers a sustainable, long-term solution to support the health and wellbeing of older adults and those with complex needs. The proposal also delivers wider system benefits through workforce development, decarbonisation, and market rebalancing, and presents a unique opportunity to transform care delivery across the region.

As commissioners, Cyngor Gwynedd and the Health Board are looking to address these issues by becoming providers of a care home with nursing. As commissioners, the partners are looking to intervene where the market has not provided a solution.

There are two potential models or contractual arrangements for Cyngor Gwynedd and BCUHB to deliver the proposed new public sector residential and nursing home in Penrhos. These have recently been assessed by Carmarthenshire County Council and Hywel Dda University Health Board as part of a very similar project in Carmarthen to build and run a 60-bed residential and nursing home. The two models are:

- Option 1 – Partnership Model: The Health Board employs the nursing staff, retaining clinical oversight. The Local Authority would have run the home itself and be the registered body with CIW.

This would mean that the HB would fund the nursing staff (from existing CHC budgets) and Local Authority would separately charge the HB for the overheads associated with running a care home – this would represent a new contractual arrangement;

- Option 2 – Delegated Model: The Local Authority employs all staff, including nursing staff, under a delegated responsibility from the Health Board. The Local Authority would run the home and be the registered body with CIW. Under this arrangement, the contractual arrangement would remain the same as now with the HB commissioning care placement from the LA via CHC / FNC budgets.

The OBC does not presently articulate the definitive future contracting arrangements as this will depend on which model is followed. These arrangements will be defined at FBC stage.

The Health and Social Care IRCF guidance references the 'Rebalancing Care and Support' White Paper which sets out ministerial ambitions to rebalance the sector away from cost to quality, from outputs to outcomes and from profit towards social value. The Penrhos care home project meets the second priority of the fund which is *Priority 2 - Rebalancing the residential care market*.

Economic Case

The Economic Case assesses the value-for-money proposition of the proposed investment in Penrhos, ensuring it delivers optimal economic benefits for stakeholders and the wider community.

Critical Success Factors

Before identifying the potential options available to deliver the investment objectives, it is important to establish the Critical Success Factors (CSF) against which the options will be assessed. A workshop between the project partners identified and agreed the following CSFs.

Critical Success Factor	Description
Strategic fit and business needs	Meets agreed spending objectives, related business needs and service requirements. Align with local and national strategic direction.
Potential VFM	Optimise public value (social, economic, and environmental) in terms of potential costs, benefits, efficiencies and risks.
Potential achievability	The ability of the Cyngor Gwynedd/ BCUHB partnership to deliver the required services and deliverables.
Supply-side capacity and capability	The partnership's ability to innovate, adapt, introduce, support, and manage the required level of change, including the management of associated risks. The partnership's ability to further develop progressive and collaborative working within and across boundaries.
Potential affordability	The partnership's ability to fund the required level of expenditure – namely, the revenue consequences associated with the proposed investment and service delivery model.

Longlist of Options

The longlist of options to deliver the investment objectives were identified as follows:

Option	Description
1	Business as usual. Continued lack of provision locally.
2	Commission all beds from a private provider.
3	Re-purpose community hospitals to provide suitable residential care accommodation.
4	24/7 home care for nursing and residential provision. No new residential beds provided.
5	Single partner delivery approach. LA provider only or HB provider only.
6	Partnership between LA and HB – refurbish existing Penrhos care home.
7	Partnership between LA and HB – build a new care and nursing home facility at Penrhos.

Each of these options has been subject to a Multi Criteria Decision Analysis using critical success factors. A rationale of how each longlist option performed is set out in the table below:

Option	Rationale
Option 1: Business as usual	Does not meet service requirements or deliver associated benefits. High cost associated with the use of private provision outside of the local area. Discounted but considered in the economic appraisal to allow comparison against base case.
Option 2: Commission all beds from a private provider	No private nursing provision currently in place in the Llŷn area. Evidence to date shows private sector unlikely to enter the market locally. Does not meet service requirements and therefore is discounted.
Option 3: Re-purposing community Hospitals	The Bryn Beryl site would have to be repurposed to ensure care closer to home. This would likely impact on other hospital services, impacting on the wider health and care system. Option is discounted.

Option 4: 24/7 home care for nursing and residential provision	The availability of workforce in the area to meet demand is a significant barrier to the success of this option. Because of the lack of nursing home beds, this option represents a risk of people with high needs living alone. Option is discounted.
Option 5: LA provider only, HB provider only	No partner can provide nursing care without the partnership of the Health Board. A single partner approach would not achieve the investment objectives of meet the gaps in the market identified in the strategic case. The Health Board cannot operate a care home alone, due to the inability of the Health Board to charge residents for care services. Option is discounted.
Option 6: Partnership with LA and HB – refurbishment of existing Penrhos care home	Gwynedd Council and Betsi Cadwaladr University Health Board have a partnership agreement in place to provide nursing home placements within the county and to establish an innovative, seamless and effective care model to meet the future needs of Gwynedd residents. A partnership is required to enable the public sector to deliver flexible and responsive nursing care. Delivery of flexible and responsive nursing care tailored to the needs of local people is not possible without this partnership between the local authority and the health board. The number of rooms that could be accommodated through refurbishment would not meet local requirements and costs of refurbishment are considered prohibitive and would not represent value for money. Taken forward to the economic appraisal for comparative purposes.
Option 7: Partnership with LA and HB – new care and nursing home facility at Penrhos	Gwynedd Council and Betsi Cadwaladr University Health Board have a partnership agreement in place to provide nursing home placements within the county and to establish an innovative, seamless and effective care model to meet the future needs of Gwynedd residents. A partnership is required to enable the public sector to deliver flexible and responsive nursing care. Delivery of flexible and responsive nursing care tailored to the needs of local people is not possible without this partnership between the local authority and the health board. The preferred option is to deliver this through a new, fit for purpose facility with the capacity to meet the requirements of the local health care ecosystem. Taken forward.

Shortlist of Options

Based on the above analysis, the shortlisted options appraised through the economic assessment are therefore:

- **Option 1: Business as Usual (BaU)**
- **Option 6: Partnership with LA and HB – refurbishment of existing Penrhos care home (Do Minimum)**
- **Option 7: Partnership with LA and HB – new care and nursing home facility at Penrhos (Do Maximum, preferred option)**

The preferred option of a new nursing and residential care home at Penrhos is projected to generate £31m of Net Present Value and a Benefit Cost Ratio of 2.57:1. This compares to the do minimum option of £10m of Net Present Value and a Benefit Cost Ratio of 1.42:1.

Economic Case Conclusion:

The economic analysis confirms that the preferred way forward - **Option 7 – forming a partnership with the Local Authority and Health Board to develop a new care and nursing home facility at Penrhos** - delivers the greatest value for money, offering the highest net benefits when assessed against the critical success factors and investment objectives. The options appraisal demonstrates that the chosen solution provides a proportionate balance of cost, risk, and benefit, with clear advantages over the alternatives. Sensitivity analysis confirms the robustness of the outcome under a range of scenarios. As such, the preferred option represents the most economically advantageous route forward.

Commercial Case

The commercial case sets out the procurement approach, contract strategy, and commercial arrangements to deliver the preferred option. It demonstrates that the scheme is commercially viable, that the market has the capacity to deliver, and that appropriate risk allocation and legal structures are in place.

Procurement Strategy and Route: A review of procurement options concluded that most suitable route via Lot 5 of the North Wales Construction Partnership (NWCP – 3rd generation). This framework is designed for large-scale capital projects and priorities regional contractors, cost-efficiency, and social value.

Key Contractual Information: The building will be procured using a traditional procurement method with a fully developed design and a full Bill of Quantities. Contractor design will be kept to a minimum. This ensures that the client gets costs certainty whilst maintaining control of the specification. The contract will be the Joint Contracts Tribunal (JCT) Standard Building Contract with Quantities 2024.

Facilities Management and Stakeholder Roles: Facilities management will be delivered in-house by Cyngor Gwynedd, covering hard and soft FM, utilities and waste. A partnership agreement between the Council and Health Board is in place, defining shared responsibilities for areas of the facility and enabling future flexibility.

Risk Allocation: Risks have been allocated in accordance with industry best practice. The Council and Health Board retain design, operational and service delivery risks.

Personnel Implications: The Council will retain responsibility for staff recruitment and management. Welsh-language capability will be embedded in recruitment policy. The operational model suggested: Council-led delivery with NHS-employed nurses. Final arrangements will be defined ahead of the Full Business Case.

Contractual Issues: The project will comply with the Procurement Act 2024. The NWCP framework supports the use of robust contract monitoring tools, community benefits clauses, and key performance indicators that will be embedded into the final agreement.

Accountancy Treatment: The scheme will be treated as a capital investment on the council's balance sheet. All funding and expenditure will be recorded in line with the council's financial reporting standards. Revenue implications (e.g. depreciation, FM costs) will be factored into long-term budgets.

Commercial Case Conclusion:

The preferred commercial approach outlined in this business case demonstrates a viable and competitive route to market that aligns with procurement regulations and delivers value for money. The proposed strategy ensures market engagement, encourages supplier innovation, and mitigates key commercial risks. Through early market testing and appropriate contractual arrangements, the project is well-positioned to secure capable delivery partners while maintaining flexibility and control. Overall, the commercial case supports a robust procurement framework that underpins successful project delivery.

Taking into account the necessary resources, possible risks, and project interdependencies, the Commercial Case shows that the Council is well-positioned to effectively procure and implement the preferred option.

Financial Case

The financial case outlines the projected costs, revenues, and overall financial viability of this business initiative. It provides a detailed analysis of investment requirements, expected returns, and key financial risks, ensuring informed decision-making.

To appraise the preferred option on a financial basis, a financial model has been developed in which forecasted income and expenditure is input on a cashflow basis, with the new build care home appraised over a 30-year period.

Overview of Capital Costs

A capital cost profile has been produced for **Preferred Option 7 Partnership with LA and HB – new care and nursing home facility at Penrhos** based on the design and layout information provided by the Council using benchmarks and market rates sourced by Wakemans.

Capital Expenditure	Item
£ 15,410,000	Construction - new build care home with nursing
£ 1,079,000	Statutory and Professional fees @ 7%
£ 500,000	Furniture & Equipment
£ 1,155,000	Project Risk Allowance 7.5%
£ 933,000	Inflation uplift @ 5.63%
£ 557,000	Optimism Bias @ 3%
<u>£ 19,634,000</u>	<u>TOTAL - CAPITAL EXPENDITURE</u>

Costs of the Preferred Option:

Forecast Capital Expenditure

Financial Year	% spend	£
2026/27	10%	1,963,000
2027/28	45%	8,835,000
2028/29	40%	7,854,000
2029/30	5%	982,000
TOTAL		<u>19,634,000</u>

This OBC is intended to secure Health and Social Care Integration and Rebalancing Capital Fund (IRCF) funding of £16.634m from the Welsh Government to create a public sector partnership development at the Penrhos site, in partnership with Betsi Cadwaladr University Health Board (BCUHB).

The Welsh Government says it will make funding available to allow Cyngor Gwynedd and the BCUHB to develop full plans for the new nursing and residential care scheme. A formal planning application is now expected to be submitted in due course before the authorities involved make a further bid for IRCF funding.

Internal capital funding of £3m will be provided by Cyngor Gwynedd from provision for match funding of projects in the care sector as outlined in the Asset Management Plan 2024-2035. This will contribute toward offsetting any deficit funding given the prevailing cost of price increases. Confirmation of this funding is included in [Cabinet report 11/06/2024](#).

Given the Council's funding is confirmed, on the basis that the £16.634m is provided in total and received in annually from Welsh Government in the sums required to support the expected expenditure profile, then the capital costs of the project will be fully funded.

Revenue Costs

A revenue cost profile has been produced for the preferred option based on the design and layout information provided. A summary of the revenue costs is provided in the table below.

Items	Total
Staff	£ 3,213,840
Other	£ 242,989
Central costs	£ 72,248
Rental income	-£ 40,222
TOTAL	<u>£3,488,855</u>
Depreciation	£ 385,000

Revenue Model

It is anticipated that the preferred option will be revenue-neutral or better for Cyngor Gwynedd and the Health Board. Current trends show that in-house residential service provision within Cyngor Gwynedd is currently at an average occupancy (occ) level of 92%. The previous Polish Care Home had an average occupancy level of 90%. The occupancy levels within the independent sector in Gwynedd is higher, at 95%.

	92% occ	90% occ	80% occ	70% occ
Expenditure – Operating	£3,488,855	£3,488,855	£3,488,855	£3,488,855
Sub-total EXPENDITURE	£3,488,855	£3,488,855	£3,488,855	£3,488,855
Income - Nursing Care	£1,204,580	£1,185,526	£1,090,255	£994,984
Income - Residential Care	£ 2,331,543	£ 2,283,296	£2,042,064	£1,800,832
Sub-total INCOME	£3,536,122	£3,468,822	£3,132,319	£2,795,816
ANNUAL SURPLUS / (DEFICIT)	<u>£47,267</u>	<u>-£20,033</u>	<u>-£356,536</u>	<u>-£693,039</u>

The net operating position varies across 70%, 80%, 90% and 92% occupancy with only the latter offering a net surplus of £47k per year (1.33% of income). The difference between surplus and deficit is purely economies of scale.

Management Case

The management case assesses whether robust arrangements are in place for the delivery, monitoring and evaluation of the scheme. This demonstrates that the preferred option can be successfully delivered with arrangements in place for contract management, benefits realisation and risk management.

Approvals and Assurances:

As for all projects over £5 million, business cases must be submitted in three stages: Strategic Outline Case, Outline Business Case followed by a Full Business Case. Subsequently, a Full Business Case (FBC) will be required.

For projects seeking IRCF Funding, the NWRPB will approve the project in the first instance and endorse a scheme before an application is able to be submitted to Welsh Government to be heard at an IRCF Panel.

The IRCF assessment panels, which include representatives from health, social care, education, housing and regeneration will evaluate applications, including this one, to determine their suitability for funding.

Once an application is approved by the assessment panel, it will be submitted to Welsh Government Ministers for final approval.

To ensure ongoing oversight and transparency, regular bi-monthly reports will be submitted. These reports will provide updates on project milestones, budget status, and any issues or risks that have emerged. This reporting will enable the RPB to maintain continuous oversight of the project and provide timely updates to the Welsh Government.

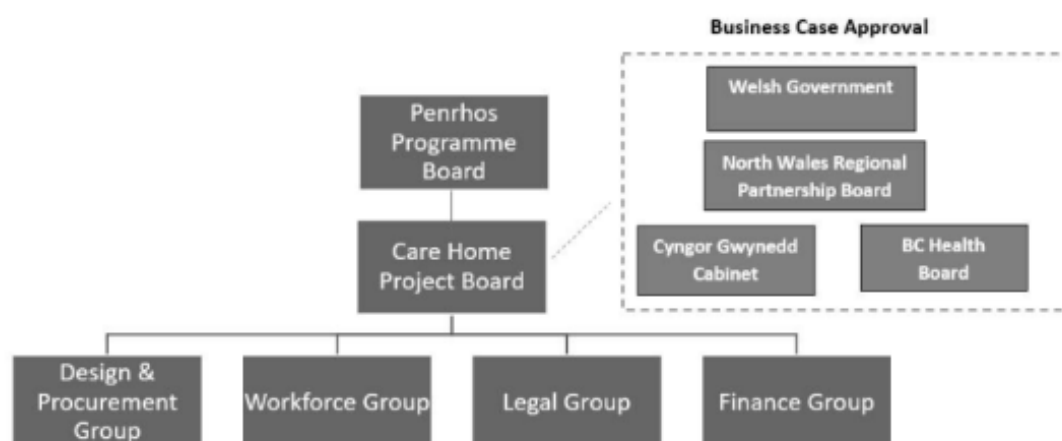
Programme Management arrangements

The Penrhos Programme Board provides strategic leadership and overview of the project from the primary partners in the project in addition to managing risks and ensuring the project works towards reaching the agreed goals. Membership of the Board includes senior officers and managers from each partner organisation as well as other key stakeholders.

Existing partner organisation Boards retain the power to sign off the business case, at each stage of the development process through their organisational governance arrangements as follows:

- Cyngor Gwynedd – Cabinet.
- BCUHB – West IHC, Executive Team, PFIG and Health Board.

The programme and project management arrangements are represented in the figure below which also places these arrangements within the wider business case approval context:



Project Plan

The table below shows the project milestones and their indicative dates:

Project Milestones	Indicative Dates
Partnership Approval of SOC	March 2023
WG review of SOC and approval to proceed	July 2024
Planning process commenced	October 2025
Outline planning permission	November 2025
Completion of OBC inc. internal approval to proceed	December 2025
WG review of OBC and approval to proceed	January 2026
Formal planning application	Spring 2026
Completion of FBC inc. internal approval to proceed	June 2026
WG review of FBC and approval to proceed	September 2026
Construction, completion and handover	March 2027 – September 2029
Occupation	October 2029

Management Case Conclusion:

The Council has established the necessary governance structures and allocated appropriate resources to oversee the project effectively. A structured project management approach is in place, outlining risk mitigation strategies, a clear change management framework, and a comprehensive project timeline with defined milestones and deadlines. Stakeholder engagement will continue throughout, supported by a dedicated Communication and Engagement Plan. The project plan is realistic and well-supported by a skilled, multidisciplinary team, with strong stakeholder backing to proceed with implementation upon receiving funding approval.

Preferred Option

The Outline Business Case confirms the preferred approach to the development of the Penrhos Residential and Nursing Care Home. The preferred option is a new-build new care home facility providing up to 56 beds on the site.

The Council and the Health Board has sought approval of the Outline Business Case (OBC) through their own internal governance. This has been agreed by the RPB Strategic Capital Board, and the Council subsequently will submit an IRCF funding application to WG to seek IRCF funding, based on the preferred option set out in this document.

If approval is granted to the OBC, the Council and the Health Board will then need to prepare a Full Business Case and seek all approvals to release funding for the project.

In parallel with this, the Council will be progressing the design and procurement of a contractor alongside the submission of the planning application for the site and ongoing stakeholder engagement.

Document Purpose

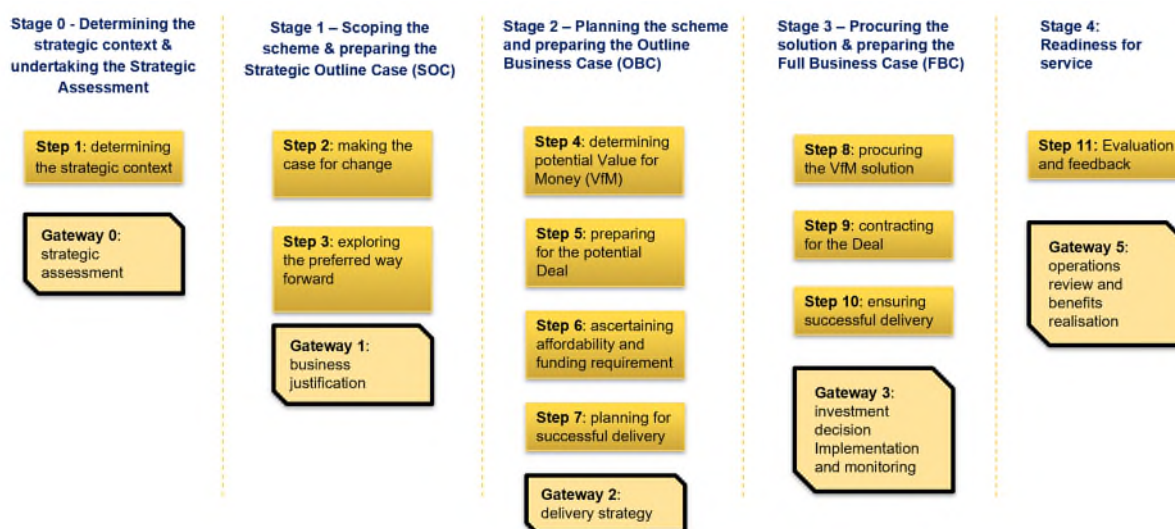
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Document Purpose

The purpose of the Outline Business Case is to:

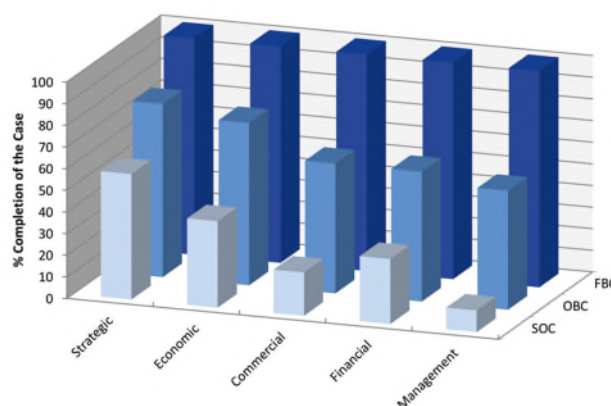
- Identify the market opportunity which offers optimum value for money
- Set out the commercial and contractual arrangements for the negotiated deal
- Confirm the deal remains affordable
- Establish management arrangements for successful delivery, monitoring and evaluation of the project

This document articulates Stage 2 in the Business Case Development Framework whilst also demonstrating elements of the Stage 1 (Strategic Outline Case) activities.



This Outline Business Case enables Gateway 2 to be undertaken and for an investment decision to be made specifically in relation to development of Penrhos Nursing and Residential Care Home.

The table to the right shows the anticipated levels of completion/ certainty for each of the stages as the project moves through the Business Case Development Framework. The central row of columns represents the current levels of completion for this project taking the Penrhos Partnership to a position where consent can be requested to move into the procurement stage (Stage 3).



Document Structure

The document is structured to include the following 5 elements in line with the 5-case model:

- The **Strategic Case**: Why is an intervention necessary and what benefits should be achieved as a result of an intervention?
- The **Economic Case**: What are the options available to achieve the strategic intent and which one offers the best Value for Money?
- The **Commercial Case**: How can the project be procured and delivered?
- The **Financial Case**: How will the project be financed and what does it cost?
- The **Management Case**: How will the programme be delivered and what governance arrangements will be put in place to assure delivery commensurate with the strategic intent?

Strategic Case

DRAFT

1. Strategic Case

1.1 Introduction

The purpose of this Strategic Case is to demonstrate that development of Penrhos Nursing and Residential Care Home provides synergy and aligns with all national, local and regional policies, business plans and strategies. Essentially, the Strategic Case makes the case for change.

1.2 Penrhos Partnership

The Penrhos Nursing and Residential Care Home is a new, innovative kind of public sector partnership that recognises the importance of cross sector collaboration to deliver the best outcomes for residents and communities.

The new model of partnership working between Cyngor Gwynedd and Betsi Cadwaladr University Health Board (BCUHB) will support the rebalancing of the residential and nursing care market (for the Gwynedd area) by increasing delivery from the public or not for profit sector focused on delivering person centred outcomes for all.

The nursing and care home will be built on the Penrhos site with new housing with care developments undertaken by ClwydAlyn Housing Association. Although they are distinct undertakings with different funding mechanisms both the care home and housing projects are highly interdependent.

The project has two key partners for the care home, whilst ClwydAlyn is a key partner on the whole site, briefly introduced below.

Cyngor Gwynedd

Cyngor Gwynedd (CG) is the governing body for the principal area of Gwynedd, made up of the ancient counties of Caernarfonshire and Merionethshire. Cyngor Gwynedd serves 117,400 residents over an area of 2,540 square km. It is one of the county's largest employers, employing over 7,000 staff (3,000 full-time / 4,000 part-time) with 65% of its population as Welsh speakers. Aside from its political and local government role, the Council operates a wide range of services through more than 10 Departments. These include:

- Adults, Health and Well-being
- Children and Supporting Families
- Economy and Community
- Education
- Environment
- Housing & Property.

Betsi Cadwaladr University Health Board

The Betsi Cadwaladr University Health Board [BCUHB] is the largest health organisation in Wales, with a budget of £2.2 billion and a workforce of over 20,000 staff. It provides primary, community, mental health and acute hospital services for the population of North Wales.

As well as three main hospital sites at Ysbyty Gwynedd in Bangor, Glan Clwyd Hospital in Bodelwyddan and Wrexham Maelor Hospital, it is responsible for community hospitals, health centres, clinics, mental health units, community teams, GP practices and other NHS services provided by dentists, opticians and pharmacists.

ClwydAlyn Housing Association

With around 800 staff, ClwydAlyn is a registered Social Landlord managing over 6,500 homes in North and Mid-Wales providing housing management services in Conwy, Denbighshire, Flintshire, Gwynedd, Isle of Anglesey, Powys, and Wrexham. ClwydAlyn comprises of four legal entities, including a Housing Association, a commercial company, a new-build social housing program manager, and a housing finance company. ClwydAlyn provides a wide range of homes and services, including affordable family housing, supported living, shared ownership, and leasehold management. A driving principle of ClwydAlyn is the construction of super low carbon homes using local materials.

In addition to being a social housing provider, ClwydAlyn offers services to vulnerable people in North Wales, such as homeless shelters, domestic violence refuges, mental health support, and care homes for those in need demonstrating how ClwydAlyn is actively involved in community initiative.

Partnering Organisations	Objectives and Actions
Cyngor Gwynedd	<p>The seven priorities for the next 5 years derived from The Cyngor Gwynedd Plan 2023-2028:</p> <ul style="list-style-type: none"> • Tomorrow's Gwynedd: Giving our children and young people the best possible start in life. • A prosperous Gwynedd: Strengthening the economy and supporting the people of Gwynedd to earn a decent salary. • A homely Gwynedd: Supporting the people of Gwynedd to live in suitable and affordable homes in their communities. • A caring Gwynedd: Supporting the residence of Gwynedd to live in full and safe communities. • A Welsh Gwynedd: Ensuring that we give our residents every possible opportunity to use the Welsh language in the community. • A green Gwynedd: Protecting the country's natural beauty and responding positively to the climate change crisis. • An efficient Gwynedd: Putting the residents of Gwynedd first and treating them fairly ensuring that the council performs effectively and efficiently.
Betsi Cadwaladr University Health Board	<p>BCUHB: Integrated Medium-Term Plan 2025-2028</p> <p>The Board has set out five Strategic Objectives to guide improvement:</p> <ol style="list-style-type: none"> 1. Building an Effective Organisation 2. Developing Strategy and Long-lasting Change 3. Creating Compassionate Culture, Leadership and Engagement 4. Improving Quality, Outcomes and Experience 5. Establishing an Effective Environment for Learning
ClwydAlyn Housing Association	<p>Summarised interpretation of ClwydAlyn strategic objectives:</p> <ul style="list-style-type: none"> • More homes with wider variety: We provide a wide range of housing services, from general housing, to care homes and independent living schemes, along with supported living schemes. • Beating Poverty: Work together to beat poverty, ensuring everyone in North Wales has access to excellent quality housing. • Energy Efficiency: Make new homes as energy efficient as possible to tackle fuel poverty and improve residents' health and wellbeing. • Sustainability: ClwydAlyn has a long-term vision to address climate change challenges sustainably and economically, with a goal to achieve Carbon Zero homes by 2050. • Community Support: Focus on creating communities where residents can thrive, providing support services such as care homes, supported housing, and independent living schemes. • Economic Contribution: ClwydAlyn contributes significantly to the North Wales economy as an employer and investor, with substantial capital spending on new housing projects.

Table 1 - Table outlining the different strategic objectives of the three partners

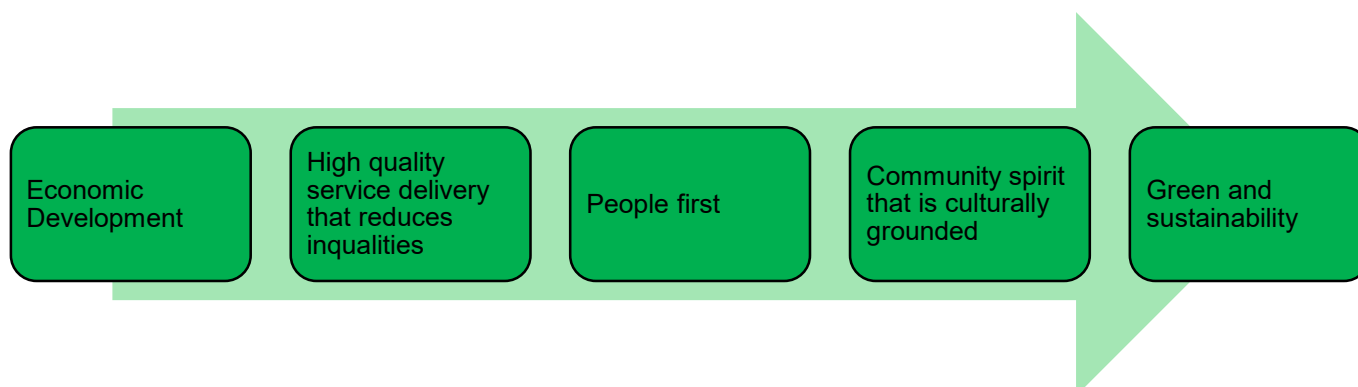


Figure 1 - A thematic analysis of the partnership objectives yields convergence across 5 years

The collaboration between the partner organisations seeks to increase economic development and widen the economic contribution of residents. Across all social, health and housing services it seeks to deliver high quality services that enhance safety and reduce inequalities through a people first approach. This is intended to achieve a community spirit that is culturally grounded in the Welsh Language and customs. A key undertaking across the partnership is sensitivity to climate change and the need to adopt green and sustainable methods and practices across all services.

The Cyngor Gwynedd Cabinet meeting report (28/03/23) notes and welcomes this joint-working between Cyngor Gwynedd and the Health Board.

1.3 National Context

This section references the relevant national health and social care policies, guidance, frameworks, plans and strategies that singularly and/or collectively, directly or indirectly advocate for both the development of Penrhos nursing and residential care home and the required level of partnership collaboration. These policies, guidance, frameworks, plans and strategies are:

Health and Social Care Integration and Rebalancing Capital Fund (IRCF) Guidance 2022-25¹

The Health and Social Care Integration and Rebalancing Capital Fund (IRCF) is a key financial initiative designed to support integrated health and social care goals and aims to address critical needs in social care infrastructure. IRCF² is set up to directly support the Programme for Government (PfG) commitments of developing 50 integrated health and social care hubs and to support rebalancing the residential care market. The programme has been established to:

- a) Support a coherent approach to planning the co-location and integration of health and social care services within the community across Wales
- b) Support the rebalancing of adult residential care provision by increasing delivery from within the not-for-profit sector.
- c) Support the elimination of profit from the provision of children's residential care.

The IRCF has three distinct priority areas of investment to support implementation of A Healthier Wales and PfG commitments. Penrhos care home project meets the second priority of the fund which is *Priority 2 - Rebalancing the residential care market*. Under Priority 2, the Health and Social Care IRCF guidance

¹ Health and Social Care Integration and Rebalancing Capital Fund Guidance 2022-25.pdf

² [Health and social care integration and rebalancing capital fund: guidance 2025 to 2027](#)

references the 'Rebalancing Care and Support' White Paper which sets out ministerial ambitions to rebalance the sector away from cost to quality, from outputs to outcomes and from profit towards social value.

Capital Budget Allocation (2025-2027)

The IRCF has allocated a total programme budget of £70m per annum between 2025-2027.

The fund focuses on three key points:

1. Development of Integrated Health and Social Care Hubs to provide seamless services delivery and co-location of health, social care and community services.
2. Rebalancing the Adult Residential Care Market by increasing not-for-profit care provision and supporting in-house capacity for local authorities.
3. Eliminating Profit in Children's Residential Care, prioritising funding for not-for-profit children's care services.

Revenue Budget Support:

In addition to capital funding, the Welsh Government has committed specific revenue funding to aid programme delivery:

- £200,000 per annum for each Regional Partnership Board (RPB) to develop a 10-year strategic Capital Plan.
- £500,000 per annum for each RPB to support feasibility studies and coordination of Integrated service delivery through health and social care hubs.

This revenue support is intended to enhance the capacity of local authorities to plan, develop, and manage new care facilities effectively, ensuring a strategic approach to addressing local needs.

Rebalancing Adult Residential Care:

The IRCF practises the rebalancing of adult residential care by:

- **Increasing Capacity:** Investment is directed towards expanding in-house care homes, upgrading existing facilities, and increasing nursing care capacity, particularly for complex care needs.
- **Supporting Not-Profit Providers:** The fund encourages the growth of not-for-profit care providers, aiming to shift away profit-driven models towards services focused on quality and community value.
- **Enhancing Integrated Services:** Investment targets facilities that can provide a wider range of integrated health services, such as rehabilitation, reablement, and allied health support, directly within residential care settings.

Strategic Planning and Governance

The Regional Partnership Boards (RPBs) play a pivotal role in managing the IRCF funds. They are tasked with developing Strategic Capital Plans that align with regional needs and government priorities, ensuring efficient use of both capital and revenue resources. These plans include:

- Comprehensive assessments of existing care infrastructure.
- Identification of gaps in service provision, particularly in residential and nursing care.
- Strategic investment priorities aimed at enhancing integrated health and social care delivery across the region.

Implications for Penrhos Care Home Development

The IRCF presents significant opportunities for projects like the Penrhos care home development:

- **Access to Capital Funding:** Penrhos could benefit from Capital Investment aimed at expanding residential and nursing care capacity, upgrading facilities, and integrating additional health services on-site.
- **Support for Integrated Service Delivery:** The focus on co-locating services aligns well with the strategic goals of Penrhos, enabling the facility to offer a comprehensive range of care, from independent living support to complex nursing care.
- **Enhanced Financial Stability:** Revenue support for strategic planning and feasibility studies can help mitigate risks associated with the development and operation of new care facilities, ensuring sustainable growth and long-term viability.

Revenue Budget Support for Strategic Planning

The IRCF's revenue budget allocations provide significant support for Regional Partnership Boards (RPBs) to develop comprehensive Strategic Capital Plans. For the Penrhos project, this means:

- **Access to Revenue Funding:** The annual allocation of £200,000 per RPB for strategic planning and £500,000 for feasibility studies can directly benefit Penrhos, helping to cover the costs of detailed project planning, stakeholder engagement, and service design.
- **Enhanced Capacity for Long-term Planning:** The revenue support will enable the Penrhos development team to work closely with RPBs and their 10-year strategic plan, aligning the project with regional priorities and ensuring a robust framework for future growth.

Rebalancing the Adult Residential Care Market

The IRCF emphasises rebalancing the adult residential care market by increasing not-for-profit care provision and expanding in-house capacity. This aligns directly with Penrhos development goals:

- **Shift Toward Quality and Social Value:** Penrhos can position itself as a high-quality, socially responsible care provider, focusing on delivering value, which aligns with the Welsh Government's push for not-for-profit care models.
- **Expanding Nursing Care Capacity:** By tapping into IRCF funding aimed at increasing nursing and allied health professional services, Penrhos can enhance its ability to care for residents with complex health needs, reducing the strain on local hospitals.
- **Supporting Local Authority and Not-for-profit Growth:** The fund incentivises local authorities and not-for-profit providers to expand their in-house care facilities. Penrhos, as part of this strategy, could access resources to increase its bed capacity, meet regulatory requirements, and improve overall service quality.

Addressing Operational Challenges with Revenue Integration:

The integration of capital and revenue funding streams through the IRCF provides a holistic approach to financing, which is beneficial for projects like Penrhos:

- **Mitigating wage Increases and Insurance Costs:** The additional revenue support can help offset increased operational costs from rising National Living Wage and National Insurance contributions, which are significant considerations for the care home sector.
- **Sustainable Financial Planning:** By aligning with the Regional Integration Fund (RIF) and other revenue programs, Penrhos can ensure a steady flow of Operational funds to support its services, reducing financial risk and promoting long-term sustainability.

Welsh Government, White Paper, Rebalancing Care and Support 'A consultation on improving social care arrangements and strengthening partnership working to better support people's well-being' (2021)³

There is growing need for care and support in all population groups. This is the source of the biggest underlying challenge and relates to the sector's funding position. Social Care in Wales is provided through a marketplace of over 1,000 providers, mostly from the independent sector, who often compete for the same contracts. People's care and support is commissioned through Local Authorities, local Health Boards or directly by themselves. It is funded through national and local government and through fees and charges people may pay to their Local Authority or directly to a care provider. In this context of a fragmented system, partners working together is vital. There is evidence of good practice here, but equally there are concerns about the progress of integration. There is little space for social value organisations, and limited data sharing as a basis for system-wide learning. This is the system that is available rather than the system needed. From the case for change discussed later, three critical areas emerge where focused action is needed to deliver improvement:

- Refocussing the fundamentals of the care market – away from price towards a value measure based upon service quality and overall costs
- Reorientation of commissioning practices towards a greater focus on outcomes; and
- Evolution of integration mechanisms and simplifying joint planning and delivery.

Through action in these three areas, the Rebalancing Care and Support White Paper seeks to rebalance the care and support market based on a clear national framework where services are organised regionally and delivered locally. By so doing the aim is to readjust social care delivery so that there is neither an over reliance on the private sector, nor a monopoly in the other direction. The White paper defines 'rebalancing' broadly as a set of descriptions of the system change that is required.

To deliver on the ministerial ambitions and the IRCF programme, and to help make the needed shift, Capital investment is made available to support local authorities and not for profit organisations (such as Cyngor Gwynedd and BCUHB) and housing associations (such as ClwydAllyn) in the following ways:

1. Investing in community settings/residential/nursing care premises to ensure they can meet individuals more complex needs closer to home i.e., nursing, allied health professional and intermediate care capacity. This could include Increasing access to NHS services, (such as community therapy, rehabilitation/ reablement and podiatry) for residents, recognising they remain members of the Health Board population
2. Supporting and incentivising local authorities and not for profit providers to grow in house provision - which could include expansion of in-house care homes (additional beds), upgrades to facilities to bring them in line with regulation to enable them to be re-registered as a not-for-profit provision.
3. Support for local authorities to bring failing provision back under local government management.
4. Increasing residential and nursing care capacity where there are identified gaps/shortages of provision.
5. Support for smaller independent care homes to borrow resources for investment (on a case-by-case basis - further advice to follow).

The Penrhos care home development reflects the needed shift intended by the IRCF. It also reflects and responds to ministerial ambitions as well as directly aligning with IRCF programme objectives. With greater not-for-profit involvement provided by Cyngor Gwynedd and BCUHB collaboration and management of Penrhos care home, the balance towards quality, outputs and social value can be readjusted to favour people's needs.

³ [consutation-document.pdf \(gov.wales\)](#)

Wellbeing of Future Generations (Wales) Act (2015)

The Wellbeing of Future Generations Act⁴ seeks to improve the social, economic, environmental, and cultural wellbeing of Wales. Through a set of 7 wellbeing goals, the Act (structured below⁵) gives a legally binding common purpose for national government, local government, local health boards and other specified public bodies.

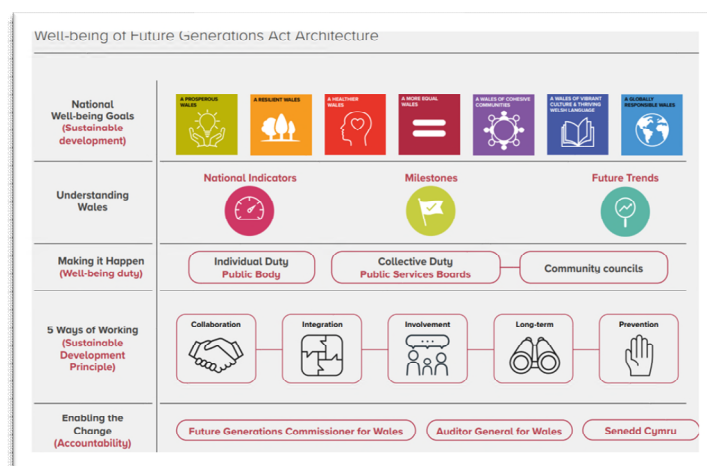


Figure 2 - Overview of the Wellbeing Goals of the Future Generations Act

It details the ways in which public bodies must work and work together to improve the well-being of Wales. The 7 wellbeing goals are applied to Penrhos as follows:

Goal:	Relevance to Penrhos: This project will ...
A prosperous Wales	Contribute to employment opportunities and stimulate economic development.
A resilient Wales	Improve holistic wellbeing of the community including economic regeneration and will encourage a more resilient local community in Llŷn.
A healthier Wales	Provide improved quality of health and social care within the rural area of Llŷn.
A more equal Wales	Offer opportunity for greater access to care that is closer to home and offer opportunity for greater and wider community involvement and engagement.
A Wales of cohesive communities	Focus on and encourage community well-being; working closely with community initiatives to ensure vulnerable people are not isolated.
A Wales of vibrant culture and thriving Welsh language	Provide a space to accommodate trainee Welsh speaking staff so that care services can be offered in the Welsh language thereby promoting Welsh and the original Polish heritage.
A globally responsible Wales	Through its procurement of services on site) ensure that supply chains are fair, ethical and sustainable and that financial decisions now enable future generations to thrive. The project will also aim for a zero-carbon construction and operations.

Table 2 - Relevance of the wellbeing goals to Penrhos

The seven connected wellbeing goals for Wales are supported by five ways of working which are deeply embedded in the project right from inception as follows:

1. **Long Term:** The project, with a community and care hub operating model, is a long-term investment, which will cater to the residents of Llŷn for several years to come.

⁴ [Well-being of Future Generations \(Wales\) Act 2015 | Law Wales \(gov.wales\)](https://www.gov.wales/well-being-of-future-generations-act-2015)

⁵ [Well-being of future generations act: the essentials \(gov.wales\)](https://www.gov.wales/well-being-of-future-generations-act-the-essentials)

2. **Prevention and Integration:** The project is driven by a partnership of the Local Health Board and the Local Authority to ensure the provision of a robust, sustainable care facility in the Llŷn area to meet current and future local needs that meets the objectives of both partners.
3. **Collaboration:** The project is the result of collaboration between the Local Authority and the Local Health Board over an extended period to ensure a local nursing and residential service that meets the needs of residents and is fit for the future.
4. **Involvement:** Public involvement through multiple engagements has shaped views on the needs of the community. The lived experiences of the challenges in the communities are reflected in the Penrhos care home vision and scope definition. The involvement of the Local Authority and the Health Board have indeed created a sense of joint vision and ownership of this proposed development.

Social Services and Wellbeing (Wales) Act (2014)

The Social Services and Wellbeing Act⁶ focuses on the need to enhance co-operation and partnership between and beyond health and care organisations. The Act:

- Requires local authorities to decide to promote co-operation with relevant partners and others in relation to adults with needs for care and support, carers and children.
- Imposes a duty on relevant partners to co-operate and share information with local authorities to support delivery of social service functions.
- Makes provision about promoting the integration of care and support with health services.
- Provides for partnership arrangements between local authorities and local Health Boards for the discharge of their functions.
- Makes provision for pooled funds which is made up of contributions by the authority and the relevant partner or partners concerned, and out of which payments may be made towards expenditure incurred in the discharge of functions of the authority and functions of the relevant partner.

Section 47(6) of the Act states:

“a local authority may, despite subsections (1), (2), (4) and (5), arrange for the provision of accommodation together with nursing care by a registered nurse-

- a. if the authority has obtained consent for it to arrange the provision of the nursing care from
i.e. whichever Local Health Board regulations require in the case of accommodation in
Wales..., or*
- b. in an urgent case and where arrangements are temporary.”*

Part 9 of the Social Services and Well-being (Wales) Act (2014) provides Partnership Arrangements statutory guidance that:

“⁷requires local authorities to decide to promote cooperation with their relevant partners and others, in relation to adults with needs for care and support, carers and children. It places a duty on relevant partners to cooperate with, and provide information to, the local authorities for the purpose of their social services functions. It makes provision about promoting the integration of care and support with health services. It provides for partnership arrangements between local authorities and local health boards for the discharge of their functions. It also provides Welsh Ministers with regulation making powers under which they can require the creation of formal partnership arrangements and the use of pooled funds”

Part 9 statutory guidance advocates partnerships that include between 'Betsi Cadwaladr University Health Board and Flintshire, Wrexham, Anglesey, Gwynedd, Denbighshire and Conwy local authorities. Such a partnership is required to 'prioritise the integration of services in relation to:

- Older people with complex needs and long-term conditions.

⁶ [Social Services and Well-being \(Wales\) Act 2014 | Law Wales \(gov.wales\)](https://www.gov.wales/sites/default/files/consultations/2018-01/150505pt9guidanceen.pdf)

⁷ <https://www.gov.wales/sites/default/files/consultations/2018-01/150505pt9guidanceen.pdf>

- Integrated Family Support Services.
- Learning disabilities.
- Children with complex needs due to disability or illness.
- Carers.

Penrhos care home embodies both the partnership arrangements and the priorities of care for older people with complex needs and long-term conditions creating a direct alignment between the care home development and national strategy.

Welsh Government. A Healthier Wales: our Plan for Health and Social Care (2022)

This strategy⁸, first published in 2018 and updated in 2022, introduces a strategic National Framework for care and support which sets the standard for commissioning practice, reducing complexity, and rebalancing commissioning to increase focus on quality and outcomes.

The strategy places people and people outcomes at the heart of the Framework which also encourages partnership working at cluster, local, regional and national levels. Its primary outcomes are:

- To make it easy for health, social care services and others to work together
- For health and social care services to provide more care at home, or as close to home as possible.
- To move some services away from hospital and help people stay well be more independent.
- For health and social care services to listen to people and their loved ones and find out what is best for them and to try their best to make those things happen.
- To make changes and ensure there are enough health and social care workers with professional pride and satisfaction who do their work well.

The strategy aims to ensure that people will stay healthy and independent for as long as possible and proposes the following values:

- Co-ordinating health and social care services seamlessly.
- Measuring the health and well-being outcomes that matter.
- Proactively supporting people throughout their whole lives.
- Driving transformative change.
- Promoting the distinctive values and culture of the Welsh whole system approach.

The Quadruple Aim

This idea of four interlocking aims⁹ is recommended by the Parliamentary Review and is driving the development of many high performing international health and social care systems. These aims will be used to map how the health and social care system contributes to achieving the goals defined in the Wellbeing of Future Generations Act. The four themes of the Quadruple Aim, interpreted for context in Wales are:

- Improved population health and wellbeing
- Better quality and more accessible health and social care services
- Higher value health and social care
- A motivated and sustainable health and social care workforce

Penrhos' objectives and vision align with these themes as they both aim to deliver the best outcomes for residents and communities through improved health and social care.

⁸ [A Healthier Wales \(gov.wales\)](https://gov.wales/a-healthier-wales)

⁹ [A Healthier Wales \(gov.wales\)](https://gov.wales/a-healthier-wales)

National Transformation Programme

This programme¹⁰ was a prominent recommendation made in the Parliamentary Review and will advise on and commit targeted funding support to health and social care providers, particularly focused on selected new models of seamless local health and social care which are identified as delivering significant enhanced value and are strongly aligned to national priorities.

The requirements of the Penrhos project also strongly depend on national priorities at the time. This is shown through the Case for Change later in the OBC and various data used to build an understanding of what is needed for health and social care to improve.

Care Inspectorate Wales National Review of care homes for people living with dementia (2020)

“As we begin to recover from the pandemic, I have reflected on what we have learned and one thing that stands out is the importance of social care and healthcare services working seamlessly together to promote the well-being of older people living in care homes in Wales”¹¹

- Gillian Baranski, Chief Inspector, Care Inspectorate Wales

Developed for the Regional Partnership Boards, amongst others, the National Review¹² looked at the care received by people living with dementia in care homes in Wales, and how they are supported at such a critical time of their lives. 164 inspections were carried out across a range of care homes by CIW who spoke to commissioners and providers of care home services as well as people living with dementia and their families, and they saw the care they received. CIW made a few key recommendations which are:

1. **Choice:** people need clearer information about the location and types of service available. Commissioners need to address gaps in care home provision.
2. **Training:** providers of care services and commissioners need to ensure that training supports the delivery of person-centred care. Training should involve people living with dementia who can describe their experience of care.
3. **Environment:** providers and commissioners should work together to ensure new homes are designed and built to improve outcomes and enable effective care, informed by evidence.
4. **Welsh language:** providers and commissioners must gather better information about the Welsh language skills of the workforce; educators should work to upskill the current workforce.
5. **Antipsychotic medication:** all partners in care should work together to ensure improved practice in administration and review of antipsychotic medication.
6. **Rights:** there is a lack of understanding about mental capacity with a need to upskill staff in the context of rights-based approaches to care and support.
7. **Multi-disciplinary support:** there is a need to improve support from mental health services and effective admission and discharge from hospital¹³.

The proposed design, structure and operations of Penrhos directly or indirectly addresses the recommendations above ensuring that the social care and physical and mental healthcare of Penrhos care home residents is seamlessly and sufficiently provided for as advocated by CIW Chief Inspector.

Regulation and Inspection of Social Care (Wales) Act (2016)

¹⁰ [A Healthier Wales \(gov.wales\)](https://gov.wales/a-healthier-wales)

¹¹ [200909-National-review-of-care-homes-for-people-living-with-dementia-en.pdf \(careinspectorate.wales\)](#)

¹² [200909-National-review-of-care-homes-for-people-living-with-dementia-en.pdf \(careinspectorate.wales\)](#)

¹³ [200909-National-review-of-care-homes-for-people-living-with-dementia-en.pdf \(careinspectorate.wales\)](#)

The Regulation and Inspection of Social Care (Wales) Act 2016¹⁴ builds on the success of regulation in Wales and places the quality of services and improvement at the heart of regulation. It strengthens protection for those who need it, establishes a regulatory system that is in-line with the Social Services and Well-being (Wales) Act 2014 and creates a regulatory system that is centred around people who need care and support, and the social care workforce. The act is underpinned by the following five principles:

- Reflect the changes brought about by the Social Services and Well-being (Wales) Act 2014
- Put people at the centre of their care and support
- Develop a coherent and consistent Welsh approach
- Tackle provider failure
- Respond quickly and effectively to new models of services and any concerns over the quality of care and support.

Penrhos Care Home objectives align with the principals above providing a robust framework for ensuring that the care home delivers high-quality, safe, and person-centred care, benefiting residents and families.

Public Health Wales Long-Term Strategy (2023-2035)

The Public Health Wales Strategy¹⁵ outlines the vision to achieve a healthier future for people in Wales by 2035. The strategy focuses on increasing healthy life expectancy, improving health and well-being, and reducing health inequalities. It sets out the actions to be taken to achieve a country where people live longer and healthier lives and recognises the issues with inequalities relating to prevailing cost of living crisis, depressed wages, and public health post pandemic impact.

The strategic priorities are:

- Promoting mental and social wellbeing
- Promoting healthy behaviours and improving health equity
- Supporting the development of a sustainable health care system focused on prevention and early intervention
- Tackling public health effects of climate change

NHS Wales Planning Framework (2022-2025)

The NHS Wales Planning Framework¹⁶ provides future planning direction and guidance to health organisations in Wales. The framework focuses on delivery of sustainable services while adapting to the ongoing challenges and changes posed by COVID. Building on 'Prosperity for All', the cross-government national strategy, the NHS Wales Planning Framework reinforces the need for health organisations to focus on the populations for which they are responsible, with an emphasis on prevention and early interventions, reducing health inequalities and working with wider partners to deliver the best possible services for citizens in Wales. Integrated planning with partners that provides care closer to people's communities and avoids admissions to hospital whenever possible should be the norm.

¹⁴ [Regulation and Inspection of Social Care \(Wales\) Act 2016 | Law Wales \(gov.wales\)](#)

¹⁵ [phw.nhs.wales/about-us/working-together-for-a-healthier-wales/phw-long-term-strategy-pdf/](#)

¹⁶ [NHS Wales Planning Framework 2022-2025 \(gov.wales\)](#)

Primary Care Model for Wales (PCMW) (2021)

The PCMW¹⁷ is a comprehensive approach designed to transform primary and community care in Wales. It is an approach to sustainable and accessible local health and well-being care. The approach brings services closer to home and promotes multi-professional collaboration. Four key strategic priorities are identified to shape the work programme:

- Accelerated cluster development.
- Urgent primary care
- Community infrastructure
- Mental wellbeing

2023/24 and beyond

Outcomes remain unchanged with five key programmes of work delivered through coordinated activity across the six strategic programme workstreams. The five programmes are:

- **Mental Wellbeing:** building the primary care model of mental health assessment and support that removes the artificial separation between mental and physical health and minimises overmedicalisation.
- **Community Infrastructure:** developing fully coordinated neighbourhood teams with the capacity to promote health and wellbeing and maintain out of hospital care in all 'home' settings.
- **Urgent Primary Care:** progressing the development of simple, fully integrated same day response models for each community.
- **Accelerated Cluster Development:** building on the local understanding of population needs, strengthening the coordinated use of all available resources and providing clear analysis of service gaps.
- **Primary Care Workforce Strategy:** translating the shared vision into a clear roadmap to drive resource allocation, recruitment and retention actions, including an increased focus on workforce wellbeing and career flexibility.

The development of Penrhos care home directly aligns with the national public health vision and the NHS Planning Framework particularly in terms of increased access to healthcare, increased collaboration and contribution to admissions avoidance. The Penrhos care home development also falls within the Mental Wellbeing, Community Infrastructure, and the Accelerated Cluster development of the PCMW.

Prosperity for all: the national strategy WALES (2017)

The “*Prosperity for All*” national strategy¹⁸ was initially launched in 2017 to guide WG priorities until the 2021 election. Although the strategy itself was designed for that specific period, its principles and objectives continue to influence current policies and initiatives, particularly in areas like climate adaptation. The strategy outlines WG’s approach to improving the well-being and prosperity of the people in Wales. One of their focus’ is the vision to have high quality and sustainable social care. With an ageing population, the demand for and cost of care is projected to increase. In a sector which struggles to recruit and retain workers, the strategy aims to ensure that demand is met, and care is affordable, whilst improving quality through:

- Investments in new innovative care delivery model in the community
- Establishment of centres to co-locate support, advice and treatment services
- More purpose-built housing developments
- Raising the profile and status of social care workers.

¹⁷ [Primary Care Model for Wales - Primary Care One \(nhs.wales\)](https://www.nhs.uk/primary-care-model-for-wales/)

¹⁸ [Written Statement - Prosperity for all – the national strategy : The Welsh Government’s well-being objectives \(2017\) \(19 September 2017\) | GOV.WALES](https://gov.wales/written-statement-prosperity-for-all-the-national-strategy-the-welsh-governments-well-being-objectives-2017)

These are all mechanisms that correspond with the objectives and intended operations of Penrhos care home.

UK Life Sciences Vision (2021)

UK Life Sciences Vision¹⁹ establishes a 10-year strategy for the life science sector to build on the success of COVID-19 response and accelerate delivery of innovations to patients. The Vision aims to solve some of the biggest healthcare problems of our generation as expressed in the Vision's 7 critical healthcare missions that government, industry, the NHS, academia and medical research charities will work together to solve. These are:

1. Accelerating the pace of studies into novel dementia treatment
2. Enabling early diagnosis and treatments, including immune therapies such as cancer vaccines
3. Sustaining the UK's position in vaccine discovery, development, and manufacturing
4. Treatment and prevention of cardiovascular diseases and its major risk factors, including obesity
5. Reducing mortality and morbidity from respiratory disease in the UK and globally
6. Addressing the underlying biology of ageing
7. Increasing the understanding of mental health conditions, including work to redefine diseases and develop tools to address them

These missions will focus on preventing, diagnosing, monitoring, and treating disease early, using innovative clinical trials to develop breakthrough products and treatments quickly to help save lives, and accelerate development and adoption of new drugs, diagnostics, medical technology, and digital tools. The expectation is that Penrhos care home can support UK Life Sciences vision by providing a test bed and setting for clinical trials provided the appropriate approvals and governance are in place.

NHS Wales Decarbonisation Strategic Delivery Plan (2021 - 2030)

This Wales Decarbonisation Delivery Plan²⁰ covers the period 2021 to 2030 and describes how the NHS will meet the Net Zero 2050 target in Wales. The strategic objectives of the sustainability strategy will be established at the next stage of the development and to include:

- Whole Life Approach.
- Decarbonisation.
- Reduction in Travel between Sites.
- Sustainable Procurement.
- Digital Integration.
- Workflow Optimisation.
- Agile Working.

This project offers an opportunity to contribute to the national decarbonisation strategy. The intended design solution seeks to provide the optimum balance between the benefits of diminishing carbon emissions and the associated capital cost to ensure value for the public funds invested.

¹⁹ assets.publishing.service.gov.uk/media/612763b4e90e0705437230c3/life-sciences-vision-2021.pdf

²⁰ [NHS Wales Decarbonisation Strategic Delivery Plan \(gov.wales\)](https://gov.wales/nhs-wales-decarbonisation-strategic-delivery-plan)

GIG CYMRU NHS WALES Strategic Nursing Workforce Plan (2023)

NHS Wales are developing a strategic workforce plan²¹ to recruit, retrain, train and transform the nursing workforce in Wales on a national level. A survey was undertaken by the RCN (2022) which allowed nurses to express a range of needs and expectations they identified as important in the workplace. Their main expectations include:

- Clear, structured career development and progression
- Care and support from leaders and teams
- To be valued and appreciated
- Flexibility to improve a work life balance

With these results, GIG CYMRU NHS Wales have set out actions and strategies to deliver on expectations by the end of 2024. Improving satisfaction will positively influence quality of care with patients provided by nursing staff in establishments such as Penrhos care home. As discussed later in this Strategic Case, the issue of workforce has been a feature of healthcare delivery challenges in Gwynedd and so the nursing workforce plan is expected to benefit Penrhos care home staffing arrangements.

Labour 10 Year Plan for Health and Care (2024)

The Labour 10-year plan for Health and social care aims to transform the system by addressing critical issues, adapting to changing demographics and creating a sustainable framework for the future. The strategy heavily emphasises:

1. Integration of Social Care Services:

- Labour's strategy places strong emphasis on integrating health, social care and mental health services into a cohesive system. The goal is to provide a seamless experience for patients, especially those with complex needs, by reducing fragmentation and improving coordination across care settings.
- By promoting a 'whole person' approach, the strategy seeks to ensure that care is tailored to the individual rather than focusing on the isolated medical issues. This holistic model of care is designed to bridge the gap between home, community care, and hospital services, which is especially beneficial for elderly patients and those with multiple chronic conditions.

2. Investing in Workforce Development:

- A core pillar of the strategy is a substantial investment in increasing the healthcare workforce. Labour has committed to recruiting thousands of additional nurses, GPs, care workers, and other essential staff to address the current shortages and meet rising demand.
- The emphasis is not only on increasing staff numbers but also on providing better training and career development opportunities. This approach aims to improve job satisfaction, reduce turnover, and ensure that the health and social care workforce is equipped with the skills necessary to deliver high-quality, compassionate care.
- Enhancing the workforce capacity aligns with the broader goal of reducing hospital pressures by enabling more effective community and primary care, which can help manage patients closer to home and prevent unnecessary admissions.

²¹ [Strategic nursing workforce plan - HEIW \(nhs.wales\)](https://www.nhs.uk/strategic-nursing-workforce-plan/)

3. Focus on Preventive Care and Early Intervention:

- The strategy prioritises preventive care and early intervention, recognising that addressing health issues before they escalate can significantly reduce the burden of the healthcare system. By focusing on prevention, the aim is to keep people healthier for longer and minimise the need for acute hospital care.
- This includes expanding access to primary care services, supporting mental health initiatives, and promoting public health measures. The strategy also emphasises the importance of early diagnosis and timely treatment for chronic diseases, which can improve patient outcomes and reduce long-term healthcare costs.

4. Future-Proofing the Healthcare System:

- Labour's plan takes a forward-looking approach, acknowledging the demographic changes and the anticipated increase in the elderly population. The strategy aims to build a resilient healthcare infrastructure that can adapt to these shifts and meet the complex needs of older adults.
- This includes planning for increased demand in residential and nursing care, particularly as the number of people with age-related health conditions such as dementia continues to rise. The emphasis is on creating a flexible and responsive care system that can scale up services as needed and provide long-term, sustainable solutions.

Relation to Penrhos:

Penrhos is closely aligned with Labour's 10-year strategy, particularly in its focus on integrated care and addressing the needs of an aging population. Penrhos supports the new Labour governments 10-year strategy by:

1. Promoting Integrated Care:

- Penrhos offers a comprehensive range of services, from independent living options to residential and nursing care. This model embodies Labour's vision of integrated care, ensuring that residents receive appropriate support as their needs evolve without requiring disruptive transitions between different care settings.
- The project emphasises a 'Step-up/step-down' approach, providing flexible care options that can be adjusted based on the individual's condition. This aligns with the strategy's goal of reducing hospital admissions and facilitating smoother transitions back into the community.

2. Expanding Workforce Capacity Locally:

- The development of Penrhos also helps to address local workforce challenges by creating new jobs in residential and nursing care. It aligns with Labour's commitment to expanding the healthcare workforce and provides opportunities for training and career progression in the local community.
- By enhancing staffing levels and providing a stable work environment, Penrhos aims to deliver high-quality care while supporting the broader strategy of reducing pressure on hospitals through effective community care.

3. Meeting Future Demographic Needs:

- The design and services of Penrhos consider the projected increase in the elderly population, particularly those with complex and long-term health conditions. The facility is equipped to handle the growing demand for specialised care, including dementia and support and end-of-life services.
- The development's focus on providing a continuum of care within a single site aligns with Labour's goal of future-proofing the healthcare system. By offering a scalable, flexible care model, Penrhos

is well-positioned to adapt to the evolving needs of the local population and contribute to the sustainability of the broader healthcare estate.

The Office for Value for Money²²

The Office for Value for Money was established in October 2024 under the guidance of Chair David Goldstone and aims to ensure that government spending achieves maximum public benefit, with a strong emphasis on efficiency and cost effectiveness. It has two primary roles:

- Firstly, it will support the multi-year Spending Review by coordinating with government departments to deliver focused interventions. This involves identifying opportunities to reduce waste and inefficiency, carrying out value-for-money evaluations in high-risk areas that span multiple departments, and rigorously reviewing investment proposals to ensure they deliver the best possible value.
- Additionally, the Office for Value for Money will propose systemic reforms, drawing from past insights, global best practices and input from external organisations. These recommendations aim to instil a sharp focus across government on maximising the impact of every pound spent.

The Office for Value for Money's value driven approach could lead to increased scrutiny across all publicly funded programmes or projects including Penrhos in areas such as the projected outcomes, job creation goals, and community impact projections, ensuring they are met efficiently and sustainably. There will likely be an emphasis on demonstrating measurable community health improvements and economic benefits over time.

NHS Budget²³

In the Autumn Budget 2024, UK Chancellor Rachel Reeves announced a significant funding increase for the NHS, totalling £22.6 billion in day-to-day spending over the next two years. The funding is aimed at enhancing healthcare services, allowing for 40,000 additional elective appointments weekly, expanding GP services, and adding new surgical hubs and diagnostic equipment. Reeves also allocated a £3.1 billion capital spend boost, supporting infrastructure upgrades to improve healthcare delivery and address rising demands in the NHS. This investment represents one of the most substantial NHS funding increases in recent years.

The increased NHS funding could positively affect facilities like the Penrhos care home, depending on how funds are generally allocated within local healthcare and social care services.

Impact of the 2024 Autumn Budget on Local Authority Care Homes:

The 2024 Autumn Budget introduced a few important measures that will affect local authorities, particularly in the context of building and operating care homes with nursing.

1. Increased Social Care Funding:

- The budget includes £600 million in new grant funding specifically allocated for social care. This increase is aimed at helping local authorities manage the rising costs associated with providing social care services, including the construction and operation of care homes.
- This funding boost is intended to address some of the financial challenges faced by local councils, particularly as they adapt to the growing demand for elderly care services. It could provide a critical financial cushion to support capital investment in new care home facilities or upgrade existing infrastructure.

²² [The Office for Value for Money - GOV.UK](https://www.gov.uk/government/organisations/the-office-for-value-for-money)

²³ [What you need to know about the Autumn Budget 2024 - GOV.UK](https://www.gov.uk/government/announcements/what-you-need-to-know-about-the-autumn-budget-2024)

The additional grant funding could directly support the Penrhos care home development by providing additional financial resources for initial construction costs, as well as ongoing operational support, easing the budgetary pressure on local authorities.

2. Increased Operational Costs Due to Wage and Insurance Changes:

- The budget also announced increases in the National Living Wage and National Insurance Employer Contributions. The National Living Wage will rise to £11.44 per hour starting April 2025, and employer contributions are expected to increase, impacting staffing costs significantly.
- For care homes, these changes will likely lead to higher operational costs, as they need to comply with the new wage regulations and cover increased payroll taxes. While this is a positive step for care workers' income, it may strain the budgets of local authority-operated care homes, particularly those that rely on public funding.

Implication for Penrhos: Penrhos care home will need to account for these increased costs in its financial planning, potentially requiring adjustments in staffing budgets or exploring additional funding sources to cover the higher wage expenses without compromising service quality.

3. Capital Investment for Health and Social Care Infrastructure:

- The budget includes a significant increase in capital investment for health and social care, with allocations for new buildings, facilities upgrade, and modern equipment. This funding could be a key opportunity for local authorities planning new care home projects.
- The focus on capital expenditure aims to support the expansion of healthcare infrastructure, which includes residential care homes and nursing facilities, addressing the growing need for elderly care services.

Implication for Penrhos: The capital investment boost provides an opportunity for Penrhos care home to access funding for the construction phase, including building upgrades, purchasing advanced medical equipment, and ensuring the facility meets modern standards for care delivery.

4. Business Rates Relief and Economic Support Measures:

- The budget also announced business rates relief, which includes freezing the small business multiplier and offering additional relief for retail, hospitality, and leisure properties. While this measure primarily benefits private sector businesses, it can indirectly support local authorities by contributing to a more stable local economy.
- A healthier local economy may lead to increased local tax revenue, which could be reinvested into social care projects, including the construction and operation of care homes.

Implication for Penrhos: While the direct impact of business rates relief on Penrhos care home may be limited, the broader economic stability could benefit local authorities, potentially freeing up additional resources to support social care initiatives.

Summary and Strategic Considerations:

Overall, the 2024 Autumn Budget provides a mix of opportunities and challenges for local authorities planning to develop and operate care homes like Penrhos. The increased funding and capital investment offer promising support for infrastructure development but rising operational costs due to wage and insurance changes will require careful financial planning. Local authorities will need to leverage all available funding avenues, including new grants, council tax revenue, and potential capital funding, to ensure the successful delivery and sustainable operation of care home projects. This holistic approach, combining budgetary support with strategic financial management, will be crucial in navigating the evolving landscape of social care and meeting the increasing demand for high quality elderly care services.

1.4 Local Context

North Wales Regional Partnership Board 10-year Capital Plan

The North Wales Regional Partnership Board, (NWRPB), along with the other six Regional Partnership Boards in Wales, was tasked by the Welsh Government in 2022 with developing and implementing a Strategic Capital Plan for North Wales.

The Strategic Capital Plan reflects a 10-year view of the capital investment needs of North Wales to support the provision of health and social care services and has prioritised Penrhos Care Home as one of the Capital Schemes.

You can read the North Wales 10-year Strategic Capital Plan here: [Final-North-Wales-Regional-Partnership-Board 10-Year-Strategic-Capital-Plan v-7.5-31-Oct-2023-SW.pdf](#)

Living Healthier Staying Well: Working in Partnership to Improve Health and Deliver Excellent Care across North Wales

BCUHB sets out its strategy²⁴ for North Wales in two key documents. Outlined below, these are (1) a 10-Year Strategy for Future Health, Well-being and Healthcare termed 'Living Healthier, Staying Well', and (2) a three-year rolling Plan.

BCUHB Living Healthier, Staying Well (2018)

This Living Healthier, Staying Well strategy is structured around three main programmes to be delivered through working in partnership with people and organisations from across North Wales. These programmes are:

- **Health Improvement and Health Inequalities** – a focus on the broader aspects of health improvement and prevention and support for those with the greatest health needs first.
- **Care Closer to Home** - when people need support or health care to stay healthy, providing as much of this as close to people's homes as it is safe and effective to do so. Care will be developed around local areas, which will form the building block of future planning. An equitable range of services will be provided for all, although the way they are delivered will be tailored to meet local circumstances or geography. Some services will cover more than one area.
- **Care for More Serious Health Needs** - when health needs are more serious and people need hospital care, or care from more specialist teams working in the community. People want the safest and highest quality of care possible and a good experience. They will be treated by the right person, in the right place, at the right time and with the right facilities.

BCUHB Integrated Medium Term Plan (2025 - 28)²⁵

The Integrated Medium-Term Plan (IMTP) sets out the Health Board's commitment to improve the health and wellbeing of the people of North Wales and to provide or secure high quality, effective and efficient healthcare services.

The Health Board has been making progress with improvement noted specifically in leadership, governance, culture, quality and safety and financial governance and performance as outlined in the latest Welsh Government Report on Level 5 (Special Measures) published in March 2025.

The Board has set out five Strategic Objectives to guide improvement:

²⁴ bcuhb.nhs.wales/about-us/our-plans/our-plans/bcuhb-plan/

²⁵ bcuhb.nhs.wales/about-us/three-year-plan-2024-27/integrated-medium-term-plan-2025-28/final-bcuhb-2025-28-imtp/

1. Building an Effective Organisation
2. Developing Strategy and Long-lasting Change
3. Creating Compassionate Culture, Leadership and Engagement
4. Improving Quality, Outcomes and Experience
5. Establishing an Effective Environment for Learning

The Cabinet Secretary for Health and Social Care issued their priorities for health boards on 20th December 2024. He set out their high-level ambition for the health and care system, with an emphasis on quality, safety and improvements in outcomes.

There are five strategic priorities that must be delivered by all health boards and other NHS organisations over the next three years. They are in areas that have been consistently raised through ministerial conversations and engagement with the public and staff:

1. Timely Access to Care
2. Population Health and Prevention
3. Building Community Capacity
4. Mental Health Access
5. Women's Health

The Cabinet Secretary's Priorities, Delivery Expectations and Enabling Actions have all been incorporated into the Health's Board plan.

BCUHB Decarbonisation Strategy and Action Plan (DAP) 2022-2026

The Health Board has worked with the Carbon Trust and a Health Board wide stakeholder group to develop a five-year Decarbonisation Action Plan which proposes a list of actions and programmes of works to ensure that there is a robust and deliverable action plan in place to reduce carbon emissions in compliance with Welsh Government's decarbonisation targets. The DAP is a response to WG's ambition for the public sector to be net zero in carbon emissions by 2030. NHS Wales contribution to the net zero carbon target is to reduce carbon by 16% by 2025 and 34% by 2030.

A decarbonisation programme board will lead the implementation of the action plan and will engage across BCUHB, spanning estates and facilities, planning, transport, procurement, clinical/nursing and other wider stakeholder groups. This will ensure that the actions and commitments contained within this Decarbonisation Action Plan are taken forward and implemented.

Cyngor Gwynedd Decarbonisation Strategy

Cyngor Gwynedd are currently working on their Decarbonisation Plan which will address decarbonisation in the social care sector. New developments and refurbishments of social care buildings will be designed and built according to Net Zero Building standards.

Cyngor Gwynedd Carbon Management Plan 2023-2028

The Carbon Management Plan²⁶ was produced with the assistance of the Carbon Trust in response to the challenges of climate change. The Council has a key role to play in ensuring that our communities are prepared for the future.

²⁶ [Microsoft Word - PO 6040286 Cyngor Gwynedd Council CMP2 Strategy Report February 2015 v2.0 Saesneg.doc \(llyw.cymru\)](#)

In response to the climate emergency Gwynedd Council is committed to becoming carbon neutral by 2030. The first stage of the Carbon Management Plan was completed in 2014/15 with a reduction in emissions of 26.1%. The second stage had a firm target of reducing emissions by 40% by 2021. To date Gwynedd Council has invested nearly £8million on carbon management projects leading to a saving of £4,063,000 which continues to accrue.

Like the Wales Decarbonisation Delivery Plan, this project contributes to the national decarbonisation strategy.

Llechen Lân (A Clean Slate): Social Services for Older People for the Future²⁷

The Llechen Lân report highlights urgent challenges for Gwynedd's social care system over the next two decades.

Gwynedd faces a rapidly ageing population, with the number of people over 85 expected to rise steeply by 2043, driving up care demand by as much as 56%. At the same time, the working-age population is shrinking, meaning more than 5% of all local workers would need to be in social care to meet future needs. Adult social care already takes a quarter of the council's budget and faces growing overspends, with unmet need costing millions each year. Without investment in modern care home provision alongside wider reforms in technology, housing, and community-based support, the system will become unsustainable.

1.5 The Case for Change

More people living longer - Gwynedd Population Needs Assessment (2022-2027)²⁸

According to Census 2021 there were 59,597,300 people living in England and Wales on 21 March 2021, the day of the latest census which is over 3.5m more people than in 2011 and is the largest census population ever recorded. An increase of 3.5m represents an increase of 6.3%. In Wales, Census 2021 reports a population increase of 1.4% or 44,000 people to reach 3,107,500. The proportion of people over the age of 75 in Wales is projected to increase by more than 53% by 2040. The population of people over the age of 65 will rise to 1 out of every 4 people before 2050.

Wales ranks highest in terms of median age, percentages aged 65 years and over, and 85 years and over, and Old Age Dependency Ratio (OADR). Wales has a particularly high proportion of older people, which may be linked to the rural nature of much of the country and policies put in place to support an ageing population. In 2019, Wales experienced a net internal migration influx of 782 persons aged 65 years and over from local authorities in England.

²⁷ [Llechen Lân: gwasanaethau cymdeithasol pobol hŷn i'r dyfodol](#)

²⁸ [1 Gwynedd Adults Population Needs Assessment 2022-2027.pdf \(llyw.cymru\)](#)

Indicator	England	Wales	Scotland	Northern Ireland
Median age	40	42.5	42	38.9
% aged 65 years and over	18.4	21	19.1	16.6
% aged 85 years and over	2.5	2.7	2.3	2
OADR	286	334	289	258
Projected change in % 65 and over (2018 to 2043) (ppt)	5.7	5.4	6	7.8

Source: Office for National Statistics

Figure 3 - Population by age group

While population increases have occurred in nearby areas like Denbighshire and Powys, Gwynedd – Ceredigion and Conwy have seen a decrease. In Gwynedd, the population size has decreased by 3.7%, from around 121,900 in 2011 to 117,400 in 2021 placing Gwynedd 14th out of 22 local authority areas in Wales in terms of total population.

Since the 1981 Census, the population of Gwynedd has been aging with the population of 65+ and 85+ increasing by 156%. Despite the recent overall decrease in Gwynedd population there has been an increase of 8.6% in people aged 65 years and over. In fact, there has been an increase of approximately 31% in people aged 85 years and over as depicted below.

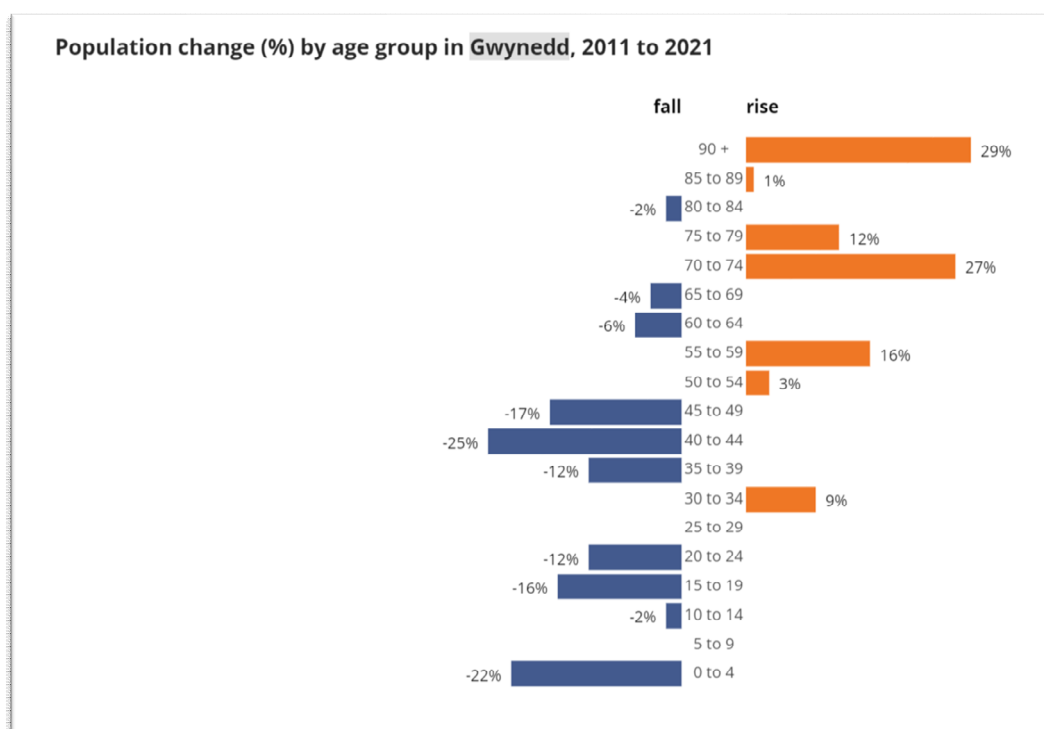


Figure 4 - Population change by age group in Gwynedd, 2011 to 2021

Notably, Census 2021 also reports that the largest age group in Wales was those aged 55 to 59 years, see below.

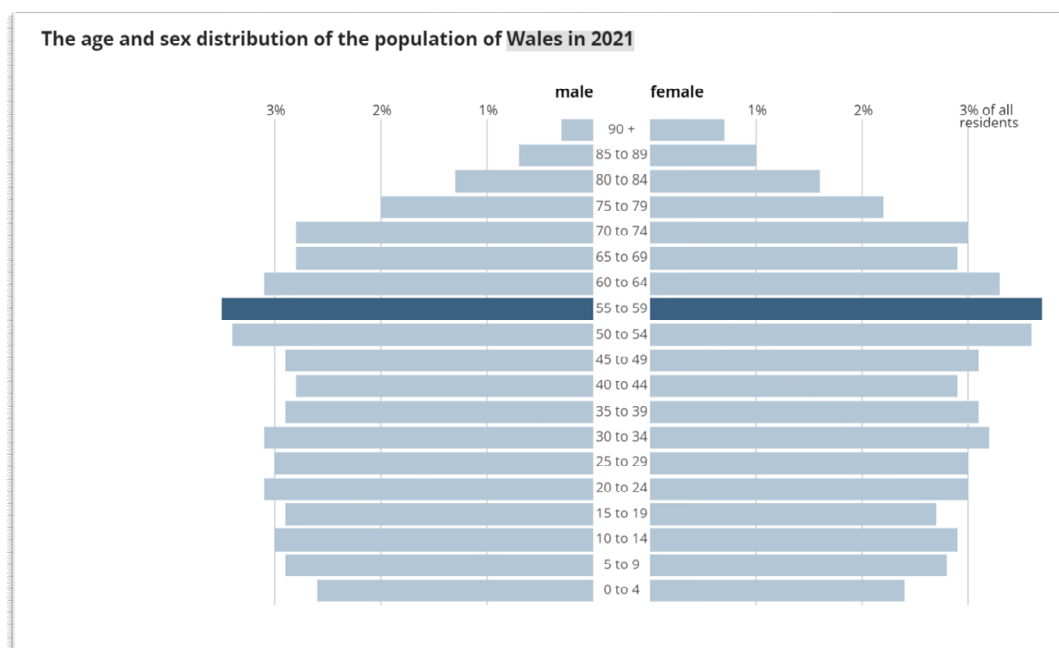


Figure 5 - The age and sex distribution of the population of Wales in 2021

There has been a dramatic increase in the population aged 65 and over, with national projections indicating an even more significant rise in the future.

Older Population Distribution:

- In the UK, Wales has the oldest population, followed by Scotland and England, while Northern Ireland has the youngest population.
- It is reasonable to assume that people aged 65 and over are the most likely age group to need health and care services.

Impact on Local Authorities:

- An aging population may lead to increased demand for healthcare services and community support.
- In contrast, a younger population is likely to create a higher demand for schools and educational services.

As the populations of Wales and Gwynedd grow and age, there is rising demand for treatment, care, and support services. This, combined with increasingly complex needs, is placing additional pressure on the health and social care system.

As people live longer, future healthcare costs are expected to rise significantly.

- **Increased Life Expectancy:** More people living longer means an increase in the number of individuals living with major illnesses. By 2040, around 9.1m people in England alone are expected to be living with major illnesses. According to the Welsh Government and the Health Foundation, the number of adults in Wales living with major illness is projected to rise from 419,000 in 2019 to 556,000

by 2040²⁹. That is an increase of 137,000, or more than one-third. In fact, the Bevan Commission suggests that up to 1.2 million people in Wales could be affected by major illness by 2040, though this figure likely includes broader definitions or multimorbidity³⁰. By implication if North Wales maintains its current share of the Welsh population (roughly 22–25%), then by 2040, around 120,000 to 140,000 people in North Wales could be living with major illness, assuming similar prevalence rates.

- **Rising Healthcare Costs:** Cost of healthcare globally is projected to rise from 8.6% of GDP today to 9.4% by 2050. This increase is driven by the need for greater levels of care due to higher life expectancy and the prevalence of age-related diseases like dementia and diabetes.
- **Economic Impact:** The economic impact of an aging population includes not only the direct costs of healthcare but also potential reductions in global GDP due to years lost to disability and premature death from age-related diseases.
- **Strain on Caregivers:** Both informal and formal caregivers will face increased strain, exacerbating the critical shortage of home health aides and personal caregivers. This creates the challenge of recruiting high quality carers leading to gaps in service provision. This is a considerable problem in Gwynedd and especially in the Llŷn Area.
- **Housing:** There is a further implication to housing availability and housing design that helps people live independently for longer. Social changes have occurred over the last few years meaning the estimated number of people who live alone has increased continually over the last decade. Today, people aged 65 and older account for 45% of the single persons households. Between 2018 and 2043, rural areas are projected to experience some of the largest increases in the proportion of one-person households containing an older person.

Key messages from the Gwynedd Population Needs Assessment (2022-2027)

The number of people aged 65 and over in Gwynedd who receive residential services is expected to increase by 63% by 2035.

Understanding local populations and how they are changing is important for local planning, such as housing, schools, transport, health and other community services. It remains an increasing challenge to ensure that there is sufficient provision and support available for people to continue to live independently at home as the population ages.

More people with Dementia and Mental Health illness

As people age, they are at increasing risk of developing a range of chronic diseases and disability, and some organs begin to function less well. Therefore, there is a long list of health conditions typically associated with older adults. Due to the projected rise in the number of older adults over the coming decades, a significant rise in the prevalence of age-related health conditions such as dementia is also expected. Dementia and Alzheimer's disease are currently the leading causes of death in Wales which is a trend consistent across Wales and England.

Age is the most significant factor, and the risk of developing dementia increases with age. However, dementia can be difficult to diagnose, especially if an individual has mild symptoms and currently diagnosis relies on an initial assessment followed by referral to a memory specialist. Due to the nature of the condition (and the fact that symptoms manifest over time as the condition worsens, and a low rate of diagnosis) it is difficult to accurately calculate how many people live with the condition.

²⁹ [Estimated burden of disease in 2040](#)

³⁰ [The-Foundations-for-the-Future-Model-of-Health-and-Care-in-Wales-2.pdf](#)

According to the Office for National Statistics (ONS) and the Welsh Government, dementia and Alzheimer's disease were the second leading cause of death in Wales in 2022, just behind ischaemic heart disease. However, by 2023, dementia and Alzheimer's disease became the top cause of death, accounting for 3,833 deaths in Wales³¹. Again, this aligns with the UK-wide data, where dementia and Alzheimer's disease accounted for 66,876 deaths in England and Wales in 2023—11.6% of all registered deaths³².

The graph below assumes the growth in the population living with dementia in the UK by 2050.

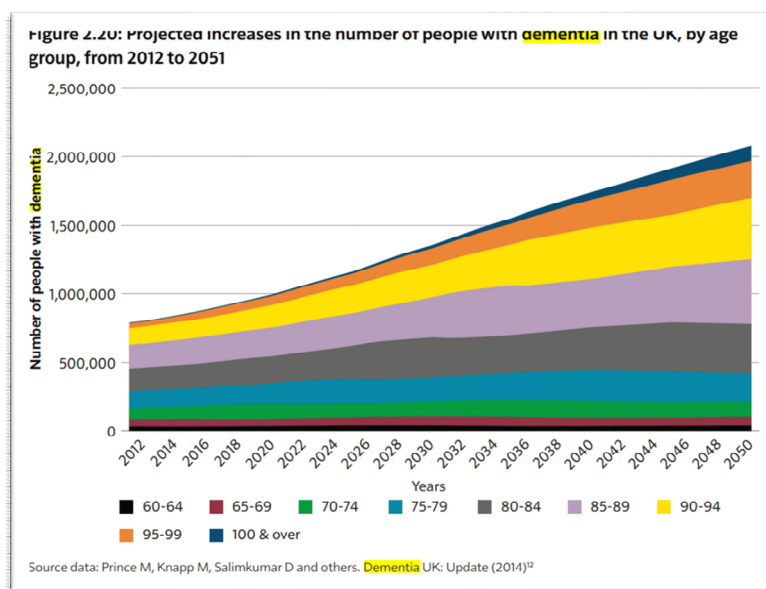


Figure 6 - Projected increases in the number of people with dementia in the UK, by age group, from 2012 to 2051

The graph above breaks down projected estimates by age groups. In total, for example, dementia UK has estimated that the current number with dementia in Britain will rise from 850,000 to 1,683,000 by 2039.

Using a similar or related projection it can be estimated that there are 2,049 individuals with dementia in Gwynedd, representing 1.67% of the population (122,864). Daffodil Cymru research predicts that the number of people over 65 in Gwynedd with dementia will increase from 2,018 in 2020 to 3,085 in 2040; a 35% increase in twenty years³³.

³¹ [Wellbeing of Wales, 2024: a healthier Wales \[HTML\] | GOV.WALES](#)

³² [Deaths registered in England and Wales - Office for National Statistics](#)

³³ <https://democracy.gwynedd.llyw.cymru/documents/s37698/Support%20for%20Individuals%20with%20Dementia%20in%20Gwynedd.pdf>

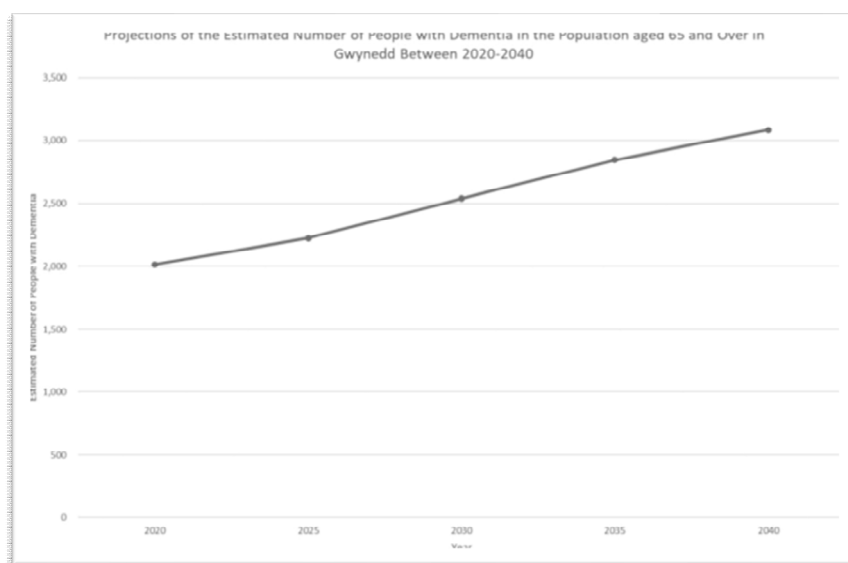


Figure 7 - Estimated number of people with dementia between 2020 and 2040

This is represented in the graph above. Assuming dementia rates (by age group) remain the same, projection is that the number of people with dementia in Gwynedd will rise from 2,049 to 3,494 by 2039 - an increase of over 70%. This projection is driven by direct rate of demographic ageing. The increase in the number of people with dementia will not only affect the quality of life of those who suffer from dementia but will also impact carers, health, and community care services. Therefore, Council continuously reviews care home provision across Gwynedd. Currently, there are independent homes within Gwynedd that provide specialist residential and nursing care for dementia. Unfortunately, there is no specialist nursing provision available for individuals living in the Llŷn area which means that individuals must move out of their communities to receive suitable care. The demand for dementia nursing care exceeds the provision available locally.

Alongside the projected rise in the number of people with dementia, there is growing concern regarding the rise of mental health conditions in older age. In fact, dementia is a common mental health condition of old age, as it is a significant cause of morbidity, mortality and health care use. As people live longer, the prevalence of dementia is likely to increase. The proportion of over 70's experiencing depression has doubled since the start of the Covid pandemic Office for National Statistics (ONS). Older adults can have mental health problems such as depression and anxiety, although these often manifest differently in older age. Renewed focus on mental health improvement interventions and services for older adults is key to improving overall quality of life in people's later years.

Loneliness is an increasing factor affecting the mental health of older people. Loneliness and feeling isolated can be very harmful for older people and this have worsened due to the Covid pandemic. According to Tiwari (2013)³⁴ the effect of loneliness and social isolation:

- can be as harmful as smoking 15 cigarettes a day and be more harmful than obesity
- puts individuals in danger of developing a disability
- puts individuals at risk of a cognitive impairment
- creates a higher chance (64%) of developing clinical dementia.

³⁴ Tiwari SC. Loneliness: A disease? Indian J Psychiatry. 2013 Oct;55(4):320-2. doi: 10.4103/0019-5545.120536. PMID: 24459300; PMCID: PMC3890922

Previous research by Age Cymru in 2017 suggested that:

- 75,000 older people in Wales felt lonely, with almost half of those surveyed saying their television or a pet was their main companion
- more than 75% of women and a third of men over 65 live alone
- People aged 80 and over are most likely to report high levels of loneliness.

Research by Age UK in 2019 indicated that:

- More than 20,000 older people in Wales claim to have felt lonely during later life
- 100,000 people aged 65 and over in Wales speak to three or fewer people they know each week
- 330,000 older people in Wales claim a few minutes of conversation would make a huge difference to their week.

More recently, according to the Council's internal data from the Wellbeing Needs Assessment (2021-22) 16% of people in Gwynedd feel lonely which is higher than the Wales average of 15% while 16.6% of people aged 65+ live on their own in Gwynedd, which is higher than the rest of Wales (13.7%). Loneliness can also stem from a low feeling of belonging. Across North Wales, the lowest feeling of belonging is reported in Gwynedd (53%). Conwy has the highest proportion of residents who feel that they belong to their area (61%) which is higher than the average for Wales (52%).

It is recognised that it will not always be possible for people to continue to stay in their own home because of the need for more specialist care. We are keen to ensure that people with dementia receive suitable, local care to maintain links with family and friends and to be looked after in a familiar atmosphere and culture and through the medium of a familiar language. Hand in hand with the need to further increase our supply of specialist dementia beds, consideration must be given to what can be done differently or additionally to enable people to continue to live in their own homes safely and provide the best possible quality of life. This is where the proposed Penrhos housing development will additionally provide value by creating an affordable housing for individuals, carers and even staff creating a community and community spirit that offers support, comfort and assurance to Penrhos care home residents.

Key messages from the Gwynedd Population Needs Assessment (2022-2027)

There is a lack of care homes with nursing provision in some areas – and particularly in Llŷn.

More people with complex health needs

According to the National survey for Wales in 2019-20:

- 13% of people aged 65 and over in Wales say their health is bad or very bad.
- 71% of older people aged 65 and over had a long-term illness.
- 31% of people aged 65 and over have heart and circulatory complaints.

According to Age Cymru (2021) an estimated 4 million older adults in the UK (36% of people aged 65-74, and 47% of those aged 75+) have a limiting long-standing illness. This equates to 40% of all people aged 65+. The proportion of people in the UK with multi-morbidities among those aged 65-74 is 46% and the proportion increases to 69% among those aged 85+.

Also, according to Age Cymru older people are disproportionately represented in malnourished groups with 43% of UK malnutrition cases belonging to people aged 65+, equating to around 1.3 million people. Therefore, malnourished older adults are twice as likely to visit their GP, have more hospital admissions, longer stays in hospitals and generally have more ill health.

Dementia and mild cognitive impairment double the risk of falls and falls-related injuries including hip fractures, fractures of the arm and head injuries creating higher possibility of hospital admission amongst

older people aged 75 and above. Falls, and their resulting fractures, are a common and serious health issue faced by older people. People aged 65 and older have the highest risk of falling; around a third of people aged 65 and over, and around half of people aged 80 and over, fall at least once a year. Falling is a cause of distress, pain, injury, loss of confidence, loss of independence and mortality. Falls and related injuries are increasingly common. Emergency admissions for falls in people aged 65 have increased over the last 10 years. Every year in Wales between 230,000 and 460,000 older people fall. According to Public Health Wales forecasting, in 2021 more than 700 older people in Wales will die from a fall, with a further 7,750 requiring hospital-based treatment. It also predicts that more than 132,000 older people in Wales will fall more than once in their home. Falls are the most common cause of injury related deaths in people over the age of 75. If it does not cause mortality falling causes significant distress, pain, injury, loss of confidence and loss of Independence.

The residential and nursing care provision of Penrhos care home offers the opportunity for health care and monitoring as well as social care support which reduces the risks of malnourishment, ill-health and falls which in turn reduces incidents of hospital admissions for example.

Key messages from the Gwynedd Population Needs Assessment (2022-2027)

- There is a lack of care homes with nursing provision in some areas – and particularly in Llŷn.
- The average split of Continuous Health Care (CHC) to Funded Nursing Care (FNC) and Fast Track/End of Life is: 50% CHC to 40% FNC to 10% Fast Track.
- There are no specialist dementia and mental health nursing respite locations available in Gwynedd, nor any specialist assessment units.
- There is a gap in the availability of male carers to meet specific needs such as the challenging behaviour associated with dementia and mental health.

Access to Care

As the care needs of the county changes, Cyngor Gwynedd have been working with the Health Board to ensure simple and direct access to services that supports what is important to older people in Gwynedd. An approach that puts more emphasis on health and wellbeing and preventative work ensures better outcomes for individuals, enables them to live independently for as long as possible and reduces the need for complex care.

There is an increasing shortage of nursing beds for the needs of the population. Unfortunately, there is a dire shortage of nursing home spaces across the county, and which is more acute in the Llŷn area with no nursing provision at all. The independent sector provides all the county's nursing provision because it has not been legally possible for Local Authorities to provide nursing care. Therefore, there is full dependency on the external market to provide nursing care provision for the population. As a result, delays are created for individuals to receive the care they need, or individuals may be forced to go to an alternative location which might be further away from their community of choice, causing a huge inconvenience in their lives. It means that people must travel to find suitable and qualified provision, increasing pressure on housing in the areas they would move to. We also know that some individuals must look for locations outside the county which creates difficulty in terms of visiting and maintaining contact with families and it can be more difficult to receive a service in Welsh.

Key messages from the Gwynedd Population Needs Assessment (2022-2027)

- There is a lack of care homes with nursing provision in some areas – and particularly in Llŷn.
- This means that people must move to other areas increasing the pressure and reducing provision in those areas.

Delayed discharge

As of 22 September 2025, 12 individuals were on the waiting list for residential and nursing beds in Gwynedd. Breakdown of the 12 is as follows:

Number on waiting list	Bed type
2	Dementia Nursing
10	Nursing

Table 3 - Number of individuals on the waiting list for nursing beds in Gwynedd 2025

It is useful to point out at this point that data for private nursing beds is incomplete.

Overall, what has emerged is that there is a significant difficulty in finding suitable locations for individuals in the community after spending time in hospital. The main reasons for delays are:

- Patients waiting for residential or nursing beds
- Hospital unable to discharge patients to a safe environment
- No suitable home care package in place

Delays in the discharge of over 65s whose independence may then deteriorate or be curtailed results in a significant cost to public services. If earlier discharge is facilitated and (short-term) care in a care home is provided, this would be significantly beneficial. A critical issue is that there is no care home with nursing provision in Llŷn. This creates pressure on care homes with nursing in the area or areas that are nearest since everyone wants to stay as close to their family and community as possible.

The fragility of the care home sector is well recognised across North Wales, with the loss of over 150 beds since January 2022. Although we have not seen home closures in the West, the Health Board and Cyngor Gwynedd are constantly being challenged in relation to care home fees for all levels of care. A high number of inpatients who are clinically optimised who are delayed in hospital due to awaiting care home placements has indeed been observed. This is of consequence as delays in the West account for 37% of North Wales care home related delays (August 2025 snapshot).

	Number of patients delayed	% of Care home delays	Number of bed days lost
Anglesey	10	17%	451
Gwynedd	12	20%	524
Conwy	6	10%	136
Denbighshire	4	7%	101
Flintshire	16	27%	673
Wrexham	11	19%	396
Total North Wales and %	59		2281

Table 4 - Number of patients delayed 2025

Key messages from the Gwynedd Population Needs Assessment (2022-2027)

Key messages from the Gwynedd Population Needs Assessment (2022-2027)

- Delays in discharge of people aged over 65 from hospital lead to a loss of independence and cost the NHS significant sums.
- If people are released and have (short-term) care in a residential or nursing home, this would be beneficial.

New Insights into Social Care problems and solutions:

Based on the Labour Party's 10-year Plan for Health and Care there are new insights into social care problems and the proposed solutions:

Key Problems in Social Care:

1. **Workforce Issues:** High reliance on Zero-hours contracts approximately 307,000 care workers, making up a fifth of the total workforce, are employed on zero-hours contracts. This precarious employment undermines job stability and contributes to high turnovers rates, negatively impacting the quality of care provided.
2. **Lack of Training and Career Development:** The social care sector suffers from low level of training and limited access to high-quality apprenticeships. This has created a workforce that is often underprepared for the complexities of elderly care, leading to suboptimal outcomes for service users.
3. **Fragmented Care Delivery:** The current system is highly fragmented, addressing each need separately without a holistic approach. This results in disjointed care where patients and their families often must repeat their medical history to multiple providers, causing inefficiencies and missed opportunities for early intervention.
4. **Inadequate Support and Short Visits:** The rise of 15-minute care visits, driven by underfunding and poor commissioning practices, has led to inadequate care. These short visits limit the ability of care workers to provide meaningful assistance, such as helping with meals, bathing, or medication management, which are crucial for maintaining dignity and quality of life.
5. **Neglect of Preventative Measures:** The system's focus on acute and hospital-based care has overshadowed the need for preventive services in the community. This neglect has increased hospital admissions, particularly among the elderly, who could have been supported effectively through community-based social care.

Proposed Solutions:

1. **Banning Zero- Hours Contracts:** Labours plans to eliminate zero-hours contracts in the care sector, promoting stable and fair employment. This change aims to improve staff retention and ensure a more consistent quality of care, benefiting both the workforce and service users.
2. **Enhanced Training and Career Opportunities:** The strategy includes creating new apprenticeships and career development pathways for care workers. A key initiative is the commitment to train 5,000 new home workers, providing them with robust training to improve their skills and support the growing demand for in-home care.
3. **Integrated Care Approach:** Labour's plan emphasises integrating physical, mental, and social care services into a single, cohesive system. This whole-person care model aims to end the fragmentation of services, reduce inefficiencies, and improve patient outcomes by offering a seamless continuum of care.
4. **Implementation of Safety Checks and Preventive Care:** Introducing safety checks for vulnerable older adults is a priority. These checks are intended to identify health risks early and prevent avoidable hospitalisations, aligning with the broader focus on preventive care and keeping people healthy at home for longer.
5. **Support for Carers:** The Labour plan includes measures to enhance support for unpaid family carers. This includes ensuring access to regular health checks, providing a single point of contact within the care system, and ring-fencing funding for carer's breaks. These steps aim to alleviate the pressures faced by family carers and enhance their ability to support loved ones effectively.

Labour's 10- year plan aims to address systemic issues in social care by investing in the workforce, integrating care services, and prioritising preventive measures. By tackling these root causes, the strategy seeks to create a more sustainable, equitable, and effective social care system that meets the needs of the aging population while reducing the burden on hospitals and acute care facilities. This approach provides a

comprehensive framework for reform that could significantly improve the quality and accessibility of social care services across the UK.

Public ownership of care

With increasing operational, financial and regulatory compliance challenges, the care home 'market' where private equity backed providers 'gamble' on care homes is unsustainable. This is the view of the Centre for Health and Public Interest, 2019 and the non-privatisation campaign 'We Own It - Public services for people, not profit'. Frequently citing the former, the latter articulates a compelling argument laid out below that 'care belongs in public ownership'.

'We Own It – Care Belongs in Public Ownership'

Local authorities were originally responsible for providing residential accommodation and care services for older people in need. During the 1980s and 1990s, local authority care homes were transferred to the private sector. Local authorities assumed the duty of buying care, mostly from private profit-making businesses. In 1980 there were 37,400 places in private residential care homes (a small proportion of the total) but by 1990 the number of private places had increased to 155,600 – a 316% increase. Later legislation (The Care Standards Act 2000 and Care Quality Commission and the Care Act 2014) put local authorities in charge of shaping the care market. 'Local authorities are responsible for the welfare of residents, and the NHS picks up the pieces when things go wrong – while the private providers prioritise their shareholders.'

In 1960, the private sector provided 10.5% of residential care, while the public sector provided 66% (and the voluntary sector 23%). Today private provision is at 83%, the voluntary sector at 13% and the public sector just 4%.

According to the Centre for Health and the Public Interest (2019) 18 of the 26 largest for-profit providers split their business into an operating company and a property company enabling rental payments to be made by one company to lease the care home premises from another, both of which are co-owned. The argument made here is that rental payments can include hidden profits through artificially high rental charges. Splitting the operating company also helps to limit liability where harm occurs and may make it easier to avoid tax. Since 2011, two major care home providers, Southern Cross and Four Seasons, who between them provided care to 45,000 residents, have either left the industry or gone into administration.

News reports have reported large amounts of profit being extracted from the care home industry, either in the form of dividends or as loan repayments to investors. In terms of who largely gains, the BBC's Panorama 'Crisis in Care: Follow the Money' suggested that "There's only one winner isn't there, and that's the investment companies." The Panorama investigation reported that nearly a third of care home beds are owned by the largest companies, whose investors see them as a source of income and profit. Three of the biggest groups – Four Seasons, Care UK and HC-One – are or have been owned by private equity firms and have 39,000 beds between them. The investigation also found that 20% of the fees paid to HC-One go towards profit and debt payments. 'Meanwhile, residents of its care homes receive terrible care, and their families suffer'.

With individuals and families now footing 51% (£7.7bn) of the total annual income (£15.2bn) for independent care homes financial transparency within the care home industry is now as much a consumer rights issue as it is a value for money issue for taxpayers (Centre for Health and Public Interest, 2019).

Key Facts:

- 64% of the public want care homes to be run in public ownership (Survation, 2020)
- Quality in care homes in England is poor, with one in every five homes rated 'inadequate' or 'needing improvement'. Larger care homes are associated with a worse quality of care.
- The Scottish TUC has found that nearly 25% of care homes run by big providers had at least one complaint upheld against them in 2019/20, compared to 16% in the rest of the private sector and 6% in homes not run for profit. Staffing resources are also 20% worse in the private sector.
- 10% of funding leaks out of the system through hidden profit extraction (an estimated £1.5 billion out of a total of £15 billion funding). This money leaks out through complicated corporate structures into dividend payments, rent, interest, management and directors' fees.
- The 26 big providers who account for 30% of all beds leak out £13.35 of every £100.
- At least 40,000 people a year must sell their homes to pay for nursing care. Around half of social care funding is provided by local authorities and the NHS, around half from individuals and their families.

- From 2010 to 2017/18, government funding of local authorities has fallen by 49% in real terms. Councils are now spending 38% of their total budget on social care.
- Private care workers are under pressure and undervalued. Skills for Care says that the vacancy rate is consistently over 6% and turnover at 29%. 82% of the workforce are female and 21% are Black, Asian or minority ethnicity.
- By 2040, nearly one in seven people will be over 75. What kind of future do we want for care work?

The National Audit Office in 2018 warned that “social care cannot continue as a Cinderella service”. The Labour Party wants to bring in a National Care Service in England and is holding a review to see how this could be achieved. Shadow Health Secretary Wes Streeting says *“I would love to see a national care service delivered exactly on the same terms as the NHS, publicly owned, publicly funded, free at the point of use, but we’ve got to be honest about the scale of the challenge. So, our starting point is to make sure we deliver national standards for care users and better pay and conditions for staff who work in social care.”*

Scotland has already committed to introducing a National Care Service, but it will not be run by the state. The Scottish TUC has found that ‘Scotland cannot afford privatised social care’ arguing that “large private providers are associated with lower wages, more complaints about care quality and higher levels of rent extraction than public and third sector care providers”.

‘Caring for people in their own homes is a hugely important job that is too often undervalued. Looking after older people, helping them wash and dress, cleaning and tidying, giving them medicine, preparing their meals, keeping them company - you might be the only person they see all day.’

This all contributes to the argument for greater public ownership of care homes. The Centre for Health and the Public Interest recommends that government – through local authorities and the NHS - use capital to build new care homes, employ care workers directly, and make sure they are well trained with decent terms and conditions, ‘building on the work UNISON has done with the Ethical Care Charter.’

This is unlike the status quo where care is a public service run for profit by a chaotic mixture of providers and a situation where care homes are seen as an investment opportunity – paid for by the public often by selling homes if one is owned or if not, by cash strapped local authorities. Mutual aid care homes, often run by non-profit organisations or community groups, are believed to typically offer lower rates of around 20-30% less than private care homes³⁵.

Collaboration

As The Strategy for Older People in Wales (2013-2023) outlines, there is a need to work collectively and embrace the reality, opportunities and challenges of population ageing - a permanent feature of modern society. A constant challenge has been one of health and care services are not being joined up with services often delivered separately, and the patient rarely treated as a ‘whole’. A service such as falls prevention includes medical, environmental, behavioural, and human factors, which impact across the NHS, social care, housing and the built environment and the voluntary and community sector proving the need for a collaborative approach. Caring for vulnerable people is one of the Cyngor Gwynedd’s most important responsibilities, and there is increased pressure on our services due to social changes that are beyond our control. Building on the ‘public ownership of care’ case for change, Penrhos care home fulfils the collaborative requirements of health and care provision.

³⁵ Care Home Costs & Care Home Fees | Nursing Home Costs | July 2024 (ukcareguide.co.uk)

nursing care. It is also likely that they must travel further out to gain access. Llŷn can meet 75% of residential provision within the area, which is comparable to the County average of 75%.

Internal Provision - Dementia Care Demand

Demand for dementia provision continues to increase. More investments have been made to increase the supply of specialist dementia beds. Waiting lists for dementia provision are frequently as high, if not higher, than waiting lists for standard residential beds. As of April 2023, and keeping in mind that demand is constantly changing, Cyngor Gwynedd have 50 individuals on waiting lists waiting for a dementia specialist bed from the internal provider³⁷.

Demand is increasing across communities, and in relation to Cyngor Gwynedd care homes this change is reflected in the higher number of residents who, although receiving standard residential care, are now living with dementia. While many do not currently require specialist dementia care, it is likely that a high proportion will need the specialist support at some point in the future. There are a further 50 individuals living with dementia receiving standard residential care in Cyngor Gwynedd care homes.

The main use of specialist dementia beds is to provide permanent accommodation and a home for residents living with profound dementia; however, these beds are also used flexibly to provide carers with regular respite. The activities and support provided in these specialist units are in response to the needs and interests of residents – e.g. the tasks of day-to-day life, gardening, cooking, pictures, music. The Council's care homes all support and care for residents living with dementia, but only six out of the eleven residential care homes provided by Cyngor Gwynedd offer specialist dementia care.

Whilst the supply of specialist dementia beds does not meet current demand, there has been an increase over the last five years which has seen the number of Gwynedd Council beds more than double – from 39 beds across three homes to 84 beds in six care homes.

Specialist Dementia Nursing Care

There are independent homes within Gwynedd that provide specialist residential and nursing care for dementia. Unfortunately, as repeatedly mentioned, there is no specialist nursing dementia provision available for individuals living in the Llŷn area which means that individuals must move out of their communities to receive suitable care. The demand for dementia nursing care exceeds the provision available locally. With currently only 4 dementia nursing homes within the county, this increases pressure on carers, families, hospitals and the many individuals who must move out of the county to receive care.

Workforce sustainability – Rebalancing Care and Support (Welsh Government White Paper)

The delivery of social care is rightly labour-intensive, and the availability of a skilled workforce plays a key role in delivering high quality of care. The social care workforce is typically ageing and gendered, with most staff of commissioned care providers are female and over half of the workforce is aged over 40. The staff turnover rate for all the adult social care workforce in Wales is reported by the ONS at 30% in Wales. In addition to high turnover, current issues include high vacancy rates, costly recruitment and training of new staff, growing use of (more expensive) agency staff, and churn within the sector with staff frequently moving between employers often for financial incentives or improved working conditions. Recent research by the Welsh institute for Health and Social Care noted there is competition from employers outside the social care sectors (e.g. retail). These employers are considered to provide similar or better pay, with roles carrying less

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<https://democracy.gwynedd.llyw.cymru/documents/s37698/Support%20for%20Individuals%20with%20Dementia%20in%20Gwynedd.pdf>

responsibility. Competition within and between social care employers and the NHS was thought to contribute to retention problems in the social care workforce.

As part of the Fair Work Commission, the Fair Work Wales report noted that despite the sector being a core industry that contributes to individual and social wellbeing, it is a sector which displays various features associated with insecurity and poor working environment. In response to the recommendations of the report, the Welsh Government has recently convened a Social Care Forum which is considering how best to improve pay and other conditions of employment in the social care sector. Research indicates that pay, terms and conditions are regarded as key factors that relate to job satisfaction, and there is an important link between job satisfaction, service quality and the achievement of outcomes. Improving pay, terms and conditions is an important part of attracting, recruiting and retaining works in the sector.

The first census results published in August 2022 revealed a decline in the working-age population over the past decade. In 2021, there were 64,900 people aged 20-64 in the area, making up 55.3% of all usual residents. This is a decrease from 68,800 (or 56.4%) in 2011. Comparatively, the working-age population in Wales was 56.5%, and in England and Wales combined, it was 58.4%.

For many years, recruitment and retention of social care staff have been a significant challenge for Cyngor Gwynedd. A report on these difficulties was submitted to the Scrutiny Committee as early as June 2019. Since then, the situation has worsened due to the Covid-19 pandemic, which has placed additional pressure on staff, leading to increased turnover.

A recent follow-up report presented to the Cyngor Gwynedd Care Scrutiny Committee highlighted ongoing issues and staffing gaps. It also outlined the actions being taken by Cyngor Gwynedd to mitigate these impacts and support the social care workforce as much as possible.

Current action to address workforce challenges

Cyngor Gwynedd carries out recruitment campaigns regularly and uses various methods to do so. The campaigns are held locally by targeting specific areas and towns. Alongside other partners, Cyngor Gwynedd are constantly seeking to change the perception that exists in terms of jobs in the care sector and makes efforts to highlight the wide range of opportunities that exist, the flexibility of the contracts that are available and the benefits for staff. One aspect in particular that should be highlighted is the collaboration that is ongoing with partners to seek to further develop career pathways within the field. Cyngor Gwynedd appointed an officer in December 2021 to lead on this aspect and to support the work programme in terms of holding events, various marketing methods, creating original and bespoke material, and identifying opportunities to improve work processes. There is recognition nationally that staff shortage has now reached crisis point. Cyngor Gwynedd have recently seen efforts made nationally such as the commitment to increase salary levels of all care workers to the Real Living Wage of £12.60 an hour as well as one-off financial contributions. On a promising note, the pay settlement agreed in October 2022 provides an additional £1,925 per annum. Such an increase has not been seen for some time.

It should be noted that salaries in this field are recognised as a matter that needs to be addressed on a Wales and UK level. This problem is therefore not unique to Gwynedd, and it is assuring to observe the ongoing collaboration intended to address these matters. Of course, there are differences in the way other local authorities provide care services, with some of them mainly reliant on commissioning the independent sector but from ongoing discussions and observed collaboration these organisations are all experiencing difficulties in recruiting and retaining staff. The Welsh Government White Paper on workforce sustainability highlights indeed that the situation has deteriorated in recent years, and it appears that the situation is not likely to improve any time soon. What is required now, the paper advocates, is a need for national guidance and intervention on the matter.

Gwynedd Care Academy

The idea of the care academy stems from a project that has already been established in Carmarthenshire in 2020. The academy offers a specific, professional path for individuals who wish to pursue a career in the world of Health and Care.

The academy will give individuals an insight into careers within these sectors and provide an opportunity to gain qualifications. Individuals on the scheme will know that they are aiming for a specific career path while filling gaps within services in the meantime and having the opportunity to build expertise.

Our intention with the academy is therefore to:

- to think about the future of our current services,
- increasing the ability to support new developments,
- building expertise for key positions along the journey.

By offering concrete developmental opportunities and pathways to the residents of Gwynedd we will commit more people to wanting to live and work within the County in the long term and fill vacancies in the short term.

The intention is to establish a new Care Academy coordinator position through Gwynedd Council's budgets as a starting point, with the intention of extending this to include a coordinator from BCUHB through the developmental work of the Penrhos scheme to increase the number of trainees as the scheme Penrhos to develop further.

The academy is open to individuals of all ages, an opportunity to earn a salary while learning as well as receiving support, training, and guidance along the way. At the end of the scheme individuals can follow careers such as: –

- Social Worker
- Occupational Therapist
- Home Manager or
- Nurse.

It is also possible for individuals who are already working in the field to apply for the development opportunities. In the same way if individuals are at any point happy with their job along the journey there will be various exit points in the academy which will enable individuals to apply for the relevant job.

While completing their placements along the journey and to reach the above goal, individuals can gain experiences and fill gaps in Penrhos services. Individuals can take advantage of opportunities to have various experiences working together and interweaving the world of Health and Care.

In encouraging collaboration between Health and Care the academy will help develop new, more integrated roles that will work across both sectors. It will be possible to develop more roles such as 'Advanced Practitioners' which will combine work, give individuals more opportunities to learn from each other and gain diverse experiences. The academy will therefore help with perceptions that individuals have about working in the field and give more professional status to this type of work.

We hope the academy will:

- help with workforce planning,
- helps when thinking about new plans for example Penrhos and needs for the future,
- reduces the need for the use of agency workers,
- reduces staff turnover within organizations as staff see more opportunities for a career path.

See Appendix A for an overview of the process.

The Vision

The Llŷn community is known for its resilience and independence borne out of the surrounding geography and rurality. Traditionally, adult children have settled nearby close to family members which has meant families have been able to step in to provide care for older relatives when necessary. However, this trend is becoming less prevalent and is likely to continue. This element of unmet need must be considered within the overall proposed service model.

There is also wide recognition that the former Penrhos Polish Home model of care was innovative in terms of keeping its residents well, independent and out of care. It will be important to maintain and build on this ethos in terms of the future for the site.

Proposed Service Model

The proposed service model should:

- Maintain the current overall ethos - promoting quality of life, maintaining independence, ensuring wellbeing and reducing reliance on dependent care for as long as possible.
- Deliver a spectrum of supported care - from minimal dependence (independent living apartments) to assisted living, with access to step-up/down care, to residential care and to nursing and end of life care, as determined by an individual's needs.
- Promote a flexible approach to the care home beds allowing flexibility in bed usage where possible to meet local needs rather than fixed/designated bed provision, thereby improving efficiency
- Recognise the importance of relationships (contracting) with the third sector to ensure service resilience (for example Mental Health).
- Future-proof the overall provision considering older people population projections and current unmet need.

There are two potential models or contractual arrangements for Cyngor Gwynedd and BCUHB to deliver the proposed new public sector residential and nursing home in Penrhos. These have recently been assessed by Carmarthenshire County Council and Hywel Dda University Health Board as part of a very similar project in Carmarthen to build and run a 60-bed residential and nursing home. The two models are:

- Option 1 – Partnership Model: The Health Board employs the nursing staff, retaining clinical oversight. The Local Authority would have run the home itself and be the registered body with CIW.

This would mean that the HB would fund the nursing staff (from existing CHC budgets) and Local Authority would separately charge the HB for the overheads associated with running a care home – this would represent a new contractual arrangement;

- Option 2 – Delegated Model: The Local Authority employs all staff, including nursing staff, under a delegated responsibility from the Health Board. The Local Authority would run the home and be the registered body with CIW. Under this arrangement, the contractual arrangement would remain the same as now with the HB commissioning care placement from the LA via CHC / FNC budgets.

The OBC does not presently articulate the definitive future contracting arrangements as this will depend on which model is followed. These arrangements will be defined at FBC stage.

The Penrhos Vision

The project's vision is for a new kind of partnership, which thinks differently about the relationship between services and the community for the future.

The Penrhos vision can therefore be summarised as follows:

Penrhos Vision

To provide high quality, energy efficient (low carbon) homes and health and care services in a unique village setting. The development will mainly provide homes for people with care/healthcare needs; but also provide some affordable housing for local people and for people who will work on site in the care and health sector.

Further background and the masterplan for the site can be seen in Appendix B. ([Penrhos Polish Village - A New Vision by ClwydAlyn - Issuu](#))

Investment Objectives

The Investment Objectives are the 'targeted' outcomes for the project. They reflect the rationale for the project and are used as part of the options appraisal process described in the Economic Case. The Investment objectives for this business case are set out in the figure, below. These objectives:

- Support the achievement of our vision
- Respond to the Case for Change described above.

Investment Objectives	
One	To support the rebalancing of the residential and nursing care market (for the Gwynedd area) by increasing delivery from the public/not for profit sector focused on delivering person centred outcomes for all.
Two	To support the provision of care closer to home by improving the accessibility of residential and nursing care, ensuring provision of services in the Welsh language.
Three	To support sustainability of local residential and nursing care provision through a collaborative, partnership approach which will integrate with the wider spectrum of care delivered from the Penrhos site.
Four	To develop an innovative workforce model that will support the long-term health and social care sector with the potential for application in other areas of North Wales and create opportunities for training through Welsh Language.
Five	To ensure purposefully designed accommodation which will meet the care needs of individuals both now and into the future.
Six	To deliver value for money through the efficient use of resources and delivery of environmentally sensitive accommodation that is carbon neutral.

Table 5 - Investment Objectives

Scope and Key Service Requirements

Key service requirements are the service changes required to meet the investment objectives described above. The key service requirements for this business case are summarised in the table below.

	Requirement	Desirable
Residential requirements	<ul style="list-style-type: none"> 32-bed residential dementia facility 2 residential units, each with 16 beds ensuite 2 x Resident Diners; Lounges; and Kitchens and Quiet area Assisted Bathroom in each unit 	<ul style="list-style-type: none"> Space to accommodate future needs. Consideration given to Covid management, easy to isolate residents, air circulation, manage infection. Consideration to RNIB requirements. Toilet facilities close to communal areas but also private. Proximity to nursing station and staffing. Consideration given to planning for dementia residents, colour contrast etc Safe outside space and visual interest.
Nursing care requirements	<ul style="list-style-type: none"> 24 bed nursing facility of which 8 beds will be for nursing dementia care 2 residential units, one with 16 beds and another with 8 beds ensuite 2 x Resident Diners; Lounges; and Kitchens and Quiet area Assisted Bathroom in each unit 	<ul style="list-style-type: none"> A modular design approach to allow for single rooms and to be dementia friendly Dedicated garden for walking and exercising / keeping fit Robust design for challenging behaviour. Generic design to meet requirements for Dementia and General Nursing to ensure flexibility in use, and to adapt in changes to demand and needs.
General / Communal	<ul style="list-style-type: none"> Staff changing rooms and showers 1 sleep-in ensuite bedroom 2 staffrooms 1 Community Resource Team office space 1 reception and visitor area (inc. office space) 2 therapy rooms 3 x Meeting rooms Manual Handling Training room Main Laundry Restaurant / Communal meeting area for use by wider site 1 x Family ensuite bedroom Hair salon and therapy rooms for use by wider site 	

Table 6 - Key service requirements

The site should be designed with flexibility for the future in mind.

The Care Home project does not address the need for extra care housing, step down flat, sheltered housing, Discharge to Recover then Assess (D2RA) beds as they form part of the wider Penrhos Redevelopment Project. End of life beds would be offered at Bryn Beryl hospital.

1.7 Benefits

With investment objectives outlined above the following section presents the benefits to be expected from this undertaking as well as an outline of risks and dependencies, and management thereof.

Previous Benefits Analysis

Previous benefits analysis contained in the SOC aligned investment objectives and benefits criteria as shown below:

Investment Objectives		Main Benefits Criteria
1	To support the rebalancing of the residential and nursing care market (for the Gwynedd area) by increasing delivery from the public / not for profit sector focused on delivering person centred outcomes for all.	<ul style="list-style-type: none"> • Securing of 'not for profit' nursing provision in local area • Flexible health and care provision ("seamless care" as described in A Healthier Wales) • Partnership approach between Health and Local Authority may provide further opportunities for integrated approaches
2	To support the provision of care closer to home by improving the accessibility of residential and nursing care, ensuring provision of services in the Welsh language.	<ul style="list-style-type: none"> • No-one stays longer than they need to in acute inpatient care. There are no "delayed transfers of care" due to lack of provision of residential and nursing beds
3	To support sustainability of local residential and nursing care provision through a collaborative, partnership approach which will integrate with the wider spectrum of care delivered from the Penrhos site.	<ul style="list-style-type: none"> • By having public sector provision in nursing – ability to understand more acutely the pressures of sector and ability to support smaller providers.
4	To develop an innovative workforce model that will support the long-term health and social care sector with the potential for application in other areas of North Wales and create opportunities for training through Welsh Language.	<ul style="list-style-type: none"> • Employment opportunities for residents • Provide residents with the right skills for long term employment • Provide school leavers with career aspirations meaningful and long-term employment • Local supply chain is supported and grown • Ability to train and develop medical, nursing and care staff through secondment and shadowing opportunities within the provision • Welsh language skills of all staff will be part of the recruitment policy of Council
5	To ensure purposefully designed accommodation which will meet the care needs of individuals both now and into the future.	<ul style="list-style-type: none"> • Providing a modern, accessible working environment that motivates different professional groups to operate collaboratively • Provides a demonstrable vision for service integration • Positive contribution towards decarbonisation / net zero agenda; Accommodation that meets current building recommendations (e.g. HBN / DDA / ventilation / infection prevention) • Meets BREEAM aspirations

Table 7 - SOC Benefits Analysis

Benefits identification approach

Since the SOC benefits analysis further work has been undertaken.

To define the full spectrum of benefits achievable through the delivery of Penrhos care home, a benefits workshop was previously held comprising Cyngor Gwynedd, BCUHB and ClwydAlyn representatives. The workshop had the following objectives:

1. To outline Gleed's approach to developing Penrhos project benefits
2. To propose first iteration of Penrhos project benefits for initial review and validation
3. To recommend further benefits management activity

The workshop was guided by the approach below and further details regarding the approach can be seen in Appendix C:

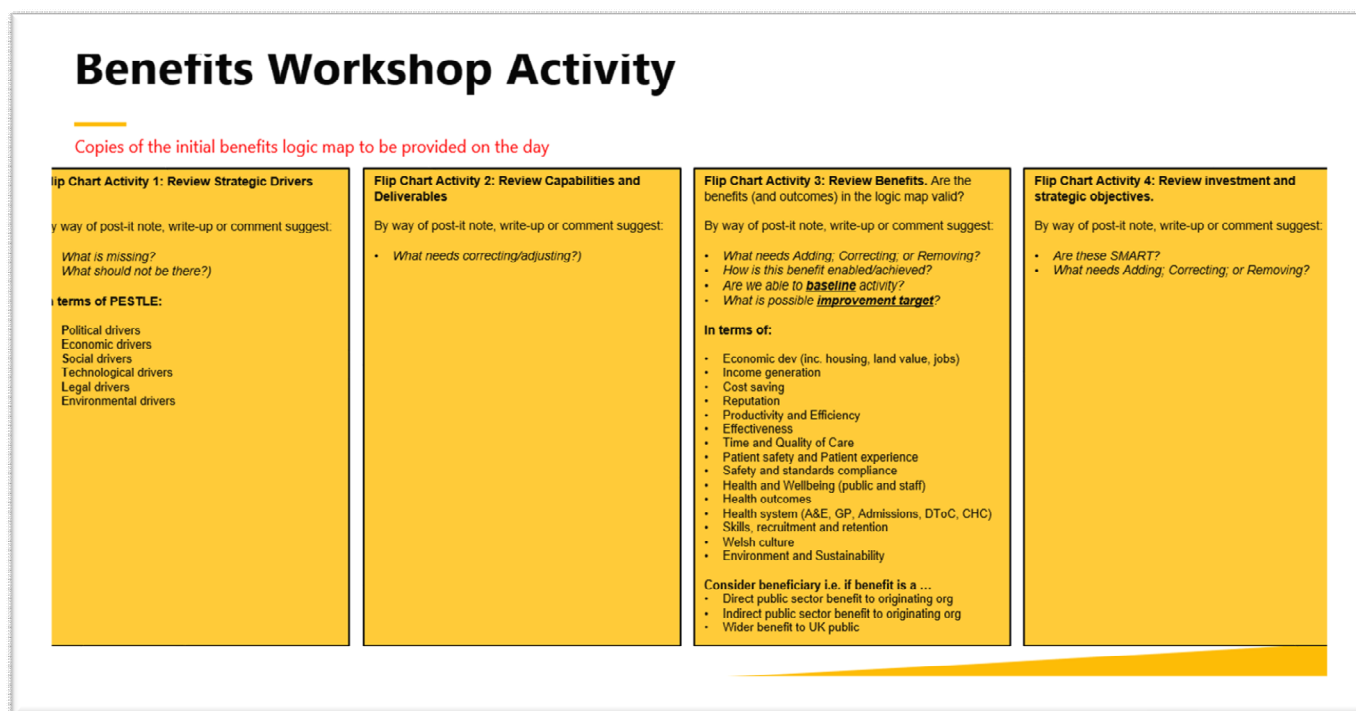


Figure 9 - Benefits workshop activity

Prior to the workshop and based on a detailed review of the strategic and economic cases outlined in the SOC, environmental scanning, and review of other previous initiatives a preliminary and revised set of benefits was identified arising from the preferred option. This preliminary and revised set of benefits guided the benefits workshop. Supported by active contributions across the board, the benefits workshop validated the proposed benefits and provided feedback which was incorporated into a revised benefits map.

The following table highlights the key benefits of the project.

Benefit	Examples
Economy	More construction jobs Construction social value New and more employment in care / nursing home Growth of local economy
Sustainability	CO2 savings - Energy efficiency and reduced carbon
Quality	Improving quality of care / patient satisfaction
Recruitment and retention	Staff recruitment retention improved Increased health and care skills
Experience	Increased staff satisfaction Increased patient satisfaction Increased public satisfaction
Outcomes	Improved Health Outcomes
Efficiency	Reduced hospital admissions Reduced re-admissions Reduction in length of stay Reduced Did Not Attend (DNA) Reduced Pathway of Care Delays
Value for money	Reduced LA and CHC costs Income/revenue generation
Culture	Enhanced cultural heritage

Table 8 - Key benefits of the project

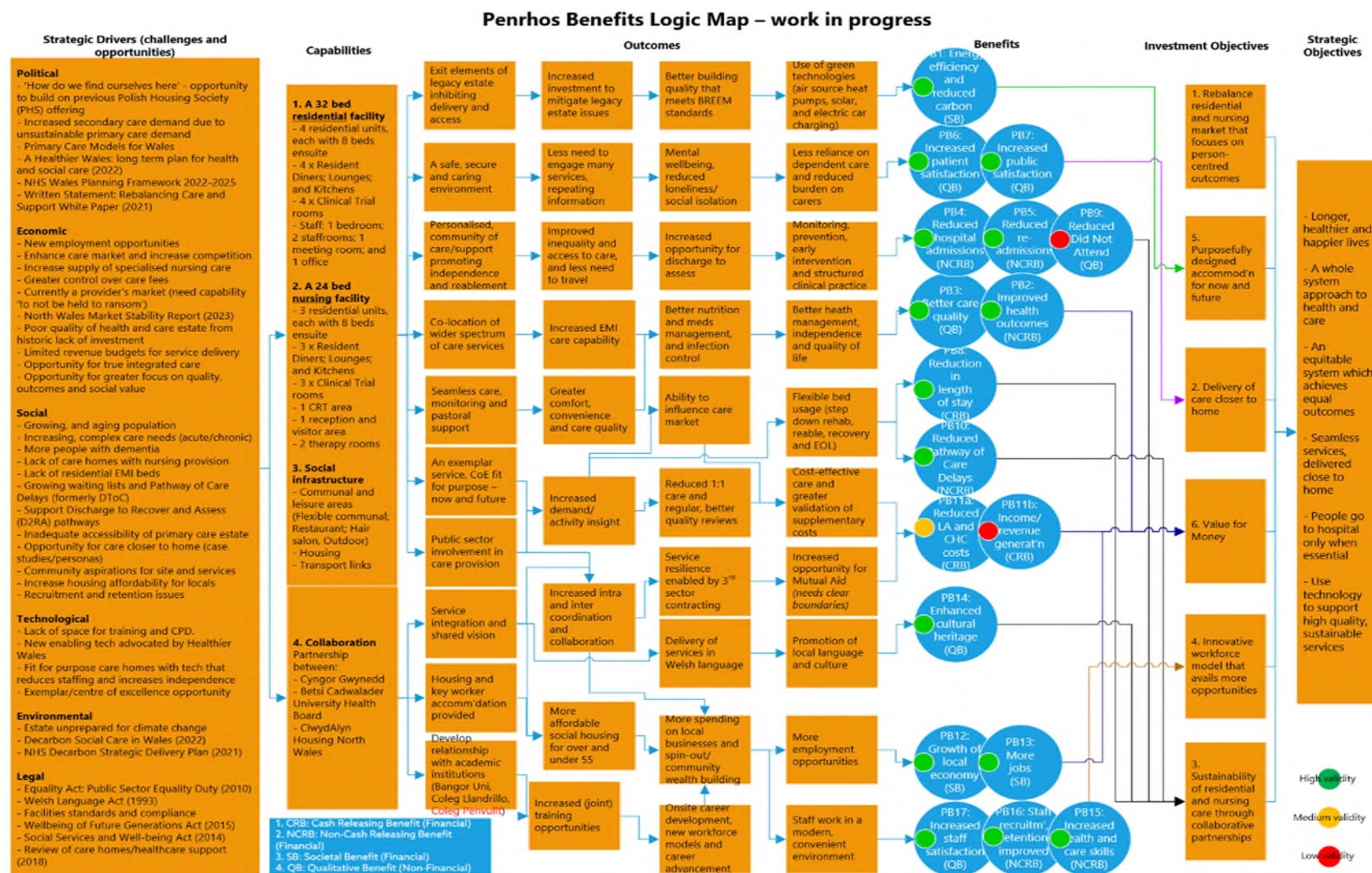


Figure 10 - Penrhos benefits logic map

Benefits Register

Aligning benefits and investment objectives provides assurance that the objectives are directly relevant to the business case and to the decision-making process. In keeping with benefits best practice, a Benefits Register has been developed to register all intended benefits. This register is in Appendix D.

1.8 Risks, Constraints and Dependencies

Risks

A risk workshop was undertaken with the project team and external advisors to assess the levels of risk associated with the current arrangements. The most impactful risks are as shown below:

Current Position	
RAG	Count
Red	5
Amber	9
Yellow	14
Green	10

Post Countermeasures	
RAG	Count
Red	1
Amber	4
Yellow	16
Green	17

No.	If...	Then...	L	I	Score	Risk Owner	Main Category	Risk Cost	Risk Countermeasures	L	I	Score	Cost Type	Adjusted Cost
1	Not possible to recruit required quantity or quality of care staff	New facility will not be able to operate at full capacity/ will bear the cost of agency staff	4	5	20	Council	Operational	£ 150,000	A workforce subgroup is currently exploring a potential model. There is an opportunity here to ensure that nursing placements within care homes become a more integral part of the career of nursing staff. The Health and Care Academy may go some way to mitigating this issue, regardless mitigation built into the scheme via dialogue with wider stakeholders to provide early warning of any shortfalls.	2	2	4	Revenue (PA)	£ 120,000
2	Not possible to recruit the required quantity or quality of nursing staff	New facility will not be able to operate at full capacity/ will bear the cost of agency staff	4	5	20	BCUHB	Operational	£ 200,000	Council has assessed availability of nursing staff, alongside communications with training providers, which are increasing in line with the growing certainty that the scheme will proceed.	2	2	4	Revenue (PA)	£ 160,000
3	Capital funding cannot be secured from the IRCF	Scheme will not proceed.	3	5	15	Council	Financial	£ 500,000	The Penrhos project has been included on the Regional Funding Requirement list, and regular conversations with the Welsh Government have highlighted the need.	2	5	10	Revenue (PA)	£ 300,000
4	Cost neutral solution (in terms of revenue) cannot be delivered, or alternative funding be secured	Affordability will not be proven at FBC stage, and the scheme will not progress	3	5	15	Shared	Financial	£ 500,000	Agreement of Heads of Terms to be concluded following submission of the OBC	2	4	8	Capital (Total)	£ 300,000
5	There is a delay to receipt of funding from WG	Capitalised staff costs and inflation for works and services will increase the overall outturn cost for the scheme	3	4	12	Council	Financial	£ 1,000,000	Maintain a cross-stakeholder working group to ensure, where possible, a smooth and robust FBC process. Arrange a pre-FBC engagement session with the assessors to agree on the proportionality of the business case and avoid, where possible, clarifications and requests for further information.	2	3	6	Capital (Total)	£ 480,000
6	A lower level of funding is granted than that requested in the grant applications	Scheme may require borrowing to become affordable	3	5	15	Council	Financial	£ 4,000,000	Maintain communications lines with Welsh Government	3	5	15	Capital (Total)	£ 2,400,000
7	Parties administering the grant funding delay the award	Tendered prices from the market may be lost	3	4	12	Shared	Delivery	£ 350,000	Take a proactive approach with the Welsh Government prior to drafting the FBC to ensure a 'no surprises' approach, reducing the need for clarifications and potential requests for additional information.	2	4	8	Capital (Total)	£ 168,000

Table 9 - Most impactful risks

Each risk is evaluated based on two main factors: how likely it is to happen (likelihood) and how significant the consequences would be if it did occur (potential impact). By multiplying these two values, we get the risk exposure score, which gives us a measure of how serious or threatening the risk is to the project.

The RAYG-rating, color-coded system (Red, Amber, Yellow and Green) represents the severity of each risk. Red rating indicates the highest level of risk exposure, meaning that both the likelihood and impact are significant and require immediate attention or mitigation. Amber represents a moderate risk exposure, suggesting that while the risk may not be as critical, it still requires monitoring and management. Yellow represents an even more moderate risk exposure compared to Amber. Green indicates the lowest level of risk exposure, meaning the risk is either unlikely to happen or would have minimal impact if it did, so it requires less immediate focus. RAYG system helps to prioritise risks, making it clear which ones need urgent action (Red) versus those that are less concerning (Green). A fully costed risk register can be seen in Appendix E.

Key themes

The key themes that emerge from the risk assessment are centred around staffing and funding. Firstly, there is a clear emphasis on the difficulty of recruiting enough qualified care and nursing staff. This could result in the nursing home not operating at full capacity, which could force it to rely on costly agency staff to fill gaps. This reliance would increase operating expenses and reduce efficiency. A way to mitigate this would be to assess the availability of the local workforce and engage with the Care Academy initiatives, which aim to develop and sustain a skilled care workforce through targeted training and recruitment support, thereby alleviating these staffing concerns.

Another important theme is the project's dependence on capital funding. Securing this funding is crucial and without demonstrating its viability, the project could be stopped before final approval of the business case. To manage this, strong financial planning is critical in providing a buffer against potential funding shortfalls and to keep the project on track.

Delays in funding or increases in inflation present additional risks as the cost of staffing and contracted services are likely to rise, making the project less affordable. Delays would not only affect the timing of the project but also increase expenses, potentially threatening its feasibility. Preparing contingency plans to account for inflation and engaging with funding bodies early on may help to mitigate these financial challenges.

Constraints

Any change will need to ensure that operational activities are not compromised. The nature of the organisations and their ability to maintain operations is paramount to its performance targets which ultimately means the public it serves. The design and phasing of schemes within this business case will have to be developed with maintaining business continuity being fundamental.

Perceived limitations have been reviewed, and the following have been identified, along with their mitigating actions:

Constraints	Mitigating Actions
Funding	Continue dialogue with partners.
Optimism Bias	This constraint is mitigated by close adherence to HMT business case development, and OB guidance. This is addressed in detail in the Economic Case below.
Planning Consent	High levels of partnership and engagement with all stakeholders and the public.
Location and Site Constraints	Engage all stakeholders as effectively as possible ensuring expectations are effectively managed.
Regulatory and Legal	Comply with various regulations, including health and safety, environmental laws etc.
Partner Buy-In	Active alignment with existing partner strategies and policies, including key strategic objectives and future development plans.

Table 10 - Constraints

Dependencies

As part of the PMO activity and the identification of potential limitations, a set of key dependencies have also been captured and considered, as per the following table:

Key Dependencies	Management
Cross Sector Collaboration	Partners need to collaborate, to minimise disruption to business continuity.
Regulatory Compliance	Adherence to regulations relating to building, including environmental, health and safety, and heritage preservation laws.
Project Management	Effective project management to oversee the entire process, ensuring timelines and budgets are adhered to.
Security Measures	Maintaining the security of sensitive information and infrastructure.

Table 11 - Dependencies

1.9 Conclusion of the Strategic Case

The preceding demonstrates the strategic relevance and critical importance of Penrhos care home which demonstrably supports national, regional and local efforts to address a wide range of socio-economic challenges while delivering on a range of health and social care benefits that support overall efforts of the Welsh Government and the health and social care partnership to improve health and wellbeing to Gwynedd residents. As shown above, the risks are considerable in the short term and to mitigate the known future issues remedial action is required.

Economic Case

2. Economic Case

2.1 Introduction

The Economic Case identifies and appraises the scheme costs and benefits to determine its overall Value for Money. It takes into consideration the costs associated with developing and delivering a new nursing and residential care home at Penyberth, Penrhos and the benefits attributed to this. The Economic Case overall shows that the investment from the public sector unlocks the scheme's benefits which are greater than the associated costs.

2.1.1 Market Failure

Research published by property advisors, Christie & Co in July 2024³⁸ highlighted the scale of the care home bed deficit in North Wales. They reported that between 2020 and 2023, 40 elderly care homes in Wales closed and only four opened.

Between 2020 and 2024, 604 EMC (Effective Market Capacity/future-proof) beds were developed in Wales, either through new registrations or the refurbishment of existing facilities – that's an increase of just 5 per cent in four years. Comparatively, the demand rose by 20 per cent meaning that, as of 2024, the overall demand for beds in Wales is circa 21,155 whilst there are only circa 12,501 EMC beds in supply – just 59 per cent of the required demand.

³⁸ <https://www.christie.com/news-resources/publications/wales-healthcare-market-insight-2024/>

Analysing existing planning applications, by 2029 the supply of EMC beds in Wales is predicted to increase by 1,049. However, this is alongside a projected increase in demand of 3,627 beds³⁹. Given the lack of new registrations in the country, this undersupply is likely to widen even further. Therefore, expansion and new registrations will not occur at a rate that can replace the decline, ultimately leading to a lack in the supply of future-proof beds in an ageing population. Christie & Co forecasts that, by 2034, there will be a total undersupply of 1,672 EMC beds in North Wales.

In Gwynedd specifically, there is a dire shortage of nursing home spaces across the county, and which is more acute in the Llŷn area with no provision at all. Proportionally, more people from Llŷn are having to travel further away from home and to get the right nursing care.

As reported in the Health Foundation, February 2021⁴⁰, in the NHS most care is free at the point of use, state-funded and, usually, delivered by organisations in the public sector. Adult social care, by contrast, is a far more complicated mix of state-funded and privately financed care, provided by thousands of different organisations, most of which are independently owned businesses, at prices determined by local market forces and the funding available to local authorities.

If the adult social care market worked well, as the Competition and Markets Authority (CMA) has explained in the case of care homes, it would match supply and demand, and people would make well-informed choices about how their care needs are met. Those working in the sector would be appropriately recompensed for their skills, the industry would be financially sustainable, providers would become more efficient and investment in the sector would continue. However, the CMA concluded there were broad problems in the care home market.

To summarise, currently there is under provision of nursing home places in Gwynedd, which is worse in some parts of the county, namely Llŷn. As commissioners, the Local Authority and the Health Board are looking to address this by becoming providers of a care home with nursing. As commissioners, the partners are looking to intervene where the market has not provided a solution.

2.2 Critical Success Factors

Before identifying the potential options available to deliver the investment objectives, it is important to establish the Critical Success Factors (CSF) against which the options will be assessed. A workshop between the project partners identified the following CSFs:

Critical Success Factor	Description
Strategic fit and business needs	Meets agreed spending objectives, related business needs and service requirements. Align with local and national strategic direction.
Potential Value for Money	Optimise public value (social, economic, and environmental) in terms of potential costs, benefits, efficiencies and risks.
Potential achievability	The ability of the Cyngor Gwynedd/ BCUHB partnership to deliver the required services and deliverables.
Supply-side capacity and capability	The partnership's ability to innovate, adapt, introduce, support, and manage the required level of change, including the management of associated risks. The partnership's ability to further develop progressive and collaborative working within the across boundaries.

³⁹ <https://www.christie.com/news-resources/publications/wales-healthcare-market-insight-2024/>

⁴⁰ <https://www.health.org.uk/news-and-comment/blogs/why-the-market-matters-in-adult-social-care-and-what-we-can-do-about-it>

Potential affordability	The partnership's ability to fund the required level of expenditure – namely, the revenue consequences associated with the proposed investment and service delivery model.
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Table 12 - Critical Success Factors

2.3 Options Assessment

A local, sustainable and quality provision of care homes is an essential part of any health and care system. Without such provisions, individuals will not be able to secure the best health and wellbeing possible, and the health and care system as a whole will be inefficient and ineffective in delivering on the health outcomes of the wider population.

There are a total of 128 residential beds in the Llŷn and Eifionydd District but following the closure of the Penrhos Nursing Home at the beginning of December 2020 there is no provision of nursing beds in the Llŷn area.

This means that people must travel to find suitable and qualified provision, increasing pressure on housing in the area they are moving to. Some individuals must also look for locations outside the county which causes difficulty in terms of visiting and maintaining contact with families and it can be more difficult to receive a service in Welsh.

On this basis, several options have been considered by the Local Authority and Health Board to address the lack of provision of residential and nursing care in the Llŷn area. In the initial development of the SOC, a series of partner workshops informed the longlisting, driven by the Strategic Options Framework Filter process in the HM Treasury Green Book.

The long list of options to deliver the investment objectives were identified as follows:

Option	Description
1	Business as usual. Continued lack of provision locally
2	Commission all beds from a private provider
3	Re-purposing community hospitals to provide suitable nursing care accommodation
4	24/7 home care for nursing and residential provision. No new residential beds provided.
5	Single partner delivery approach. LA provider only or Health Board provider only.
6	Partnership between LA and Health Board – refurbishment of existing Penrhos care home
7	Partnership between LA and Health Board – new care and nursing home facility at Penrhos

Table 13 - Longlist of Options

Each of the options were assessed against the critical success factors. The options longlist assessed against the five critical success factors as follows:

	Strategic fit/business needs	Potential VFM	Potential achievability	Supply-side capacity/capability	Potential affordability	Taken forward
Option 1: Business as usual						For comparison
Option 2: Commission all beds from a private provider						No
Option 3: Re-purposing community hospitals						No
Option 4: 24/7 home care for nursing and residential provision						No
Option 5: LA provider only, HB provider only or LA, HB, Private provider only						No
Option 6: Partnership with LA and HB – refurbishment of existing Penrhos care home						Yes
Option 7: Partnership with LA and HB – new care and nursing home facility at Penrhos						Yes

Table 14 - Assessment of Longlist Options

The rationale behind these ratings is described below:

Option	Rationale
Option 1: Business as usual	Does not meet service requirements or deliver associated benefits. High cost associated with the use of private provision outside of the local area. Discounted but considered in the economic appraisal to allow comparison against base case.
Option 2: Commission all beds from a private provider	No private nursing provision currently in place in the Llŷn area. Evidence to date shows private sector unlikely to enter the market locally. Does not meet service requirements and therefore is discounted.
Option 3: Re-purposing community Hospitals	The Bryn Beryl site would have to be repurposed to ensure care closer to home. This would likely impact on other hospital services, impacting on the wider health and care system. Option is discounted.
Option 4: 24/7 home care for nursing and residential provision	The availability of workforce in the area to meet demand is a significant barrier to the success of this option. Because of the lack of nursing home beds, this option represents a risk of people with high needs living alone. Option is discounted.

Option 5: LA provider only, HB provider only	No partner can provide nursing care without the partnership of the Health Board. A single partner approach would not achieve the investment objectives of meet the gaps in the market identified in the strategic case. The Health Board cannot operate a care home alone, due to the inability of the Health Board to charge residents for care services. Option is discounted.
Option 6: Partnership with LA and HB – refurbishment of existing Penrhos care home	Gwynedd Council and Betsi Cadwaladr University Health Board have a partnership agreement in place to provide nursing home placements within the county and to establish an innovative, seamless and effective care model to meet the future needs of Gwynedd residents. A partnership is required to enable the public sector to deliver flexible and responsive nursing care. Delivery of flexible and responsive nursing care tailored to the needs of local people is not possible without this partnership between the local authority and the health board. The number of rooms that could be accommodated through refurbishment would not meet local requirements and costs of refurbishment are considered prohibitive and would not represent value for money. Taken forward to the economic appraisal for comparative purposes.
Option 7: Partnership with LA and HB – new care and nursing home facility at Penrhos	Gwynedd Council and Betsi Cadwaladr University Health Board have a partnership agreement in place to provide nursing home placements within the county and to establish an innovative, seamless and effective care model to meet the future needs of Gwynedd residents. A partnership is required to enable the public sector to deliver flexible and responsive nursing care. Delivery of flexible and responsive nursing care tailored to the needs of local people is not possible without this partnership between the local authority and the health board. The preferred option is to deliver this through a new, fit for purpose facility with the capacity to meet the requirements of the local health care ecosystem. Taken forward.

Table 15 - Rationale behind ratings

2.3.1 Options to be appraised

Based on the above analysis, the options appraised through the economic assessment are therefore:

- **Option 1: Business As Usual**
- **Option 6: Partnership with LA and HB – refurbishment of existing Penrhos care home (Do Minimum)**
- **Option 7: Partnership with LA and HB – new care and nursing home facility at Penrhos (Do Maximum, preferred option)**

This allows the preferred option to be considered against the “do nothing” or “business as usual” option as well as the do minimum option. All other options have been discounted as set out in the table above.

2.4 Economic Appraisal

2.4.1 Economic Appraisal Summary

The economic appraisal assesses the Net Present Value (NPV) and the Benefit Cost Ratio (BCR) against a range of plausible scenarios.

An Appraisal Summary Table provides a clear and transparent reflection to decision makers on cost and benefits associated with the scheme on a consistent basis. This enables the decision maker to understand the value for money.

The table below shows the appraisal summary for the preferred and 'do minimum' options. This shows that the preferred option with a Benefit Cost Ratio (BCR) of 2.57:1, would fall into the 'High' Value for Money Category as set out in the MHCLG Appraisal Guide 2023.⁴¹ The do minimum option, with a Benefit Cost Ratio (BCR) of 1.42:1, would fall into the 'Acceptable' Value for Money Category.

	Preferred Option	Do Minimum
Economic Benefits		
Employment Impacts	£13.8m	£13.1m
Construction Training / Social value	£0.1m	£0.1m
Improvement in quality of care / patient wellbeing	£4.5m	£1.2m
Reduction in A&E Admissions	£0.06m	£0.04m
Reduced Ambulance Use	£0.06m	£0.05m
Reduced length of stay in hospital	£0.04m	£0.001m
Patient / Family Cost Savings	£3.1m	£2.25m
Recruitment savings	£0.4m	£0.27m
Staff satisfaction	£4m	£2.7m
Carbon savings	£0.6m	£0.3m
Energy Savings	£15.3m	£7.6m
Distributional Effects	£8.6m	£6.4m
Total	£51m*	£34m*
Economic Costs		
	£19.88m	£23.86m
Benefit Cost Ratio	2.57:1	1.42:1

Table 16 - Appraisal summary for the preferred and do minimum options

*rounded numbers

2.4.2 Key Assumptions

The general assumptions we have made as part of our economic appraisal are as follows:

The appraisal period is from 2025/26 which is considered year 1 of the project through to 2038/39 which would be 10 years after opening of the new care home, based on the current programme. This assumes a first full year of opening being 2029/2030, assuming funding is secured from the Welsh Government. This allows the benefits to build up and be felt in the health and care system and local economy.

The benefits identified in the strategic case were monetised using relevant market prices where possible and willingness to pay / benefit transfer estimates from appropriate literature otherwise.

Monetised costs and benefits are provided in real terms – *i.e. after stripping out inflation*.

Monetised costs and benefits were discounted at 3.5% to provide net present values. We have taken a base year of 2021.

⁴¹ <https://www.gov.uk/government/publications/dluhc-appraisal-guide/dluhc-appraisal-guide>

2.5 Scheme Costs

2.5.1 Introduction

The costs of the preferred option are set out in the financial case and include cost projections to the end of 2028/29.

In line with HM Treasury Guidance, the scheme costs use the following methodology:

- Estimation of the base cost
- Adjustment to real prices
- Adjustment for Optimism Bias
- Discounting costs to 2021 values. In line with HM Treasury's Green Book guidance, all costs and benefits in the Economic Case have been expressed in real terms and discounted to a common base year. 2021 reflects the year in which the initial appraisal was developed and ensures consistency across all options and scenarios.

These are based on the latest cost estimated provided by Cyngor Gwynedd and have been profiled as follows:

	2025/26	2026/27	2027/28	2028/29	Total
Scheme Costs	£1,963,000	£8,835,000	£7,853,000	£982,000	£19,633,000

Table 17 - Scheme costs

For the do minimum option, at this stage, it is assumed that the costs of refurbishment are 20% higher than the new build option. This will need further testing at full business case stage.

2.5.2 Adjustment for optimism bias

In accordance with HM Treasury Green Book guidance, an optimism bias adjustment has been applied to all costs. Optimism bias is only applied to costs in the economic assessment and is not included in the financial case values.

The upper bound optimism bias rate estimate for standard building types is 24%. Standard building projects are those which involve the construction of buildings not requiring special design considerations i.e. most accommodation projects e.g. offices, living accommodation, general hospitals, prisons, and airport terminal buildings. It is considered that the new nursing and residential care home at Penyberth, Penrhos would fall into this definition.

The Green Book Supplementary Guidance on Optimism Bias states that that the upper bound percentages relate to the average historic optimism bias found at the outline business case stage. Therefore, given that the project is at Outline Business Case Stage, no mitigation to this level of Optimism Bias has been applied. 24% optimism bias has therefore been applied to the project costs.

2.5.3 Discounting Costs to Real Prices

Nominal costs converted to real costs using the GDP deflator taken from 'November 2023 Economic and fiscal outlook: Economy supplementary tables', converting the base year to 2023/24. Beyond 2028/29, it is assumed that the deflator will grow at around 2 per cent in the long run, as set out in the OBR's Long run assumptions for National Account deflators.

2.5.4 Present Value of Project Costs

As well as applying the optimism bias uplift to scheme costs, a discount factor is applied to adjust costs to 2021 present values (PVs). Discounting incorporates the time preference assumption that generally people prefer value now rather than later and is applied to all costs and benefits. A real terms discount factor of 3.5% per annum has been applied to all scheme costs incurred in line with HM Treasury's Green Book. The total net present value of costs in present day prices including optimism bias and once costs have been discounted is estimated to be **£19.88m**.

Costs	2025/26	2026/27	2027/28	2028/29	Total
Year					
Nominal Economic Cost (with OB)	2,170,000	9,765,000	8,680,000	1,085,000	21,700,000
Real Economic Cost	2,134,146	9,442,081	8,258,801	1,014,398	20,849,426
Real Discounted	2,134,146	9,125,771	7,709,679	914,929	19,884,525

Table 18 - Discounted costs

The Net Present Value (NPV) of costs for the 'do minimum' option have been estimated at **£23.86m**

2.5.5 Adjusting for Deadweight

It is important to account for deadweight – the costs that the public sector would incur under the 'business as usual' or 'do nothing' scenario. The financial case identifies the full net operating position across the 10 years (excluding capital works and inflation) is shown in the table below. This includes external bed purchase pre-construction completion showing a significant cost savings to the Council of £34,734m over 10 years.

Operations	BAU	New 56-bed care home	Savings
Bed income	-	£28,756,457	-
External purchase bed	-£34,287,276	-	-
Operating costs	-	-£28,309,310	-
<u>Net operations</u>	<u>-£34,287,276</u>	<u>£447,147</u>	<u>-£34,734,423</u>

Table 19 - Adjusting for deadweight

This indicates that over 10 years, the cost of the "business as usual" option would be £34,287m for external bed purchase. This is essentially the deadweight position. As these costs have been accounted for in the financial case, they have not been included in the economic appraisal but are considered as part of the sensitivity analysis.

2.6 Monetised Benefits

The following benefits of the “do minimum” and preferred options for a new nursing and residential care home at Penyberth, Penrhos have been assessed. In line with the Green Book, these are benefits for which a monetary value can be identified, for the purposes of estimating the Value for Money of a scheme. It must be noted that these monetised benefits will not necessarily lead to Cash-Releasing Benefits (CRB).

- Construction employment
- Construction social value
- New employment in care / nursing home
- CO2 savings
- Improving quality of care / patient satisfaction
- Reduced A&E Admissions
- Reduced ambulance use
- Hospital admissions / Length of Stay
- Staff turnover
- Staff satisfaction

2.6.1 Construction Employment

Data from the Annual Business Survey 2022 published in June 2023 reveals that total turnover in the construction sector during 2022 was £344,639 million. The average number of people employed in the construction sector during 2022 was 1.4 million, suggesting that average turnover per construction job in 2022 was approximately £246,000.

Using the construction (and associated costs) estimate of £17.5 million and the average turnover per construction job in 2022 of £246,000, it is estimated that the delivery of the project will generate approximately 71 person years of temporary construction, and related employment.

This is the equivalent to 71 construction workers being employed on a full-time basis for the construction period.

To understand the real construction employment effects an assessment of the net additional construction jobs that will be generated has been undertaken:

Displacement	Given the scale of the project, it is assumed that there will be some displacement of jobs. A ‘medium’ displacement factor of 50% is assumed.
Substitution	It is not considered likely that any firms that will be operating within the construction industry will be substituting employment activities for other activities. Therefore, this has been considered to be negligible.
Multiplier	The Scottish Government* publish type I and type II multipliers for all industry sectors. A multiplier of 1.8 has been used based on the published type II employment multiplier for the construction sector (2020).

Table 20 - Assessment of the net additional construction costs

*The Scottish Government publishes yearly data on multipliers and is a widely used source for multiplier data.

As per the 2020 Green Book, any analysis of place-based effects should supplement (not replace) a UK level cost benefit analysis. The BCR should therefore reflect a UK level analysis, and no leakage is applied.

The employment which could have been expected to be supported by the construction phase of the scheme would have an economic benefit for the local area by generating gross value added. Gross value added (GVA) is a conventional measure of economic well-being. GVA measures the value of output generated by a producer minus the costs associated with the production of the output. Whilst it is recognised that there are challenges in measuring GVA, it is considered appropriate to include the economic benefits associated with the construction as a one off GVA impact.

The Annual Business Survey provides estimates of the approximate GVA added by different sectors of the UK economy. During 2022 the approximate gross value added by the construction sector was £139.1 billion. The average number of people employed in the construction sector during 2022 was 1.4 million. This therefore suggests that the GVA per construction job in 2022 was £99,345.

Once additionality is accounted for, for the preferred option the construction employment will generate a net present value of **£7.3m**.

For the do minimum option, this will generate a net present value of **£8.7m**

2.6.2 Construction Social Value

As part of the procurement process, the main contractor will be contractually committed to delivering social value outputs. Whilst these are yet to be defined, it is assumed this will include some training outputs and community and school engagements. Based on comparator projects, the following has been assumed.

Output	Benefit Applied	Value (gross)
10 apprenticeships	Wage premium of 16% based on an average salary for a Construction Labourer of £25,592 per year in Wales. Wage premium value is taken from the BIS report 'Measuring the Economic Impact of Further Education' which identifies a wage premium of 16% for a level 2 apprenticeship. This benefit is assumed to be an annual lifetime benefit and therefore persists across the period of the appraisal.	£41k
5 work experience placements	A net benefit to society per work experience participant taken from the 'Work experience - A quantitative impact assessment' report by Department for Work and Pensions. Value of £2,050 per participant is identified and has been converted to 2021 prices. This is a one-off benefit.	£23k
30 school children engaged through construction related programmes	Based on Life satisfaction score improvement from participating in School wellbeing / resilience programmes as identified in Lordan and MacGuire (2019). Healthy Minds evaluation report. Value was identified as £2,366 in 2019 and has been converted to 2021 prices. This is a one-off benefit.	£86k

Table 21 - Social value outputs

The value for work experience and school engagements are already net impacts and therefore further additionality factors have not been applied. 80% additionality is assumed for the apprenticeships, recognising that there could be some displacement of apprenticeship activity from elsewhere.

Once additionality is accounted for, the construction social value will generate a net present value of **£0.1m**. It is assumed that this is the same for both the preferred option and do minimum option.

2.6.3 New employment

The project will also create new employment opportunities within the new care home. It is currently estimated at 60 new jobs will be created and it is assumed that these will need to be in place from opening. In accordance with the HMT Green Book 2020, the impact of job creation from this scheme was monetised by estimating the welfare value of additional employment at the care home.

To calculate the value of these jobs in terms of welfare value, the GVA per filled job (2021) for Gwynedd was sourced from ONS data. The average GVA per filled job in 2021 was £40,528. From this, the welfare benefit, estimated by the DfT to be the equivalent of 40% of GVA was taken and included in the appraisal.

To understand the net impact of the employment created, an assessment of additionality has been undertaken as shown in the table below:

Deadweight	It is assumed that the majority of the 11 jobs identified will be new jobs. A 'low' deadweight factor of 20% has been applied in line with the DLUHC Appraisal Guide.
Displacement	There could be some displacement of jobs from elsewhere but given the number of jobs created, this is also expected to be low. A 'low' displacement factor of 20% has been applied in line with the DLUHC Appraisal Guide.
Multiplier	The Scottish Government publish type I and type II multipliers for all industry sectors. A multiplier of 1.5 has been used based on the published type II employment multiplier for 'Residential care and social work' (2020).

Table 22 - Assessment of additionality

Once additionality is accounted for, the employment within the care home will generate a net present value of **£6.6m**.

For the do minimum option, we have assumed a lower number of jobs will be accommodated (40) as there will be less bedrooms and this will generate a net present value of **£4.4m**

2.6.4 CO2 savings

Gleeds undertook an analysis of the Energy Performance Certificates (EPCs) for similar sized care homes across Gwynedd and Wales. This identified an average Carbon Intensity of 73 kgCO₂e/m²/y. The same report identified that it is recommended to exceed the requirements of Part L to ensure good environmental performance. The RIBA 2030 Climate Challenge guidance proposes a 2025 target of 60 - 75 kWh/m²/y. 75 kWh/m²/y equates to a carbon intensity of 15 kgCO₂e/m²/y. This would relate to an annual saving against the baseline position of 58 kgCO₂e/m²/y. This has been applied to the proposed gross internal floor area of 4,840 square metres to calculate the annual estimated savings. Carbon values have been taken from the governments 'Valuation of greenhouse gas emissions: for policy appraisal and evaluation'⁴². This will generate a net present value of **£0.6m**.

For the do minimum option, the carbon savings will be reduced. A 50% reduction on the preferred option has been assumed this will generate a net present value of **£0.3m**

⁴² <https://www.gov.uk/government/publications/valuing-greenhouse-gas-emissions-in-policy-appraisal/valuation-of-greenhouse-gas-emissions-for-policy-appraisal-and-evaluation>

2.6.5 Energy Savings

The value of improvements in energy efficiency was calculated using the approach set out in the government's Green Book Supplementary Guidance 'Valuation of energy use and greenhouse gas' and applying the modelled changes in energy use modelled by Gleeds. A rebound effect of 30% was applied.

The long run variable cost of energy supply (LRVC) is used to value net changes in energy use, and that the retail price of energy is used to value the direct rebound effect.

The LRVC is calculated by identifying the parts of the retail price that represent actual costs to society that vary according to the level of consumption. Other price components are fixed or will only result in transfers between groups in society (which are of no net social benefit). The LRVC does not include carbon savings as these are accounted for separately. The medium range of LRVC and retail prices has been used. The low costs are considered as part of the sensitivity analysis. It is assumed that the reduction in energy use is largely additional and therefore an additionality factor of 75% has been applied.

Once additionality is accounted for, this will generate a net present value of **£15.3m**.

For the do minimum option, the energy savings will be reduced. A 50% reduction on the preferred option has been assumed this will generate a net present value of **£7.6m**

2.6.6 Improving quality of care / patient satisfaction

A key aim of the investment in Penrhos is to achieve improved health outcomes from better management of health, better nutrition, better medicines management, and better infection control practices provided by co-location of wider range of services that support Dementia care.

Improvements in healthcare are typically measured through Quality-adjusted life years (QALYs). QALYs are a unit of measurement that combines a person's quality of life (QOL) with their life expectancy to assess the value of medical interventions.

Typically, QALYs for people living in residential care are lower than those living in their own home, however, the innovative nature of the proposed provision which aims to deliver better all round quality of care achieved from joined-up or co-location of services can assumed to result in an improvement in QALY compared to the "business as usual" position for residents which may be long term periods in hospital or in residential settings outside of the county.

Typically, the perception of QoL is limited to health aspects, but there is an ongoing discussion regarding the need for a broader approach to this quality, focused more on overall "well-being", in order to better capture the full benefits of activities [7, 50]. It is increasingly recognised that an overly narrow understanding of the QoL may lead to underestimations of effects, especially in older populations.

The instruments used to assess the QoL component in QALY calculation limit this assessment to dimensions related to health-related QoL. Whereas, for old people, aspects other than those related to health are often essential. It is sometimes difficult to separate health needs from social needs in the older population. Moreover, social values (integration into the community, inclusion, relationships) may be even more important than health improvements per se [40]. Independence, psychological wellbeing, social relations, standard of living, and social activities are examples of factors that strongly influence older people's quality of life [46].

The new residential and nursing home aims to increase patient satisfaction through provision of a safe, secure and co-located care environment which means less reliance on dependent care, reduced carer burden, reduced isolation and loneliness and less need to engage multiple separate services and having to repeat the same information.

Research on such impacts is limited but research from the 'Better Health in Residents of Care Homes with Nursing' programme published in the National Library of Medicine in 2020 on the impact of specific interventions to reduce avoidable hospital admissions in nursing homes reported an increasing in mean QALY per resident of 0.289. As care home residents are likely to have less severe medical conditions than nursing home residents, it is likely that there would be more of an increase in QALY for care home residents than nursing home residents, particularly when QoL is taken into consideration.

For the purposes of the economic modelling, an increase in QALY of 0.2 has been assumed for nursing home residents and 0.4 for care home residents.

The National Institute for Health and Care Excellence states that net health benefits should be presented using values placed on a QALY gain of £20,000 and £30,000. For the purposes of the economic appraisal, a midpoint QALY value of £25,000 has been used. A lower QALY value of £20,000 is tested in the sensitivity analysis.

Additionality is assumed to be high given the lack of residential and nursing care in the locality. Therefore, additionality of 80% has been assumed.

Once additionality is accounted for, this will generate a net present value of **£4.5m**.

For the do minimum option, it is assumed that there are 40 care home beds and no nursing beds in line with the previous provision on the site. It is also assumed that these are not all ensuite rooms. It would not be possible to deliver the exact same model of care and therefore a lower QALY increase of 0.2 has been assumed for care home residents. This will generate a net present value of **£1.2m**.

2.6.7 Cost savings for individuals and families

As the cost of providing beds at the new Penrhos Care Home will be less than paying for private provision, there will be cost savings for individuals who pay for some or part of their own care. These cost savings have been calculated through a direct comparison of current and anticipated costs where Penrhos care and nursing home costs are demonstrably lower than private providers and have been estimated at £350,000 per annum.

There will also be cost savings for families of individuals who will not need to travel outside of the local area to visit relatives. Based on an average cost of £50 to travel outside the area and an average of one visit per week for each individual, this would generate savings of approximately £145,000 per annum. For prudence, 50% additionality has been assumed as it cannot be accurately calculated how far each family would travel in the business-as-usual scenario.

The net present value of these cost savings is estimated at **£3.1m** over the appraisal period.

For the do minimum option, the savings have been factored down to reflect the reduced number of beds. This will generate an estimated net present value of **£2.25m**.

2.6.8 Staff turnover

One of the investment objectives of the project is to develop an innovative workforce model that will support the long-term health and social care sector with the potential for application in other areas of North Wales. Staff recruitment and retention rate is expected to improve from working in a modern, fit for purpose environment, from greater availability of training, development and career advancement opportunities, from professional satisfaction, and from living in a thriving economic environment.

According to Skills for Care, staff turnover within social care is **30.4%** and according to Care England⁴³ the cost per rehire in social care is £6,000. Based on this turnover rate and a total of 60 staff members, this would be an annual cost of £108,000. It is assumed that through the implementation of the innovative workforce model, staff turnover would reduce by half to 15% and would generate a net present value of **£0.4m**.

For the do minimum option, the same assumptions have been applied to the assumed reduced staffing level of 40 employees. This will generate a net present value of **£0.27m**

2.6.9 Staff satisfaction

Staff satisfaction in health and social care is well documented as being low. The most recent NHS Staff Survey found that 29% of staff often think about leaving their job. Staff satisfied with their job report life satisfaction of 1.24 points above those that don't.

The Green Book Supplementary Guidance on Well-Being, recommends a standard value of one wellbeing adjusted life year – a one-point change in life satisfaction for one year - a 'WELLBY' at £13,000. The total impact per person in relation to job satisfaction is therefore £13,000 x 1.24 = £16,120.

Given the workforce model being proposed, it is estimated that at least 80% of employees will report job satisfaction and this increase in wellbeing has been applied to 75% of employees and is assumed to be an annual figure. This is assumed to be largely additional but to reflect the fact that some employees may already report job satisfaction, an additionality rate of 75% has been applied. This would generate a net present value of **£4m**.

For the do minimum option, the same assumptions have been applied to the assumed reduced staffing level of 40 employees. This will generate a net present value of **£2.7m**

2.6.10 Non-Cash Releasing Benefits

2.6.10.1 Reduced A&E admissions

A report by the Health Foundation in 2019 identified that residential care home residents had on average 1.12 A&E attendances per person per year, compared with 0.85 in nursing homes. Research quoted in the Nursing Times, also in 2019 reported that over 40% of emergency admissions from care homes 'avoidable'.

The Penrhos care home project will help to reduce emergency admissions through closer monitoring, prevention, early intervention and structured clinical practice.

The table below shows the baseline number of A&E admissions based on the Health Foundation research and the number of visits saved per year based on a 40% reduction.

	Number of beds	Baseline A&E visits	Number of visits saved
Care Home	32	35.84	14
Nursing Home	24	20.4	8
Total		56.24	22

Table 23 - Baseline number of A&E admissions

⁴³ <https://www.careengland.org.uk/solving-the-annual-3bn-recruitment-and-retention-cost-to-adult-social-care-providers/>

An average cost to the NHS of an A&E visit, as reported in the Greater Manchester Combined Authority Unit Cost Database⁴⁴ is £306. This has been uplifted to reflect the likely higher cost in the local area. In 2022/23, the NHS spent more per person in Wales than in England, with Wales spending £3,337 per person and England spending £3,064 per person. The cost of an A&E visit has therefore been increased in proportion to this £334. This has been applied to the estimated number of saved visits to A&E annually. This is assumed to be 100% additional and will generate a net present value of **£0.06m**.

For the do minimum option, the same assumptions have been applied to the assumed 40 care home beds. This will generate a net present value of **£0.04m**.

2.6.10.2 Reduced ambulance use

As well as reduced A&E admissions, it is assumed there would be a corresponding reduction in ambulance use. The average cost to the NHS of an ambulance, as reported in the Greater Manchester Combined Authority Unit Cost Database⁴⁵ is £334. This has been uplifted to reflect the likely higher cost in the local area. In 2022/23, the NHS spent more per person in Wales than in England, with Wales spending £3,337 per person and England spending £3,064 per person. The cost of an A&E visit has therefore been increased in proportion to this £364. and this is applied to the estimated number of saved emergency visits to hospital each year. This is assumed to be 100% additional and will generate a net present value of **£0.6m**.

For the do minimum option, the same assumptions have been applied to the assumed 40 care home beds. This will generate a net present value of **£0.05m**.

2.6.10.3 Reduced hospital stays

According to the Health Foundation residential care home residents had on average 0.77 emergency admissions per person per year, compared with 0.63 for nursing home residents. As shown in the table below, this would equate to an average of 40 admissions per year as a baseline position.

	Number of beds	Baseline emergency hospital admissions
Residential Care Home	32	24.64
Nursing Care Home	24	15.12
Total		40

Table 24 - Admissions per year

The average length of stay for a care home resident aged 75+ within Betsi Cadwaladr University Health Board is 12.1 days. For a nursing home resident aged 75+, the average length of stay is 7 days. According to the NHS Confederation⁴⁶, the average rate of a hospital bed is between £250 - £350 per night to the NHS in Wales. Assuming a mid-point of £300, this represents a total cost of to the NHS £121,195.

Research by the NHS Confederation found that patients in Wales who require discharge to a care home (irrespective of diagnosis) are significantly delayed. For example, in July 2024, the BBC reported that there are 1,594 people in Welsh hospitals who are fit to leave but remain there because of care or assessment delays”.

⁴⁴ <https://www.greatermanchester-ca.gov.uk/what-we-do/research/research-cost-benefit-analysis/>

⁴⁵ <https://www.greatermanchester-ca.gov.uk/what-we-do/research/research-cost-benefit-analysis/>

⁴⁶ <https://www.nhsconfed.org/publications/response-finance-committee-scrutiny-welsh-governments-2024-25-draft-budget-proposals>

Keeping patients in hospital longer than necessary can also be detrimental to their health and wellbeing, while prolonged stays can mean an increased risk of hospital-acquired infections. It can also mean patients need more support once they leave hospital. The creation of an additional care environment into the local health ecosystem, including discharge to access bed provision, will help support discharges from hospital to reduce delayed discharges and overall length of stay.

There are two areas of benefit here, firstly a reduction in admissions to hospital through improved care (assumed 40% reduction and secondly a reduction in the length of stay (assumed 10%) due to the availability of more beds.

This is assumed to be 100% additional and will generate a net present value of **£0.4m**.

For the do minimum option, the same assumptions have been applied to the assumed 40 care home beds. This will generate a net present value of **£0.001m**.

2.6.11 Distributional analysis

The Green Book states that *“the value of an additional pound of income is higher for a low-income recipient and lower for a high-income recipient. Broadly a value of 1 for the marginal utility of income would indicate that the utility of an additional pound is inversely proportional to the income of the recipient. An additional £1 of consumption received by someone earning £20,000 per year would be worth twice as much than to a person earning £40,000. Higher estimates of the marginal utility of income will mean the value of an additional pound declines more quickly relative to increases in income”*.

To calculate the distributional benefits, the following approach was taken:

- Gross disposable household income per head for 2021 was obtained for Gwynedd and the UK (national median equivalised income) based on 2021 ONS data. This was £17,430 for Gwynedd⁴⁷ and £21,679⁴⁸ for the UK.
- Dividing the national median equivalised income by the same for the target group equates to a figure of 1.24 which when raised by the power of 1.3 as per the Green Book to reflect the marginal utility of income results in a distributional weighting of 1.3.
- This was applied to the sum of the benefits set out above to reflect the assumption that the project interventions will have a greater welfare impact on the target group (residents of Gwynedd) versus the average taxpayer in the UK.
- The value of carbon and energy savings have been excluded from the analysis as these benefits are not specific to the location of the investment.

The distributional effect will generate a net present value of **£8.6m**.

For the do minimum option, this will generate a net present value of **£6.4m**

⁴⁷<https://www.ons.gov.uk/economy/regionalaccounts/grossdisposablehouseholdincome/datasets/regionalgrossdisposablehouseholdincomelocalauthoritiesbyitl1region>

⁴⁸<https://www.ons.gov.uk/economy/regionalaccounts/grossdisposablehouseholdincome/bulletins/regionalgrossdisposablehouseholdincomegdhi/1997to2021>

2.7 Benefit Cost Ratio

The BCR is calculated by dividing the Present Value of Benefits by the Present Value Costs.

	Preferred Option	Do Minimum
Economic Benefits		
Employment Impacts	£13.8m	£13.1m
Construction Training / Social value	£0.1m	£0.1m
Improvement in quality of care / patient wellbeing	£4.5m	£1.2m
Reduction in A&E Admissions	£0.06m	£0.04m
Reduced Ambulance Use	£0.06m	£0.05m
Reduced length of stay in hospital	£0.04m	£0.001m
Patient / Family Cost Savings	£3.1m	£2.25m
Recruitment savings	£0.4m	£0.27m
Staff satisfaction	£4m	£2.7m
Carbon savings	£0.6m	£0.3m
Energy Savings	£15.3m	£7.6m
Distributional Effects	£8.6m	£6.4m
Total	£51m*	£34m*
Economic Costs		
	£19.88m	£23.86m
Benefit Cost Ratio	2.57:1	1.42:1

Table 25 - Benefit cost ratio

*rounded numbers

In summary, the preferred option of a new nursing and residential care home at Penrhos is projected to generate £31m of Net Present Value and a BCR of 2.57:1. This compares to the do minimum option of £10m of Net Present Value and a BCR of 1.42:1

2.7.1 Non-Monetised Impacts

The relative scale of costs and benefits that are not easily monetised e.g., because no willingness to pay valuation or market price are readily available or it would not be proportionate to acquire them, should be quantified without prices where possible or described in detail. This process should be proportionate i.e., only where the benefits or costs are likely to be sizeable or could have a material impact on the final assessment of value for money.

The benefits assessment has estimated the quantitative impacts associated with a wide range of economic and social benefits. However, the benefits associated with the new nursing and residential care home at Penyberrth, Penrhos will extend beyond this. Examples include:

- Enhanced wellbeing associated with local residents being able to stay in the area for residential and nursing care, close to relatives
- Increased satisfaction from a safe, secure and co-located care environment which means less reliance on dependent care, reduced carer burden, reduced isolation and loneliness and less need to engage multiple separate services and having to repeat the same information.
- Increased satisfaction of families, friends and public from a safe, secure and co-located care environment
- Enhanced cultural heritage through delivery of services in Welsh
- Wellbeing benefits for carers and relatives
- Health benefits for carers – research by the Kings Fund and Nuffield Trust indicated that inadequate support affects carers' health: among those providing more than 50 hours a week of unpaid care, it comes at a cost that is equivalent to 18 fewer days a year in full health

- Increased local residential and nursing care will help existing unpaid carers, enabling them to live healthy, rewarding lives, to balance caring with other responsibilities.
- Economic benefits associated with carers who are able to work because of reduced caring responsibilities
- Potential to strengthen the local community by creating more jobs in care and related sectors

2.7.2 Value for Money Assessment

The analysis outlined above indicates that the value for money of the new nursing and residential care home at Penyberth, Penrhos would be considered High. The MHCLG Appraisal Guide indicates that a BCR of between 2 and 4 would be within the 'High' Value for Money category.

The value for money assessment is driven largely by benefits that are tightly linked to the project's strategic case around employment, health and wellbeing outcomes as well as carbon and energy savings.

2.8 Sensitivity Analysis

Sensitivity testing is undertaken to appraise how changes in parameters impacts, the Benefit-Cost Ratio and the Value for Money of the scheme. These are detailed below. They include:

- Optimism bias increase (30% OB)
- Lower QALY value applied (£20,000 QALY Value)
- Lower welfare value applied to new employment (20% of GVA)
- Low long run variable cost of energy supply rates applied
- Net operational savings included as a benefit

The table and chart below show the total discounted costs and benefits and benefit-cost ratio for the different scenarios after applying the sensitivities.

	Optimism bias increase	Lower QALY Value	Lower welfare value applied to new employment	Low long run variable cost of energy supply rates	Including Net Operational Savings
Present Value of Cost	20,846,680	19,884,525	19,884,525	19,884,525	19,884,525
Present Value of Benefits	51,006,119	50,206,063	46,663,529	37,646,343	72,745,861
Benefit-Cost-Ratio	2.45:1	2.52:1	2.35:1	1.89:1	3.66:1

Table 26 - Sensitivity Analysis

In all sensitivity tests, the BCR for remains at least 1.89:1.

In all except one case the BCR remains in the 'High' Value for Money Category. This shows the value for money assessment is most sensitive to the benefits associated with energy savings and this should be closely monitored as the project progresses to ensure these benefits are not put at risk

2.9 Switching Values

To aid decision makers, a switching value, that indicates how much an assumed level of input or outcome must change from the best estimate used in the analysis before an option switches between value for money categories can also be presented.

These values are helpful for presenting intuitively how plausible it is that a project will achieve a good outcome by highlighting a more concrete single scenario as a baseline to be exceeded in order to achieve value for money.

Switching values have been calculated to determine how a change in costs or benefits would affect the initial BCR and the associated Value for Money category. The tables below show the requirement needed to either scheme costs or benefits for the Value for Money **BCR** changes to a BCR of 1.5:1 and 1.0:1 respectively.

Factor	Altering BCR to 1.5:1
Benefits	Benefits would need to decrease by £21 million or 42%
Costs	Costs would need to increase by £14 million or 71%

Table 27 - Altering BCR to 1.5:1

If the costs remained the same, the benefits would need to decrease by 42% to lower the VfM to the lower bound. Alternatively, if the benefits remained the same, the costs would need to increase by 71% to obtain a 1.5:1 BCR.

Factor	Altering BCR to 1.0:1
Benefits	Benefits would need to decrease by £31 million or 61%
Costs	Costs would need to increase by £31 million or 156%

Table 28 - Altering BCR to 1.0:1

If the costs remained the same, the benefits would need to decrease by 61% to alter the VfM to obtain a 1.0:1 BCR. Alternatively, if the benefits stayed the same, the costs would need to increase by 156% to obtain a 1.0:1 BCR.

2.10 Conclusion of the Economic Case

The economic analysis confirms that the preferred option delivers the greatest value for money, offering the highest net benefits when assessed against the critical success factors and investment objectives. The options appraisal demonstrates that the chosen solution provides a proportionate balance of cost, risk, and benefit, with clear advantages over the alternatives. Sensitivity analysis confirms the robustness of the outcome under a range of scenarios. As such, the preferred option represents the most economically advantageous route forward.

Commercial Case

3. Commercial Case

3.1 Introduction

This commercial case has been drafted to demonstrate that the preferred option identified in the Economic Case will result in a viable procurement and a well-structured deal. To provide a compelling argument the Commercial Case has been structured to demonstrate the following information:

Item:	Contents:	To demonstrate:
Procurement Strategy and Route	Choice of route and procurement undertaken	A regulatory compliant procurement has been undertaken; fair competition has been evidenced; and value has been obtained with the ability to realise benefits from the procurement.
Key Contractual Arrangements	Works and services sought for delivery of the scheme	The services and support are in place for successful delivery of the scheme.
Risk Allocation	Principles where risk falls between parties	Risk items have or will be placed with the party best placed to manage or mitigate.
Arrangements with Stakeholders and Charging Mechanisms	Agreements with stakeholders for the ongoing operation of the scheme	Robust agreements are in place for the future operation and maintenance of the scheme.
Contractual Issues and Accountancy Treatment	Contracts entered and how the scheme is accounted for	That commercial arrangements are in place and are being effectively managed.

Table 29 - Structure of the Commercial Case

3.2 Procurement Strategy and Route

When undertaking a procurement exercise it is primarily important to ensure regulatory compliance before assessing the available options. Cyngor Gwynedd must follow **Procurement Act (2024)** which is a comprehensive legal framework that governs the procurement of goods, services, and works by public sector bodies in England, Wales, and Northern Ireland. The regulations aim to ensure transparency, fairness, competition, and non-discrimination in public procurement. The **Procurement Act (2024)** is a significant reform of the UK's public procurement system, aimed at modernising and streamlining the process for acquiring goods, services, and works by public sector bodies. The following are the Act's key aims:

- **Value for Money:** Ensuring that public funds are spent efficiently and effectively
- **Transparency:** Enhancing openness and accountability in procurement processes
- **Simplification:** Creating a unified, simpler procurement regime by consolidating existing regulations
- **Competition:** Promoting fair competition and objective criteria in decision-making
- **Access for SMEs:** Improving access to public contracts for small and medium-sized enterprises (SMEs) and social enterprises
- **Social Value:** Encouraging procurement practices that drive social value and economic growth
- **Innovation:** Championing innovative solutions and approaches in procurement
- **Anti-Fraud Measures:** Strengthening measures to exclude suppliers involved in modern slavery and fraud

The Act aims to achieve these aims by enforcing:

- **Transparency:** Contracting authorities must ensure that procurement process is transparent i.e. all participants have access to same information and that processes are clearly defined. Publication of contract notices and awards in the Official Journal of the European Union (OJEU) is part of this transparency obligation.
- **Equal Treatment and Non-Discrimination:** All bidders must be treated equally, and no supplier should be discriminated against based on nationality. This principle ensures a level playing field for all potential suppliers.
- **Proportionality:** The measures and requirements imposed during the procurement process must be proportional to the objectives of the contract. This prevents excessive or unnecessary demands on suppliers.
- **Mutual Recognition:** Contracting authorities must recognise equivalent qualifications, certifications, and standards from other EU member states, fostering cross-border competition.

The regulation applies to contracts awarded by public sector bodies, including central and local government, public authorities, and other entities classified as "contracting authorities." The regulations define thresholds that determine when certain procurement processes must be followed. If the estimated contract value exceeds these thresholds, contracting authorities are required to adhere to the procedures outlined in the regulations. Different thresholds apply for supplies, services, and works. Thresholds came into effect from 1 January 2024 with works contracts having a threshold of £5,372,609. At £15.4m the works at Penrhos will exceed this threshold.

In addition to the Procurement Act (2024) the **Social Partnership and Public Procurement (Wales) Act 2023** introduces a framework to enhance public service delivery and well-being in Wales through socially responsible procurement, fair work, and collaborative partnerships. For Penrhos residential and nursing care home the implications of the Social Partnership and Public Procurement (Wales) Act 2023 are as follows:

- *Duty of socially responsible procurement:* Gwynedd Council is mandated to improve economic, social, environmental, and cultural well-being through procurement. This involves setting and publishing socially responsible procurement objectives aligned with the Well-being of Future Generations (Wales) Act 2015 goals.
- *Contract management duties for major construction contracts:* The Act requires specific contract management duties to ensure socially responsible outcomes throughout the supply chain. Gwynedd Council is required to enforce social public works clauses (e.g., fair wages, training, and environmental standards) in contracts.
- *Collaboration with social partners:* The Act establishes the Social Partnership Council (SPC) and imposes a duty on public bodies to consult with trade unions or worker representatives when setting well-being objectives and making strategic decisions.
- *Procurement strategy and reporting:* Public bodies must publish a procurement strategy and report on how procurement activities meet socially responsible objectives.
- *Fair work and supply chain management:* The Act emphasizes fair work (replacing "decent work" in the Well-being Act) and requires public bodies to promote fair employment practices in procurement.

The recent legislative developments of the Social Partnership and Public Procurement (Wales) Act 2023, place a renewed emphasis on transparency, value for money and advancement of socially responsible procurement in public sector activities. These reforms are designed to ensure that procurement not only delivers economic efficiency but also supports broader social environmental and community wellbeing objectives.

Against the legislative backdrop, the council must determine the most appropriate route to market for the Penrhos Scheme. Two primary options are available:

<p>1.</p> <p>Approach the open market as a standalone 'above threshold' procurement</p> <p>This involves assessing the procedures available and considering impact of new Procurement Act.</p>	<p>2.</p> <p>Utilise a readily available framework</p> <p>This involves undertaking an assessment of the frameworks available and their alignment to the needs and preferences of Penrhos.</p>
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Table 30 - Options for route to market

Each of these options has multiple sub-options and these have been assessed separately prior to judging the appropriateness of approaching the open market or using a framework.

Approach to Open Market

Should the council peruse an open market procurement, the Procurement 2023 outlines six procedures that may be adopted. These procedures are summarised below and assessed for their relevance to Penrhos Scheme:

	Summary	Appropriateness:	RAG
Open Procedure	Under this procedure, any interested supplier may submit a tender. It is the simplest and most transparent method, as all qualified suppliers are invited to bid. Contracting authorities must evaluate all tenders received.	This procedure offers opportunity to the whole market as a single stage. Although this procedure is often used for works e.g. those proposed at Penrhos this procedure can be an administrative burden on the council as there is no control over the number and appropriateness of the tenders received.	Appropriate
Restricted Procedure	This is a two-stage process. In the first stage, suppliers submit expressions of interest, and the authority shortlists those that meet the selection criteria. Only shortlisted suppliers are invited to submit full tenders in the second stage.	<p>This procedure allows the council to undertake a qualification stage prior to the receipt of formal tenders. Use of the publicly available Crown Commercial Service (CCS) Selection Questionnaire as incorporated in the PAS:91 to check areas such as:</p> <ul style="list-style-type: none"> - Past performance - Financial standing - Insurances - Criminality - Health and safety - Environmental performance <p>This allows the Council to shortlist potential applicants prior to issuing the formal invitation to tender and reduce the potential administrative burden.</p>	Appropriate
Competitive Dialogue	Used for complex contracts, this procedure allows contracting authorities to engage in discussions with bidders before final tenders are submitted. It is suitable when the contracting authority is unable to define the technical means to satisfy its needs.	Both the Competitive dialogue and the Competitive Dialogue with Negotiation procedures are commonly used for works procurements. They are however used in circumstances where the contracting authority does not know what solution they are seeking to procure and are looking to the market to assist in this area. Gwynedd Council and BCUHB working with external advisors have a well-defined solution for the scheme and these procedures are not appropriate.	Discounted
Competitive Procedure with Negotiation	Like the competitive dialogue, this procedure allows negotiation on all aspects of the tender. It is used in more complex procurements where detailed solutions need to be developed through interaction between the authority and bidders.		

Innovation Partnership	This procedure encourages the development of innovative products, services, or works. The partnership allows for collaboration between the authority and suppliers to create new solutions and then implement them.	The (non) complexity of the Penrhos scheme does not require collaboration with multiple private sector partners.	Discounted
Negotiated Procedure without Prior Publication	This is used in exceptional circumstances, such as when no suitable bids are received under other procedures or in cases of urgency.	This procedure is used in exceptional circumstances where there has been market failure or critical time pressures, neither of which are applicable to the Penrhos scheme.	Discounted

Table 31 - Approach to Open Market

Of the procedures above only the two **Open Procedure** and **Restricted Procedure** are appropriate.

- 1. Open Procedure (also available under the Procurement Act):** The Open procedure remains available as the simplest approach to the market under the new Procurement Act and is not anticipated to fundamentally change.

Strengths	Weaknesses
<ul style="list-style-type: none"> The Open Procedure promotes transparency by allowing any interested party to bid, ensuring a fair process. All interested suppliers have equal access to the tender documents and evaluation criteria. Benefit: This ensures competition and mitigates the risk of favouritism or non-competitive behaviour, which is crucial in large works contracts. Since the procedure is open to all potential suppliers, it allows for a wide pool of bidders, which can lead to competitive pricing and innovative solutions. Benefit: Especially beneficial for public works contracts where a large number of capable contractors can submit tenders. 	<ul style="list-style-type: none"> Since all suppliers can submit bids, authorities may receive a high number of tenders, leading to a time-consuming and costly evaluation process, particularly for large-scale works contracts. Open procedures may attract a large number of suppliers, including those with little experience in complex works projects, which could overwhelm less capable firms.
Opportunities	Threats
<ul style="list-style-type: none"> The Open Procedure promotes healthy competition by giving small and medium-sized enterprises (SMEs) the opportunity to compete alongside larger, established firms. Benefit: This can result in better value for money as well as the opportunity to support local or smaller firms with innovative construction approaches. This wider participation can bring about opportunities for contractors offering social value, such as commitments to sustainable practices or local job creation, particularly relevant in works contracts. Benefit: This aligns with broader public procurement goals like promoting social and environmental impact. 	<ul style="list-style-type: none"> As all suppliers can submit bids, authorities may receive proposals from bidders lacking the necessary experience, qualifications, or financial stability for complex works contracts. If a high number of bids are received, the evaluation process can lead to significant delays in awarding the contract, potentially affecting project timelines. The Open Procedure's wide reach can increase the likelihood of unsuccessful bidders challenging the procurement process, especially if they feel their bids were not fairly evaluated.

Table 32 - SWOT Analysis for open procedure

- 2. Restricted Procedure (replaced with Competitive Flexible Procedure under the Procurement Act):** The Restricted procedure will not be replicated in the new Procurement Act. This will be replaced by the "Competitive Flexible Procedure." While this procedure accommodates the principles of the

restricted procedure it does however allow the contracting authority to move away from some of the mandatory assessments and activities under the PCR. As this new procedure has not yet been confirmed or tested in the market the SWOT analysis below assumes that the more rigorous principles of the Restricted Procedure are retained.

Strengths	Weaknesses
<ul style="list-style-type: none"> Allows contracting authority to pre-qualify suppliers, meaning that only those who meet the necessary criteria are invited to submit a full tender. Benefit: This reduces the number of full tenders to evaluate, making the process more efficient Only pre-selected suppliers can submit bids; this procedure typically attracts more experienced and capable contractors. Benefit: applicants with the relevant expertise, financial stability, and technical capabilities are considered, reducing the risk of underqualified bidders. Minimises the risk of receiving frivolous bids or complaints from unsuitable suppliers. Benefit: increases confidence in the fairness of the process and reduces the likelihood of legal disputes. 	<ul style="list-style-type: none"> The two-stage nature of the Restricted Procedure (pre-qualification followed by the tendering stage) can be time-consuming. Number of bidders is restricted after the pre-qualification stage; there is a risk that some competent suppliers are excluded from the tendering process
Opportunities	Threats
<ul style="list-style-type: none"> Allows contracting authorities to focus on suppliers who meet specific technical and financial criteria, ensuring that only those with relevant expertise are invited to tender. Benefit: helps authorities narrow down the field to highly qualified suppliers. The Council can use the pre-qualification process to assess not only financial and technical qualifications but also the social value credentials of potential suppliers (e.g., sustainability, local job creation). Benefit: aligns with broader public procurement goals and allows authorities to ensure social and environmental factors are built into consideration such as the requirements of the Social Partnership and Public Procurement (Wales) Act 2023. 	<ul style="list-style-type: none"> Pre-qualification criteria might favour larger, established firms with extensive portfolios, potentially excluding smaller or innovative suppliers who could deliver value. There is a risk that the pre-qualification process might be too rigid, either being too lenient or too restrictive in terms of criteria.

Table 33 - SWOT Analysis for restricted procedure

The evaluations and SWOT analysis above point towards the preference and appropriateness of an open market procurement via either the Restricted Procedure or Competitive Flexible Procedure (following the new Procurement Act). In summary, this is because both these procedures encourage a balanced judgement which also:

- Reduces the administrative burden on project teams that may have limited capacity or that may be juggling multiple, competing priorities
- Protects from engaging with inappropriate contractors e.g. those with financial standing, insurances, competency issues.

Framework Procurement (Utilise readily available framework)

The use of a framework can enable quicker access to the market with prequalified contractors. However, this can be limiting to contracting authorities as this means they must operate within the boundaries of a 'pre-agreed' Framework Agreement. To identify the most appropriate framework the following process has been undertaken:

1. Identify the needs of the scheme and the preferences/competencies of the council
2. Identify the frameworks available for the scheme in relation to the scope, value and location
3. Align the needs of the council with the available frameworks to identify those which provide the best fit

The Needs of the Council

The council delivers capital projects using directly employed staff that assume only a client-side project manager role with all other responsibilities assumed by an appointed professional team. This offers a greater level of flexibility in terms of the frameworks that can be used. There are however three absolutes which the chosen framework will need to provide:

- a) Utilises or has the option to utilise the Joint Contracts Tribunal (JCT) form of contract for which there is a greater understanding within the council while the New Engineering Contract (NEC) form is commonly avoided.
- b) The ability to appoint a contractor under a two-stage competition with early contractor involvement.
- c) Maximisation of social value and local investment.

Framework analysis of available frameworks:

In addition to open market procurement the council has the option to utilise a number of pre-established procurement frameworks that are designed to streamline delivery, reduce administrative burden, and ensure compliance with the public procurement law. These frameworks vary in scope, governance and procurement approach, and each offers different benefits in terms of access to suppliers, cost control and contractual flexibility.

Framework	Expiry Date	Owner of Framework	Levy Charge	Types of work	Form of delivery Contract	Contractors	Competition
CCS Construction Framework	2026	CCS, a UK government agency	0.5-1%	Public sector construction, including civil engineering, refurbishment, new builds, infrastructure, schools, healthcare and defence projects.	JCT and NEC	Balfour Beatty, Kier, Morgan Sindall, Skanska.	Direct award and Mini Competitions
Fusion21 Framework	Varies by framework but typically runs for 4-5 years.	Fusion21, a social enterprise that delivers procurement frameworks for the public sector.	1%	Construction, refurbishment, maintenance, and energy efficiency projects across sectors e.g. housing, education, healthcare and public spaces.	JCT and NEC	National contractors like Wates, BAM, Morgan Sindall, along with regional contractors.	Direct award and mini competition (Dependent on project)
NHS Building for Wales Framework	Ongoing	NHS Wales Shared Services Partnership.	Contact Directly	Major capital projects exceeding £4m focused on healthcare infrastructure such as hospitals, clinics, and related facilities.	NEC contracts	Specific contractors are selected depending on the tender, often favouring those with healthcare infrastructure expertise.	Mini-competitions
NHS Shared Business Services (NHS SBS) Framework	Typically runs for 4 years, with current phase ending in 2026.	NHS SBS, jointly owned by the Department of Health and Sopra Steria.	0.5-2%	Primarily for healthcare construction, including hospitals, clinics and medical facilities, but also extends to general public sector buildings.	Primarily NEC, but JCT is also used for certain projects.	Includes major healthcare contractors like Balfour Beatty, Interserve and Sir Robert McAlpine.	Direct award and mini-competitions (Dependent on project)
North Wales Construction Partnership (NWCP)	2028	Denbighshire County Council, on behalf of six North Wales authorities.	No charge. CG pay an annual fee to maintain the framework.	The framework covers public sector projects, schools, community buildings, healthcare and infrastructure projects.	Both JCT and NEC	Kier Construction, Willmott Dixon Construction, Galliford Try Building Ltd, C Wynne & Sons Ltd (Wynne Construction), T G Williams Builders Ltd, MPH Construction Ltd, Garnett-Hughes Developments Ltd, NWPS Construction Ltd, R L Davies & Son Ltd, WRW Construction Ltd, Williams Homes Bala Ltd, Gareth Morris Construction Ltd.	Both direct awards and mini competitions
Pagabo Major Works Framework	2025	Pagabo, a procurement specialist.	0.5-1% is charged for using the framework.	Major construction projects including schools, housing, healthcare, and infrastructure.	JCT and NEC	BAM, Willmott Dixon, Morgan Sindall, Kier, and regional contractors.	Direct award and mini competitions
Procure Framework	2026	Procure Partnerships, UK based Framework Provider	0.5-2%	Includes both new builds and refurbishments across sectors such as education, healthcare, and civil infrastructure.	JCT and NEC	National and regional contractors including ISG, Galliford Try, and Wates.	Direct award and mini competition (Dependent on project)
Scape Procure Wales & North Wales Framework	Varies depends on the specific framework used under Scape (typically 4-year terms)	Scape Group, a public sector-owned built environment specialist.	0.5-1% charged for using Scape frameworks.	Covers infrastructure, civil engineering, housing, and public sector developments.	NEC	Kier, Willmott Dixon, Morgan Sindall.	Direct award or mini competition
SEWSCAP Framework (South East & Mid Wales Collaborative Construction Framework)	2028	Local Authorities across South East and Mid Wales.	Contact Directly	This framework is focused on schools and other public buildings, ranging from new builds to refurbishments.	Both JCT and NEC	Morgan Sindall, BAM, Willmott Dixon, and Kier as well as smaller regional contractors.	Mini - competitions
WPA (Welsh Procurement Alliance) Public Sector Frameworks	Dependent on the Framework may be active from 2020-2024, with extensions possible	The WPA is part of the LHC Group, a not-for-profit	1-2%	The WPA frameworks are established for a wide range of public sector construction needs including New build housing, retrofit and refurbishment, education facilities, healthcare building, civil engineering projects.	JCT and NEC	Mix of national and regional contractors ensuring a competitive selection for different project types.	Direct award and mini competition (Dependent on project)

Framework	Expiry Date	Owner of Framework	Levy Charge	Types of work	Form of delivery Contract	Contractors	Competition
YORbuild3 Framework	The current phase is set to run until 2026 with options for extension	Managed by the East Riding of Yorkshire Council and used across the Yorkshire and Humber region, with allowances for use by Welsh authorities.	1-2% of the project value	Used for new builds, refurbishments and civil engineering projects across public sector works.	Supports both JCT and NEC contracts.	Major Contractors, like BAM, Morgan Sindall and Willmott Dixon.	Mini- competitions

Table 34 - Framework Analysis

Assessment of Available Frameworks

Framework	Alignment with Council Needs	Status
CCS Construction Framework	Broad procurement framework, not specifically tailored to CG priorities for local economic growth and community-focused projects.	Active but lacks regional and local focus. More suited to larger projects.
Fusion21 Framework	Provides social value and UK wide benefits but lacks focus on regional collaboration and local supply chains in Gwynedd.	Active but too broad for specific regional needs.
NHS Building for Wales Framework	Primarily for healthcare facilities, such as hospitals, but not a comprehensive framework for broader infrastructure projects in Gwynedd.	Active however does not allow the use of JCT.
NHS Shared Business Services (NHS SBS) Framework	Designed mainly for healthcare infrastructure, limiting its use for CG's broader public sector needs.	Active however JCT form of contract cannot be used.
North Wales Construction Partnership (NWCP)	Designed specifically for North Wales councils, including Gwynedd. Prioritises local economic benefits, regional collaboration and sustainability making it ideal for large scale community projects. Offers cost-sharing, which helps deliver project on budget and enhances collaboration across councils.	Active, aligns with regional focus and cost effective.
Pagabo Major Works Framework	Suitable for large-scale construction but lacks regional focus or alignment with Gwynedd's local supply chain and community priorities.	Active but lacks regional and local alignment.
Procure Framework	Covers a broad range of public sector needs but is too general to address the specific priorities of CG.	Active but potentially high levy.
Scape Procure Wales & North Wales Framework	Provides good coverage for Wales, but NWCP offers better alignment with Gwynedd's regional and local supply chain needs.	Active but does not offer the option for mini-competition.
SEWSCAP Framework (South East & Mid Wales Collaborative Construction Framework)	Focused on South and Mid Wales, making it less relevant for Gwynedd's regional needs.	Active but geographically irrelevant.
WPA (Welsh Procurement Alliance) Public sector Frameworks	Offers wide procurement services but lacks a specific focus on Gwynedd's regional needs and priorities.	Active but potentially high levy.
YORbuild 3 Framework	A strong general framework, but more focused on Yorkshire and Humber regions, making it less relevant to CG's specific needs.	Active but geographically irrelevant.

Table 35 - Assessment of available frameworks

Of the frameworks assessed the North Wales Construction Partnership (NWCP), Procure Framework, and Welsh Procurement Alliance (WPA) are the most aligned with the needs of the Council. In consultation with members of Cyngor Gwynedd project team, on the balance of judgement, the **North Wales Construction Partnership** is seen as the most suitable of the frameworks available. Although all the shortlisted frameworks can meet the Council's needs, NWCP is established, managed by Denbighshire County Council which neighbours Gwynedd, and allows a focus on local investment and creating in-region social value.

North Wales Construction Partnership (NWCP)

The NWCP is a collaborative procurement framework designed to facilitate the delivery of large-scale construction projects across North Wales. As stated, it is managed by Denbighshire County Council on behalf of six North Wales local authorities. The framework provides access to pre-approved contractors for a range of public sector construction projects, including schools, healthcare facilities, and community buildings. The framework aims to support regional economic growth, maximise local supply chain engagement, and deliver community benefits. The current framework is valid until 2028 and employs both JCT and NEC contract types. The NWCP was established to deliver value for money and the benefits associated with a long-term collaborative relationship. The framework will be used to deliver a range of major projects across North Wales

with a combined value of up to £600 million and will include new school buildings, other public sector projects and social housing.

The Community Benefits/Social Value focus of the NWCP

The NWCP is not just about bricks and mortar. It aims to create a lasting positive impact alongside new buildings and infrastructure. The North Wales Construction Partnership has developed strong collaborative working processes with clients, contractors, employment support providers and voluntary organisations/social enterprises to address a number of Future Generations themes including a more prosperous Wales, a more equal Wales, cohesive communities and vibrant Welsh culture. By focusing on benefits to the local community, the NWCP goes beyond construction projects. With an increased focus on the delivery of social, economic, environmental and cultural well-being through the way in which the Public Sector manages its procurement activities. NWCP strengthens social partnership through the Wellbeing of Future Generations Act (Wales) 2015 goals as well as delivering against its goals. The NWCP Team manages a variety of Key Performance Indicators (KPI) to ensure that Contractors on the Framework meet the appropriate standards.

Delivering Community Benefits/Social Value is pivotal to NWCP, with a view to unlocking wider economic, social, environmental and cultural impacts as expected via the [Social Partnership and Public Procurement \(Wales\) Act](#). This means that all projects procured through NWCP should include Community Benefits/Social Value, and other KPI's. The NWCP's social value focus aligns perfectly with the Welsh Government's Well-being of Future Generations Act. This groundbreaking legislation compels public bodies to consider the long-term social, environmental, cultural, and economic impacts of their decisions. By prioritising social value, the NWCP ensures construction projects contribute to a healthier, more equitable, and resilient North Wales for generations to come.

NWCP encourages and supports workforce development at all levels to include contractors, clients, supply chain and the local community, this enables us to make a difference in the communities and deliver best value. As such NWCP have partnered with National Association Construction Frameworks, Supply Chain School, and CITB.

NWCP is committed to socially responsible procurement, and it is expected that buyers and contractors on the Framework will deliver social, economic, environmental and cultural benefits whilst delivering maximum value for money for the Welsh pound. The Framework was established to deliver value for money and the benefits associated with a long-term collaborative relationship. The Partnership and stakeholders work in a collaborative, open manner to maximise the positive impact of the investment to local communities, through the delivery of Community Benefits and Social Value in alignment with the Wellbeing of Future Generations Act (Wales).

It has been built on an ethos of openness, transparency and flexibility achieved by continuous communication and engagement with stakeholders.

The areas covered include:

- Denbighshire County Council
- Conwy County Borough Council
- Flintshire County Council
- Cyngor Gwynedd
- Wrexham County Borough Council
- Isle of Anglesey County Council

As well as the Six-North Wales authorities, the Framework can also be accessed by other public sector bodies across the region. The Framework is structured under seven Lots, which have been divided by reference to the estimated value of the Projects, starting from £250k. Given the total cost of Penrhos is over £15m it places it in Lot 5 which includes new build, extensions and refurbishment under traditional or design and build with all associated works.

Lots and Value Boundaries

The NWCP framework is divided into Lots, each with specific value ranges that determine which contractors can be considered for projects based on their size and complexity:

Lots:	Value Boundaries
Lot 1	£250,000 to £1,999,999
Lot 2	£2,000,000 to £4,999,999
Lot 3	£5,000,000 to £9,999,999
Lot 4	£10,000,000 to £14,999,999
Lot 5	£15,000,000+
Lot 6H	Social housing projects up to 10 units
Lot 7H	Social housing projects over 10 units

Table 36 - Lots and value boundaries

For a project valued at over £15m, Lot 5 is the relevant category for this scheme given the construction costs of £15.4m.

Contractors in Lot 5

The approved contractors for Lot 5 under the NWCP framework are:

- Kier Construction Ltd
- Wynne Construction (C Wynne & Sons Ltd)
- Galliford Try
- Morgan Sindall
- Read Construction Holdings Ltd

These contractors are able to deliver large-scale projects in the public sector, and their involvement ensures that the project is managed by companies with a strong regional presence as well as experience with high-value contracts.

Procurement Routes: Mini-Competition and Direct Award

The NWCP framework supports two main procurement methods: Mini-Competition and Direct Award.

Mini-Competition:

- **Process:** A mini competition involves inviting several contractors from the appropriate Lot to submit bids for the project. The selection criteria may include factors such as cost, quality, experience, social value contributions and sustainability commitments.
- **Mechanisms:** The framework client will issue an Invitation to Tender (ITT) to the contractors in Lot 5. Contractors then submit their bids, and the client evaluates each proposal based on predetermined criteria. A scoring matrix is often used to ensure a balanced approach, considering price and non-price factors.

Direct awards:

- **Process:** A direct award is a non-competitive process where a contractor is appointed directly without inviting other bids. This is permissible under the NWCP framework if certain conditions are met.
- **Mechanisms:** Direct award may include project urgency, specialised requirements, or previous successful performance by a contractor. The client must provide a rationale for bypassing the competitive process, ensuring compliance with procurement rules.

Lot 5 Contractor Summaries

Contractor:	Summary (self-declared):	Specialisations:
	<p>Kier Construction is one of the UK's leading construction companies, providing services across various sectors, including education, healthcare, infrastructure, and commercial developments. They have a strong track record in delivering large public sector projects with a focus on sustainability and social value. Their approach involves using local supply chains and investing in skills development within the communities they operate in.</p> <p><i>'We are a leading provider of infrastructure services, Construction and property developments. We are committed to delivering for communities and leaving lasting legacies through our work.'</i></p>	<p>Schools, hospitals and infrastructure projects.</p>
	<p>Wynne Construction is a regional contractor based in North Wales, known for delivering high-quality public-sector projects, including educational facilities, healthcare buildings, and community centres. Their work emphasises collaboration with local suppliers and delivering community benefits through training and employment.</p> <p><i>'Wynne Construction provides high quality innovative solutions on a partnering, design and build and traditional basis for projects in the public and private sector'</i></p>	<p>Public sector construction with emphasis on social value.</p>
	<p>Galliford Try is a leading UK construction company, recognised for its work in building and infrastructure projects across various sectors, such as education, housing and healthcare. The company is committed to sustainable construction practices and delivering long-term value for its clients and communities.</p> <p><i>'We are a people- orientated, progressive business, driven by our values to deliver lasting change for our stakeholders and the communities we work in.'</i></p>	<p>Large infrastructure projects and sustainable construction.</p>
	<p>Morgan Sindall operates in the UK construction and regeneration market, with a focus on sectors like education, healthcare, commercial, and infrastructure. They are known for innovation in construction, sustainability, and delivering social value through local community engagement and workforce development.</p> <p><i>'We are a group of specialist businesses delivering housing and mixed-use partnership schemes, fit out and construction services across the UK for the public, commercial and regulated sectors.'</i></p>	<p>Complex large-scale public-sector projects.</p>
	<p>Read Construction is a North Wales-based contractor with a strong reputation for delivering high-quality public and commercial projects. They specialize in educational buildings, healthcare facilities, and other community-focused infrastructure. Their approach includes local supply chain engagement and delivering community benefits.</p> <p><i>'The preferred partner for all construction activity'. Our management team deliver excellence in every aspect of the organisation, with the mission "to impart exemplar customer service in delivering sustainable, best value services whilst exuding integrity and traditional family values'</i></p>	<p>Public sector projects with a focus on social value and sustainability.</p>

Table 37 - Lot 5 contractor summaries

Most advantageous Route to Market (Open Market vs Framework)

The table below sets out the differences between the two options in the context of five key areas.

Area:	Open Market:	Framework:
	Competitive Flexible Procedure (designed similar to the current RP).	Based on NWCP Lot 5.
Programme and timely delivery	Expected to add a minimum of 3 months to the pre-contract programme developing tender documents, <u>undertaking an SQ stage</u> and additional evaluations.	Considerably faster in allowing the Council to engage with the market. All applicants are pre-qualified. Less time taken in developing requirements for social value KPIs as these are available through the FA.
Associated costs	Greater internal staff and professional services costs associated with document production, project management and additional evaluation/ applicant due diligence.	No access charge to the framework
Council staff resource	Considerably higher commitment associated with a bespoke 2-stage process	Considerably less as the Council can lean on the framework agreement for KPIs headline terms and no need for pre-qualification.
Control	Greater level of control is possible as all contractual terms can be established by the Council.	The Council is bound by the terms of the FA. However, they have used this FA before and are comfortable with its contents.
Risk management	Each option allows multiple contract forms and D&B/traditional approaches.	Each options allow multiple contract forms and D&B/ traditional approaches.

Table 38 - Differences between the two options in the context of five key areas

Based on the evaluation above, the use of the established North Wales Construction Partnership (Lot 5) framework agreement is seen as most suitable. Although it is not the only reason, the main differentiator is the resource requirement of Council staff. The Council only have limited staff available for delivery of the scheme and the use of an established framework such as NWCP allows a manageable internal resource commitment whilst meeting the Council's needs.

3.3 Key Contractual Arrangements

To define the professional team required for works, a decision needs to be made for which parties will be undertaking the design activities and the associated coordination. There are two main options available:

- 1. Design and Build:** Under this arrangement a works contractor will be appointed under a Pre-Construction Services Agreement (PCSA) or like take responsibility for all design aspects including appointing a design team.
- 2. Traditional:** Under this arrangement the Council will directly appoint a consultant or consultants to directly undertake all design aspects.

The table below sets out the relative advantages and disadvantages of each approach:

Design and Build	
Advantages	Disadvantages
<ul style="list-style-type: none"> • Single point of responsibility • Can offer faster project delivery, subject to the procurement approach • Greater collaboration between designers, contractors and their suppliers leading to greater innovation 	<ul style="list-style-type: none"> • Limited client control over the design process • Potential for quality concerns • Limited choice of the professional team • Fees can be subject to additional overheads
Traditional	
Advantages	Disadvantages
<ul style="list-style-type: none"> • Greater control over the design process • Provides competition based on a developed design • Offers a greater level of certainty 	<ul style="list-style-type: none"> • The sequential nature of the process can lead to longer programmes when considering all stages • Increased risk of disputes between designers and contractors

Table 39 - Advantages and disadvantages of design and build

In line with the Social Partnership and Public Procurement (Wales) Act 2023, the traditional procurement route provides greater opportunity for Cyngor Gwynedd to maintain detailed control over the design phase. This enables the Council to embed specific well-being objectives and social value outcomes- such as local employment, skills development, and community benefits- into the early stages of project development and carry them through into the contract management.

The North Wales Construction partnership (NWCP) traditional route allows the Council to incorporate and enforce social public works clauses within contracts, covering areas such as fair wages, local training schemes, and environmental performance standards. This approach supports a more accountable and transparent delivery process, enabling public sector clients to monitor and manage contractor performance throughout both the design and construction phases.

As part of compliance with Act, evidence of engagement with social partners (e.g. trade unions, local SMEs and training providers) will be required to demonstrate that the procurement route has been selected in support of fair work and sustainable development principles. This may include justification related to job security, supply chain resilience, and opportunities for community benefit.

The traditional route's phased approach which separates design and construction offers a longer lead-in period for embedding and refining social value clauses. This allows for more deliberate integration of local subcontractors and suppliers who are aligned with fair work and practices and community priorities.

The NWCP framework accommodates both traditional and D&B routes. For this scheme, the traditional route has been selected due to the complexity and community-oriented focus of the project. This decision enables the early mobilisation of a professional design team, providing the Council with comprehensive oversight during design development and facilitating the delivery of robust social outcomes in line with statutory obligations and local strategic priorities.

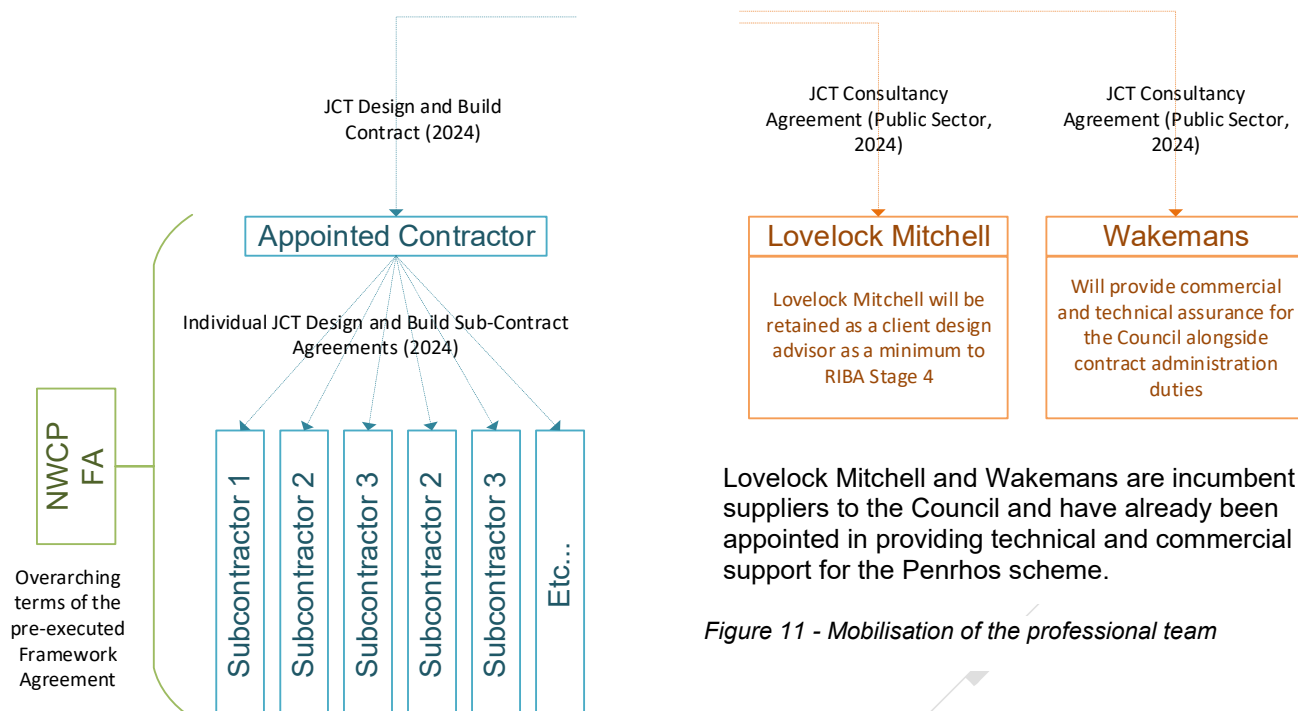


Figure 11 - Mobilisation of the professional team

Facilities Management

Facilities management enables the physical use of assets from the time of handover and throughout the asset lifecycle. This encompasses a wide range of responsibilities from physical repairs to cleaning and security. In its broadest sense facilities management can be split into three areas:

- **Hard Facilities Management:** Cyclical repair and ongoing maintenance to ensure the asset remains functional as per built specification.
- **Soft Facilities Management:** Cleaning and provision of consumables sometimes including catering provisions.
- **Utilities and Waste:** Contracts for utilities including connectivity and arrangements for waste management including specialist disposal services.

The arrangements for facilities management are open to change as the needs of the occupants change in the future, at the time of writing and upon handover the arrangements for Penrhos are as shown in Table 42 below.

Item	Council
Hard FM	
Inspections	Full
Building Maintenance	Full
Systems Maintenance	Full
External Areas Maintenance	Full
Internal Fabric Maintenance	All non-leased
Soft FM	
Cleaning	All non-leased
Consumables	All non-leased
Security	Full
Utilities & WM	
Energy Managements	Full
Electric	Full

Gas	Full
Water	Full
Waste	Full

Table 40 - Arrangements for facilities management

The Council will be undertaking Facilities Management in house as an extension of current capabilities utilising directly employed staff and specific service contracts for ongoing maintenance of the facility. It is not anticipated that a contract will be let for a facilities Management service provider.

It should be noted that there is currently a Partnership Agreement between the Health Board and the Council for the delivery and ongoing running of the new facility. This partnership agreement will be in line with the table above.

3.4 Risk Allocation

Risk allocation will not be completely confirmed until the point that contractor negotiations have been concluded. As per the commercial principles discussed above the principal client will be Cyngor Gwynedd. Considering the traditional approach taken under the JCT form of contract it is planned that risks will be allocated as follows (and in line with the Institute of Risk Management principles requiring risks to be allocated to the party best placed to mitigate):

Risk Category	Potential Allocation (<i>P</i> =Public; <i>Pr</i> =Private; <i>S</i> =Shared)	
1. Design and design coordination	<i>Private</i>	Under the traditional route the council retains responsibility for design development and coordination, including navigating planning and ensuring design quality.
2. Construction/ Development	<i>Private</i>	The contractor will be responsible for all works on site and the performance of a sub-contracting organisations.
3. Transition and implementation	<i>Shared</i>	Successful commissioning and handover require joint effort between the contractor (e.g. soft landings) and the council/ Health Board to ensure operational readiness. The contractor will be responsible for providing a soft landings approach however the success of this will also be dependent on meaningful interactions with the Council and Health Board.
4. Availability and performance	<i>Public</i>	Following completion, ongoing availability and performance risks transfer to the council and Health Board as they assume full control of the asset. Upon completion the success of the operational facility will sit with the Council and Health Board. There are to be no ongoing services provided by the contractor beyond any rectification of defects.
5. Operating	<i>Public</i>	The Council and Health Board are solely responsible for the ongoing operation of the new facility.
6. Service Modernisation	<i>Public</i>	Any changes to models of care and service delivery must be managed by the public sector in accordance with the partnership agreement and strategic planning. Risks associated with changes to the delivery of care will have to be managed by the Council and health board with the Heads of Terms/ Partnership agreement allowing flexibility to negotiate for potential changes in models of care.
7. Variability of revenue	<i>Public</i>	Financial risks relating to operational revenue remain with the council and Health Board and are governed by the inter-agency partnership agreement. Shared between the public sector organisations subject to the terms of the partnership agreement.
8. Legislative/ regulatory	<i>Shared</i>	Both parties may be affected by changes to legislation or regulatory frameworks. However, the impact will vary across the project phases and roles. This risk remains through both the pre-construction, construction and operational stages. Legislative changes will expose both the public and private sector however with differing impacts.

Table 41 - Risk allocation

3.5 Personnel Implications

Based upon the current proposals no TUPE transfers are envisaged. The Council and Health Board will require staff to deliver services from facilities on site. There may be some redesign to working arrangements and potentially some existing team structures may need to be modified to enable modernised service structures to be introduced.

Any changes would be made in line with Stakeholder Organisation Change Policies, with the appropriate staff consultation process, required training and other support to ensure that all staff affected are enabled to work within revised arrangements. Where appropriate union consultations will take place in a timely manner.

3.6 Contractual Issues

The Council have entered the following contracts:

Works

Purpose:	Construction of the new facility including any enabling works
Contracted with:	To be confirmed and subject to a procurement exercise
Form of contract:	JCT Building Contract with Quantities (2024)
Contract duration:	18 months (circa)
Payment mechanism:	Monthly in arrears in line with the terms of the JCT contract
Council's roles:	Contract administration including PMIs and certifying payments. Attendance at anticipated monthly progress meetings
Allocation of risk:	It is not expected that any additional specific provisions will be required

Table 42 - Works contract

Professional Services

Purpose:	Design services (all disciplines)
Contracted with:	Cyngor Gwynedd
Form of contract:	JCT Consultancy Agreement (Public Sector, 2024 edition)
Contract duration:	36 months (circa)
Payment mechanism:	Monthly in arrears in line with the terms of the PCSA
Council's roles:	Engagement with the design process, providing timely and constructive feedback and general contract administration activities
Allocation of risk:	It is not expected that any additional specific provisions will be required

Table 43 - Cyngor Gwynedd professional services contract

Purpose:	Cost management
Contracted with:	Wakemans
Form of contract:	JCT Consultancy Agreement (Public Sector, 2024 edition)
Contract duration:	24 months (circa)
Payment mechanism:	Monthly in arrears in line with the terms of the Consultancy Agreement
Council's roles:	Administration of the agreement only
Allocation of risk:	It is not expected that any additional specific provisions will be required

Table 44 - Wakemans professional services contract

Purpose:	Providing initial concept design followed by full design and contract administration
Contracted with:	Lovelock Mitchell
Form of contract:	JCT Consultancy Agreement (Public Sector, 2024 edition)
Contract duration:	36 months (circa)
Payment mechanism:	Monthly in arrears in line with the terms of the Consultancy Agreement
Council's roles:	Administration of the agreement only
Allocation of risk:	It is not expected that any additional specific provisions will be required

Table 45 - Lovelock Mitchell professional services contract

3.7 Accountancy Treatment

All accounting will be undertaken on an accrual basis. Cyngor Gwynedd will take the lead on the project and is responsible for management of the capital investment. There is no intention to create any new legal entities as part of this scheme.

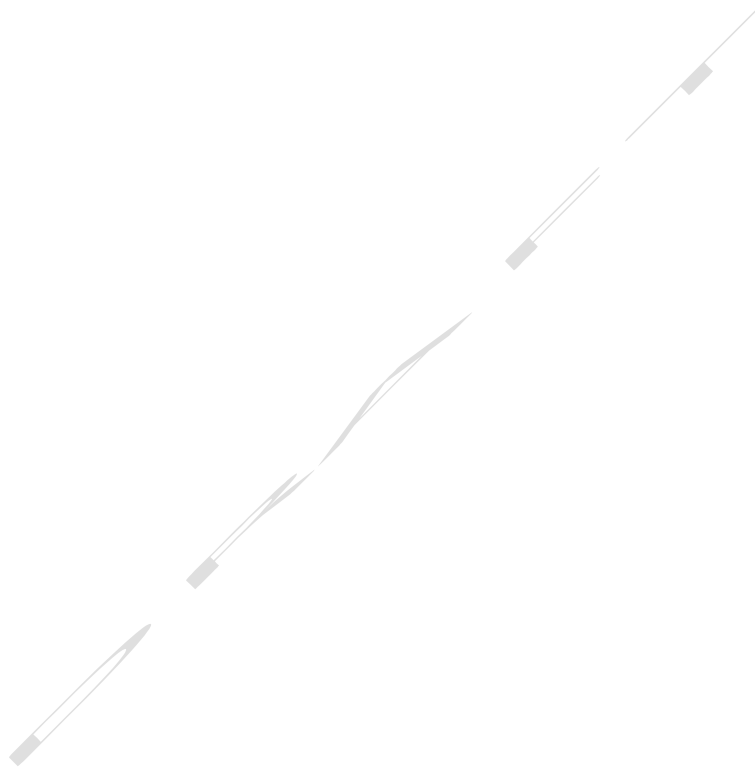
3.8 Project Bank Account

We will establish a Project Bank Account (PBA) in accordance with the [Welsh Government guidance](#) for construction and infrastructure projects and any other appropriate contracts valued at £2m or more which are fully, part or Grant funded by Welsh Government require a Project Bank Account to be set up.

3.9 Conclusion of the Commercial Case

The preferred commercial approach outlined in this business case demonstrates a viable and competitive route to market that aligns with procurement regulations and delivers value for money. The proposed strategy ensures market engagement, encourages supplier innovation, and mitigates key commercial risks. Through early market testing and appropriate contractual arrangements, the project is well-positioned to secure capable delivery partners while maintaining flexibility and control. Overall, the commercial case supports a robust procurement framework that underpins successful project delivery.

Financial Case



4. Financial Case

This section sets out the financial implications of the preferred option (as set out in the Economic Case) and the proposed deal (as described in the Commercial Case). This Financial Case has been produced to demonstrate that the scheme is both affordable and fundable and has the collective support of partner organisations. To provide a compelling argument, the Financial Case is structured to demonstrate the following information:

Item	Contents	To demonstrate that ...
Capital requirements	Capital requirements	Capital costs are known with a high level of certainty
Funding approach	Delivery funding stream Operation funding stream	Capital and revenue costs for the scheme can be met by the funding available
External bed purchase	Private purchase price Penrhos Income price	Penrhos has viable pricing
Revenue requirements	Revenue requirements	Revenue costs are known with a high level of certainty
Revenue account impact	Revenue account impact to cover upfront capital costs	The overall revenue account position remains healthy and that there will be no negative financial impact to the public individually and collectively
Confirmation of support	Funding mechanism Partner contribution	All partner organisations are financially committed to the success of the scheme
Sensitivity analysis	Sensitivity testing	Changes in operating costs and income do not pose a threat to the overall position

Table 46 - Structure of the financial case

To appraise the preferred option on a financial basis, a financial model has been developed in which forecasted income and expenditure is input on a cashflow basis, with the new build care home appraised over a 30-year period.

The modelling inputs are provided from different sources, including the Council and its external advisors, such as Wakemans cost consultants and Lovelock Mitchell architects.

In addition to the modelling inputs provided, several modelling assumptions have been agreed with the Council, and can be summarised as follows:

- **Income and Costs:** Operating income and costs provided are in present day terms and inflated consistently across the model.
- **Inflation:** Inflation is included at a constant rate of 2.5% across the cashflow.
- **Discounting:** In line with Green Book guidance, costs and income are discounted at 3.5% for the 10-year investment period (6.09% inclusive of inflation).
- **VAT:** VAT is excluded from the model on assumption that it falls within Council's exemption allowance.
- **Bed demand:** there is an implicit assumption that there is Council demand that translates to 92% occupancy across nursing and residential beds. 92% occupancy provides an income and expenditure surplus while any lower occupancy creates a deficit. This is demonstrated in analysis in Appendix F.
- **Programme timings** – across the 30-month programme period (March 2027 to September 2029, inclusive of design and build), costs are profiled as 10% year 1; 45% year 2; 40% year 3; and 5% year 4. Sunk costs (e.g., SOC, and OBC development) are included in year 1.
- **Major repairs/lifecycle costs:** the Council's policy is to depreciate new buildings over a 40-year period at a rate of around 2 to 4% per year on a straight-line basis. Whilst we have included an allowance for ongoing maintenance, given the short time span of depreciation against typical building design lives, we think it is therefore prudent to exclude the cost of major repairs within the model. This is based on the rationale that the core asset value is depreciated to zero over 40 years.

4.1 Capital Arrangements

A capital cost profile has been produced for **Preferred Option 7 Partnership with LA and HB - new care and nursing home facility at Penrhos** based on the design and layout information provided by the Council using benchmarks and market rates sourced by Wakemans. These are included in AppendixG.

To propose an estimate of capital expenditure at SOC stage, indicative design work was undertaken on what was believed to be the Do Maximum option. As shown in the table below, this demonstrated a total cost of £18.4m excluding VAT. As outlined in the SOC this undertaking was purely intended to give an estimate of capital expenditure and not be regarded as the cost of the preferred option which would be determined at this OBC stage.

The table below shows the original estimated costs in the SOC which was developed approximately 12 months before the IRCF application was made.

Description of Component Cost	£'000
New Build Care Home with Nursing	11,800
Other Costs (Pre-construction, Preliminaries – 15% of Construction cost)	1,819
Fit out	250
15% contingency and Optimism Bias	2,080
15% Inflation Uplift and Risk Allowance	1,834
OBC Development phase costs (Project Manager, Design, Planning, OBC development)	599
TOTAL COST	18,382

Table 47 - Estimated costs in the SOC

Since approval of the SOC Wakemans was appointed to undertake cost consultation and provide a more defined indication of costs (excluding VAT) for the preferred option. These are shown below:

Capital Expenditure	Item
£ 15,410,000	Construction (new build care home with nursing) - figure provided by Wakemans (Feb 2025)
£ 15,410,000	Sub-Total 1
£ 1,079,000	Statutory and Professional fees @ 7%
£ 500,000	Furniture & Equipment
£ 1,155,000	Project Risk Allowance 7.5%
£ 933,000	Inflation uplift @ 5.63%
£ 557,000	Optimism Bias @ 3%
<u>£ 19,634,000</u>	<u>TOTAL - CAPITAL EXPENDITURE</u>

Table 48 - Costs for the preferred option

Based on engagements led by Cyngor Gwynedd Property Development Team and assuming project timeline are met including approvals by Welsh Government, a general assumption has been made that forecasts capital expenditure as follows:

Financial Year	% spend	£
2026/27	10%	£1,963,000
2027/28	45%	£8,835,000
2028/29	40%	£7,853,000
2029/30	5%	£982,000
TOTAL	100%	£19,634,000

Table 49 - Forecast capital expenditure

The capital requirements of the preferred option are supported by a detailed cost plan as shown in Appendix G.

Clarification on Capital Funding and VAT Treatment: The capital funding requirement presented in this case reflects the total cost to be financed for construction. It is important to note that this figure may appear lower than the Net Present Value (NPV) of the preferred option as presented in the economic case. This is because the economic case includes all discounted costs over the lifecycle of the project, whereas the financial case focuses on actual cash outflows required for delivery.

Additionally, VAT has been excluded from the economic case in line with HM Treasury guidance, as it is considered a transfer payment and does not affect net public value. However, in the financial case, VAT must be treated as a real cost if it cannot be recovered by the organisation incurring it. Confirmation that Council can indeed recover the VAT under its Section 33 exemption of VAT recovery status has been provided. VAT is therefore reclaimable and is not included in the capital funding requirement.

4.2 Funding Approach

The following table sets out the upfront capital requirements and the targeted offsetting IRCF grant, and any other capital receipts released as a result of the project.

	Option 7 – New 56-bed care and nursing home facility
Acquisition costs	£0
Sunk project costs	£0
Construction and associated costs	£19,634,000
IRCF grant income	£16,634,000 (85%)
Other capital receipts	£3,000,000 (15%)

Table 50 - Upfront capital requirements

This OBC is intended to secure Health and Social Care Integration and Rebalancing Capital Fund (IRCF) funding of £16.634m from the Welsh Government to create a public sector partnership development at the Penrhos site, in partnership with Betsi Cadwaladr University Health Board (BCUHB) for the building and development of a new residential and nursing care home. The Welsh Government has earmarked Capital Grants to promote the integration of Health and Social Care, and to support work on the second modelling of the care sector. Discussions have already begun with the Welsh Government about accessing the funds in a

timely manner. The level of contribution has been agreed between CG and the IRCF Team as part of the approval at SOC stage.

The Welsh Government says it will make funding available to allow Cyngor Gwynedd and the BCUHB to develop full plans for the new nursing and residential care scheme. A formal planning application is now expected to be submitted in due course before the authorities involved make a further bid for IRCF funding.

Internal capital funding of £3m will be provided by Cyngor Gwynedd from provision for match funding of projects in the care sector as outlined in the Asset Management Plan 2024-2035. This will contribute toward offsetting any deficit funding given the prevailing cost of price increases. Confirmation of this funding is included in [Cabinet report 11/06/2024](#).

4.3 Confirmation of Support

Two acres of land at Penrhos will be transferred to the Council by ClwydAlyn Housing Association for the purpose of the project.

In July 2022, Cyngor Gwynedd and BCHUB agreed on a formal partnership to provide nursing home placements within the county. CG [Cabinet meeting of 28/03/2023](#) and the [Health Board meeting of 30/03/2023](#) expresses agreement and approval from both organisations to the Penrhos development.

External Bed Purchase

As mentioned above the model assumes a total minimum care bed demand of 92% which equates to a total of 52 beds (out of 56). The following market prices have been provided by the Council for use in the model:

Bed	Beds allocation	Average private purchase price
Residential Care (Dementia)	58%	£1,044 per week
Nursing Care	29%	£1,021 per week
Nursing Care (Dementia)	13%	£1,278 per week

Table 51 - Market prices

4.4 Revenue Requirements

A revenue cost profile has been produced for the preferred option based on the design and layout information provided. These are included in Appendix F. A summary of the revenue costs is provided in the table below.

	TOTAL
Staff	£ 3,213,840
Other	£242,989
Central costs	£72,248
Rental income	-£ 40,222
TOTAL	<u>£3,488,855</u>
Depreciation	£ 385,000

Table 52 - Summary of the revenue costs

Like capital costs above, initial indicative revenue costs were developed as part of the SOC process and based on market expectations and comparable care homes in the county. However, since approval of the SOC a more detailed analysis of the revenue costs has been carried out to support development of this OBC. A more detailed outline of expenditure is provided in Appendix F.

It is anticipated that the preferred option will be revenue-neutral or better for Cyngor Gwynedd and the Health Board. Current trends show that in-house residential service provision within Cyngor Gwynedd is currently at an average occupancy (occ) level of 92%. The previous Polish Care Home had an average occupancy level of 90%. The occupancy levels within the independent sector in Gwynedd is higher, at 95%.

	92% occ	90% occ	80% occ	70% occ
Expenditure – Operating	£3,488,855	£3,488,855	£3,488,855	£3,488,855
Sub-total EXPENDITURE	£3,488,855	£3,488,855	£3,488,855	£3,488,855
Income - Nursing Care	£1,204,580	£1,185,526	£1,090,255	£994,984
Income - Residential Care	£ 2,331,543	£ 2,283,296	£2,042,064	£1,800,832
Sub-total INCOME	£3,536,122	£3,468,822	£3,132,319	£2,795,816
ANNUAL SURPLUS/(DEFICIT)	<u>£47,267</u>	<u>-£20,033</u>	<u>-£356,536</u>	<u>-£693,039</u>

Table 53 - Occupancy rates and expenditure/income

The net operating position varies across 70%, 80%, 90% and 92% occupancy with only the latter offering a net surplus of £47k per year (1.33% of income). The difference between surplus and deficit is purely economies of scale.

Revenue Account Impact

The impact on the revenue account includes the net cost of operating Penrhos, there will be no borrowing costs required to pay for upfront capital works as this is already accounted for in the Council's Asset Management Plan. These components have been modelled to show a combined revenue cost, which can be compared across the options.

The full details of the Council accounting position can be shown in the below table:

	Option 7
	New residential and nursing care home at Penrhos
Revenue Account	
Income	
Expenditure	
Revenue account (ex. financing)	
Finance	
MRP	
Total revenue account	
Average annual revenue costs	
Revenue account NPV	
Average annual revenue costs NPV	
Capital Account	
Capital income	£0
Capital grants	£16,634,000
Capital costs	(£19,634,000)
Net capital expenditure	(£3,000,000)

Table 54 - Council accounting position

4.5 Sensitivities

To assess the resilience of the preferred option under varying financial conditions, sensitivity analysis has been undertaken. This helps to understand how fluctuations in operating costs and income could influence the overall financial position and value for money.

Time Horizon Context: The sensitivity analysis has been conducted across two forecast horizons—10 years and 25 years—to reflect both short- to medium-term financial performance and long-term sustainability.

- The 10-year horizon is particularly relevant for assessing near-term affordability, budget exposure, and operational risk. It aligns with typical funding cycles and provides insight into early-year financial resilience.
- The 25-year horizon captures the full lifecycle of the asset, including long-term operating efficiency, income generation, and cumulative cost impacts. This view is essential for evaluating the enduring value for money and strategic return on investment.

Scenario Interpretation: Each horizon includes three scenarios:

- Base Case: Assumes central estimates for income and operating costs.
- Scenario 1 (Downside): Models a 10% increase in operating costs and a 10% reduction in income.
- Scenario 2 (Upside): Models a 10% reduction in operating costs and a 10% increase in income.

	Scenario	Income (£)	Revenue Costs (£)	Depreciation (£)	Surplus/Deficit (£)	Annual Net Cost (£)	Total Net Cost (£)	BCR
10-Year Base	Base Case	£ 3,921,122	£ 3,488,855	£ 385,000	£ 47,267	£ 337,733	£ 23,011,330	2.22
10-Year S1	Scenario 1	£ 3,529,010	£ 3,837,741	£ 385,000	£ -693,731	£ 1,078,731	£ 30,421,307	1.68
10-Year S2	Scenario 2	£ 4,313,234	£ 3,139,970	£ 385,000	£ 788,265	£ 403,265	£ 15,601,353	3.27
25-Year Base	Base Case	£ 3,921,122	£ 3,488,855	£ 385,000	£ 47,267	£ 337,733	£ 28,077,325	1.82
25-Year S1	Scenario 1	£ 3,529,010	£ 3,837,741	£ 385,000	£ -693,731	£ 1,078,731	£ 46,602,268	1.09
25-Year S2	Scenario 2	£ 4,313,234	£ 3,139,970	£ 385,000	£ 788,265	£ 403,265	£ 9,552,383	5.34

Table 55 - Sensitivity analysis across two forecast horizons

- Annual Net Cost reflects the yearly shortfall (or surplus) between income and operating costs (Revenue + Depreciation).
- Total Net Cost includes that annual figure multiplied by the number of years, plus the capital cost of delivering the project (Annual Net Costs x 10 years or 25 years) + Capital costs
- Total economic benefits are held constant across scenarios at £51.1m. BCRs reflect changes in total net cost under each financial scenario.

The results show that while the project remains viable under all scenarios, the downside case (S1) significantly increases the net cost and reduces the Benefit–Cost Ratio (BCR), particularly over 25 years. This highlights the importance of robust cost control and income assurance. Conversely, the upside case (S2) demonstrates strong financial performance and exceptional value for money, with a BCR of 5.34 over 25 years.

Note on BCR Inclusion: Although BCR is traditionally presented in the economic case, it has been included here to illustrate how financial performance scenarios influence the overall economic value of the project. This helps bridge the financial and economic cases and supports a more integrated view of risk and return.

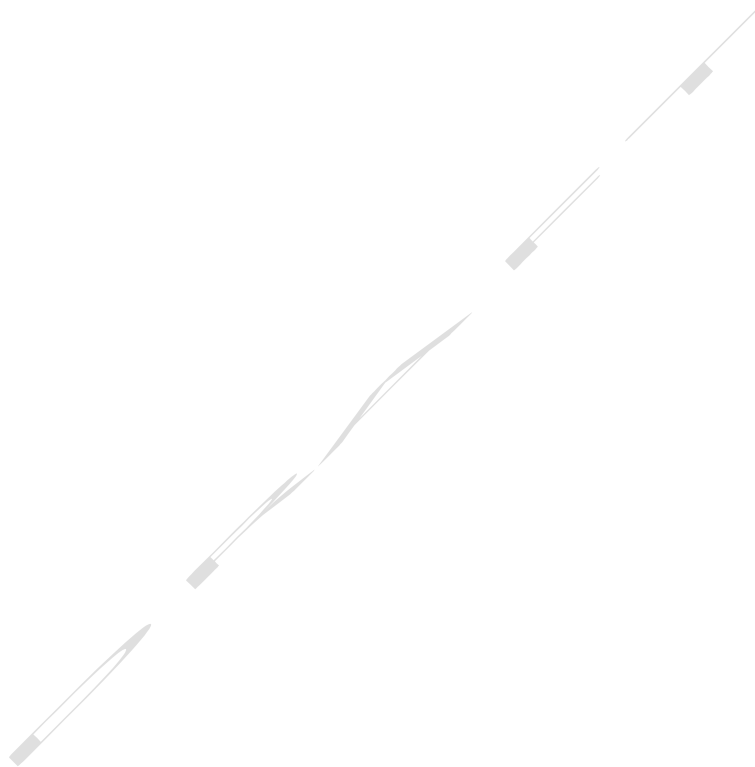
4.6 Conclusion of the Financial Case

The financial analysis provided demonstrates that the preferred option is broadly affordable and financially viable under base assumptions. Sensitivity testing across both 10-year and 25-year horizons confirms that the project remains resilient under downside scenarios, with strong upside potential.

While capital costs and lifecycle financial modelling have been robustly assessed, the full impact on the Revenue Account—particularly in terms of annual operating pressures and budget headroom—has not yet been finalised. This is a critical component of the overall affordability assessment and will be addressed in detail at Full Business Case stage.

Subject to confirmation of the Revenue Account impact and any necessary mitigation measures, the financial case supports progression of the preferred option, with a clear pathway to demonstrating full affordability and value for money.

Management Case



5. Management Case

5.1 Introduction

The purpose of this management case is to demonstrate that robust arrangements are in place for the delivery, monitoring and evaluation of the scheme. This demonstrates that the preferred option can be successfully delivered with arrangements in place for contract management, benefits realisation and risk management.

To provide a compelling argument the Management Case has been structured to demonstrate the following:

Item:	Contents:	To demonstrate:
Governance Arrangements	Overview of the arrangement in place for the rebalancing care and support programme.	How delivery of the Penrhos residential and nursing care home scheme fits within the arrangements for the rebalancing care and support programme as well as the required IRCF governance arrangements
Programme & Project Management	Roles and responsibilities for delivery of the scheme	That robust delivery arrangements are in place and are being successfully implemented
Project Timeline	Key Milestones	That realistic timeframes have been allocated and agreed with all parties showing a clear critical path
Stakeholder Management	Content and methodology for maintaining stakeholder communications	People and entities outside of the partner organisations maintain support for the scheme
Change Management	The strategy for managing contractual change	The Council and partners are in a position to adapt to changing needs and circumstances
Benefits Realisation	The strategy for realising benefits	Buy-in and accountability for the forecasting, measurement and reporting of benefits
Risk Management	The strategy for managing risk	Proportionate systems are in place, actions are being undertaken, and ownership follows the principles set within the Commercial Case
Assurance and Post Project Evaluation	The arrangements for future gateway reviews	Development and consideration of lessons learnt which may provide a blueprint for similar undertakings elsewhere

Table 56 - Structure of the management case

5.2 Programme Governance Arrangements

Project Governance arrangements have been established to reflect national guidance and as set out in the Capital Investment Manual 'Managing Capital Projects' (Department of Health); PRINCE2 (Office of Government Commerce); Managing Successful Programmes (Office of Government Commerce/ Efficiency and Reform Group). It was noted that the report was an example of close joint-working between Cyngor Gwynedd and the Health Board, which was to be welcomed.

At SOC stage it was agreed to put formal arrangements in place to ensure clarity of roles and responsibilities of each partner. Since the SOC these arrangements are largely retained as follows:

North Wales Regional Partnership Board (NWRPB)

Regional Partnership Boards (RPBs) have been identified as crucial vehicles to lead the development of a joined-up approach to planning health, social care and housing capital investment that can enable seamless service delivery closer to home. They include representatives from health, social care, housing, education, the third sector, and independent providers. RPB's have a key role in bringing together key partners to facilitate cross-sector strategic planning in relation to capital investment for health and social care.

The NWRPB Strategic Capital Plan is a comprehensive 10-year plan that has been developed to address the capital investment needs for community infrastructure in North Wales. This plan focuses on enhancing social care and primary and community healthcare services. The plan was finalised in October 2023 after incorporating feedback from various stakeholders and undergoing several revisions. The NWRPB Strategic Capital Plan is supported by two main sources of Welsh Government capital funding:

- the Integration and Rebalancing Capital Fund (IRCF); and the
- Housing with Care Fund (HCF).

These funds are allocated to support a range of projects that promote independence, wellbeing, and care closer to home while delivering on the strategic priority of increased care and support for complex needs. The RPB forms a part of the pathway of approval at each business case stage.

Projects seeking IRCF Funding must receive formal approval from the RPB in the first instance and adhere to its governance arrangements. Regional Partnership Boards (RPBs) must ensure they have robust monitoring arrangements in place to ensure schemes funded via IRCF deliver their intended outcomes on time and within budget. The Welsh Government will hold bi-monthly monitoring meetings with each RPB to review progress, financial performance and review the submitted bi-monthly proformas the Penrhos project manager completes on behalf of the scheme.

The RPB's governance framework in the diagram below aims to facilitate cooperation between multiple key partners in North Wales

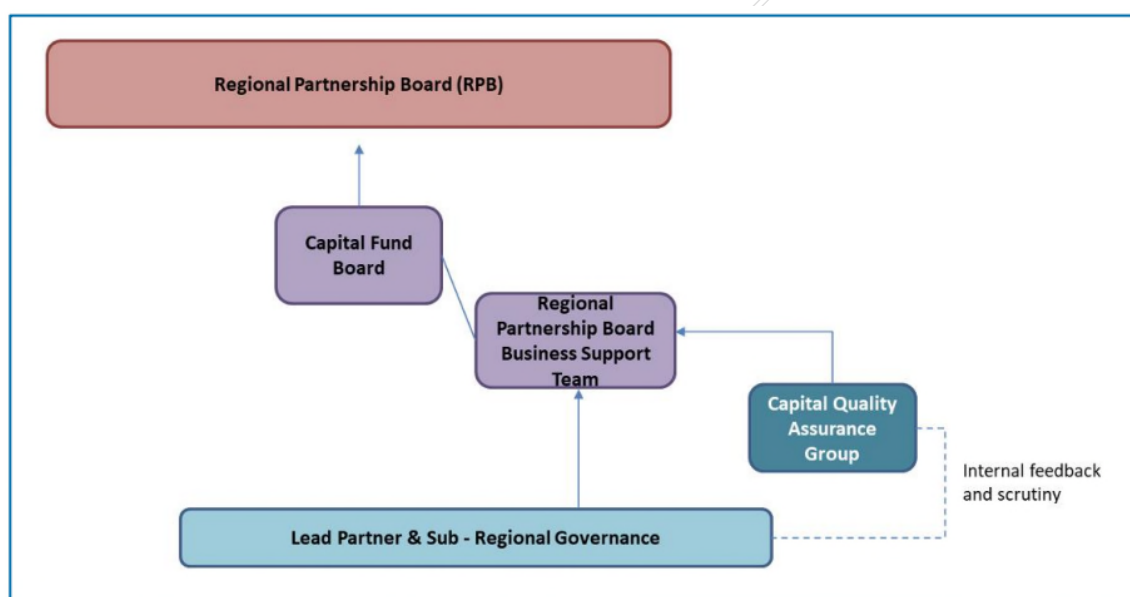


Figure 12 - RPB's governance framework

IRCF Team and Welsh Government

Once the project was deemed feasible the investment application was submitted to Welsh Government in Spring 2023. This application was then considered by the IRCF Panel who supported the business case and development stage, this approval allowed the business case to be submitted for further consideration.

As for all projects over £5 million, business cases must be submitted in three stages: Strategic Outline Case, Outline Business Case followed by a Full Business Case.

Following approval by the NWRPB, CG (the lead organisation) submitted a Strategic Business Case to Welsh Government IRCF Team for consideration in April 2023. The scrutiny process involves two rounds. The first round (SOC) was approved by the Welsh government in July 2024 and this OBC will support the second

round. After thorough scrutiny, a recommendation will be made to the IRCF Panel. If the IRCF Panel supports the recommendation, it will then be recommended to the Minister for final approval.

On final approval by IRCF Panel and the Minister the applicant (CG) will be notified, and work can begin. Funding will be released quarterly in retrospect following the submission of claims evidencing eligible expenditure.

The new building on the Penrhos site will be designed to achieve the highest environmental standards of BREEAM excellent (a copy of the BREEAM report to date can be seen in Appendix H). Additionally, in line with the IRCF guidance, the project will deliver Net Zero Carbon in operation and a 20% reduction on the amount of embodied carbon, which includes those emitted through construction materials and the construction process.

5.3 Programme Management Arrangements

Penrhos Programme Board

The Penrhos Programme Board provides strategic leadership and overview of the project from the primary partners in the project in addition to managing risks and ensuring the project works towards reaching the agreed goals. Membership of the Board includes senior officers and managers from each partner organisation as well as other key stakeholders.

Cyngor Gwynedd Corporate Director – Social Services and BCUHB Executive Director of Nursing & Midwifery are the Senior Responsible Officers (SRO) for the Project. The partnership Project Executives are:

- Mari Wynne Jones (Head of Adult, Health and Wellbeing Department for Cyngor Gwynedd)
- Chris Rudgley (West Area Lead for Operational Improvement for BCUHB)
- Project Manager – Meinir Owen (Cyngor Gwynedd)

Care and Workforce Project Board (Cyngor Gwynedd and BCUHB)

The Project Board has the overall responsibility to drive forward and deliver the outcomes of this scheme. Members will provide resource and specific commitment to support the project manager in respect of the key deliverables. The Project Board will be led by a Project Manager. The key roles of the Project Board are to:

- Provide strategic direction for the project
- Coordinate and oversee the action plan led by individual workstreams and designated responsible officer
- Be accountable to the Penrhos Programme Board
- Confirm the scope of the project
- Sign off the Project Execution Plan and project plans
- Deliver the project within the parameters set
- Authorise deviation from agreed project scope
- Sign off completion of each stage and deliverables and ensure relevant approvals are met
- Ensure that required resources are available
- Respond to any escalated issues from work-streams and project team
- Monitor risks associated with the project and review risk register
- Provide high level direction on stakeholder involvement and support and monitoring project level management of stakeholders
- Ensure the requirements for Business Case approval are met
- Receive and note post project review for lessons learnt

Existing partner organisation Boards retain the power to sign off the business case, at each stage of the development process through their organisational governance arrangements as follows:

- Cyngor Gwynedd – Cabinet.
- BCUHB – West IHC, Executive Team, PFIG and Health Board.

The programme and project management arrangements outlined above are represented in Figure 13 below which also places these arrangements within the wider business case approval context:

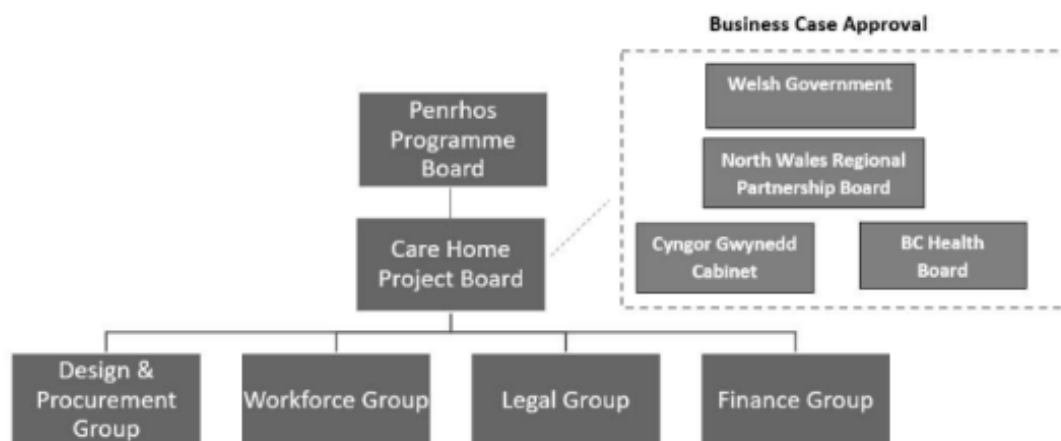


Figure 13 - Programme and project management arrangements

Professional Advisors

The Project Team is supported by a number of experienced external advisors. A list of current advisors and their role in supporting the project to date is summarised in the table below.

Provider	Responsibilities
Hugh James	Legal Advice
Lovelock Mitchell	Architects
Wakemans	Cost Consultant
Waterco Datrys	Civil & Structural Engineering

Table 57 - Current advisors and roles

5.4 Project Management Arrangements

All schemes requiring a Business Justification Case (BJC), Outline Business Case (OBC) or Full Business Case (FBC) will need to establish an appropriate Project Board. The continued use of PRINCE 2 based controls for project management is recommended based on the following seven processes:

Process	Actions, Activities and Processes (non-exhaustive)
Starting Up	Appointment of the team and executives, OBC production, definition of the project brief.
Initiating	Preparation of tools such as quality management system, benefits management and project controls.
Directing	Authorisation of the project and execution plan whilst providing ad hoc direction.
Controlling a Stage	Authorising packages of work, status reviews, highlight reporting, management of risks and issues.
Managing Delivery	Sending performing and accepting of works packages
Managing a Stage Boundary	Planning the succeeding stage, updating the business case, updating the project plan and creating exemption plans where required.
Closing	Prepare/ undertake handover and undertake evaluations.

Table 58 - PRINCE2 based controls for project management

5.5 Project Plan

Project Milestones	Indicative Dates
Partnership Approval of SOC	March 2023
WG review of SOC and approval to proceed	July 2024
Planning process commenced	October 2025
Outline planning permission	November 2025
Completion of OBC inc. internal approval to proceed	December 2025
WG review of OBC and approval to proceed	January 2026
Formal planning application	Spring 2026
Completion of FBC inc. internal approval to proceed	June 2026
WG review of FBC and approval to proceed	September 2026
Construction, completion and handover	March 2027 – September 2029
Occupation	October 2029

Table 59 - Project milestones

Council officers will now develop detailed designs and plans, to be submitted to the formal planning process during 2025, with the aim of construction work starting in 2027. It is hoped the home will be complete and ready to welcome its first residents in 2029.

5.6 Communication and Engagement

Public and stakeholder consultation is essential to ensure that the various stakeholder aspirations are considered throughout the development of the scheme. Therefore, the project will follow a Communication and Engagement Plan that outlines how the Project Manager will engage with stakeholders, manage communications, and ensure transparency throughout the project. This plan will evolve as the project progresses to account for changes to stakeholders, changes to their interest and influence and changes to how the Council undertakes its engagement. A full Communications and Engagement Plan can be seen in Appendix I.

The key stakeholders for this project have been identified and consulted, with views incorporated into the design and the Business Case:

Organisation / Name	Interest	Influence	Strategy for Engagement
Welsh Government	H	H	Regular updates through bi-monthly progress reports and formal consultations during the IRCF application process.
NWRPB	H	H	Close coordination through the RPB's Capital Project Management Office, regional approval to progress to OBC stage FBC etc, quarterly monitoring processes.
NWSSP SES	H	H	Early engagement on proposals/initial designs, ongoing updates and meetings to inform and consult throughout project lifecycle.
Betsi Cadwaladr University Health Board – Chair and Executive Director of Nursing & Midwifery	H	H	Engage through targeted briefings and updates to ensure continued support and alignment with health and social care objectives.
Planning Department	M	H	Early advice and guidance on planning works, ensure timely submission and processing of planning applications, and maintain open lines of communication.
Members	M	M	Regular strategic briefings to ensure alignment with CG corporate objectives, secure support, and provide updates on project progress, resource needs, and outcomes.
Cabinet Member for Health and Social Care (Cllr Dilwyn Morgan)	H	H	Engage through targeted briefings and updates to ensure continued support and alignment with health and social care objectives.
Local Member (Cllr Angela Russell)	H	M	Regular briefings to gather local insight and feedback; consult on community concerns and ensure alignment with local priorities.
Current Penrhos Residents and Families	M	L	ClwydAlyn in partnership with the Council operates a web page dedicated to the Penrhos Scheme with regular progress updates.
Media and Press	M	L	All incoming and outgoing communications are managed by Cyngor Gwynedd and BCUHB's communication department in consultation with the NWRPB.

Table 60 - Key stakeholders

The key stakeholders have been mapped according to their influence and interest:

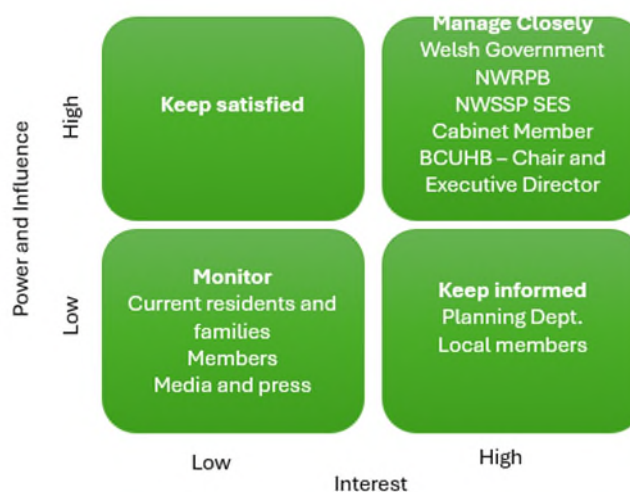


Figure 14 - Stakeholder map

The project manager will lead the engagement with a number of stakeholders, undertaking the following key responsibilities:

- Liaising with RPBs, Welsh Government and others, as appropriate.
- Securing written RPB endorsement and formal agreement to apply for IRCF funding and approval to progress at each stage e.g. OBC, FBC and submit applications for approval.
- Submitting applications for approval and claims for grant, providing all supporting evidence required.
- Monitoring, recording and escalating risks as required
- Reporting outputs, outcomes and benefits and providing information to the Programme Board and Project groups.

5.7 Change Management

As with all capital projects of this scale the project is likely to be subject to changes and it is fundamental that control and management are included in the decision-making process. Change control is to enable parties to be able to make informed decisions with a high degree of predictability of outcome.

Change control procedures have been in place during the early stages of the project and have been used to aid the development of solutions from the outset.

Change instructions can only be issued by the Senior Responsible Owner or the Project Director and must be within their respective limits of delegated authority. No other person is authorised to issue instructions.

To make decisions in an informed manner the Senior Responsible Owner or the Project Director must as an absolute minimum be made aware of:

- Any contractual timescales involved
- The value/effect of the proposed change and hence the approval level required
- The timing and frequency of meetings involving the requisite approval authority
- The level/value/impact of any abortive work that may be carried out whilst any response/decision/approval is sought.

Any requested change that exceeds, or is likely to exceed, the project budget and/or is likely to extend the programme and/or is likely to increase the Partnership's risk profile, will have to be approved initially by the Project Board, and then escalated accordingly in line with Penrhos' governance structure.

The cost report issued monthly will summarise all changes to date, both approved and forecasted. The change control procedure is in accordance and aligns to authority levels given to appointed personnel.

The only circumstance where the change control procedure can be circumvented, is when an immediate or imminent health & safety matter occurs, requiring immediate action; or when the change is within the delegated authority granted to the Senior Responsible Officer, the Project Director or the Project Manager.

In cases where there is an imminent health & safety danger that requires an action exceeding the authority of Senior Responsible Officer, the Project Director or the Project Manager, retrospective use of the procedure is to be adopted. Any changes to the agreed project requirements will require formal approval by the Project Board, dependent upon the scale of their impact.

Change requests will be generated using a project Change Control Form and will be assessed for financial and programme implications. The Project Manager will indicate on the form the time required for approval. This document will be sent to the Project Director for approval and signature.

Upon formal approval, the Project Manager will issue a Project Manager's Instruction. All changes must be formally communicated to the contractor under cover of a Project Manager's Instruction (PMI).

5.8 Risk Management Plan

The processes followed adhere to the PRINCE 2 risk management procedure.

Process	Tools
Identify	<p>Risk Reviews – utilising group thinking and contributed to by an appropriate range of stakeholders.</p> <p>Risk Checklist – bringing in lessons learnt from previous projects and programs.</p> <p>Prompt List – utilising publicly available risk prompt lists.</p> <p>Breakdown Structure – identifying the sources of risk and assessing how these could result in additional risks.</p>
Assess	<p>Probability Trees – used in assessing the cause and effect to provide further interrogation to a risk's probability of occurring.</p> <p>Expected Value – quantifies the risk with assessment of impact and probability.</p> <p>Ranking – used to prioritise risks when assessed against their potential impact on the project objectives (alternatively referred to as Pareto Analysis).</p>
Plan	<p>Impact grid – used to show the risk exposure across the impact and probability metrics, set risk tolerances and prioritise.</p>
Implement	<p>Tools used in the implement stage are bespoke depending on the nature of the specific risk. These are included in the risk profiles.</p>

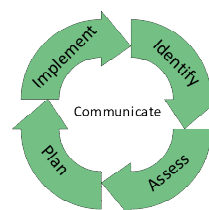


Table 61 - PRINCE2 risk management procedure

The responsibility for managing the risks of the project resides with the Project Manager. Key project risks will be identified and recorded on a Risk Register, where they will be allocated a Risk Manager, who is responsible for managing the risk together with the mitigation measure identified for that risk.

The Risk Register has been developed and presented to the Project Board. It is a separate stand-alone 'live document' throughout the life of the project, which must be updated regularly to capture new risks, identify those whose status have changed, examine mitigation strategies and close risks which are no longer applicable.

Key members of the Project Board may be responsible for owning risks highlighted on the Register and carrying out the mitigating actions identified; however, it is the Project Manager who is required to manage the Risk Register as a whole, with particular attention to the most significant risks. Risk workshops are to be held at periodic intervals throughout the project duration and additional risks added as they arise. Through a delegated authority, the Project Manager will present the steps that are being taken to minimise exposure to risk on the project. The risk workshop will then determine if the approach is appropriate or if additional action is required to be undertaken.

Risks are to be assessed in line with the matrix shown below and a fully costed risk register can be seen in Appendix E:

		Likelihood				
		Rare	Unlikely	Possible	Likely	Almost Certain
Consequence	5 - Catastrophic	5	10	15	20	25
	4 – Major	4	8	12	16	20
	3 – Moderate	3	6	9	12	15
	2 – Minor	2	4	6	8	10
	1 – Negligible	1	2	3	4	5

Table 62 - Assessment of risks

5.9 Outline Arrangements for Benefits Realisation

It is the responsibility of each benefit owner to capture benefits in line with the agreed measurement frequency and report to the SRO.

The benefits process shown in the diagram to the right shows the stages of the benefits realisation process which will be undertaken throughout the lifecycle of the project in line with APMG methodology.

It is recognised that a robust benefits management process will be key to the delivery of the outcomes and objectives from this scheme. This approach allows the Penrhos Partnership to demonstrate the success of the project post completion whilst assisting with the lessons learnt and continuous processes.

The Senior Responsible Owner remains accountable for the receipt of benefits tracked by the individual benefit owners throughout the life of the project. These are to be reported to the Programme Board to timescales identified within the developed benefit profiles.

Programme monitoring

Effective monitoring and evaluation arrangements are important to provide assurances that IRCF capital funding is being fully utilised in the support of the aim of the fund to achieve the Programme for Government (PfG) commitments of developing 50 integrated health and social care hubs and rebalancing the residential care market. RPBs must ensure they have robust

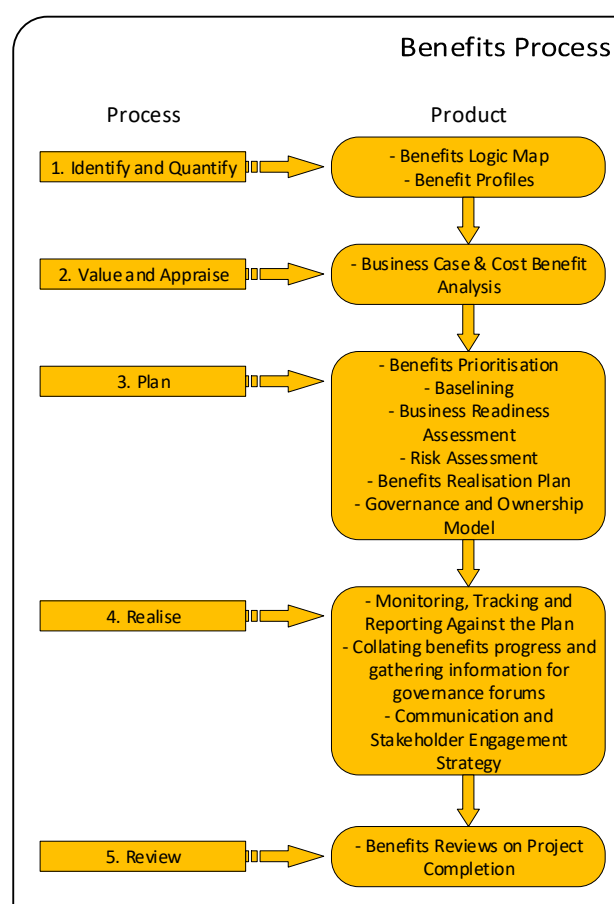


Figure 15 - Benefits process

monitoring arrangements in place to ensure schemes funded via IRCF deliver their intended outcomes on time and within budget. The Welsh Government will hold bi-monthly monitoring meetings with each RPB to review progress and financial performance. More frequent meetings will be held as required, particularly in the second half of the financial year. RPB Leads will be the main point of contact to ensure a strategic view is maintained across each region, however leads can nominate suitable colleagues to engage with the Welsh Government if required. Welsh Government requires RPBs to submit bi-monthly monitoring reports, including:

- Financial assumptions
- Delivery of project – timeframes to include targets as well as any identified slippage against spend profile
- Programme risks and RAG status of scheme and project progression
- Outputs and outcomes – by set dates e.g., by 30 September and 31 March
- Benefits realisation

Other than risks, reporting must be cumulative and summarise the overall position at the relevant point of the financial year. RPBs should include progress updates on their capital activity as part of their annual report. Welsh Government may publish periodic report to illustrate the activity.

Measuring Success

It should be for the RPB to ensure that benefits register with baselines is developed so that success can be judged against this. Each individual project will have its own success criteria. Any business case developed should include benefits register. However, RPBs need to align their benefits register to the RIF Outcomes Framework and the Model of Care high level outcomes that relate to, for example community-based care and accommodation-based solutions, and to the other Models of Care outcomes where there is interface and relevance to provide the story of intended change for the priority population groups. The RIF Outcomes Framework Technical Handbook provides practical advice and suggests tools to use to gather robust and coherent evidence of what works including how to present case studies from multiple perspectives.⁴⁹

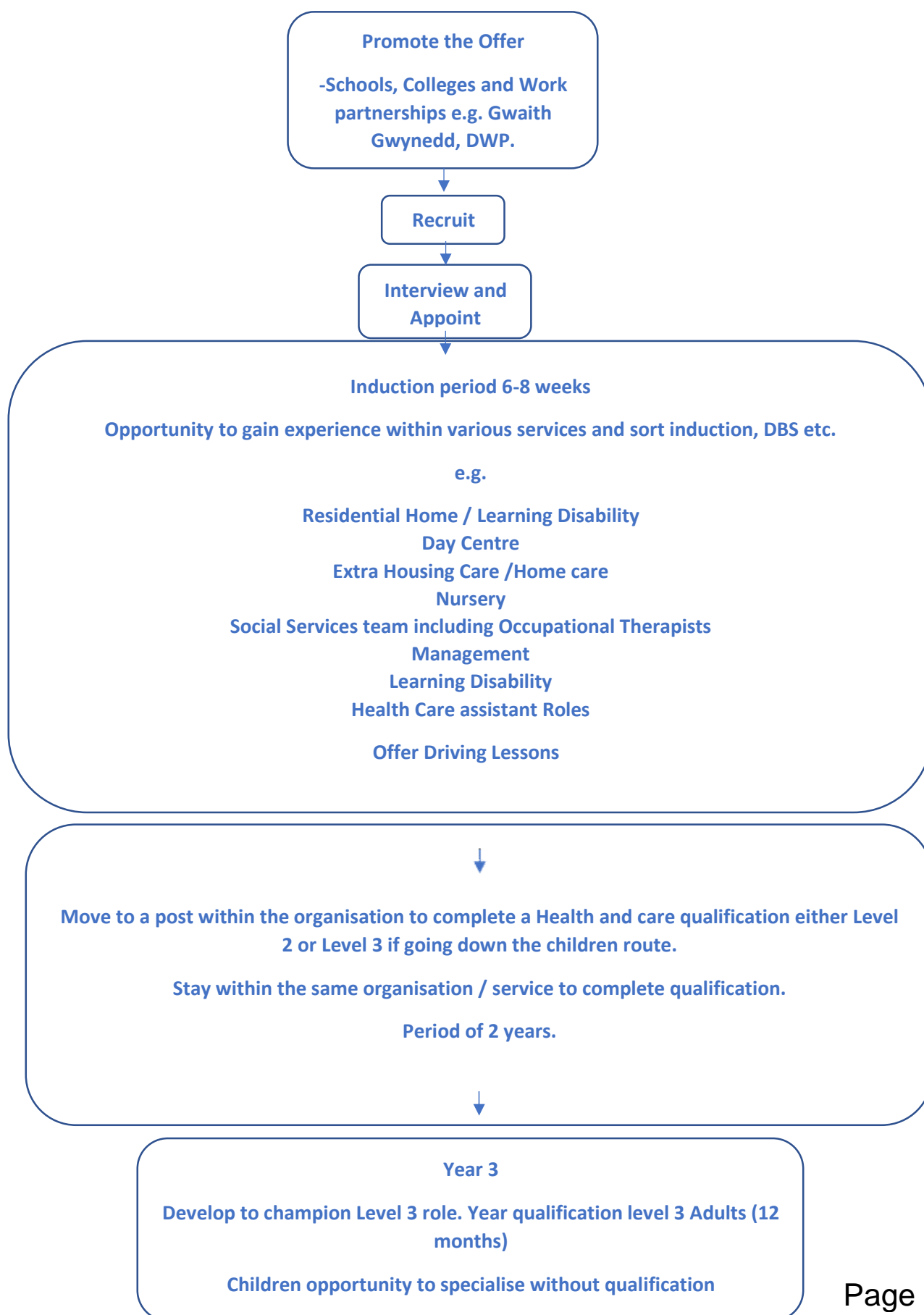
5.10 Conclusion of the Management Case

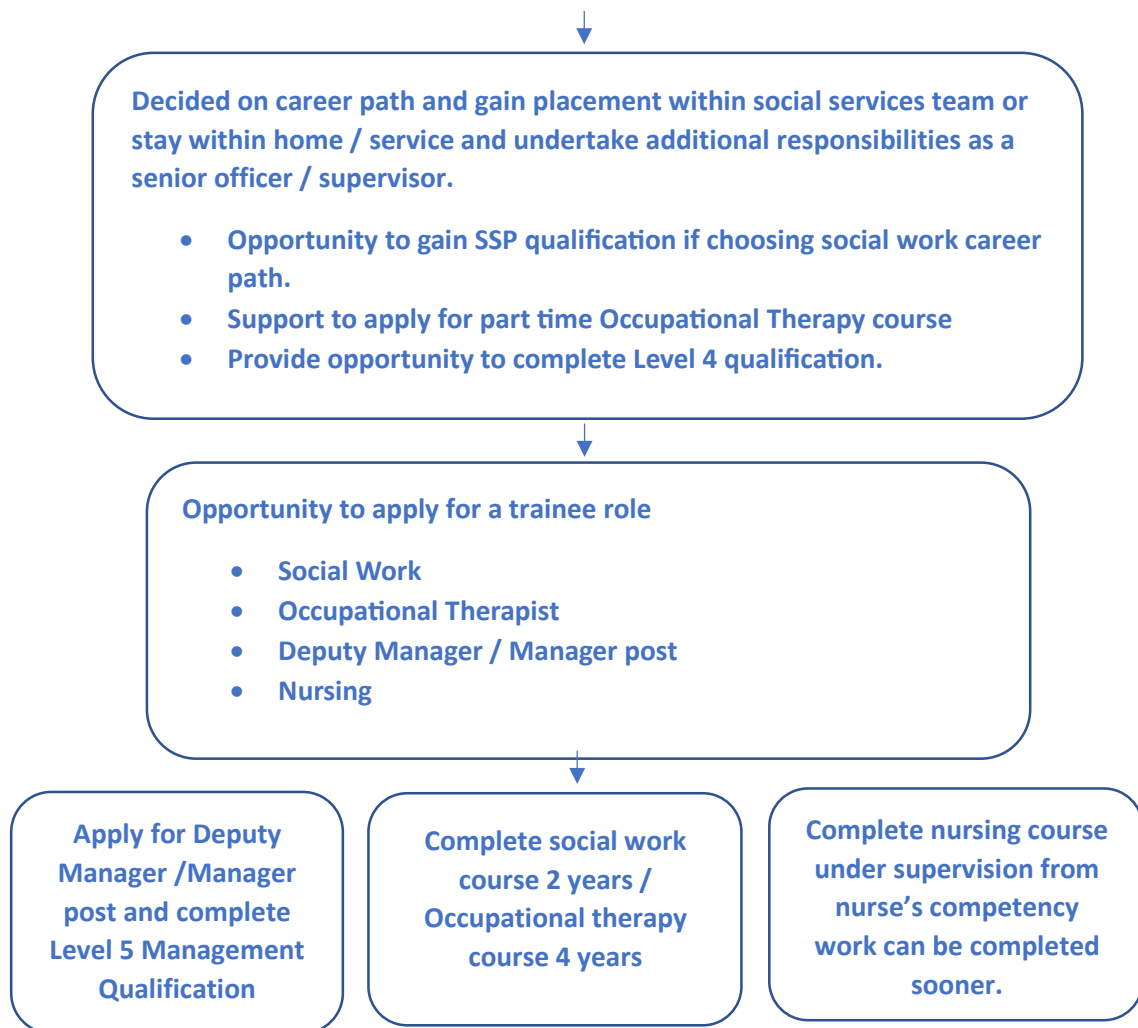
The successful delivery of this project will be underpinned by a robust governance structure, clear roles and responsibilities, and proven project management practices. Appropriate resources have been identified to support each phase, with key stakeholders engaged throughout the planning and delivery process. Risks and dependencies will be actively managed through established controls, and benefits realization will be monitored through a structured framework. The proposed approach ensures the project is achievable, deliverable within scope and timeline, and aligned with strategic objectives.

⁴⁹ [Health-and-Social-Care-Integration-and-Rebalancing-Capital-Fund-ICRF-Guidance-2022-2025.pdf](#)

Appendix A – Care Academy

Care Academy Flow Chart





Appendix B- Site masterplan and vision

At a Cyngor Gwynedd Cabinet meeting held on 26th May 2020 the proposed transfer of the commitments of the Polish Housing Association to ClwydAlyn Housing Association for the continuation of services at the Penrhos site was supported. Previously on 18th February 2020 Cyngor Gwynedd Cabinet had approved an application by ClwydAlyn Housing Association to operate in Gwynedd.

The Penrhos site offers a number of opportunities and there has been a tradition of providing care on site since the end of the Second World War. The main limitation in continuity of service was that the quality of the buildings was unsuitable and incompatible with modern requirements. In many respects the original vision of providing a range of services on the care pathway, in one location was extremely progressive and a precursor to the extra care housing schemes that have developed recently.

During 2019 the Welsh Government Housing Regulators highlighted a number of governance risks in terms of the viability of the Polish Housing Association and outlined the challenges in the [Polish Housing Society regulatory judgement report 2019](#). Welsh Government declared concern that the Polish Housing Association did not have adequate financial resources to improve the condition of the buildings in order to comply with the expected quality standards. During the same period the [Care Inspectorate Wales report](#) highlighted a need to invest in maximising standards within the care home.

Having spent time searching for a solution and evaluating various possibilities the Polish Housing Association Board decided at a meeting on the 2nd of May 2020 that they could not continue to maintain the services and to transfer the site to ClwydAlyn Housing Association to avoid the risk of bankruptcy. On the 12th of September 2020 all the obligations of the Polish Housing Association transferred to ClwydAlyn Housing Association. This included 93 sheltered apartments and a Care / Nursing Home (42 beds).

With the support of Gwynedd Council and Betsi Cadwaladr Health Board, Welsh Government were able to safeguard the future of the site as a whole. Although there was an effort to safeguard the long-term future of the care home it became clear that it would not be possible to maintain a home in the long term, but it was successful to ensure an orderly closure of the home and limited impact on individuals and their families. On the 7th of December 2020 the home was closed after identifying suitable locations of choice for all residents.

As part of the transfer ClwydAlyn Housing Association has confirmed a willingness to offer a 2.2acre piece of land on the site to Cyngor Gwynedd free of charge to consider possibilities for the provision of a care home.

The Sheltered Housing on site is now being run by ClwydAlyn Housing Association as part of their Extra Care provision and they are looking at an investment programme to redevelop the units to ensure they meet standards and meet the local need.

There is recognition that an existing supply of care beds particularly nursing beds in the Llŷn area is inadequate, and that existing provision is fragile and limited. As commissioners, Cyngor Gwynedd and BCUHB know that there is no suitable supply in the area and that it was unlikely that the open market would fill the gap.

During the last 5 years the Penrhos Care Home had become an important resource for the local community particularly the nursing care. The nearest nursing provision is located in Criccieth, but many families are facing further travel due to specialist requirements and some are having to seek placements beyond Gwynedd's borders.

Since closing ClwydAlyn Housing Association, Gwynedd Council and Betsi Cadwaladr have continued to work together to investigate the possibility of providing high quality care and accommodation services in a sustainable way and are keen to consider models that would have the potential to transform the model of care over time.

Penrhos Home were the last providers of nursing in the Llŷn area, and it is unlikely that the independent sector will develop in the area. There is therefore concern about the ability to secure this type of provision locally and that it will weaken family contact.

The Penrhos site offers further opportunities to look at new approaches and the future delivery of care and health services.

The vision and masterplan for the whole site can be seen here - [Penrhos Polish Village - A New Vision by ClwydAlyn - Issuu](#)

Appendix C - Benefits Workshop Approach

A benefits realisation map or benefits logic map aims to demonstrate the logical, causal sequence of activity enables realisation of benefits and the achievement of investment and strategic objectives. Benefits mapping helps to highlight challenges to be addressed as well as demonstrate what success looks like. Driven by the 'so what?' line of question, benefits mapping effectively identifies the ultimate or end benefits to be achieved. Defined as a 'measurable improvement' a benefit provides the opportunity to measure the impact of an initiative.

Benefits Categorisation

A further detailed review of post-2022 national and local policies, transformation strategies and business plans were undertaken to test the continued relevance of current benefits and to identify additional benefits. This activity yielded a revised benefits map that included a wider range of benefits with new benefits highlighted and classified as either Cash Releasing Benefits (CRB), Non-Cash Releasing Benefits (NCRB) or Qualitative Benefits (QB). These are generally standard category of benefits defined as:

- Cash-Releasing Benefits (CRB) are where money can be reallocated, or value removed from budgets
- Non-Cash-Releasing Benefits (NCRB) are efficiency savings, but don't release money back to budgets. These are opportunity costs, like staff time saved, which have a value, but don't release money back to budgets
- Societal Benefits (SB) are wider benefits to patients or the public
- Qualitative Benefits (QB) are non-financial benefits

These benefit categories are based on the HM Treasury Green Book. The benefits categorisation provided is intended to guide any current or future endeavour to re-categorise portfolio benefits. The benefits mapping was shared with all partners who reviewed it and offered feedback on credibility and feasibility of benefits. In general, it is important to always highlight that the credibility and feasibility of benefits should rightly be subject to constant iteration and review. This is in line with standard benefits methodology and is a common feature of benefits management where benefits are expected to be periodically reviewed and

Thematic Breakdown of Benefits

The ambition of Penrhos and the utility it aims to provide addresses extensively, the various current and future socioeconomic challenges, opportunities and needs which have been detailed and analysed above. Indeed, these are all challenges, opportunities and needs that have been identified at a national, regional, and local level as identified in the equally various policies, strategies and business plans developed by government, local authority, health and care, business, and academic stakeholders. The Political, Economic, Social, Technological, Environmental and Legal (PESTLE) factors included in the benefits map have been emphasised throughout the strategic case. These provide the Penrhos care home context and highlight the challenges and opportunities that the preferred way forward will address or exploit through development of care and nursing capabilities which in turn will yield a range of desirable outcomes resulting in realisation of the benefits identified. These benefits are of a predominantly health orientation. This is not an unexpected position given that state of health is often the end benefit of most health and social care intervention. The availability of health performance data such as Hospital Episodes Statistics (HES) data compared to social care activity data also makes health benefits the default and more trackable choice of benefits. Furthermore, the discipline of benefits realisation is more established in healthcare than it is in social care. Nevertheless, every effort is being undertaken to sufficiently identify social care benefits.

The intended benefits can be broken by theme as follows:

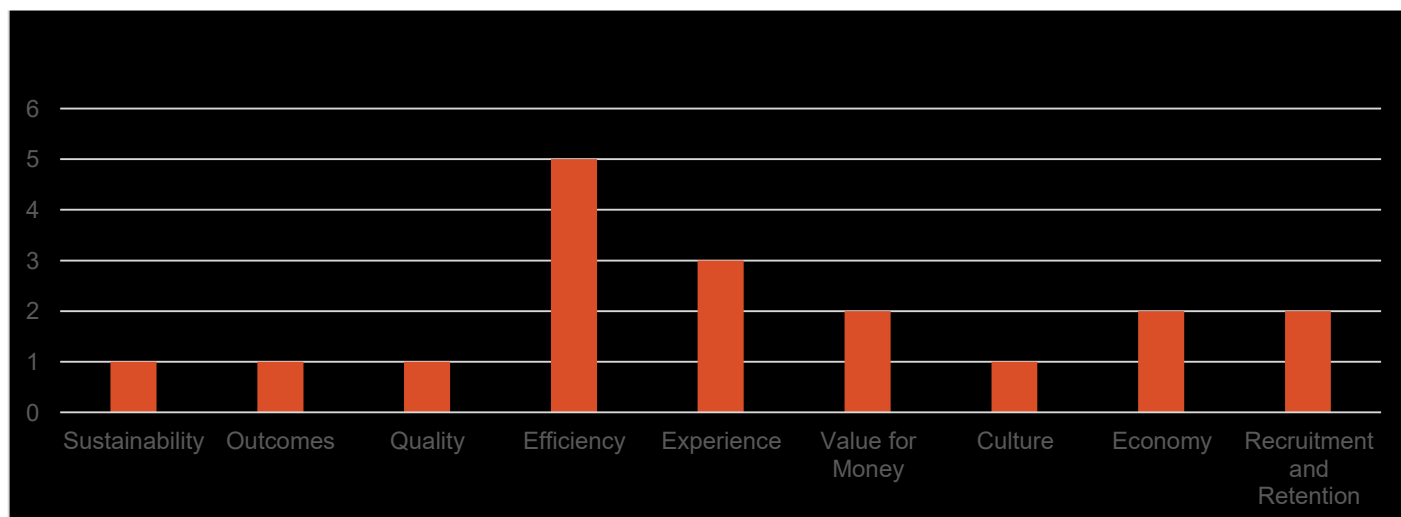


Figure 1: Benefits by theme

Penrhos benefits demonstrate a greater emphasis on doing things better (efficiency) as well as perceived care experience in addition, notably to value for money and economic development. The overall balance of benefits in terms of CRB, NCRB, QB and SB is as follows:

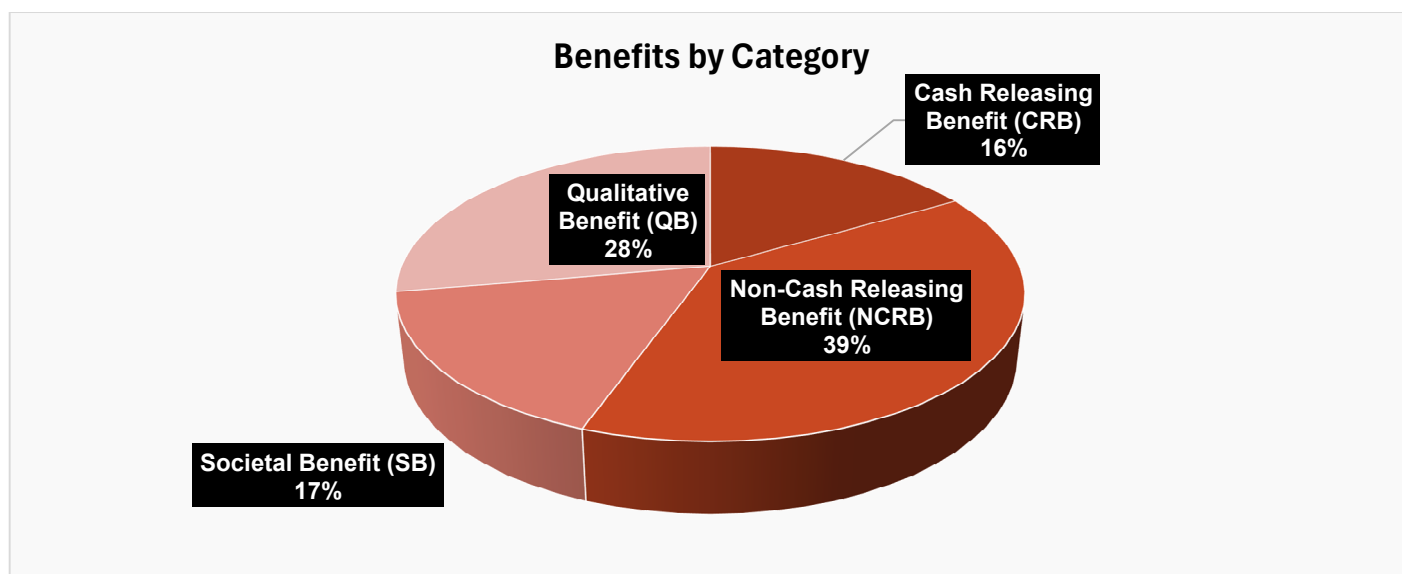


Figure 2: Benefits by category

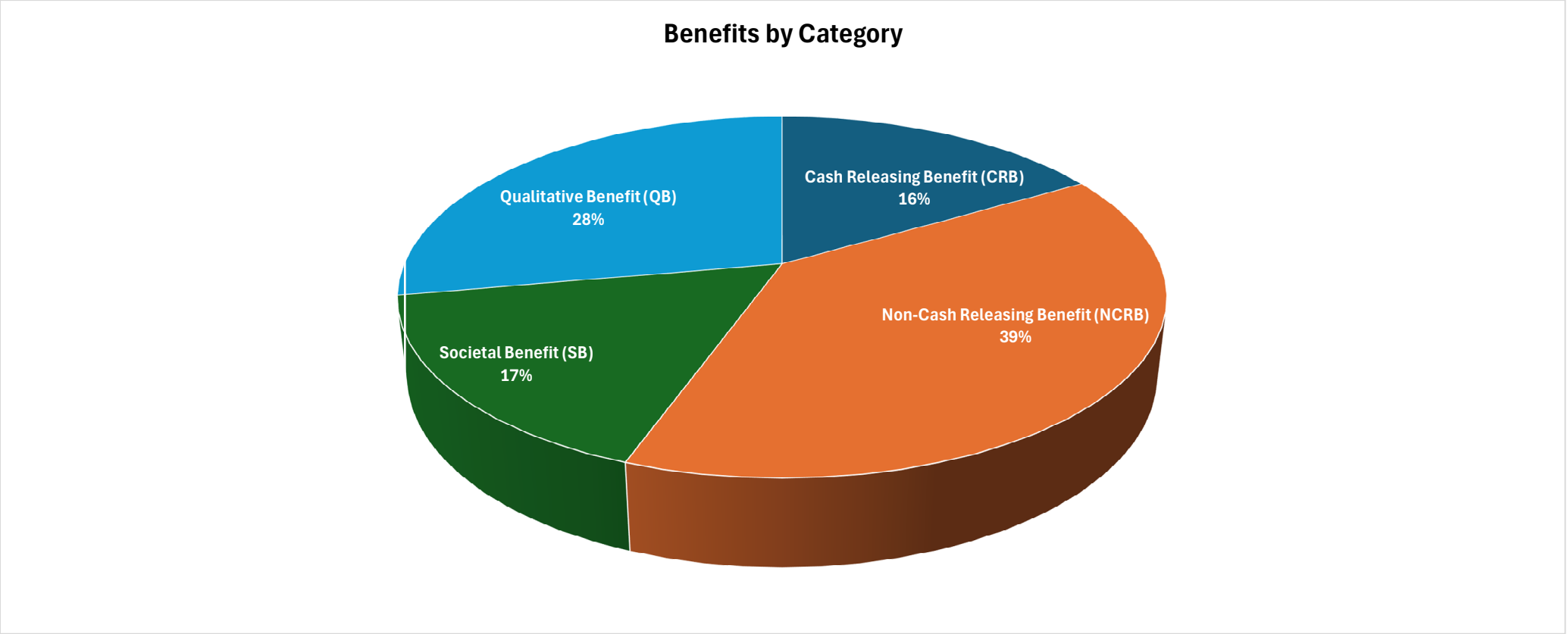
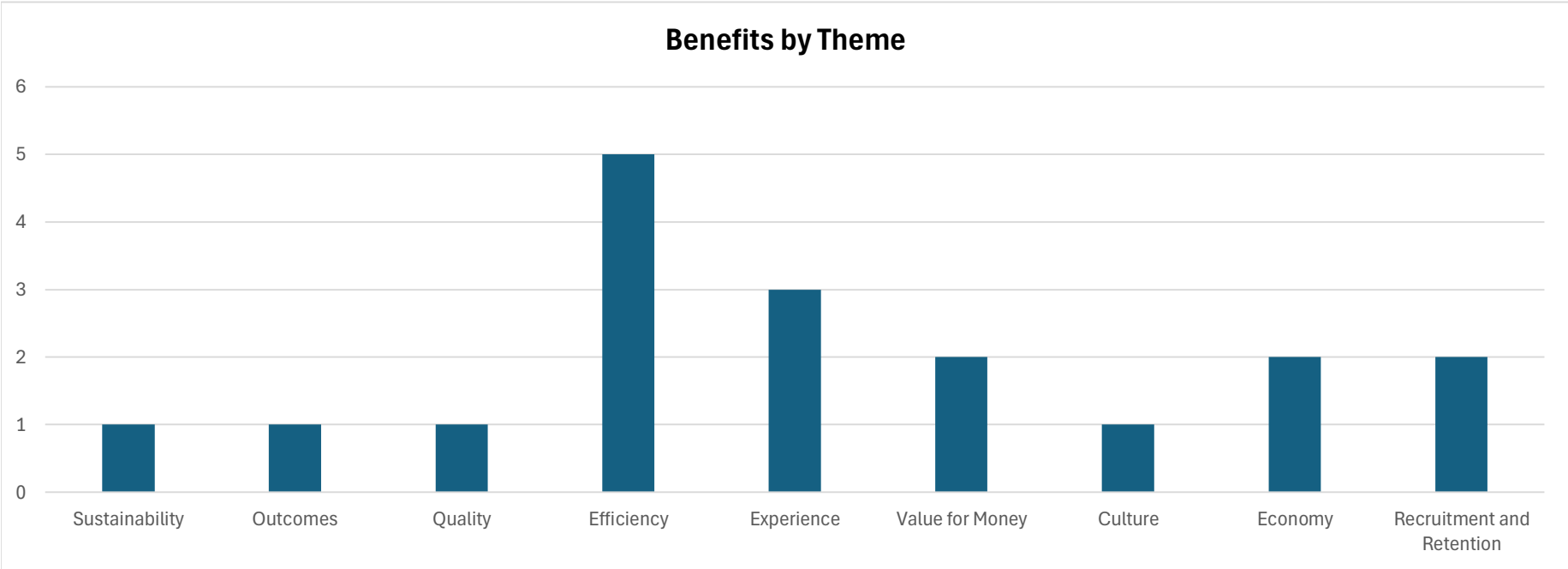
Benefits by investment Objective

This project holds a healthy representation of benefits across all categories. The benefits and outcomes suggested above are subject to continuous review by Subject Matter Experts (SME) or area leads with much room for these to be added to, adjusted, or withdrawn. This forms an integral part of benefits profiling, an equally continuous and iterative undertaking. To further solidify the strategic rationale for Penrhos it is important to demonstrably align benefits with the agreed investment objectives as shown below.

Benefits by Investment Objectives	CRB	NCRB	SB	QB	TOTAL
1. To support the rebalancing of the residential and nursing care market (for the Gwynedd area) by increasing delivery from the public / not for profit sector focused on delivering person centred outcomes for all.	0	1	0	1	2
2. To support the provision of care closer to home by improving the accessibility of residential and nursing care, ensuring provision of services in the Welsh language.	0	0	0	2	2
3. To support sustainability of local residential and nursing care provision through a collaborative, partnership approach which will integrate with the wider spectrum of care delivered from the Penrhos site.	1	4	0	1	6
4. To develop an innovative workforce model that will support the long-term health and social care sector with the potential for application in other areas of North Wales and create opportunities for training through Welsh language.	0	2	0	1	3
5. To ensure purposefully designed accommodation which will meet the care needs of individuals both now and into the future.	0	0	1	0	1
6. To deliver value for money through the efficient use of resources and delivery of environmentally sensitive accommodation that is carbon neutral.	2	0	2	0	4
TOTAL	3	7	3	5	18

Table 1: A table showing benefits by investment objectives

Benefits by Investment Objectives					
	CRB	NCRB	SB	QB	TOTAL
1. To support the rebalancing of the residential and nursing care market (for the Gwynedd area) by increasing delivery from the public / not for profit sector focused on delivering person centred outcomes for all.	0	1	0	1	2
2. To support the provision of care closer to home by improving the accessibility of residential and nursing care, ensuring provision of services in the Welsh language.	0	0	0	2	2
3. To support sustainability of local residential and nursing care provision through a collaborative, partnership approach which will integrate with the wider spectrum of care delivered from the Penyberth, Penrhos site.	1	4	0	1	6
4. To develop an innovative workforce model that will support the long term health and social care sector with the potential for application in other areas of North Wales and create opportunities for training through Welsh language.	0	2	0	1	3
5. To ensure purposefully designed accommodation which will meet the care needs of individuals both now and into the future.	0	0	1	0	1
6. To deliver value for money through the efficient use of resources and delivery of environmentally sensitive accommodation that is carbon neutral.	2	0	2	0	4
TOTAL	3	7	3	5	18




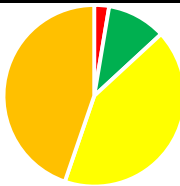
Benefits by Priority (assumed)

P1	Greater immediate control. Impact likely to be felt sooner.	PB2	Improved Health Outcomes	Non-Cash Releasing Benefit (NCRB)	Early Realisation
		PB3	Better care quality	Qualitative Benefit (QB)	
		PB6	Increased patient satisfaction	Qualitative Benefit (QB)	
		PB7	Increased public satisfaction	Qualitative Benefit (QB)	
		PB10	Reduced Pathway of Care Delays	Non-Cash Releasing Benefit (NCRB)	
		PB11a	Reduced LA and CHC costs	Cash Releasing Benefit (CRB)	
		PB11b	Reduced revenue costs	Cash Releasing Benefit (CRB)	
		PB17	Increased staff satisfaction	Qualitative Benefit (QB)	
		PB16	Staff recruitment retention improved	Non-Cash Releasing Benefit (NCRB)	
		PB1	Energy efficiency and reduced carbon	Societal Benefit (SB)	
P2	Less immediate control. May take longer for impact to be felt. Possible tenuous attribution.	PB4	Reduced hospital admissions	Non-Cash Releasing Benefit (NCRB)	Medium Realisation
		PB5	Reduced re-admissions	Non-Cash Releasing Benefit (NCRB)	
		PB8	Reduction in length of stay	Cash Releasing Benefit (CRB)	
		PB13	More jobs	Societal Benefit (SB)	
		PB15	Increased health and care skills	Non-Cash Releasing Benefit (NCRB)	
		PB9	Reduced Did Not Attend (DNA)	Qualitative Benefit (QB)	
		PB14	Enhanced cultural heritage	Qualitative Benefit (QB)	
P3	Even less control. Impact likely to be felt over a longer period of	PB12	Growth of local economy	Societal Benefit (SB)	Late Realisation

APPENDIX E - Costed Risk Register

Penrhos, OBC Stage Risk Register

Current Position		
RAG	Count	
Red	5	
Amber	9	
Yellow	14	
Green	10	
38		

Post Countermeasures		
RAG	Count	
Red	1	
Amber	4	
Yellow	16	
Green	17	
38		

			Likelihood				
			1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost certain
Impact	5	Catastrophic	5	10	15	20	25
	4	Major	4	8	12	16	20
	3	Moderate	3	6	9	12	15
	2	Minor	2	4	6	8	10
	1	Insignificant	1	2	3	4	5

Risk No.	Risk Description		Classification			Risk Owner	Main Category	Risk Cost	Risk Countermeasures	Post Mitigation			Actioned by	Risk Status	Cost Type	Risk Adjusted Cost
	If...	Then...	Likelihood of Occurrence	Potential Impact	Risk Exposure Score					L	I	S				
1	It is not possible to recruit the required quantity or quality of care staff	the new facility will not be able to operate at full capacity/ will bear the cost of agency staff	4	5	20	Shared	Operational	£ 150,000	A workforce subgroup is currently exploring a potential model. There is an opportunity here to ensure that nursing placements within care homes become a more integral part of the career of nursing staff. The Health and Care Academy may go someway to mitigating this issue, regardless mitigation built into the scheme via dialogue with wider stakeholders to provide early warning of any shortfalls.	2	2	4		No Change	Revenue (PA)	£ 120,000
2	It is not possible to recruit the required quantity or quality of nursing staff	the new facility will not be able to operate at full capacity/ will bear the cost of agency staff	4	5	20	Shared	Operational	£ 200,000	The Council has assessed the availability of nursing staff, alongside communications with training providers, which are increasing in line with the growing certainty that the scheme will proceed.	2	2	4		No Change	Revenue (PA)	£ 160,000
3	It is not possible to recruit staff with the skill sets for catering and ancillary services	the new facility will not be able to operate at full capacity/ will bear the cost of agency staff	2	5	10	Shared	Operational	£ 50,000	There is continued assessment by the Council of the availability of nursing staff, alongside communications with training providers, which are increasing in line with the growing certainty that the scheme will proceed.	2	2	4		No Change	Revenue (PA)	£ 20,000
4	Capital funding cannot be secured from the IRCF	the scheme will not proceed.	3	5	15	Council	Financial	£ 500,000	The Penyberth, Penrhos project has been included on the Regional Funding Requirement list, and regular conversations with the Welsh Government have highlighted the need.	2	5	10		No Change	Revenue (PA)	£ 300,000
5	There is destabilisation within the currently relied upon independent sector for nursing care provision	unanticipated demand could fall to the public sector due to the failure of the independent sector	2	4	8	Shared	Operational	£ 500,000	A robust communication and engagement plan is in place to ensure that local care home providers are fully engaged and any unintended consequences are explored and mitigation put in place.	2	2	4		No Change	Revenue (PA)	£ 160,000
6	The Penrhos site is no longer available for use/ development	an alternative currently unidentified site will have to be acquired	1	5	5	Council	Financial	£ 750,000	A site has already been identified for the care home following an assessment of available land on the Penyberth, Penrhos site, which is now owned by Clwyd Alyn and is of suitable size to meet the accommodation needs of the care home project. Heads of Terms have been agreed between Cyngor Gwynedd and Clwyd Alyn regarding the 2-acre site.	1	5	5		No Change	Capital (Total)	£ 150,000

Risk No.	Risk Description		Classification			Risk Owner	Main Category	Risk Cost	Risk Countermeasures	Post Mitigation			Actioned by	Risk Status	Cost Type	Risk Adjusted Cost
	If...	Then...	Likelihood of Occurrence	Potential Impact	Risk Exposure Score					L	I	S				
7	A cost neutral solution (in terms of revenue) cannot be delivered, or alternative funding be secured	affordability will not be proven at FBC stage and the scheme will not progress	3	5	15	Shared	Financial	£ 500,000	Agreement of Heads of Terms to be concluded following submission of the OBC	2	4	8		No Change	Capital (Total)	£ 300,000
8	The anticipated demand for such a facility is not met	there will be revenue implications as a result of underutilisation	1	3	3	Council	Financial	£ 150,000	The catchment area will be expanded to meet the facility's capacity. PNA and MSR update will be considered as part of the OBC.	1	1	1		No Change	Revenue (PA)	£ 18,000
9	A partnership agreement between the Council and Health Board is not reached	the scheme will not go ahead and there will be significant abortive costs	1	5	5	Shared	Financial	£ 500,000	The Heads of Terms principles are already in place and will be finalised following the completion of the OBC. Proactive communication between senior members of the stakeholder organizations will be increased.	1	5	5		No Change	Capital (Total)	£ 100,000
10	There is a delay to receipt of funding from WG	capitalised staff costs and inflation for works and services will increase the overall outturn cost for the scheme	3	4	12	Council	Financial	£ 1,000,000	Maintain a cross-stakeholder working group to ensure, where possible, a smooth and robust FBC process. Arrange a pre-FBC engagement session with the assessors to agree on the proportionality of the business case and avoid, where possible, clarifications and requests for further information.	2	3	6		No Change	Capital (Total)	£ 480,000
11	Competing priorities within key stakeholders organisations cause delay to delivery of the scheme	capitalised staff costs and inflation for works and services will increase the overall outturn cost for the scheme	1	3	3	Shared	Reputational	£ 250,000	The Programme Board meets on a monthly basis, comprising senior officers from CG, CA, and BCUHB. Further sub-groups will be established to address operational matters, communication, design, and construction.	1	2	2		No Change	Capital (Total)	£ 30,000
12	Steady state KPIs in relation to occupancy levels and income collection are not maintained	there will be a loss of revenue	1	3	3	Shared	Operational	£ 400,000	KPI to be agreed and allocations criteria and income collection arrangements are already in place.	1	3	3		No Change	Revenue (PA)	£ 48,000
13	Performance of the professional team is not to the required level	there will be a delay in care provision	1	2	2	Council	Financial	£ 50,000	Utilise robust Service Level Agreements and actively monitor progress.	1	1	1		No Change	Capital (Total)	£ 4,000
14	There is a lack of community support or even negative integration with the community	there will be greater risk of challenge in public consultation and potentially higher professional fees	2	2	4	Shared	Reputational	£ 75,000	Maintain community engagement arrangements and actively promote the collection of feedback.	1	2	2		No Change	Capital (Total)	£ 12,000
15	The cost of materials increases above predicted inflation included within the FCB	The scheme may become unaffordable post grant confirmation	2	4	8	Council	Financial	£ 500,000	Monthly updates from the scheme cost manager will be provided to the project team, with a clear escalation path in place for situations requiring additional funds or value engineering beyond delegated authority.	2	2	4		No Change	Capital (Total)	£ 160,000
16	Adverse weather conditions	a force majeure event under the construction contract may result in additional preliminary costs	1	3	3	Council	Financial	£ 75,000	Ensure that Force Majeure items are clearly defined in the draft contract documents.	1	2	2		No Change	Capital (Total)	£ 9,000

Risk No.	Risk Description		Classification			Risk Owner	Main Category	Risk Cost	Risk Countermeasures	Post Mitigation			Actioned by	Risk Status	Cost Type	Risk Adjusted Cost
	If...	Then...	Likelihood of Occurrence	Potential Impact	Risk Exposure Score					L	I	S				
17	A lower level of funding is granted than that requested in the grant applications	the scheme may require borrowing to become affordable	3	5	15	Council	Financial	£ 4,000,000	Maintain communications lines with Welsh Government	3	5	15		No Change	Capital (Total)	£ 2,400,000
18	The appointed contractor preforms poorly	there may be delays to receiving the finished facility to the required quality (delay to handover)	2	4	8	Contractor	Delivery	£ 50,000	Develop a well planned management case to include performance metrics aligned to the chosen framework KPIs.	2	4	8		No Change	Revenue (PA)	£ 16,000
19	There is contaminated ground materials found on site	there may be additional remediation costs not allowed for in the scheme budget	2	5	10	Council	Delivery	£ 150,000	Detailed surveys to be undertaken as part of the contract work to quantify the potential impact.	2	3	6		No Change	Capital (Total)	£ 60,000
20	There is a lack of labour availability in the region	there will a potentially higher cost proposed by the contractor to deliver the scheme	2	3	6	Shared	Delivery	£ -	Pre tender market engagement undertaken for feedback.	2	2	4		No Change	Capital (Total)	£ -
21	There is a lack of available materials in the market	there could be potential delays to the scheme, or increase in costs	1	2	2	Shared	Delivery	£ -	Pre tender market engagement undertaken for feedback.	1	1	1		No Change	Capital (Total)	£ -
22	Equipment costs exceed equipment budget	the scheme may require borrowing/ alternative funding to become affordable	3	3	9	Shared	Financial	£ 300,000	Ensure costs and budgets are regularly reviewed and compared. Engage in active pre-market discussions with suppliers prior to the tendering process. Maintain active engagement with NHS procurement consortium arrangements.	2	2	4		No Change	Capital (Total)	£ 108,000
23	An agreeable solution cannot be submitted for planning in a timely manner	there will be a programme delay and potentially additional design fees	2	3	6	Council	Delivery	£ 75,000	Early engagement	2	3	6		No Change	Capital (Total)	£ 18,000
24	One or more of the partners exits the scheme	the project will not take place and there will be exposure to staff costs and professional fees	1	5	5	Shared	Delivery	£ 300,000	Maintain close communication at regular intervals, with clear methods for escalating issues.	1	5	5		No Change	Capital (Total)	£ 60,000
25	The authority fails to administer the construction contract effectively	there is an increased likelihood of compensation events	1	2	2	Council	Delivery	£ 50,000	Appoint and actively monitor the contract administrator.	1	2	2		No Change	Capital (Total)	£ 4,000
26	There is a change in senior members of the client team	there may be a change in priorities causing abortive work and delays	2	2	4	Shared	Delivery	£ 100,000	Ensure that robust terms of reference are in place for all client working groups.	2	1	2		No Change	Capital (Total)	£ 16,000
27	Stakeholders requirements for the facility change	there may be abortive fees and potentially works	2	3	6	Shared	Delivery	£ 500,000	Ensure thorough engagement with the design team from all stakeholders.	2	2	4		No Change	Capital (Total)	£ 120,000
28	A soft landings plan is not well developed	use of the scheme to its full potential may be impeded	1	1	1	Shared	Operational	£ 25,000	Develop a soft landing approach for approval at least six months prior to practical completion.	1	1	1		No Change	Capital (Total)	£ 1,000
29	A contracting partner is not procured in a timely manner	there will be a delay in the scheme delivery	2	2	4	Council	Delivery	£ 100,000	Ensure the procurement team is briefed and has the necessary capacity to carry out the procurement.	1	2	2		No Change	Capital (Total)	£ 16,000

Risk No.	Risk Description		Classification			Risk Owner	Main Category	Risk Cost	Risk Countermeasures	Post Mitigation			Actioned by	Risk Status	Cost Type	Risk Adjusted Cost
	If...	Then...	Likelihood of Occurrence	Potential Impact	Risk Exposure Score					L	I	S				
30	Internal resource capacity cannot meet the demands of the scheme	there may be delays in project delivery	2	3	6	Shared	Delivery	£ 100,000	Ensure contingency arrangements are in place to backfill the available staff.	1	3	3		No Change	Capital (Total)	£ 24,000
31	External resource capacity cannot meet the demands of the scheme	there may be delays in project delivery	1	3	3	Shared	Delivery	£ 100,000	Ensure contingency arrangements are formalised as part of the tendering process and are formally documented.	1	2	2		No Change	Capital (Total)	£ 12,000
32	Governance forums take additional time than anticipated	there will be delays in entering into contract	2	3	6	Shared	Delivery	£ 150,000	Ensure the content and proportionality are pre-agreed with the decision-making forums.	1	3	3		No Change	Capital (Total)	£ 36,000
33	Parties administering the grant funding delay the award	Tendered prices from the market may be lost	3	4	12	Shared	Delivery	£ 350,000	Take a proactive approach with the Welsh Government prior to drafting the FBC to ensure a 'no surprises' approach, reducing the need for clarifications and potential requests for additional information.	2	4	8		No Change	Capital (Total)	£ 168,000
34	Services/ Utilities capacities are not adequate for the proposed scheme	additional cost exposure to infrastructure upgrades will be needed	2	4	8	Shared	Financial	£ 250,000	Undertake the necessary surveys at the earliest convenience.	1	4	4		No Change	Capital (Total)	£ 80,000
35	Unexploded ordnance is found on site, considering a previous WW2 era munitions factory	there may be a limited delay to the construction programme	2	2	4	Council	Delivery	£ 25,000	Undertake the necessary surveys at the earliest convenience.	2	1	2		No Change	Capital (Total)	£ 4,000
36	Greater levels of sustainable urban drainage are imposed on the scheme	There will be an increase in costs of the physical works and professional fees	2	1	2	Council	Financial	£ 75,000	Ensure civil engineers are brought on board and involved in discussions with the local planning authority.	1	1	1		No Change	Capital (Total)	£ 6,000
37	There are legislative changes prior to entering into the construction contract (such as provision of care or space standards)	additional costs may be placed on the scheme to accommodate imposed changes	2	2	4	Shared	Financial	£ 250,000	Maintain horizon scanning for emerging legislation from both the Welsh and UK Governments.	2	2	4		No Change	Capital (Total)	£ 40,000
38	The scheme receives a legal challenge or judicial review	there may be additional staff costs and professional fees	1	4	4	Shared	Financial	£ 50,000	Ensure robust project management to mitigate the risks of procedural issues.	1	2	2		No Change	Capital (Total)	£ 8,000

£ 7,575,000

£ 3,366,000

APPENDIX F - PENRHOS REVENUE ESTIMATES (Based on 2025/26 estimates)

	56 beds
Staff	3,213,840
Other	242,989
Central costs	72,248
Rental income	-40,222
TOTAL	3,488,855
Depreciation	385,000 wholly funded by Welsh Government

NURSING CARE INCOME			92% occupancy			90% occupancy			80% occupancy			70% occupancy		
	Bed Numbers	% funded through CHC / FNC	Number of beds	Weekly rate		Number of beds	Weekly rate		Number of beds	Weekly rate		Number of beds	Weekly rate	
				2025-26	Income		2025-26	Income		2025-26	Income		2025-26	Income
CHC funded clients - Dementia	8	47%	4	1,343	275,072	4	1,343	269,808	3	1,343	243,485	3	1,343	217,162
CHC funded clients - General	16	48%	8	1,217	478,919	7	1,217	469,170	7	1,217	420,425	6	1,217	371,680
FNC funded clients - Dementia	8	40%	3	224.26	39,103	3	224.26	38,355	3	224.26	34,613	3	224.26	30,871
FNC funded clients - General	16	44%	7	224.26	80,882	7	224.26	79,236	6	224.26	71,003	5	224.26	62,771
Jointly funded - Dementia nursing beds	8	13%	1	751	42,566	1	751	41,751	1	751	37,678	1	751	33,605
Jointly funded - general nursing beds	16	8%	1	623	40,829	1	623	39,998	1	623	35,842	1	623	31,687
					957,372			938,318			843,047			747,776
1:1 care (2 patients @ 12 hrs a day)			2	28.22	247,208	2	28.22	247,208	2	28.22	247,208	2	28.22	247,208
					1,204,580			1,185,526			1,090,255			994,984

RESIDENTIAL CARE INCOME			92% occupancy			90% occupancy			80% occupancy			70% occupancy		
	Bed Numbers		Number of beds	Weekly rate		Number of beds	Weekly rate		Number of beds	Weekly rate		Number of beds	Weekly rate	
				2025-26	Income		2025-26	Income		2025-26	Income		2025-26	Income
Residential Dementia	32	53%	16	1,044	878,248	16	1,044	859,783	14	1,044	767,457	12	1,044	675,131
Client contributions - residential Dementia	32	47%	14	1,044	778,823	14	1,044	762,449	13	1,044	680,575	11	1,044	598,701
FNC funded clients - Dementia nursing (care element)	8	40%	3	1,278	222,840	3	1,278	218,575	3	1,278	197,251	3	1,278	175,926
FNC funded clients - General nursing (care element)	16	44%	7	1,021	368,237	7	1,021	360,741	6	1,021	323,261	5	1,021	285,782
Jointly funded - Dementia nursing beds	8	13%	1	751	42,566	1	751	41,751	1	751	37,678	1	751	33,605
Jointly funded - general nursing beds	16	8%	1	623	40,829	1	623	39,998	1	623	35,842	1	623	31,687
					2,331,543			2,283,296			2,042,064			1,800,832
TOTAL INCOME					3,536,122			3,468,822			3,132,319			2,795,816
TOTAL EXPENDITURE					3,488,855			3,488,855			3,488,855			3,488,855
SURPLUS / (DEFECIT)					47,267			-20,033			-356,536			-693,039

Residential Dementia beds - currently paying an average fee of £1,044 for residential dementia beds
General nursing beds - currently paying an average fee of £1,021 for nursing beds
Dementia nursing beds - currently paying an average fee of £1,278 for nursing dementia beds

Appendix G - Estimated Capital costs of Penrhos Care Home Project

Name of Project:		Care Home, Penyberth, Penrhos		Care Home, Penyberth, Penrhos	
Date of estimated costs:		February 2024		March 2025	
Cost elements	New Build Care Home	Notes		New Build Care Home	
		Land to be transferred from Clwyd Alyn to CG			
Site aquisition	£0			£0	
Access road to the site	Included in construction costs			Included in construction costs	
Improvements to the highways	£0	Part of the wider site		£0	
Car park	£150,000			£0	
Construction	£11,800,000	Figure provided by Wakemans (Feb 2024)		£15,410,000	
Archeology	£25,000			£0	
Biodiversity	£25,000			£0	
Unusual costs e.g. landscape, land quality	£200,000	The current site is on a slope		£0	
Unusual service/drainage charges	£75,000			£0	
Renewable energy	Included in construction costs			Included in construction costs	
Unusual costs BREEAM	Included in construction costs			Included in construction costs	
Furniture & Equipment	£250,000			£500,000 Based on Plas y Bryn OBC	
Statutory and Professional fees	£1,344,750	@11%		1,078,700	7%
Project Risk Allowance	£0			1,155,750	7.5%
Inflation uplift	£1,833,750	@ 15%		£932,652	5.63%
Project Contingency / Optimism Bias / Risks	£2,080,463	@ 15%		557,313	3.0%
Total cost estimate	£17,783,963			£19,634,415	

APPENDIX H - BREEAM Tracker

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Penrhos Care Home, Llanbedrog

BREEAM New Construction V6: Multi-residential Accommodation
Fully Fitted

Design Stage Credit Tracker

10th September 2025

V6.0

McCann Sustainability - McCann and Partners



Consulting Engineers

Penrhos Care Home, Llanbedrog
Design Stage Credit Tracker

RIBA Stage	Key Completion Dates
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Project Number:	7596
Report Issue:	V6.0
BRE Reference:	BREEAM-0129-7233
Originator:	Virginia Clement
GIA (m ²):	4,781
NIFA (m ²):	3,495
Mat 01 (LCA):	TBC
Mat 06 (ME):	TBC
Wst 05 (CCAS):	TBC
Other:	TBC

1	May-25
2	May-26
3	Jun-26
4	Mar-27
Start on site	Mar-27
5	tbc
6	tbc
Site Inspection	tbc
Last Updated	10.09.25

Credit Summary

Penrhos Care Home, Llanbedrog

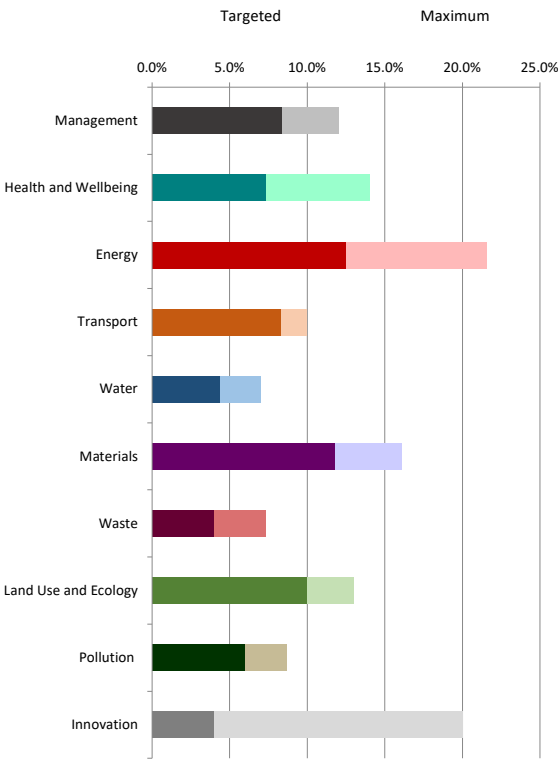
BREEAM New Construction V6: Multi-residential Accommodation

The scheme comprises the development of a new 56 bedroom residential and nursing care home at Penrhos Polish Village, Llanbedrog, which is required to achieve a BREEAM 'Excellent' rating in line with the funding requirements.

The assessment is being undertaken by: Katelin Demery (McCann and Partners - Sustainability), a licenced BREEAM Assessor.

Result Summary						% score	BREEAM Rating
The project has a target score:		76.77%	EXCELLENT			<30	Unclassified
This is:		6.77%	above the 'Excellent' threshold			≥30	Pass
With this in mind, the scheme could potentially achieve one, or a combination of 'possible' credits, which will be reviewed as the design progresses.						≥45	Good
						≥55	Very Good
						≥70	Excellent
Currently a score of :		9.68%	FAIL			≥ 85	Outstanding
Supporting documentation has been issued to the relevant members of the project team to assist with the design stage submission.							
Section	Maximum	Weighting	Credit Value	Awarded	Targeted	Possible	Not Sought
Management	21.00	11.00%	0.52%	1.05%	7.33%	2.62%	0.00%
Health and Wellbeing	19.00	14.00%	0.74%	0.00%	7.37%	5.16%	1.47%
Energy	23.00	16.00%	0.70%	5.57%	6.96%	3.48%	0.00%
Transport	12.00	10.00%	0.83%	0.00%	8.33%	1.67%	0.00%
Water	8.00	7.00%	0.88%	0.00%	4.38%	1.75%	0.88%
Materials	14.00	15.00%	1.07%	1.07%	10.71%	3.21%	0.00%
Waste	9.00	6.00%	0.67%	1.33%	2.67%	2.00%	0.00%
Land Use and Ecology	13.00	13.00%	1.00%	0.00%	10.00%	1.00%	2.00%
Pollution	12.00	8.00%	0.67%	0.67%	5.33%	0.67%	1.33%
Innovation	20.00	20.00%	1.00%	0.00%	4.00%	8.00%	8.00%
Total	151.00	120.00%	-	9.68%	76.77%	106.32%	13.68%
				FAIL	EXCELLENT	OUTSTANDING	

Awarded	Credits that require no further evidence - information provided demonstrates compliance with the credit criteria
Targeted	Credits that have been agreed - evidence to follow
Possible	Credits that require further investigation - some may have a risk, cost and/or requirement for changes to the design associated with them
Not Sought	Credits that have been deemed unachievable



RIBA Design Stage 2 - Evidence Required

Penrhos Care Home, Llanbedrog

BREEAM New Construction V6: Multi-residential Accommodation

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		Awarded	Targeted	Possible	Responsibility	Evidence Required
All	Project programme	1			Cyngor Gwynedd	- Project programme detailing each RIBA Design Stage
Man 01	Consultation plan		1		Lovelock Mitchell / Cyngor Gwynedd	Required - Consultation Plan & supporting evidence (Stage2 & 4) Note: Template issued 27.02.25
Man 02	Elemental life cycle costing analysis			2	Wakemans	Required - Elemental LCC Plan with ≥ 2no. option appraisals and ≥ 2no. cash flow scenarios (Stage 2) - Report: Man 02 Life Cycle Cost Influence on Design - Qualifications of 'competent person' who carried out elemental LCC
Hea 06	Security needs assessment	0	0	0	Lovelock Mitchell / SQSC	- The advice of a SQSC will be sought and all recommendations may be implemented. Note: The Met confirmed in 2022 that DOCOs would not provide evidence solely for the purposes of meeting the SNA requirement. See KBCN1485 for links to live lists of eligible individuals.
Ene 04	Passive design analysis		1		Method Consultings	Required - Passive Design Measures Implementation Report & Supporting Evidence - Actual and National Energy Demand Data Sheet (form IES / TAS) - Actual and National Emission Demand Data Sheet (from IES / TAS) - Qualifications of professional (Chris Ledward) Received - Actual and National Energy Demand Data Sheet
Ene 04	LZCT Feasibility Report	1			Method Consultings	Received - LZC Feasibility Report - 2 BRUKL Reports (one with LZCT and one without LZCT measures) - Qualifications of professional (Chris Ledward)
Tra 01	Transport assessment / statement AND Travel plan		2		Travel Consultant / End User	Required - Commitment letter from occupier Final Travel Plan and Transport Statement Received - 28.07.25 - Draft travel plan - Draft transport statement/ assessment - AI Calculator (assessor) Note: Requires confirmation of EV and Car sharing spaces- Email from Peter Todd (SCP)- 23.07.25
Mat 01	Building life cycle assessment		6		Melin Consultants	Required RIBA Stage 2 - Email confirming Carbon Designer use; - LCA Element Option - Pro Forma (headed paper) - Mat01 Calculator Tool (Stage 2) - LCA Stage 2 Option Report RIBA Stage 4 - Pro forma of Materials - Mat01 Calculator Tool (Stage 4) - LCA Stage 4 Option Report
Mat 03	Sustainable Procurement Plan	1			Cyngor Gwynedd	Received - Sustainable Procurement Plan (RIBA Stage 2) - Amended Sustainable Procurement Plan Note KD emailed queries - 01.05.25
Mat 06	Material efficiency report			1	Lovelock Mitchell	Required - Mat 06 Materials Efficiency Report (REV. 1, 2, 3, 4)
Wst 05	Adaptation to Climate Change	1			Lovelock Mitchell	Required - Stage 4 Report demonstration recommendations implemented Received - Climate Change Adaptation Strategy (RIBA Stage 2) Note KD emailed queries - 01.05.25
Wst 06	Ease of disassembly and the functional adaptation potential study	1			Lovelock Mitchell / M&E	Received - Disassembly and Functional Adaptability Study (RIBA Stage 2) Note KD emailed queries - 01.05.25
LE 01	Contaminated Land	0	0	0	Lovelock Mitchell / Cyngor Gwynedd	Note Contamination Investigation Report confirmed that no substantial contamination was found. Credit removed from assessment - 30.04.25
LE 02 to LE 05	Phase 1 survey AND Completed GN40 checklist		1		Enfys Ecology	Required - Client Commitment Letter (Contractor) & Prelims - Land Use and Ecology Reporting Template - Influence of Design Client Report Received PEA report & Desk Study

Pol 03	Flood Risk Assessment	1
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Waterco Datrys

Received

- Site Specific Flood Risk Assessment - Medium Risk of flooding

IF medium/high flood risk

- Supporting evidence to illustrate the project has increased the resilience and resistance of the development to flooding through the two options outlined in the manual

Credit Tracker

Penrhos Care Home, Llanbedrog

BREEAM New Construction V6: Multi-residential Accommodation



MANAGEMENT												RIBA
Man 01		Project Brief and Design	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA	
Man 01 - Credit 1	Project Delivery Planning	<ul style="list-style-type: none">• Prior to RIBA Stage 2, the project delivery stakeholders have met to identify and define their roles, responsibilities and contributions for each of the key phases of project delivery.• Consider (i) end user requirements, (ii) aims of the design and design strategy, (iii) particular installation and construction requirements or limitations, (iv) occupiers' budget and technical expertise in maintaining any proposed systems, (v) maintainability and adaptability of the proposals, (vi) operational energy, (vii) requirements for the production of project and end user documentation, and (viii) requirements of commissioning, training and aftercare support.• Project delivery stakeholders and outcomes of the consultation process have influenced the Initial Project Brief, Project Execution Plan, Communication Strategy and the Concept Design.	Lovelock Mitchell / Cyngor Gwynedd	1	0.52%		1			Required - Consultation Plan & supporting evidence (Stage2 & 4) Note: Template issued 27.02.25	2	
Man 01 - Credit 2	Stakeholder Consultation (Interested Parties)	<ul style="list-style-type: none">• Prior to the end of RIBA Stage 2, all interested parties have been consulted with on matters that cover the minimum consultation content (i) functionality, (ii) build quality and impact, (iii) provision of appropriate internal and external facilities, (iv) management and operational implications, (v) maintenance resources implications, (vi) impacts on the local community, (vii) opportunities for shared use of facilities and infrastructure with the community or appropriate stakeholders, (viii) compliance with statutory consultation requirements, (ix) energy use and sustainability measures, and (x) implementing principles and processes that deliver an inclusive and accessible design).• The project demonstrates how consultation has influenced the Initial Project Brief and Concept Design.• Prior to the completion of RIBA Stage 4, all interested parties have received consultation feedback.	Lovelock Mitchell / Cyngor Gwynedd	1	0.52%		1			Required - Consultation Plan & supporting evidence (Stage2 & 4) Note: Template issued 27.02.25	2	
Man 01 - Pre-requisite (Credits 3 & 4)	BREEAM AP (Concept & Developed Design)	<ul style="list-style-type: none">• The project team and client formally agree strategic performance targets during RIBA Stage 1 with the support of a BREEAM Advisory Professional (AP).	Cyngor Gwynedd / BREEAM Assessor	Achieved					McCann Action (role ongoing): - BREEAM pre-assessment (Stage 1) - AP Qualifications		1	
Man 01 - Credit 3	BREEAM AP (Concept Design)	<ul style="list-style-type: none">• A BREEAM AP is appointed to consider the links between BREEAM issues and assist the project team in maximising the project's overall performance against BREEAM up to and including RIBA Stage 2.• Monitor progress against the performance targets agreed during RIBA Stage 1 throughout the Concept Design Stage where decisions critically impact BREEAM performance.• Identify risks and opportunities related to the achievement of the targets agreed during RIBA Stage 1.• Provide feedback to support the project team in taking corrective actions and achieving the agreed performance targets.• Monitor and co-ordinate the generation of appropriate evidence provided.	McCann Sustainability	1	0.52%	1				McCann Action (role ongoing): - All issued BREEAM trackers - AP Qualifications	2	
Man 01 - Credit 4	BREEAM AP (Developed Design)	<ul style="list-style-type: none">• Credit 3 has been achieved.• Monitor progress against the performance targets agreed during RIBA Stage 1 throughout RIBA Stage 4 where decisions critically impact BREEAM performance.• Identify risks and opportunities related to the achievement of the targets agreed during RIBA Stage 1.• Provide feedback to support the project team in taking corrective actions and achieving the agreed performance targets• Monitor and co-ordinate the generation of appropriate evidence provided.	McCann Sustainability	1	0.52%	1				McCann Action (role ongoing): - As Above	4	
Man 02		Life Cycle Cost and Service Life Planning	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA	
Man 02 - Credits 1 & 2	Elemental LCC	<ul style="list-style-type: none">• An elemental Life Cycle Cost Plan (LCC) has been carried out at RIBA Stage 2 together with any design option appraisals in line with 'Standardised Method of Life Cycle Costing for Construction Procurement' PD 156865: 2008.• The analysis provides an indication of future replacement costs over a period of analysis (20, 30, 50 or 60 years) and include service life, maintenance and operation cost estimates.• The analysis has been used to influence building and systems design and specification to minimise life cycle costs and maximise critical value.	Wakemans	2	1.05%			2		Required - Elemental LCC Plan with ≥ 2no. option appraisals and ≥ 2no. cash flow scenarios (Stage 2) - Report: Man 02 Life Cycle Cost Influence on Design - Qualifications of 'competent person' who carried out elemental LCC	2	
Man 02 - Credits 3	Component Level LCC Options Appraisal	<ul style="list-style-type: none">• A component LCC has been developed by the end of RIBA Stage 4 in line with PD 156865: 2008 and covers the required component types (envelope, services, finishes, and external walls).• The analysis has been used to influence building and systems design and specification to minimise life cycle costs and maximise critical value.	Wakemans	1	0.52%			1		Required - Component LCC Options Appraisal ≥ 2no. option appraisals and ≥ 2no. cash flow scenarios (Stage 4) - Report: Man 02 Life Cycle Cost Influence on Design - Qualifications of 'competent person' who carried out component LCC	4	
Man 02 - Credits 4	Capital Cost Reporting	<ul style="list-style-type: none">• The predicted capital cost for the building in pounds per square metre (£/m²) of gross internal floor area is reported.	Cyngor Gwynedd	1	0.52%		1			Required - Letter confirming 'Predicted' Capital Cost Reporting (E.m ²) (inc. definition) Note: Template issued 12.03.25	4	

Man 03	Responsible Construction Practices	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Man 03 - Pre-requisite 1 (Credits 1 to 6)	Legal and Sustainable Timber	• All timber used during the construction process (i) enabling works, (ii) assembly, and (iii) installation and dis-assembly) is legally harvested and traded timber.	Cyngor Gwynedd	Pre-requisite 1					Required - Client Commitment Letter (on behalf of the contractor) & Prelims Note: Template issued 12.03.25	3
Man 03 - Credit 1	Environmental Management	• Principal contractor operates an EMS covering their main operations (ISO 14001/ EMAS certified or equivalent). OR • In compliance with BS 8555: 2003 has an appropriate structure, reached implementation stage phase four 'implementation and operation of the environment management system', and has completed phase audits 1-4. • Best practice pollution prevention policies and procedures in accordance with PPG6 (Working at Construction and Demolition Sites) are implemented.	Cyngor Gwynedd	1	0.52%	1			Required - Client Commitment Letter (on behalf of the contractor) & Prelims - Certificate of Registration (EMS ISO 14001:2015) (in date) - Pollution prevention policy / PPG6 Checklist	3
Man 03 - Pre-requisite 2 (Credit 2)	BREEAM AP (Site)	• The client and contractor formally agree strategic performance targets at the end of RIBA Stage 4 with the support of a BREEAM Advisory Professional (AP).	Cyngor Gwynedd	Pre-requisite 2					Required - Client Commitment Letter (on behalf of the contractor) & Prelims - Stage 4 BREEAM tracker meeting with Contractor - Prelims as part of contractor's contract - BREEAM Site AP qualifications	3
Man 03 - Credit 2	BREEAM AP (Site)	• A BREEAM AP is appointed to consider the links between BREEAM issues and assist the project team in maximising the project's overall performance against BREEAM up to and including RIBA Stage 6. • Monitor progress against the performance targets agreed at the end of RIBA Stage 4 throughout Construction, Handover and Close Out Stages where decisions critically impact BREEAM performance. • Identify risks and opportunities related to the achievement of the targets agreed during RIBA Stage 5. • Provide feedback to support the project team in taking corrective actions and achieving the agreed performance targets. • Monitor and co-ordinate the generation of appropriate evidence provided.	Cyngor Gwynedd	1	0.52%		1		Required - Client Commitment Letter (on behalf of the contractor) & Prelims	3
Man 03 - Credit 3	Responsible Construction Management	• 1 Credit: Achieve all required items as follows: - Manage the construction site entrance to minimise the impacts; - Minimise the risk of air, land and water pollution; - Ensure the development footprint is safe, clean and organised at all times; - Ensure clear and safe access in and around the buildings at the point of handover; - Provide processes and equipment required to respond to medical emergencies; - Establish management practices and facilities encouraging equality, fair treatment and respect of all site operatives; - Ensure ongoing training is provided for personnel and visitors; - Ensures that site operatives are trained for the tasks they are undertaking; - All visitors, workforce and community accidents, incidents and near misses are recorded and action is taken to reduce the likelihood of them reoccurring	Cyngor Gwynedd	1	0.52%	1			Required - Client Commitment Letter (on behalf of the contractor) & Prelims - Contractor Solutions Based Commitment Letter	3
Man 03 - Credit 4	Responsible Construction Management	• 2 Credits: Achieve six additional items from the following: - Ensure the development footprint is accessible for delivery vehicles fitted with safety features; - Identify access routes to the development footprint, including for heavy vehicles to minimise traffic disruption and safety risks to others; - Minimise the risk of nuisance from vibration, light and noise pollution; - Identify and implement initiatives to promote and maintain the health and wellbeing of all site operatives; - Provide secure, clean and organised facilities for site operatives; - Minimise risks of the site becoming a focus for antisocial behaviour in the local community; - Aspects of the construction process that might impact the community are communicated regularly, ensuring nuisance and intrusion are minimised; - Fleet operators undertake driver training and awareness to promote safety within the development footprint and off site; - Fleet operators captures and investigates any road accidents, incidents and near misses and reports back to the principal contractor - Processes are in place to facilitate collecting and recording feedback from the community and to address any concerns	Cyngor Gwynedd	1	0.52%	1			Required - Client Commitment Letter (on behalf of the contractor) & Prelims - Contractor Solutions Based Commitment Letter	3
Man 03 - Pre-requisite 3	Monitoring of Construction Site Impacts	• Responsibility has been assigned to an individual (with appropriate authority and responsibility) for monitoring, recording and reporting energy use, water consumption and transport data resulting from on-site construction process (and off-site where possible) throughout the build programme.	Cyngor Gwynedd	Pre-requisite 3					Required - Client Commitment Letter (on behalf of the contractor) & Prelims - Contractor Solutions Based Commitment Letter	3
Man 03 - Credit 5	Utility Consumption	• Set targets, monitor and record energy consumption in kWh as a result of construction activities and site accommodation. • Report total carbon dioxide emissions (total kgCO ₂ project value). Set targets, monitor and record potable water consumption in m ³ as a result of construction activities and site accommodation. • Report total net water consumption (m ³).	Cyngor Gwynedd	1	0.52%	1			Required - Client Commitment Letter (on behalf of the contractor) & Prelims - Contractor Solutions Based Commitment Letter	3
Man 03 - Credit 6	Transport of Construction Materials and Waste	• Set targets, monitor and record transport movements and impacts resulting from the delivery of construction materials to and construction waste from site • Report (for materials and waste separately) total carbon dioxide emissions (kgCO ₂ eq) and total distance travelled (km)	Cyngor Gwynedd	1	0.52%	1			Required - Client Commitment Letter (on behalf of the contractor) & Prelims - Contractor Solutions Based Commitment Letter	3
Man 03 - Innovation Credit 1	Responsible Construction Management	• Achieve all items listed under Man 03, Credits 3 and 4.	Cyngor Gwynedd	1	1.00%		1		Required - Client Commitment Letter (on behalf of the contractor) & Prelims - Contractor Solutions Based Commitment Letter	3

Credits 3 and 4 (1(no.) credit) required for an 'EXCELLENT' rating	Minimum Standard Review
Credits 3 and 4 (2(no.) credits) required for an 'OUTSTANDING' rating	Minimum Standard Review

Man 04	Commissioning and Handover	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Man 04 - Credit 1	Commissioning (Testing Schedule and Responsibilities)	• A schedule of commissioning and testing is prepared. • The schedule identifies the appropriate standards for all commissioning activities to be conducted ((i) Building Regulations, (ii) BSRIA and CIBSE Guidelines, plus (iii) other appropriate industry standards). • Where a BMS is provided, the applicable commissioning procedures are followed ((i) carry out commissioning of air and water systems, (ii) include physical measurements of room/ off-coil temperatures and other key parameters, (iii) running in auto with satisfactory internal conditions prior to handover, (iv) all schematics and graphics are fully installed and functional to user interface prior to handover, and (v) fully train the occupier in the operation of the system). • Project team member appointed to monitor and programme pre-commissioning, commissioning and testing (including re-commissioning where necessary). • Principal contractor accounts for the commissioning and testing programme, responsibilities and criteria within their budget and the main programme of works.	Cyngor Gwynedd / M&E	1	0.52%		1		Required - Client Commitment Letter (on behalf of the contractor) & Prelims - M&E Design Stage Spec. - Construction programme - Contractor Solutions Based Commitment Letter - Preliminary Schedule of Commissioning and Testing including BMS requirements	3
Man 04 - Credit 2	Commissioning (Design and Preparation)	• Credit 1 has been achieved • Simple Systems: Project team member appointed to (i) undertake design reviews and give advice on suitability for ease of commissioning, (ii) provide commissioning management input to construction programming and during installation stages, and (iii) management of commissioning, performance testing and handover • Complex Systems: The above role is undertaken by a specialist commissioning manager	Cyngor Gwynedd / M&E	1	0.52%		1		Required - Client Commitment Letter (on behalf of the contractor) & Prelims - M&E Design Stage Spec - Contractor Solutions Based Commitment Letter	3
Man 04 - Credit 3	Testing and Inspecting Building Fabric	• Credit 1 has been achieved • The integrity of building fabric, avoidance of thermal bridging and air leakage paths is assessed via a thermographic survey and air tightness testing. • Any defects are rectified prior to Handover and Close Out Stages.	Cyngor Gwynedd	1	0.52%			1	Required - Client Commitment Letter (on behalf of the contractor) & Prelims	3
Man 04 - Credit 4	Handover	• Two building user guides are developed prior to handover (one non-technical guide for the building occupiers, and one technical guide for the facilities manager). • Two training schedules are developed prior to handover (one non-technical guide for the building occupiers, and one technical guide for the facilities manager).	Cyngor Gwynedd	1	0.52%		1		Required - Client Commitment Letter (on behalf of the contractor) & Prelims - Draft BUG if occupier is known & emails/meeting minutes to note that the draft has been discussed with the users	3

Credit 1 required for a 'VERY GOOD' rating and above	Minimum Standard Review
Credit 4 (criterion 11: building user guide) required for a 'VERY GOOD' rating and above	Minimum Standard Review

Man 05	Aftercare	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Man 05 - Credit 1	Aftercare Support	• Aftercare support will be provided and include (i) a meeting between the aftercare support team and the occupiers, (ii) on-site facilities management training, (iii) initial aftercare support for at least the first months, and (iv) longer term aftercare support for at least the first 12 months. • Energy and water consumption will be collected for a minimum of 12 months once the building is substantially occupied.	Cyngor Gwynedd / M&E	1	0.52%		1		Required - Client Commitment Letter (on behalf of the contractor) & Prelims - M&E Design Stage Spec. - Aftercare Plan (from contractor)	3
Man 05 - Credit 2	Commissioning (Implementation)	• Simple Systems: A project team member (i) reviews thermal comfort, ventilation and lighting at 3, 6 and 9 month intervals after initial occupancy, (ii) identifies deficiencies and areas in need of improvement, and (iii) re-commission systems and incorporate any relevant revisions in operating procedures in the O&M's • Complex Systems: Over a 12 month period once the building becomes occupied, the specialist commissioning manager (i) identifies the changes made by the occupier that might have caused impaired/ improved performance, (ii) test all building services under full load conditions, (iii) carry out testing during periods of extreme occupancy, (iv) interview building occupants to identify problems/ concerns regarding the effectiveness of the systems, (v) produce monthly reports comparing sub-metered energy performance to the predicted one, and (vi) re-commission systems and incorporate any relevant revisions in operating procedures in the O&M's	Cyngor Gwynedd / M&E	1	0.52%		1		Required - Client Commitment Letter (on behalf of the contractor) & Prelims - M&E Design Stage Spec.	3
Man 05 - Credit 3	Post Occupancy Evaluation (POE)	• A commitment is made by the client/ occupier to undertake a POE exercise one year after occupation. • An independent party carries out the POE covering (i) a review of the design intent and construction process, and (ii) feedback from a wide range of building users on the design and environmental conditions of the building • The POE includes lessons learned. • The client/ occupier commits funds to pay for the POE in advance.	End Users	1	0.52%		1		Required - Client POE Commitment Letter	3

Credit 2 required for an 'EXCELLENT' rating and above	Minimum Standard Review
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Total Section Credits	21	2	14	5	0
Innovation Credits	1	0	0	1	0

Section Score	11.00%	1.05%	7.33%	2.62%	0.00%
Innovation Score	1.00%	0.00%	0.00%	1.00%	0.00%

HEALTH AND WELLBEING											
Hea 01	Visual Comfort	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required		RIBA
Hea 01 - Credit 1	Control of Glare from Sunlight	<ul style="list-style-type: none"> Areas at risk of glare are identified using a glare control assessment. A glare control strategy designs out potential glare in all relevant building areas where risk has been identified through building form and layout or building design measures. The glare control strategy does not increase energy consumption used for lighting. 	Lovelock Mitchell / M&E	1	0.74%		1			Required - Architect Obligation Letter - Location of blinds / brise soleil / glare control measure implemented	3
Hea 01 - Credit 2 & 3	Daylighting	<ul style="list-style-type: none"> An average daylight factor of 2% for at least 80% of the floor area in all occupied spaces. A uniformity ratio of at least 0.3 or a minimum point factor of at least 0.3 times the average daylight factor above. OR <ul style="list-style-type: none"> At least 80% of the room has a view of sky from desk height (0.7m) AND the room depth criterion is satisfied. Alternatively: An average illuminance of 300 lux for 2,000 hours per annum with a minimum illuminance of at least 90 lux for 2,000 hours per annum) for 80% of the floor area in all occupied spaces. 	Method Consultings	2	1.47%		2			Required - Daylighting calculations	4
Hea 01 - Credit 4	View Out	<ul style="list-style-type: none"> 95% of the floor area in 95% of occupied spaces is within 8m of an external wall with a window/ permanent opening providing an adequate view out. The window or opening is >20% of the surrounding wall area. 	Lovelock Mitchell / M&E	1	0.74%		1			Required - Floor plans and elevations indicating room depth/window location/size/quantity - Window Schedule	4
Hea 01 - Credit 5	Internal & External Lighting Levels, Zoning & Control	<ul style="list-style-type: none"> Internal lighting is designed to provide illuminance levels and colour rendering index in accordance with the SLL Code for Lighting 2012 and any other relevant industry standard. Lighting where computer screens are regularly used complies with CIBSE Lighting Guide 7 sections 2.4, 2.13 to 2.15, 2.20 and 6.10 to 6.20. There is no external lighting OR <ul style="list-style-type: none"> External lighting is specified in accordance with BS5489-1: 2013 (Lighting of Roads and Public Amenity Areas) and BS EN 12464-2: 2014 (Light and Lighting: Lighting of Workplaces - Part 2: Outdoor Work Places). Internal lighting is zoned to allow occupant control relevant to building type. Areas used for teaching, seminar and lecture purposes have lighting controls provided in accordance with CIBSE Lighting Guide 5. 	Method Consultings	1	0.74%		1			Required - M&E Design Stage Spec. - As Designed Lighting Layouts (with ref to appropriate standards)	3
Hea 01 - Innovation Credit 1	Daylighting	<ul style="list-style-type: none"> The applicable daylighting criteria has been met (average daylight factor of 3% for at least 80% of the floor area) in all occupied areas. A uniformity ratio of at least 0.3 or a minimum point factor of at least 1.2% OR at least 80% of the room has a view of sky from desk height (0.7m) AND the room depth criterion is satisfied. Alternatively: The applicable good practice average and minimum point daylight illuminance criteria have been met (an average illuminance of 300 lux for 2,650 hours per annum with a minimum illuminance of at least 90 lux for 2,650 hours per annum) for at least 80% of the floor area. Lighting in each zone can be manually dimmed by occupants down to 20% of the maximum light output using dimmer switches positioned in accessible locations. 	Method Consultings	1	1.00%			1		Required - Daylighting calculations	4
Hea 01 - Innovation Credit 2	Internal & external lighting levels, zoning and control	<ul style="list-style-type: none"> Lighting in each zone can be manually dimmed by occupants down to 20% of the maximum light output using dimmer switches positioned in accessible locations. Dimming and control gear should avoid flicker and noise. 	Method Consultings	1	1.00%				1	Lighting in each zone will be manually dimmed by occupants down to 20% of the maximum light output using dimmer switches positioned in accessible locations. Dimming and control gear should avoid flicker and noise.	4
Hea 02	Indoor Air Quality	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required		RIBA
Hea 02 - Pre-requisite	Indoor Air Quality Plan (IAQP)	<ul style="list-style-type: none"> A site specific IAQP has been produced and implemented in accordance with the guidance in GN06. The IAQP must consider the following: <ul style="list-style-type: none"> Removal of contaminated sources Dilution and control of contaminated sources (where present, consideration is given to the air quality requirements of specialist areas such as laboratories) Procedures for pre-occupancy flush out Third party testing and analysis Maintaining good indoor air quality in-use. 	Lovelock Mitchell / Contractor / M&E							Required - IAQP	4

Hea 02 - Credit 1	Ventilation	<ul style="list-style-type: none"> Fresh air is provided in accordance with the criteria of the relevant standard for ventilation. Ventilation pathways are designed to minimise the ingress and build-up of air pollutants inside the building. HVAC systems must incorporate suitable filtration compliant with BS EN 16798-3: 2017 and filters achieve a supply air class of at least SUP 2). Carbon monoxide or air quality sensors are provided in areas subject to large and unpredictable or variable occupancy patterns. Naturally Ventilated or Mixed Mode Buildings: The design demonstrates that the ventilation strategy provides adequate cross flow of air to maintain the required thermal comfort conditions and ventilation rates in accordance with CIBSE AM10. 	Method Consultings	1	0.74%		1			Required - Drawings/plan indicating intakes & extracts & external sources of pollution - M&E Design Stage Spec	4
Hea 02 - Credit 2 & 3	Emissions from Construction Products	<ul style="list-style-type: none"> 1 Credit: Three of the following five product types meet the required emission limits and testing requirements: <ul style="list-style-type: none"> Interior paints and coatings; Wood-based products (mandatory); Flooring materials; Ceiling, wall, and acoustic and thermal insulation materials; Interior adhesives and sealants 2 Credits: All five product types above meet the required emission limits and testing requirements 	Cyngor Gwynedd	2	1.47%	1	1			Required - Client Commitment Letter (on behalf of the contractor) & Prelims	3
Hea 02 - Credit 4	Post Construction Indoor Air Quality Measurement	<ul style="list-style-type: none"> Formaldehyde concentration in indoor air is measured post construction (but pre occupancy) and does not exceed 100mg/m³ averaged over 30 minutes. The formaldehyde sampling and analysis is performed in accordance with ISO 16000-2 and ISO 16000-3. Total Volatile Organic Compound (TVOC) concentration in indoor air is measured post construction (but pre occupancy) and does not exceed 300mg/m³ over 8 hours. The TVOC sampling and analysis is performed in accordance with ISO 16000-5 and ISO 16000-6. Where levels are found to exceed these limits, the project team confirms the measures taken (in accordance with the IAQP) to reduce the formaldehyde and TVOC levels within the required limits. 	Cyngor Gwynedd	1	0.74%		1			Required - Client Commitment Letter (on behalf of the contractor) & Prelims	3
Hea 02 - Innovation Credit 1	Emissions from Construction Products	<ul style="list-style-type: none"> Three of the product types listed below meet the lower emission limits and testing requirements: <ul style="list-style-type: none"> Interior paints and coatings (<0.01mg/m³); Wood-based products (<0.02mg/m³); Flooring materials (<0.01mg/m³); Ceiling, wall, and acoustic and thermal insulation materials (<0.01mg/m³); Interior adhesives and sealants (<0.01mg/m³) 	Cyngor Gwynedd	1	1.00%			1		Although every effort will be made to ensure that formaldehyde levels meet the relevant standards, it's unlikely that the challenging criteria of this issue will be achieved; therefore this credit is unavailable.	3

	Hea 04	Thermal Comfort	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
	Hea 04 - Credit 1	Thermal Modelling <ul style="list-style-type: none">Thermal modelling carried out using software in accordance with CIBSE AM11.The software used at detailed design stage provides full dynamic thermal analysis.Air Conditioned Buildings: Summer and winter operative temperature ranges in occupied spaces are in accordance with the criteria set out in CIBSE Guide A: Environmental Design, Table 1.5.Naturally ventilated buildings: (i) Winter operative temperature ranges in occupied spaces are in accordance with the criteria set out in CIBSE Guide A: Environmental Design, Table 1.5, and (ii) the building is designed to limit the risk of overheating in accordance with the adaptive comfort methodology outlined in either CIBSE TM52: Avoiding Overheating in European Buildings or CIBSE TM59: Design Methodology for the Assessment of Overheating Risk in Homes.Air Conditioned Buildings (ISO 7730 method only): The Predicted Mean Votes (PMV) and Predicted Percentage of Dissatisfied (PPD) indices are reported.	Method Consultings	1	0.74%		1			Required <ul style="list-style-type: none">Thermal Comfort ReportClient Commitment Letter (on behalf of the contractor) & Prelims	4
	Hea 04 - Credit 2	Design for Future Thermal Comfort <ul style="list-style-type: none">Credit 1 has been achievedThermal model demonstrates the above can be achieved under a projected climate change environmentORDemonstrate how the building has been adapted (or will be adaptable in future) using passive design solutions in order to meet the above.Air Conditioned Buildings (ISO 7730 method only): The Predicted Mean Votes (PMV) and Predicted Percentage of Dissatisfied (PPD) indices are reported.	Method Consultings	1	0.74%		1			Required <ul style="list-style-type: none">Thermal Comfort ReportClient Commitment Letter (on behalf of the contractor) & Prelims	4
	Hea 04 - Credit 3	Thermal Zoning and Controls <ul style="list-style-type: none">Credit 1 has been achievedThe thermal modelling analysis informs the temperature control strategy for the building and its usersThe strategy for the heating/ cooling systems addresses (i) efficient zoning, (ii) occupant control within these zones, (iii) interaction between systems, and (iv) the need for manual override for any automatic systems	Method Consultings	1	0.74%		1			Required <ul style="list-style-type: none">Thermal Comfort ReportClient Commitment Letter (on behalf of the contractor) & PrelimsHeating and Cooling LayoutsM&E SpecM&E Thermal Zoning & Controls Letter	4

Hea 05		Acoustic Performance	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Hea 05 - Credits 1 to 3		<p>First & Second Credits – Sound Insulation</p> <p>1 Credit: Airborne sound insulation must be ≥3 dB higher & Impact sound insulation must be ≥3 dB lower. Compared to relevant building regulations/standards.</p> <p>2 Credits: Airborne sound insulation must be ≥5 dB higher & Impact sound insulation must be ≥5 dB lower. Compared to relevant building regulations/standards.</p> <p>Testing Requirement: Pre-completion testing by a compliant test body. Based on the normal testing programme in building regulations. Must be done for every group or sub-group of dwellings.</p> <p>Third Credit – Indoor Ambient Noise Levels</p> <p>Criteria: Indoor noise levels must comply with the design ranges in Section 7 of BS 8233:2014.</p> <p>Testing Requirement: Pre-completion acoustic testing by a compliant test body. Must follow procedures outlined in the BREEAM methodology.</p> <p>Fourth Credit – Room Acoustics</p> <p>Criteria: Achieve sound absorption requirements for: Residential spaces & Common spaces. In line with relevant building regulations or national guidance.</p> <p>Testing Requirement: Installation of a compliant specification. Site inspection by the developer or SQA to confirm compliance.</p>	MZA Acoustics Limited	4	2.95%			3	1	<p>Required</p> <ul style="list-style-type: none">- Acoustic Design Report (defining a bespoke set of performance requirements)- Proof of Acoustic Design Qualification- Acousticians CV confirming relevant experience- Acousticians qualifications- Acousticians membership to an appropriate professional body- Confirmation of Compliant Test Body (UKAS Accreditation OR Registration with CAN Registration Scheme) <p>Note: Awaiting clarification for an acoustician</p> <ul style="list-style-type: none">- plas y bryn traegting 3 credits	4

Hea 06		Security	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Hea 06 - Credit 1		Security of Site and Building	<ul style="list-style-type: none">• A Suitably Qualified Security Consultant (SQSC) conducts a visual audit and evidence based Security Needs Assessment (SNA) (during/ prior to RIBA Stage 2).• The SQSC develops a set of security controls and recommendations for incorporation into the proposals.• The controls and recommendations are implemented in the as built development.	Lovelock Mitchell / SQSC	1	0.74%			1	<ul style="list-style-type: none">- The advice of a SQSC will be sought and all recommendations may be implemented. <p>Note: The Met confirmed in 2022 that DOCOs would not provide evidence solely for the purposes of meeting the SNA requirement. See KBCN1485 for links to live lists of eligible individuals.</p>	2
Hea 06 - Innovation Credit 1		Security of Site and Building	<ul style="list-style-type: none">• A compliant risk based security rating scheme (SABRE) has been used to recognise and reward:<ul style="list-style-type: none">- Adoption of industry best practice, tools and standards;- A systematic and risk-based approach to security;- An appropriate and proportionate response to security;- Innovation in security risk assessment;- Engagement of competent persons for the process of identifying security needs, security planning and design, and the implementation of security controls	Lovelock Mitchell / SQSC	1	1.00%			1	<ul style="list-style-type: none">- A risk based security rating scheme (SABRE) will not be used.	2

Hea 07		Safe and Healthy Surroundings	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA	
Hea 07 - Credit 1		Safe Access	<ul style="list-style-type: none">• Dedicated and safe cycle paths are provided from the site entrance to any cycle storage, and connect to off-site cycle paths.• Dedicated and safe footpaths are provided on and around the site providing suitable links for (i) the site entrance to the building entrance, (ii) car parks to the building entrance, (iii) the building to outdoor space, and (iv) connecting to off-site paths.• All footpaths have (i) pedestrian crossings points where needed to allow pedestrians to cross vehicle access routes, (ii) traffic calming measures to slow traffic at any crossing points; (iii) signposting to other local amenities and public transport nodes are provided, and (iv) external lighting is provided in accordance with BS 5489-1: 2013.• Pedestrian drop off areas designed off, or adjacent to, the access road and provide direct access to other footpaths.• Delivery areas are not accessed through general parking areas and do not cross pedestrian and cyclist paths.• Dedicated parking/ waiting area provided for goods vehicles away from the manoeuvring area and car parking. <p>Parking/ turning areas designed for simple manoeuvring.</p>	Lovelock Mitchell / M&E	1	0.74%			1		<p>Required</p> <ul style="list-style-type: none">- Site Plan (fencing, dedicated cycle path, delivery access route, waiting areas, parking turning circle)- External lighting layout- Elec spec (with BREEAM clauses)	4
Hea 07 - Credit 2		Outside Space	<ul style="list-style-type: none">• There is an adequately sized outside space providing building users with a non-smoking external amenity space including seating.	Lovelock Mitchell	1	0.74%		1		<p>Required</p> <ul style="list-style-type: none">- Site Plan showing adequately sized outside space.	4	

Total Section Credits				19		0	10	7	2	
Innovation Credits				4	0.04	0	0	1	3	

Section Score		14.00%		0.00%	7.37%	5.16%	1.47%
Innovation Score		4.00%		0.00%	0.00%	1.00%	3.00%

ENERGY											
Ene 01		Reduction of Energy Use and Carbon Emissions	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Ene 01 - Credits 1 to 9	Energy Performance	• Calculate the Energy Performance Ratio for New Construction (EPR _{NC}) against the benchmarks	Method Consultings	9	6.26%	7		2		Received -As Designed BRUKL - BRUKL .inp file- achieves 7 credits	4
Ene 01 - Pre-requisite	Prediction of Operational Energy Consumption	• Relevant members of the design team hold a preliminary design workshop focusing on operational energy performance	Method Consultings	Pre-requisite						BRUKL	3
Ene 01 - Credits 10 to 13	Energy Modelling and Reporting	• Undertake addition energy modelling during the design and post-construction stages to generate predicted operational energy consumption figures. • Report predicted energy consumption targets by end of use, design assumptions and input data. • A risk assessment has been carried out highlighting any significant design, technical, and process risks that should be monitored and managed throughout the construction and commissioning process.	Method Consultings	4	2.78%		4			Required - TM54 Operational Energy Performance Report	4
Ene 01 - Innovation Credits 1 & 2	Beyond Zero Net Regulated Carbon	• Building achieves an EPR _{NC} ≥0.9 and zero net regulated CO ₂ emissions. • Energy generation from on-site and near-site LZC sources is sufficient to offset carbon emissions from regulated energy use plus a percentage of emissions from unregulated energy use as follows: - 1 Exemplar Credit: >10%; - 2 Exemplar Credits: >50%	Method Consultings	2	2.00%			2		Required - As Designed BRUKL	4
Ene 01 - Innovation Credits 3	Carbon Negative	• Building is deemed carbon negative from unregulated (and regulated) energy use are offset by energy generated from on-site and near-site LZC sources by >100%	Method Consultings	1	1.00%			1		Required - As Designed BRUKL	4
Ene 01 - Innovation Credits 4 & 5	Post-occupancy Stage	• Maximum credits under Ene 02 are achieved. • The client/ building occupier commits funds to pay for the post occupancy stage (report on actual energy consumption compared with the targets set under the Energy Modelling and Reporting credit under Ene 01 above). • The energy model is submitted to the BRE and retained by the building owner.	Method Consultings	2	2.00%		2			Required - Client Commitment Letter	4
4(no.) 'energy performance' credits required for an 'EXCELLENT' rating or above						Minimum Standard Review					
6(no.) 'energy performance' AND 4(no.) 'energy modelling and reporting' credits required for an 'OUTSTANDING' rating						Minimum Standard Review					
Ene 02		Energy Monitoring	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Ene 02 - Credit 1	Sub-metering of End Use Categories	• An energy metering systems is installed so at least 90% of estimated annual energy consumption of each fuel is assigned to the end use (space heating, DHW, cooling, major fans, pumps, lighting, small power, renewable energy, controls and lifts). • Buildings >1,000m ² : Energy consumption is monitored using an appropriate energy monitoring and management system • Buildings <1000m ² : Energy consumption is monitored by either (i) an appropriate energy monitoring and management system, or (ii) separate accessible sub-meters with pulsed output (for future connection to an energy monitoring or management systems) • Energy consuming end uses are identified through labelling or data output.	Method Consultings	1	0.70%		1			Required - M&E Design Stage Spec. - Metering drawings/ plan - Early (RIBA 2/3) indicative BRUKL - ENE02 Calcs to confirm sub-metering	4
Ene 02 - Credit 2	Sub-metering of High Energy Load and Tenancy Areas	• Accessible energy monitoring and management system or separate accessible energy sub-meter with pulsed outputs covering a significant majority of energy supply to tenanted or relevant function areas/ departments.	Method Consultings	1	0.70%		1			Required - M&E Design Stage Spec. - Metering drawings/ plan (with pulsed outputs) - ENE02 Calcs to confirm sub-metering	4
Credit 1 required for a 'VERY GOOD' rating and above						Minimum Standard Review					
Ene 03		External Lighting	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Ene 03 - Credit 1	External Lighting	• No external lighting. OR • Average initial luminous efficacy is no less than 70 luminaire lumens per circuit Watt. • Automatic controls prevent operation during daylight hours. • Presence detection in areas of intermittent pedestrian traffic.	Method Consultings	1	0.70%		1			Required - M&E Design Stage Spec. - External Lighting Layout	4

Ene 04		Low Carbon Design	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Ene 04 - Credit 1	Passive Design Analysis	<ul style="list-style-type: none"> • Credit 1 under Hea 04: Thermal Comfort has been achieved. • The project team analyses the proposed building design and development during RIBA Stage 2 to identify opportunities for the implementation of passive design solutions. • Passive design measures have been implemented reduce total heating, cooling, mechanical ventilation, lighting loads and energy consumption in line with the passive design analysis findings. • Quantify the reduced total energy demand and carbon dioxide (CO₂) emissions resulting from passive design measures. 	Method Consultings	1	0.70%		1			Required - Passive Design Measures Implementation Report & Supporting Evidence - Actual and Notional Energy Demand Data Sheet (form IES / TAS) - Actual and Notional Emission Demand Data Sheet (from IES / TAS) - Qualifications of professional (Chris Ledward) Received - Passive Design Analysis Report	2
Ene 04 - Credit 2	Free Cooling	<ul style="list-style-type: none"> • Credit 1 has been achieved. • A free cooling analysis is included in the passive design analysis. • Opportunities have been identified for the implementation of free cooling solutions. • The building is naturally ventilated or utilises a free cooling strategy. 	Method Consultings	1	0.70%			1		Required - Passive Design Analysis Report (inc. Free Cooling Strategy) - Confirmation the building is naturally ventilated	2
Ene 04 - Credit 3	Low Zero Carbon Feasibility Study	<ul style="list-style-type: none"> • A feasibility study (undertaken by an energy specialist) has been completed to establish the most appropriate recognised local (on/ near site) low or zero carbon energy source for the development by the end of RIBA Stage 2 • LZC technology has been specified in line with the feasibility study recommendations. • Quantify the reduced total energy demand and carbon dioxide (CO₂) emissions resulting from the feasibility study. 	Method Consultings	1	0.70%	1				Received - LZC Feasibility Report - 2 BRUKL Reports (one with LZCT and one without LZCT measures) - Qualifications of professional (Chris Ledward)	2

Ene 06		Energy Efficient Transportation Systems	Responsibility	Credits	Value (%)	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Ene 06 - Credit 1	Energy Consumption	<ul style="list-style-type: none"> • Analysis of transportation demand and usage patterns to confirm optimal number and size of lifts/ escalators/ moving walks. • Calculate the energy study consumption in accordance with BS EN 25745-2: Lifts for either (i) two types of systems OR (ii) an arrangement of systems. OR (iii) a 'fit for purpose' strategy. • The use of regeneration drives are considered. • The transportation system with the lowest energy consumption has been specified. 	Cyngor Gwynedd / M&E	1	0.70%		1			Required - Client Commitment Letter (Contractor) & Prelims	4
Ene 06 - Credit 2 & 3	Energy Efficient Features	<ul style="list-style-type: none"> • Credit 1 has been achieved. • The lifts have been specified with three of four energy efficient features ((i) a standby condition for off-peak periods, (ii) the lift car lighting and display lighting provides an average luminous efficacy across all fittings >70 luminaire lumens per circuit Watt, and (iii) use of a drive controller capable of variable speed, variable voltage, and variable frequency control of the drive motor). • Regenerative drives are specified if it is demonstrated to save energy. • Escalators/ moving walks has one of two energy efficient features ((i) a load-sensitive device that synchronises motor output to passenger demand through a variable speed drive, and (ii) a passenger-sensitive devise for automated operation, so that the escalator operates in auto start mode when there is no passenger demand. 	Cyngor Gwynedd / M&E	1	0.70%		1			Required - Client Commitment Letter (Contractor) & Prelims	4

Ene 08		Energy Efficient Equipment	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Ene 08 - Credits 1 & 2	Operational Energy Savings	<ul style="list-style-type: none"> • Major unregulated energy consuming loads are identified and equipment procured in line with credit requirements. • A meaningful reduction in the total unregulated energy consumption is demonstrated. 	End Users	2	1.39%			2		Required - Client ENE08 Commitment Letter - ENE08 Energy Efficient Report (REF TMS4 if available)	4

Total Section Credits		23		8	10	5	0
Innovation Credits		5		0	2	3	0

Section Score	16.00%	5.57%	6.96%	3.48%	0.00%
Innovation Score	5.00%	0.00%	2.00%	3.00%	0.00%

TRANSPORT

Tra 01	Transport Assessment and Travel Plan	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Tra 01 - Credits 1 & 2	Travel Plan	<ul style="list-style-type: none"> A travel plan based on a site-specific travel assessment or statement has been developed during the feasibility and design stages. The site-specific travel assessment or statement covers the following: <ul style="list-style-type: none"> Existing travel patterns and opinions of existing building or site users towards cycling and walking, identifying constraints and opportunities; Travel patterns and transport impact of future building users; Current local environment for walkers and cyclists; Reporting of the number and type of existing accessible amenities; Disabled access; Calculation of the existing public transport accessibility index; Current facilities for cyclists The travel plan includes proposals to increase or improve sustainable modes of transport and movement of people and goods during the building's operation and use. The occupier has been involved in the development of the travel plan. The travel plan will be implemented post construction and be supported by the building's management in operation. 	Travel Consultant / End User	2	1.67%	2			<p>Required</p> <ul style="list-style-type: none"> Commitment letter from occupier Final Travel Plan and Transport Statement <p>Received - 28.07.25</p> <ul style="list-style-type: none"> Draft travel plan Draft transport statement/ assessment AI Calculator (assessor) <p>Note: Requires confirmation of EV and Car sharing spaces- Email from Peter Todd (SCP)- 23.07.25</p>	2

Tra 02	Sustainable Transport Measures	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Tra 02 - Pre-requisite	Transport Assessment and Travel Plan	Travel Consultant / End User	Pre-requisite						As per Tra 01 above.	2
Tra 02 - Credits 1 to 10	Transport Options Implemented	<p>Identify the sustainable transport measures as follows:</p> <p>Public Transport Measures:</p> <ul style="list-style-type: none"> The existing AI achieves ≥8 (1); Increase in AI through (i) negotiations with local bus/ train companies (2) OR (ii) the provision of diverted bus routes (3) OR (iii) a dedicated service (3); Public transport information system (1) <p>Private Transport Measures:</p> <ul style="list-style-type: none"> Electric charging for at least 10% of the total car parking capacity (1); Car sharing group or facility for at least 5% of the total car parking capacity (1) <p>Active Travel Measures:</p> <ul style="list-style-type: none"> Consult with the LA on the state of local cycle networks and public accessible pedestrian routes (2); Compliant cycle storage (1); At least two compliant cyclist facilities (1); Three existing accessible amenities present (1); A new accessible amenity provided (2) OR more than one accessible amenity provided (3) <p>Alternative Transport Measures:</p> <ul style="list-style-type: none"> Site specific improvement measures (not covered above) implemented (1-3) 	Lovelock Mitchell / M&E	10	8.33%	8	2		<p>Required</p> <ul style="list-style-type: none"> Number of occupants/visitors/classes Commitment letter from occupier Site specific travel plan Transport statement/ assessment AI Calculator Scaled map showing safe route to 'Existing Amenities' Drawings/Plan (cycle facilities, safe access, EV chargers, shared car parking, location of information system) Meeting minutes/emails to show the design team has consulted with the LA 	4

Total Section Credits	12	0	10	2	0
Innovation Credits	0	0	0	0	0

Section Score	10.00%	0.00%	8.33%	1.67%	0.00%
Innovation Score	0.00%	0.00%	0.00%	0.00%	0.00%

WATER

Wat 01	Water Consumption	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Wat 01 - Credits 1 to 5	Water Consumption	<ul style="list-style-type: none"> Determined by provision of low consumption sanitaryware (including WC's, urinals, taps, showers, baths, dishwashers and washing machines). <p>Note: Where greywater/ rainwater system is specified, its yield can be used to offset non-potable demand.</p>	Lovelock Mitchell / M&E	5	4.38%	2	2	1	<p>Required</p> <ul style="list-style-type: none"> Wat 01 Component Table - template provided Design layout drawings Wat 01 Calculator (assessor) Architect Commitment letter - Confirming BS 8515 calculation of rainwater harvesting contribution to flushing demand. Layouts confirming NIFA for each area 	4
Wat 01 - Innovation Credit 1	Water Consumption	<ul style="list-style-type: none"> Water consumption achieves a 65% improvement. 	Lovelock Mitchell / M&E	1	1.00%			1	No rainwater/ greywater harvesting has been specified; therefore a 65% improvement is not achievable.	4

1(no.) 'water consumption' credit required for a 'GOOD', 'VERY GOOD' and 'EXCELLENT' rating	Minimum Standard Review
2(no.) 'water consumption' credits required for an 'OUTSTANDING' rating	Minimum Standard Review

Wat 02	Water Monitoring	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	
Wat 02 - Credit 1	Water Monitoring	Method Consultings	1	0.88%		1			Required - M&E Design Stage Spec. - Drawing/Plan : Domestic Water Services - External Site Plan (external metering)	4

Criterion 1 (specification of a water meter on the mains water supply) required for a 'GOOD' rating and above

Minimum Standard Review

Wat 03	Water Leak Detection	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Wat 03 - Credit 1	Leak Detection System	Method Consultings	1	0.88%		1			Required - M&E Design Stage Spec. - Drawing/Plan : Domestic Water Services with annotated spec	4
Wat 03 - Credit 2	Flow Control Devices	Method Consultings	1	0.88%		1			Required - M&E Design Stage Spec - Drawing/Plan : flow control to each WC area/facility	4

Total Section Credits 8 0 5 2 1

Innovation Credits 1 0 0 0 1

Section Score 7.00% 0.00% 4.38% 1.75% 0.88%

Innovation Score 1.00% 0.00% 0.00% 0.00% 1.00%

MATERIALS

Mat 01	Environmental Impacts from Construction Products - Building Life Cycle Assessment	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Mat 01 - Credits 1 to 6	Superstructure	Melin Consultants	6	6.43%		6			Required RIBA Stage 2 - Email confirming Carbon Designer use; - LCA Element Option - Pro Forma (headed paper) - Mat01 Calculator Tool (Stage 2) - LCA Stage 2 Option Report RIBA Stage 4 - Pro forma of Materials - Mat01 Calculator Tool (Stage 4) - LCA Stage 4 Option Report	2
Mat 01 - Credits 7	Substructure and Hard Landscaping	Melin Consultants	1	1.07%		1			Required RIBA Stage 2 - Email confirming Carbon Designer use; - LCA Element Option - Pro Forma (headed paper) - Mat01 Calculator Tool (Stage 2) - LCA Stage 2 Option Report	2
Mat 01 - Innovation Credit 1	Core Building Services Options Appraisal During Concept Design	Melin Consultants	1	1.00%		1			Required RIBA Stage 2 - Email confirming Carbon Designer use; - LCA Element Option - Pro Forma (headed paper) - Mat01 Calculator Tool (Stage 2) - LCA Stage 2 Option Report	2
Mat 01 - Innovation Credit 2	LCA and LCC Alignment	Melin Consultants	1	1.00%		1			- The options appraised for the superstructure may be included in the elemental LCC (Man 02, Credits 1 and 2), and the options appraised for the substructure and hard landscaping may be included in the component LCC (Man 02, Credit 3) - to be reviewed.	2

Mat 01 - Innovation Credit 3	Third Party Verification	<ul style="list-style-type: none">• Criteria 1 to 7 under Mat 01, Credits 1 to 6 are achieved (opportunities for reducing environmental impacts have been identified during RIBA Stage 2 to 4).• A suitably qualified third party carries out the building LCA's or produces a report verifying the building LCA's accurately represent the designs under consideration.• The findings of the verification checks made by the suitably qualified third party in the report are itemised for each LCA option.• Details of the suitably qualified third party's relevant skills and experience and a declaration of their independence from the project client/ design team in the report is included.	Melin Consultants	1	1.00%		1			- A suitably qualified third party may be appointed to verify the building LCA's - to be reviewed	2
	Mat 02	Environmental Impacts from Construction Products - Environmental Product Declaration	Responsibility	Credits	Value (%)	Awarded	Targeted	Possible	Not Sought	Comments	
	Mat 02 - Credit 1	Recognised Environmental Product Declaration <ul style="list-style-type: none">• Construction products have been specified with EPD that achieves a total points score of at least 20 where:<ul style="list-style-type: none">- EPD applicable to a single product and a single manufacturer (1.5);- EPD applicable to more than one product and a single manufacturer (0.75);- EPD applicable to more than one product and more than one manufacturer (0.5)	Cyngor Gwynedd	1	1.07%			1		Required - Mat 01/02 Results Submission tool - EPD Certificates	3
	Mat 03	Responsible Sourcing of Construction Products	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
	Mat 03 - Pre-requisite	Pre-requisite <ul style="list-style-type: none">• All timber based products are legally harvested and traded timber as per the UK Government's Timber Procurement Policy.	Cyngor Gwynedd							Required - Client Commitment Letter (on behalf of the contractor) & Prelims	3
	Mat 03 - Credit 1	Enabling a Sustainable Procurement <ul style="list-style-type: none">A sustainable procurement plan must be used to guide specification towards sustainable construction. The plan must:<ul style="list-style-type: none">• Be in place before Concept Design.• Include sustainability aims, objectives and strategic targets to guide procurement activities. Note: targets do not need to be achieved for the credit to be awarded but justification must be provided for targets that are not achieved.• Include a requirement for assessing the potential to procure construction products locally. There must be a policy to procure construction products locally where possible.• Include details of procedures in place to check and verify the effective implementation of the sustainable procurement plan. <p>In addition, if the plan is applied to several sites or adopted at an organisational level it must:</p> <ul style="list-style-type: none">• Identify the risks and opportunities of procurement against a broad range of social, environmental and economic issues following the process set out in BS ISO 20400:2017(170).	Cyngor Gwynedd	1	1.07%	1				Received - Sustainable Procurement Plan (RIBA Stage 2) - Amended Sustainable Procurement Plan Note KD emailed queries - 01.05.25	2
	Mat 03 - Credits 2 to 4	Measuring Responsible Sourcing <ul style="list-style-type: none">• Measure responsible sourcing of materials to determine the number of credits achieved for the construction products specified or procured:<ul style="list-style-type: none">- 1 Credit: ≥10% (superstructure only);- 2 Credits: ≥20% (superstructure, internal finishes, substructure and hard landscaping);- 3 Credits: ≥30% (superstructure, internal finishes, substructure and hard landscaping)	Lovelock Mitchell / Cyngor Gwynedd	3	3.21%		2	1		Required - Architect's completed Mat 03 checklist - Material certificates (ISO14 & BS) - Mat 03 calculator (assessor) - must include ALL materials even if they're not responsibly sourced - Layouts linking materials to the calc	4
	Mat 03 - Innovation Credit 1	Responsible Sourcing of Construction Products <ul style="list-style-type: none">• At least 50% of the available responsible sourcing points for superstructure, internal finishes, substructure and hard landscaping, and core services have been achieved.	Lovelock Mitchell / Cyngor Gwynedd	1	1.00%				1	As per Mat 03 above.	4
	Mat 05	Designing for Durability and Resilience	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
	Mat 05 - Credit 1	Designing for Durability and Resilience <ul style="list-style-type: none">Protecting Vulnerable Parts of the Building from Damage<ul style="list-style-type: none">• Protection measures are incorporated into the building's design and construction to reduce damage to the building's fabric or materials against:<ul style="list-style-type: none">- Negative impacts of high user numbers in relevant areas of the building;- Damage from any vehicle or trolley movements within 1m of the internal building fabric in storage, delivery, corridor and kitchen areas;- External building fabric damage by a vehicle;- Potential malicious damage to building materials and finishes, in public and common areasProtecting Exposed Parts of the Building from Material Degradation<ul style="list-style-type: none">• Key exposed building elements are designed and specified to limit long and short term degradation due to environmental factors through:<ul style="list-style-type: none">- The element or product achieving an appropriate quality or durability standard; OR- A detailed assessment of element's resilience where exposed to the applicable degradation and environmental factors• Convenient access to the roof and façade for cost-effective cleaning, replacement and repair has been includedThe roof and façade has been designed to prevent water damage, ingress and detrimental ponding.	Lovelock Mitchell	1	1.07%		1			Required - Design drawings (detailing protection measures) - Roof plan indicating access etc - Mat 05 - Designing for Durability and Resilience	4

Mat 06	Material Efficiency	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Mat 06 - Credit 1	Minimise Material Use and Waste	<ul style="list-style-type: none"> • Opportunities have been identified and appropriate measures investigated and implemented to minimise the use of materials in building design, procurement, construction, maintenance and end of life for the end of RIBA Stages 1, 2, 3, 4 and 5. • Targets and actual material efficiencies achieved are recorded. 	Lovelock Mitchell	1	1.07%		1		Required - Mat 06 Materials Efficiency Report (REV. 1, 2, 3, 4)	1

Total Section Credits	14	1	10	3	0
Innovation Credits	4	0	2	0	2

Section Score	15.00%	1.07%	10.71%	3.21%	0.00%
Innovation Score	4.00%	0.00%	2.00%	0.00%	2.00%

WASTE

Wst 01	Construction Waste Management	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Wst 01 - Credits 1 to 3	Construction Resource Efficiency • A RMP covering the following has been prepared: - Non-hazardous waste materials from on-site construction and dedicated off-site manufacture or fabrication, including demolition and excavation waste; - Accurate data records on waste arisings and waste management routes The benchmarks for the amount of non-hazardous construction waste (excluding demolition and excavation) generated per 100m ² of floor area are met or improved as follows: - 1 Credit: ≤13.3m ³ (by volume) or ≤11.1 tonnes (by weight); - 2 Credit: ≤7.5m ³ (by volume) or ≤6.5 tonnes (by weight); - 3 Credits: ≤3.4m ³ (by volume) or ≤3.2 tonnes	Cyngor Gwynedd	3	2.00%		2	1		Required - Client Commitment Letter (Contractor) & Prelims - Resource Management Plan	3
Wst 01 - Credit 4	Diversion of Resources from Landfill • The benchmarks for the diversion from landfill of non-hazardous construction and demolition waste are met or improved as follows: - Non-demolition: 70% (by volume) or 80% (by weight); - Demolition: 80% (by volume) or 90% (by weight) • Waste materials are sorted into separate waste groups either on site or through a licensed contractor for recovery.	Cyngor Gwynedd	1	0.67%		1			Required - Client Commitment Letter (Contractor) & Prelims	3
Wst 01 - Innovation Credit 1	Construction Waste Management • The amount of waste generated per 100m ² of floor area is ≤1.6m ³ (by volume) or ≤1.9 tonnes (by weight).	Cyngor Gwynedd	1	1.00%				1	As per Wst 01 above.	3

1(no.) credit required for an 'OUTSTANDING' rating

Minimum Standard Review

Wst 02	Use of Recycled and Sustainably Sourced Aggregates	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Wst 02 - Credit 1	Project Sustainable Aggregate Points • All aggregate uses and types are identified. • The quantity in tonnes for each identified use and aggregate type is determined. • The region in which the aggregate source is located is identified. • The distance in km travelled by all aggregates by transport type is calculated. • At least 3.5 project sustainable aggregate points are achieved.	Cyngor Gwynedd	1	0.67%			1		Required - Wst 02 Calculator - Supporting information used for calculator input	3
Wst 02 - Innovation Credit 1	Use of Recycled and Sustainably Sourced Aggregates • All aggregate uses and types are identified. • The quantity in tonnes for each identified use and aggregate type is determined. • The region in which the aggregate source is located is identified. • The distance in km travelled by all aggregates by transport type is calculated. • At least 6.0 project sustainable aggregate points are achieved.	Cyngor Gwynedd	1	1.00%			1		Required - Client (Contractor) Commitment Letter or Prelims	3

Wst 03	Operational Waste	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Wst 03 - Credit 1	Operational Waste	<ul style="list-style-type: none"> A dedicated space for the segregation and storage of operational recyclable waste generated is provided as follows: <ul style="list-style-type: none"> Clearly labelled to assist with segregation, storage and collection; Accessible to the building occupants for the deposit of materials and collections; Of a capacity appropriate to the building type, size and predicted volumes of waste that will arise from daily/ weekly operational activities; Compliant with the relevant NHS guidelines For Consistent and Large Amounts of Operational Waste Generated: <ul style="list-style-type: none"> Static waste compactor of balers; Vessel for composting suitable organic waste; A water outlet is provided adjacent to, or within the facility for cleaning and hygiene purposes 	Lovelock Mitchell	1	0.67%	1			Required - Drawing to identify adequately sized, segregated bin storage facilities (attached note for: "clearly labelled for general and recyclable")	4

1(no.) credit required for an "EXCELLENT" rating and above

Minimum Standard Review

Wst 05	Adaptation to Climate Change	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Wst 05 - Credit 1	Resilience of Structure, Fabric, Building Services and Renewable Installation	<ul style="list-style-type: none"> A climate change adaptation strategy appraisal has been conducted using a systematic risk assessment to identify the impact of expected extreme weather conditions arising from climate change on the building over its projected life cycle Recommendations and/ or solutions based on the strategy appraisal have been developed to mitigate the identified impact during RIBA Stage 2. An update is provided during RIBA Stage 4 to demonstrate how the recommendations and/ or solutions proposed have been implemented. 	Method Consultings	1	0.67%	1			Required - Stage 4 Report demonstration recommendations implemented Received - Climate Change Adaptation Strategy (RIBA Stage 2) Note KD emailed queries - 01.05.25	2
Wst 05 - Innovation Credit 1	Responding to Climate Change	In addition to the structural and resilience, fabric, building services, and renewable installation criterion, the following is met: <ul style="list-style-type: none"> Hea 04: Thermal model demonstrates that the required thermal comfort levels can be achieved under a projected climate change environment; Ene 01: At least 6 credits have been achieved; Ene 04: Credit 1 (Passive Design Analysis) has been achieved; Wat 01: Minimum of 3 credits have been achieved; Mat 05: Material degradation element has been achieved; Pol 03: At least 1 credit achieved under Flood Risk AND at least 2 credits achieved under Surface Water Runoff. 	Lovelock Mitchell / M&E / BREEAM Assessor	1	1.00%		1		Evidence for: <ul style="list-style-type: none"> Hea 04 Ene 01 Ene 04 Wat 01 Mat 05 Pol 03 	4

Wst 06	Design for Disassembly and Adaptability	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Wst 06 - Credit 1	Design for Disassembly & Adaptability (Recommendations)	<ul style="list-style-type: none"> A study to explore the ease of disassembly and the functional adaptation potential of different design scenarios is conducted Recommendations and/ or solutions based on the study have been developed during RIBA Stage 2 to enable and facilitate disassembly and functional adaptation. 	Lovelock Mitchell / M&E	1	0.67%	1			Received - Disassembly and Functional Adaptability Study (RIBA Stage 2) Note KD emailed queries - 01.05.25	2
Wst 06 - Credit 2	Design for Disassembly & Adaptability (Implementation)	<ul style="list-style-type: none"> Credit 1 has been achieved An update is provided during RIBA Stage 4 on: <ul style="list-style-type: none"> How the recommendations and/ or solutions proposed during RIBA Stage 2 have been implemented; Changes to the recommendations and/ or solutions during RIBA Stage 4. A building adaptability and disassembly guide to communicate the characteristics is produced and issued to the building user/ tenant. 	Lovelock Mitchell / M&E	1	0.67%		1		Required - Disassembly and Functional Adaptability Study (how recommendation have been implemented) (RIBA Stage 4) - Building Adaptability and Disassembly Guide - End User commitment letter	4

Total Section Credits

9

2

4

3

0

Innovation Credits

3

0

0

2

1

Section Score

6.00%

1.33%

2.67%

2.00%

0.00%

Innovation Score

3.00%

0.00%

0.00%

2.00%

1.00%

LAND USE AND ECOLOGY

LE 01	Site Selection	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
LE 01 - Credit 1	Previously Occupied Land	• At least 75% of development's footprint is on an area of land that has previously been occupied.	Lovelock Mitchell / Cyngor Gwynedd	1	1.00%			1		3
LE 01 - Credit 2	Contaminated Land	• The contaminated land professional's site investigation, risk assessment and appraisal has deemed land within the site to be affected by contamination. • The client/ contractor confirms that remediation will be undertaken in line with remediation strategy and its implementation plan.	Lovelock Mitchell / Cyngor Gwynedd	1	1.00%			1	Note Contamination Investigation Report confirmed that no substantial contamination was found. Credit removed from assessment - 30.04.25	2
LE 02	Identifying and Understanding the Risks and Opportunities for the Project	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
LE 02 - Pre-requisite	Assessment Route Selection	• An assessment route for the project has been determined. • The client/ contractor confirms compliance is monitored against all relevant UK and EU legislation.	Cyngor Gwynedd / Contractor	Pre-requisite					Required - Land Use and Ecology Reporting Template - Contractor letter confirming compliance with UK legislation - Design Code / Contracts highlighting legislation to be adhered to Note: Template issued 12.03.25	2
LE 02 - Credit 1	Survey and Evaluation	• Route 1 (Project Team Member Route) - BREEM Ecological Risk Evaluation Checklist completed • Route 2 (Ecologist Route) - Appropriate individual appointed at a project stage that ensures early involvement in site configuration; - An appropriate level of survey and evaluation has been carried out prior to RIBA Stage 1 to determine the ecological baseline of the site; - Data is collated and shared with the project team to inform the site preparation, design and construction works	Enfys Ecology	1	1.00%		1		Required - Client Commitment Letter (Contractor) & Prelims - Land Use and Ecology Reporting Template - Influence of Design Client Report Received PEA report & Desk Study	2
LE 02 - Credit 2	Determining the Ecological Outcomes for the Site	• Routes 1 to 2 (Project Team Member and Ecologist Route) - Credit 1 has been achieved; - The project team liaise and collaborate with representative stakeholders to identify the optimal ecological outcome for the site during RIBA Stage 4; - The ecological outcome for the site is determined by identification, appraisal and selection of specific solutions and measures sufficiently early to influence key project planning decisions in accordance with the following hierarchy of action as follows: Route 1: (i) avoidance, and (ii) protection Route 2: (i) avoidance, (ii) protection, (iii) reduction or limitation of negative impacts, (iv) on-site compensation, and (v) enhancement, considering the capacity and feasibility within the site - The optimal ecological outcome for the site is selected after liaising with representative stakeholders and the project team	Cyngor Gwynedd / Ecologist	1	1.00%		1		Required - Client Commitment Letter (Contractor) & Prelims - Land Use and Ecology Reporting Template - Influence of Design Client Report - Meeting minutes/emails to confirm early consultation with ecologist (confirming that the PEA was shared with relevant team members) Received PEA report & Desk Study	4
LE 02 - Innovation Credit 1	Determining the Ecological Outcomes for the Site	• Criteria 8 to 10 under LE 02, Credit 2 is achieved. • When determining the ecological value of the site, the wider site sustainability-related activities and the potential for ecosystem service benefits will be considered (landscape, health and wellbeing, resilience, infrastructure and community and end user involvement). • In addition to the above, the following is met: - Hea 07: Both credits under Safe and Healthy Surroundings; - Pol 03: Achieve credit for Surface Water Run-off and Minimising Watercourse Pollution; - Pol 05: Reduction of Noise Pollution credit	-	1	1.00%		1		Required - Client Commitment Letter (Contractor) & Prelims - Land Use and Ecology Reporting Template - Influence of Design Client Report Received PEA report & Desk Study	4
LE 03	Managing Negative Impacts on Ecology	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
LE 03 - Pre-requisite	Identification & Understanding Risks & Opportunities	• LE 02 has been achieved • The client/ contractor confirms that compliance is monitored against all relevant UK and EU legislation.	Cyngor Gwynedd / Contractor	Pre-requisite					Required - Client Commitment Letter (Contractor) & Prelims	3
LE 03 - Credit 1	Planning, Liaison, Implementation and Data	• Roles and responsibilities are clearly defined, allocated and implemented to support successful delivery of project outcomes at an early enough stage to influence the design. • Site preparation and construction works are planned for, and are implemented at, an early project stage to optimise benefits and outputs. • The project team liaise and collaborate with representative stakeholders on solutions and measures implemented.	Cyngor Gwynedd / Contractor	1	1.00%		1		Required - Client Commitment Letter (Contractor) & Prelims - Land Use and Ecology Reporting Template - Influence of Design Client Report	3
LE 03 - Credit 2 & 3	Managing Negative Impacts of the Project	• Route 1 (Project Team Member Route) - 1 Credit - Criteria 2 and 3 has been achieved; - Negative impacts from site preparation and construction works are managed and no net impact has resulted • Route 2 (Ecologist Route) - 2 Credits - Criteria 2 to 4 has been achieved; - Negative impacts from site preparation and construction works have been managed according to the hierarchy and no overall loss has occurred (2 credits) or the loss has been minimised (1 credit)	Enfys Ecology	2	2.00%		2		Required - Client Commitment Letter (Contractor) & Prelims - Land Use and Ecology Reporting Template - Influence of Design Client Report	3

One credit required for 'VERY GOOD' and 'ABOVE'											Minimum Standard Review					
LE 04		Change and Enhancement of Ecological Value			Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required			RIBA	
LE 04 - Pre-requisite		Identification and Understanding the Risks and Opportunities for the Site	<ul style="list-style-type: none">Criteria 2 and 3 achieved under LE 03 has been achieved.The client/ contractor confirms that compliance is monitored against all relevant UK and EU legislation.			Cyngor Gwynedd / Contractor	Pre-requisite					Required <ul style="list-style-type: none">Client Commitment Letter (Contractor) & Prelims			3	
LE 04 - Credit 1		Liaison, Implementation and Data	<p>Route 2 (Ecologist Route)</p> <ul style="list-style-type: none">The project team liaise and collaborate with representative stakeholders on solutions and measures that enhances ecological value in the following order:<ul style="list-style-type: none">On-site; and where this is not feasibleOff-site within the zone of influenceData is provided to the local environmental records centre			Cyngor Gwynedd / Ecologist	1	1.00%		1			Required <ul style="list-style-type: none">Client Commitment Letter (Contractor) & PrelimsLand Use and Ecology Reporting TemplateInfluence of Design Client Report			3
LE 04 - Credit 2 to 4		Enhancement of Ecology	<p>Route 1 (Project Team Member Route) - 1 Credit</p> <ul style="list-style-type: none">The project team liaise and collaborate with representative stakeholders on solutions and measures based on recommendations from recognised 'local' ecological expertise, and specialist input and guidance to inform the adoption of locally relevant ecological solutions and measures to enhance the site <p>Route 2 (Ecologist Route) - Up to 3 Credits</p> <ul style="list-style-type: none">Credits are awarded as follows:<ul style="list-style-type: none">1 Credit: minimising loss (percentage score of 75 to 94);2 Credits: no net loss (percentage score of 95 to 104);3 Credits: net gain (percentage score of 105 to 109)			Enfys Ecology	3	3.00%		2	1		Required <ul style="list-style-type: none">Land Use and Ecology Reporting TemplateLE04 Calculator ToolSupporting evidence for LE04 calculator (ecology/habitat plan before and after) Received <ul style="list-style-type: none">Draft landscape strategy - above zero			4
LE 04 - Innovation Credit 1		Enhancement of Ecology	<ul style="list-style-type: none">Significant gain (percentage score of 110+).			Enfys Ecology	1	1.00%				1				4
LE 05		Long Term Ecological Management and Maintenance			Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required			RIBA	
LE 05 - Pre-requisite		Roles, responsibilities, Implementation, Statutory Obligations	<ul style="list-style-type: none">LE 03 (pre-requisite and credit 1) has been achieved as follows:<ul style="list-style-type: none">The client/ contractor confirms that compliance is monitored against all relevant UK and EU legislation;Roles and responsibilities are clearly defined, allocated and implemented to support successful delivery of project outcomes at an early enough stage to influence the design;Site preparation and construction works are planned for, and are implemented at, an early project stage to optimise benefits and outputs			Cyngor Gwynedd / Contractor	Pre-requisite					As per LE03 above			3	
LE 05 - Credit 1		Planning, Liaison, Data, Monitoring, Review Management, Maintenance	<p>Route 1 and 2 (Project Team Member and Ecologist Route)</p> <ul style="list-style-type: none">The project team liaise and collaborate with representative stakeholders on solutions and measures implemented to (i) monitor and review implementation and the effectiveness, and (ii) develop and review management and maintenance solutions, actions and measures;To ensure continued relevance over the period of the project, consideration must be made to (i) monitor and report the ecological outcomes for site, (ii) monitor and report outcomes and successes, (iii) arrangements for the ongoing management of landscape and habitat, (iv) maintain the ecological value of the site and its relationship or connection to its zone of influence, and (v) remedial or other management actions carried out which relate to LE 02, LE 03 and LE 04Ecology and biodiversity information is provided as part of the building user/ tenant information at handover.A landscape management plan or similar is produced to support maintenance of the ecological value of the site.			Cyngor Gwynedd / Ecologist	1	1.00%		1			Required <ul style="list-style-type: none">Client Commitment LetterLand Use and Ecology Reporting Template			3
LE 05 - Credit 2		Landscape and Ecology Management Plan Development	<p>Route 2 (Ecologist Route)</p> <ul style="list-style-type: none">A landscape and ecology management plan or equivalent is developed in accordance with BS 42020: 2013, section 11.1 covering the first five years after project completion;The plan is updated as appropriate to support maintenance of the ecological value of the site			Enfys Ecology	1	1.00%		1			Required <ul style="list-style-type: none">Client Commitment LetterLand Use and Ecology Reporting Template			4
Total Section Credits							13		0	10	1	2				
Innovation Credits							2		0	0	1	1				
Section Score							13.00%		0.00%	10.00%	1.00%	2.00%				
Innovation Score							2.00%		0.00%	0.00%	1.00%	1.00%				

POLLUTION											
Pol 01	Impact of Refrigerants		Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Pol 01 - Credits 1 to 3	Impact of Refrigerants	<p>3 Credits: No refrigerant use within the installed plant or systems OR</p> <p>Pre-Requirement: All systems with electric compressors comply with BS EN 378: 2016, Parts 2 and 3, and the Institute of Refrigeration Ammonia Refrigeration Systems code of practice (where applicable)</p> <p>2 Credits: The Direct Effect Life Cycle (DELCC) CO₂ equivalent emissions is ≤100kgCO₂e/kW cooling/ heating capacity used OR all refrigerants have a GWP ≤10</p> <p>1 Credit: The DELCC CO₂ equivalent emissions of ≤1,000kgCO₂e/kW cooling/ heating capacity used</p> <p>1 Additional Credit:</p> <ul style="list-style-type: none">• All systems are hermetically sealed or only use environmentally benign refrigerants OR (if not hermetically sealed) AND Systems have a permanent automated refrigerant leak detection system that is robust and tested and capable of continuously monitoring for leaks OR an inbuilt automated diagnostic procedure for detecting leakage is enabledOR• The system must be capable of managing remaining refrigerant charge from further loss	Method Consultings	3	2.00%		1	1	1	Required - M&E Design Stage Spec. - Pol01 Systems Table - Pol 01 Impacts of Refrigerants Calculator	4
Pol 02	Local Air Quality		Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Pol 02 - Credit 1 & 2	Local Air Quality	<ul style="list-style-type: none">• All heating and hot water is supplied by non-combustion systems OR• All heating and hot water is supplied by combustion systems in accordance with the following: <p>1 Credit</p> <ul style="list-style-type: none">- Gas boiler: ≤27mg/kWh;- Gas cogeneration or heat pumps using external combustion: ≤34mg/kWh;- Gas cogeneration or heat pumps using internal combustion: ≤56mg/kWh <p>2 Credits</p> <ul style="list-style-type: none">- Gas boiler: ≤24mg/kWh;- Gas cogeneration or heat pumps using external combustion: ≤30mg/kWh;- Gas cogeneration or heat pumps using internal combustion: ≤50mg/kWh	Method Consultings	2	1.33%		2			Required - M&E Design Stage Spec - Heating and Hot Water Layouts	4
Pol 03	Flood and Surface Water Management		Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Pol 03 - Pre-requisite	Pre-requisite	<ul style="list-style-type: none">• An appropriate consultant appointed to demonstrate compliance with the following.	Waterco Datrys	Achieved						Received - Flood Risk Assessment (confirm qualifications of consultant)	2
Pol 03 - Credit 1 & 2	Flood Resilience	<p>2 Credits:</p> <ul style="list-style-type: none">• A site specific Flood Risk Assessment (FRA) confirms the development is in a flood zone that is defined as having a low annual probability of flooding <p>OR</p> <p>1 Credit:</p> <ul style="list-style-type: none">• A site specific Flood Risk Assessment (FRA) confirms the development is in a flood zone that is defined as having a medium/ high flood risk and not in a functional flood plain;• The ground level and access to both the building and site are designed so they are at least 600mm above design flood level OR the appropriate consultant informs the design in accordance with BS8533: 2011, Section 5)	Waterco Datrys	2	1.33%	1			1	Received - Site Specific Flood Risk Assessment - Medium Risk of flooding IF medium/high flood risk - Supporting evidence to illustrate the project has increased the resilience and resistance of the development to flooding through the two options outlined in the manual	2
Pol 03 - Pre-requisite	Pre-requisite	<ul style="list-style-type: none">• Surface water run-off design solutions must be bespoke and the priority levels are followed ((i) water is collected for use in the development, (ii) water is infiltrated into the ground, (iii) water is discharged to surface water body, (iv) water is discharged to the drainage system, and (v) water is discharged to a combined sewer).	Waterco Datrys	Pre-requisite 2						Required - GN38	4
Pol 03 - Credit 3	Surface Water Run Off (Rate)	<ul style="list-style-type: none">• Brownfield Sites: Drainage measures are specified so that the peak rate of run off from site to watercourses shows a 30% improvement for the developed site compared with the pre-developed site (for 1 and 100 year events).• Greenfield Sites: Drainage measures are specified so that the peak rate of run off from site to watercourses is no greater for the developed site compared with the pre-developed site (for 1 and 100 year events).• Relevant maintenance agreements for the ownership, long term operation and maintenance of all SUDS are in place. Calculations include an allowance for climate change.	Waterco Datrys	1	0.67%		1			Required - GN38 - Drainage Strategy (to provide a link to the figures input into GN38) - Calculation results for the pre-and post-development peak rate of run-off	4

Pol 03 - Credit 4	Surface Water Run Off (Volume)	<ul style="list-style-type: none"> Flooding of property will not occur in the event of a local drainage system failure AND EITHER Drainage measures are specified so that the post development run-off volume over the development lifetime is no greater than it would have been prior to the assessed site's development AND any additional predicted run-off for this event is prevented from leaving the site by infiltration or other SUDS techniques. OR <ul style="list-style-type: none"> Justification provided by consultant stating why above criteria cannot be achieved; Drainage measures are specified so that the post development peak rate of run-off is reduced to the limited discharge (either (i) the pre-development one year peak flow rate, (ii) the means annual flow rate, or (iii) 2l/s/ha) Relevant maintenance agreements for the ownership, long term operation and maintenance of all SUDS are in place. Calculations include an allowance for climate change. 	Waterco Datrys	1	0.67%		1			Required GN38 - Information showing proposed drainage solution system failure flood flow routes, potential flood ponding levels and ground floor levels - Calculation results for the pre- and post-development volume of run-off - Calculation results for the limiting discharge (where relevant)	4
Pol 03 - Credit 5	Minimising Watercourse Pollution	<ul style="list-style-type: none"> There is no discharge from site for rainfall up to 5mm. An appropriate level of pollution prevention treatment (using SUDS) is provided to areas with low risk of watercourse pollution. Separators are installed in surface water drainage systems to areas with high risk of contamination or spillage of substances. Chemical/ liquid gas storage areas have means of containment fitted to the site drainage system. Water pollution prevention systems are designed and installed in accordance with the recommendations of the SUDS manual. A comprehensive and up-to-date drainage plan will be made available for the building occupants. Relevant maintenance agreements for the ownership, long term operation and maintenance of all SUDS are in place. All external storage and delivery areas are designed in accordance with current best practice planning guidance 	Waterco Datrys	1	0.67%		1			Required - GN38	4

	Pol 04	Reduction of Night Time Pollution	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
Pol 04 – Credit 1	Reduction of Night Time Light Pollution	<ul style="list-style-type: none">External lighting pollution has been eliminated through effective design that removes the need for external lighting. OR <ul style="list-style-type: none">All external lighting (excluding safety and security lighting) can be automatically switched off between 23:00 and 07:00.Safety and Security lighting is used between 23:00 and 07:00 and complies with the lower levels of lighting set out in Table 2 of the ILP guidance notes.Illuminated advertisements are designed in compliance with ILP PLG05: The Brightness of Illuminated Advertisements.	Method Consultings	1	0.67%		1			Required <ul style="list-style-type: none">M&E Design Stage Spec.Drawings / PlansILP Guide Table 2 recommendation confirmation examples.	4

	Pol 05	Reduction of Noise Pollution	Responsibility	Credits	Value	Awarded	Targeted	Possible	Not Sought	Feedback & Evidence Required	RIBA
	Pol 05 - Credit 1	Reduction of Noise Pollution	<ul style="list-style-type: none">There are no noise sensitive developments within 800m OR (if there are) <ul style="list-style-type: none">A noise assessment compliant with BS 4142: 2014 is commissionedThe noise assessment must be undertaken by a suitable qualified acoustic consultantThe noise level from the building (as measured in the locality of the most exposed noise-sensitive building) must be at least 5db lower than background noise throughout the day and nightMeasures are installed to attenuate if noise level is greater	MZA Acoustics Limited	1	0.67%		1		Required Route 1 (No plant specification modelling) <ul style="list-style-type: none">Baseline Noise Impact Assessment (inc. qualifications)M&E letter confirmation that the ENS results have been used to specify plantContractor letter confirming PC testing will be carried out and attenuation measures installed, where necessary. Route 2 (Plant specification modelling) <ul style="list-style-type: none">Baseline Noise Impact Assessment (inc. qualifications)M&E Spec	4

Total Section Credits	12		1	8	1	2
Innovation Credits	0		0	0	0	0

Section Score	8.00%	0.67%	5.33%	0.67%	1.33%
Innovation Score	0.00%	0.00%	0.00%	0.00%	0.00%

Overall Score	100.00%	9.68%	63.08%	21.55%	5.68%
Overall Innovation Score	20.00%	0.00%	4.00%	8.00%	8.00%

Predicted Score	76.77%	Excellent
Current Score	9.68%	Unclassified

Credit Progress

Penrhos Care Home, Llanbedrog

BREEAM New Construction V6: Multi-residential Accommodation

	Credit	Awarded	Targeted
Man 01	Project Delivery Planning		1
	Stakeholder Consultation (Interested Parties)		1
	BREEAM AP (Concept & Developed Design)	Achieved	
	BREEAM AP (Concept Design)	1	
	BREEAM AP (Developed Design)	1	
Man 02	Elemental LCC		
	Component Level LCC Options Appraisal		
	Capital Cost Reporting		1
Man 03	Legal and Sustainable Timber	Pre-requisite 1	
	Environmental Management		1
	BREEAM AP (Site)	Pre-requisite 2	
	BREEAM AP (Site)		
	Responsible Construction Management		2
	Monitoring of Construction Site Impacts	Pre-requisite 3	
	Utility Consumption		1
Man 04	Transport of Material & Waste		1
	Innovation (Responsible Construction Management)		
	Commissioning (Testing Schedule and Responsibilities)		1
	Commissioning (Design and Preparation)		1
	Testing and Inspecting Building Fabric		
Man 05	Handover		1
	Aftercare Support		1
	Commissioning (Implementation)		1
	Post Occupancy Evaluation (POE)		1
Hea 01	Control of Glare from Sunlight		1
	Daylighting		2
	View Out		1
	Internal & External Lighting Levels, Zoning & Control		
	Innovation (Daylighting)		
Hea 02	Innovation (Lighting Dimmers)		
	Indoor Air Quality Plan (IAQP)	Pre-requisite	
	Ventilation		
	Emissions from Construction Products		1
	Post Construction Indoor Air Quality Measurement		
Hea 04	Thermal Modelling		1
	Design for Future Thermal Comfort		1
	Thermal Zoning and Controls		1
Hea 05	Acoustic Performance		
Hea 06	Security of Site and Building		
	Innovation		
Hea 07	Safe Access		
	Outside Space		1

	Credit	Awarded	Targeted
Ene 01	Energy Performance	7	
	Prediction of Operational Energy Consumption	Pre-requisite	
	Energy Modelling and Reporting		4
	Innovation		2
Ene 02	Sub-metering of End Use Categories		1
	Sub-metering of HighEnergy Load andTenancy Areas		1
	External Lighting		1
Ene 03	Passive Design Analysis		1
Ene 04	Free Cooling		
	Low Zero Carbon Feasibility Study	1	
Ene 06	Energy Consumption		1
	Energy Efficient Features		1
Ene 08	Operational Energy Savings		
Tra 01	Travel Plan		2
Tra 02	Transport Assessment and Travel Plan	Pre-requisite	
	Transport Options Implemented		8
Wat 01	Water Consumption		2
	Innovation		
Wat 02	Water Monitoring		1
Wat 03	Leak Detection System		1
	Flow Control Devices		1
Mat 01	Superstructure		6
	Substructure and Hard Landscaping		1
	Innovation		2
Mat 02	Recognised Environmental Product Declaration		
Mat 03	Pre-requisite	Evidence required	
	Enabling a Sustainable Procurement	1	
Mat 05	Measuring Responsible Sourcing		2
	Innovation		
Mat 06	Designing for Durability and Resilience		1
Mat 06	Minimise Material Use and Waste		
	Construction Resource Efficiency		2
Wst 01	Diversion of Resources from Landfill		1
	Innovation		
Wst 02	Project Sustainable Aggregate Points		
	Innovation		

	Credit	Awarded	Targeted
Wst 03	Operational Waste		1
Wst 05	Resilience of Structure, Fabric, Building Services and Renewable Installati	1	
	Innovation		
Wst 06	Design for Disassembly & Adaptability (Recommendations)	1	
	Design for Disassembly & Adaptability (Implementation)		
LE 01	Previously Occupied Land		
	Contaminated Land		
LE 02	Assessment Route Selection	Pre-requisite	
	Survey and Evaluation		1
	Determining the Ecological Outcomes for the Site		1
LE 03	Innovation		
	Identification & Understanding Risks & Opportunities	Pre-requisite	
	Planning, Liaison, Implementation and Data		1
LE 04	Managing Negative Impacts of the Project		2
	Identification and Understanding the Risks and Opportunities for the Site	Pre-requisite	
	Liaison, Implementation and Data		1
LE 05	Enhancement of Ecology		2
	Innovation		
Pol 01	Roles, responsibilities, Implementation, Statutory Obligations	Pre-requisite	
	Planning, Liaison, Data, Monitoring, Review Management, Maintenance		1
Pol 02	Landscape and Ecology Management Plan Development		1
Pol 03	Impact of Refrigerants		1
	Local Air Quality		2
Pol 04	Pre-requisite	Achieved	
	Flood Resilience	1	
	Pre-requisite	Pre-requisite 2	
	Surface Water Run Off (Rate)		1
	Surface Water Run Off (Volume)		1
Pol 05	Minimising Watercourse Pollution		1
Pol 05	Reduction of Night Time Light Pollution		1
	Reduction of Noise Pollution		1

	Awarded
	Targeted
	Not Sought
	Minimum Requirement Not Met

Tra 02 : Sustainable transport measures

Penrhos Care Home, Llanbedrog

BREEAM New Construction V6: Multi-residential Accommodation

10 credits – Transport options	Credits	Awarded	Targeted
Preliminary calculations show that the existing AI is greater than 8. <i>- to be confirmed</i>	1		0
A public transport information systems will be installed in a publicly accessible area	1		1
Consultation with the LA regarding cycle networks and pedestrian routes will not be undertaken.	1		1
Three existing accessible amenities in close proximity. <i>- to be confirmed</i>	1		0
Electric charging (3kW for at least 10% of the total car parking spaces) (see below).	1		1
Car sharing spaces (at least 5% of the total car parking spaces) (see below).	1		1
Cycle storage (see below).	1		1
Cycle facilities (see below).	1		1
One new accessible amenity will be provided (out door space).	2		2
Total	10	0	8

Number of Cycle Spaces	No. of occupants	No. of spaces
Sheltered housing, care homes, supported living facility		
Number of Staff	20	2.00
Number of Visitors/Beds	56	5.60
Total		8

TBC

TBC

Cycle Facilities	No. of
Lockers	8
Shower	1

Note 1: The number of lockers is at least equal to the number of cycle spaces required.

Note 2: One shower for every 10 cycle storage spaces, subject to a minimum provision of one shower.

Electric Recharging Stations & Car Sharing			
Site plan indicates	50	car parking spaces	TBC
EV chargers required	5		
Car sharing spaces required	3		

Note 3: Provide electric recharging stations of a minimum of 3kW for at least 10% of the total car parking capacity for the development.

Note 4: Provide priority spaces for car sharers for at least 5% of the total car parking capacity for the development.

Penrhos Care Home, Llanbedrog

BREEAM New Construction V6: Multi-residential Accommodation

	Company	Contact	Email
BREEAM Assessor (AP)	McCann Sustainability	Virginia Clement	virginia.clement@mccannp.com
BREEAM Assessor (AP)	McCann Sustainability	Katelin Demery	katelin.demery@mccannp.com
Client	Cyngor Gwynedd	Meinir Owen	meinirowen@gwynedd.llyw.cymru
Project Manager	Cyngor Gwynedd	Geraint Owen	geraintowen2@gwynedd.llyw.cymru
Architect	Lovelock Mitchell	Marc Roberts	marc.roberts@lovelockmitchell.com
		Neil Maddocks	neil.maddocks@lovelockmitchell.com
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Civil & Structural	Waterco Datrys	Adam Caldwell	a.caldwell@datrys.coop
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		Adam Vale	adam.vale@waterco.co.uk
Travel Consultant	SCP Transport	Peter Todd	peter.todd@scptransport.co.uk
Planning Consultant	Cadnant Planning	Sioned Edwards	sioned.edwards@cadnantplanning.co.uk
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Contractor	TBC	TBC	TBC
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SQSC	SQSC		
Life Cycle Assessor	Melin Consultants	Jamie Best	jamie@melinconsultants.co.uk
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End Users	End Users		
Lift Contractor	Lift Contractor	TBC	TBC

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Penrhos

RESIDENTIAL AND NURSING CARE HOME DEVELOPMENT

Communication and
Engagement Plan



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Campaign name:

Penrhos Care Home Development

Lead officers:

Head of Adults, Health and Wellbeing Mari Wynne Jones (CG)
West Area Lead for Operational Improvement Christine Rudgley (BCUHB)
Project Manager Meinir Owen (CG)

Brief campaign description:

The aim of this campaign is to ensure clear, effective and timely communication and engagement with local residents in the Penrhos / Llanbedrog area and wider community regarding the proposed development of a Care Home.

As part of our Communication and Engagement Plan, we will also be working closely with the Council's Cabinet Member, local elected members and relevant local Town / Community Councillors to share the proposal, purpose of the development in-line with the Local Authority's wider strategic objectives and its many benefits to the community, subject to Welsh Government IRCF grant funding approval.

We will undertake target engagement activities during each key stage of the proposed development to gather support and provide opportunities for feedback to help us shape the project going forward to ensure its success.

Background

Currently there is an under-provision of nursing home places in Gwynedd, which is worse in some parts of Gwynedd, namely Llŷn and Eifionydd. As commissioners, the Local Authority and the Health Board are therefore keen to explore how they can improve the current situation by themselves becoming providers of a care home with nursing.

The Penrhos Care Home with Nursing is a new kind of partnership that recognises the importance of cross sector collaboration to deliver the best outcomes for local residents and communities. The project will be undertaken as a Partnership between Cyngor Gwynedd (CG) and Betsi Cadwaladr University Health Board (BCUHB).

The Penrhos site offers a number of opportunities and there has been a tradition of providing care on site since the end of the Second World War. The main limitation in continuity of service was that the quality of the buildings was unsuitable and incompatible with modern requirements. In many respects the original vision of providing a range of services on the care pathway, in one location was extremely progressive and a precursor to the extra care housing schemes that have developed.

Having spent time searching for a solution and evaluating various possibilities the Polish Housing Association Board decided at a meeting on the 2nd of May 2020 that they could not continue to maintain the services and to

transfer the site to ClwydAlyn Housing Association. On the 12th of September 2020 all the obligations of the Polish Housing Association transferred to ClwydAlyn Housing Association. This included 93 sheltered apartments and a Care / Nursing Home (42 beds).

With the support of Gwynedd Council and Betsi Cadwaladr Health Board, Welsh Government were able to safeguard the future of the site as a whole. Although there was an effort to safeguard the long-term future of the care home it became clear that it would not be possible to maintain a home in the long term, but it was successful to ensure an orderly closure of the home and limited impact on individuals and their families. On the 7th of December 2020 the home was closed after identifying suitable locations of choice for all residents.

As part of the transfer ClwydAlyn Housing Association has confirmed a willingness to offer a 2.2acre piece of land on the site to Cyngor Gwynedd free of charge to consider possibilities for the provision of a care home.

Subject to successful funding applications, the project will be part-funded externally from the Welsh Government Integration and Rebalancing Capital Fund (IRCF). The planning application submission is scheduled for January 2026 with Planning Approval expected by June 2026. Construction is anticipated to commence in Spring 2027, aiming for completion and handover of the facility by September 2029. The building is projected to be fully operational by Autumn 2029.

Communication and Engagement Plan

This plan aims to help inform local residents about the development, ensuring they are aware of the project's objectives, timelines and community benefits. By providing clear and timely information, this will enable us to address any potential concerns and build support for the development.

Engaging with residents and the wider community at key stages allows for their valuable input, helping to shape the project in ways that reflect the needs and preferences of local residents. This feedback can also help identify potential issues early, allowing for adjustments that improve the overall project outcome.

It's essential to keep CG Cabinet Member, local elected members and the relevant Community/Town Councillors informed and involved. By engaging these stakeholders, we can ensure they understand the project's benefits, which can help secure their support and facilitate smoother progress through planning and development stages.

Having a well-executed Communication and Engagement Plan promotes transparency and helps build trust, showing the community that we are committed to an open and collaborative process.

The plan provides a platform to emphasise the positive impacts the development will have in the local community, such as improved care facilities, potential job creation, and enhanced community amenities, which can increase local enthusiasm and backing for the project.

Overall, this plan will assist in aligning the project's goals with the community's expectations and enhancing a positive environment for its successful completion.

Business objectives

How does this campaign support the authority's key Corporate Objectives?

- The development of the Penrhos Polish Village and in particular the Residential and Nursing Care Home is a key priority for CG to allow the Council to rebalance the share of the care home placements away from the profit-making sector.
- The Cyngor Gwynedd Plan 2023 – 28 set out the Council's vision and priorities for the period between April 2023 and the end of March 2028. The Plan explains why we are focusing our energy and resources in certain areas.

The Plan includes a series of project for the next five years under seven priorities.

- Tomorrow's Gwynedd – giving our children and young people the best possible start
- A Prosperous Gwynedd - Strengthening the economy and supporting the people of Gwynedd to earn a decent salary.
- A Homely Gwynedd - Supporting the people of Gwynedd to live in suitable and affordable homes in their communities.
- **A Caring Gwynedd - Supporting the residents of Gwynedd to live full and safe lives in our communities.**
- A Welsh Gwynedd - Ensuring that we give our residents every possible opportunity to use the Welsh language in the community.
- A Green Gwynedd - Protecting the county's natural beauty and responding positively to the climate change crisis.
- An Efficient Gwynedd - Putting the residents of Gwynedd first and treating them fairly and ensuring that the Council performs effectively and efficiently.

The Problem / Need

The population of Gwynedd is ageing, with the population over 65 years having increased by 28% in Gwynedd, and the population over 85 years having increased by 156% since the 1981 census.

It is a huge challenge to ensure that there is provision and support throughout the county for people to continue to live independently at home as the population ages, and we are aware of the significant problems that care providers face with barriers to recruiting high quality carers, which leads to gaps in provision. This is a big problem in Gwynedd and especially in the Llŷn area.

There are a total of 128 Residential beds in the Llŷn and Eifionydd area but following the closure of the Penrhos Nursing Home at the beginning of December 2020 there is no provision of nursing or dementia beds in the Llŷn area.

This means that people must travel to find suitable and qualified provision, increasing pressure on housing in the areas they would move to. We also know that some individuals must look for locations outside the county which creates difficulty in terms of visiting and maintaining contact with families and it can be more difficult to receive a service in Welsh.

The Strategic Objectives for the project are to:

- Increase the availability of local provision for care home placements
- Develop care accommodation that can meet a range of needs including residential and nursing care
- Develop Penrhos as a care home facility
- Manage council cost and BCUHB exposure through high-cost placements.

External communications objectives

What are we trying to achieve through communicating with people?

Raise Awareness

- **Objective:** Ensure that all local residents in the Penrhos village / surrounding locality are aware of the development plans for the Care Home.
- **Approach:** Utilise multiple communication channels, including PR in local newspapers, corporate website news articles, social media posts, and public meetings to share information about the development.

Highlight Community Benefits

- **Objective:** Clearly communicate the positive impacts of the development on the local community, such as improved care facilities, enhanced services, potential job opportunities and any other community benefits.
- **Approach:** Create informative materials such as newsletters and online content that outline the specific benefits of the project. Hold community events where residents can learn more about these benefits face-to-face.

Facilitate Feedback and Participation

- **Objective:** Provide multiple opportunities for local residents to share their feedback and contribute ideas that will help shape the future of the Care Home.
- **Approach:** Organise consultation Drop-In sessions, surveys and online forums where residents can express their views and suggestions. Ensure feedback mechanisms are accessible and user-friendly, and that all voices are heard.

Build Trust and Transparency

- **Objective:** Build trust within the local community by maintaining open and transparent communication throughout the Care Home development process.
- **Approach:** Regularly update residents on the progress of the project through target newsletters, website updates and public meetings. Address any potential concerns promptly and provide clear responses to community queries.

Build Long-term Community Relationships

- **Objective:** Establish lasting relationships with the local community that extend beyond the development phase, ensuring continued engagement and support for the care home.
- **Approach:** Develop a point-of-contact for residents. Potentially organise regular community events and involvement opportunities at the care home to keep the local population engaged.

Target audiences

Who do we need to engage/inform with?

External

- Local residents within Penrhos and surrounding locality
- Betsi Cadwaladr University Health Board
- Primary care providers in the local area including local GP practices
- Pwllheli Town Council
- Llanbedrog Community Council
- Stakeholders including other Regional Partnership Boards who have previously developed or in the process of delivering similar IRCF-funded projects – i.e. West Wales RPB who are currently developing a similar care home in Cwmgwili
- Stakeholders including other independent care home providers when appropriate

Internal

- All Cabinet Members (CG)
- Cabinet Member for Adults, Health and Wellbeing Cllr Dilwyn Morgan (CG)
- Local Member for Llanbedrog gyda Mynytho - Cllr Angela Russell (CG)
- Staff (CG)

Key messages

Below are some 'key messages' we would be looking to promote as part of our Communication and Engagement activities:

- Penrhos provides an opportunity to develop part of the existing site, addressing local care needs more effectively and to explore new models of care.
- Proposed facility will increase current bed capacity by 56 beds to accommodate greater need as well as bridge the current supply gap in residential and nursing care service provision within the Llŷn area.
- Currently there is an under-provision of nursing home places in Gwynedd, which is worse in some parts of Gwynedd, namely Llŷn and Eifionydd. As commissioners, the Local Authority and the Health Board are therefore keen to explore how they can improve the current situation by themselves becoming providers of a care home with nursing. This development will ensure vital care and support is available to the local and surrounding communities.
- Operating a residential and nursing home would have significant benefit in the region, in allowing the ability to place those individuals who are harder to place for a range of reasons. It will also assist with providing provision for those with more complex needs, where currently there is only a handful of providers locally who can meet those needs at very high cost. Through developing an in-house CG provision, this would also allow both the Council and Health Board to source placements on a more cost-effective basis.
- This development will incorporate a Net Zero Carbon design in line with the Council's commitment towards becoming a net carbon zero local authority by 2030.
- The development opens avenues for broader community benefits, such as local employment and upskilling.
- The development is subject to securing the necessary funding via support from Welsh Government and cannot proceed unless the funding package is in place.

Tone of voice

How will we approach our communication and engagement needs to meet our objectives?

To meet our communication and engagement objectives, we want to adopt a strategic, inclusive approach that emphasises positivity and transparency.

Key Strategies:

1. **Tailored Messaging:** Create clear, positive messages highlighting the project's benefits and maintain a consistent tone across all communication channels.
2. **Multi-channel promotion:** Use a mix of traditional media, digital platforms, and in-person engagement to reach the entire community.
3. **Interactive Feedback:** Implement surveys, public consultations and suggestion boxes to gather community input and ensure residents feel heard.
4. **Regular Updates:** Provide frequent, transparent updates on project progress, addressing any concerns with honesty.
5. **Stakeholder Engagement:** Keep local cabinet members and community/town councillors informed and involved through regular briefings and meetings.

Overall, our aim is to maintain a consistent, positive and informative tone to build support and trust within the community.

Overview of Communication and Engagement Timelines

To provide a general overview of current timelines, and subject to successful funding applications, the project will be part-funded externally from the Welsh Government Integration and Rebalancing Capital Fund (IRCF).

The **planning application submission** is scheduled for **March 2026** (dependant on outcomes of PAC report, and client approval to release), with **Planning Approval** expected by **June 2026** (TBC – pending planning application submission). **Construction** is anticipated to commence in **Spring 2027**, aiming for **completion and handover** of the facility by **Autumn 2029**. The **building** is projected to be **fully operational by Autumn 2029**.

Our communication and engagement activities have been ongoing since **2023**. This will include hosting public Drop-In sessions for residents within the Penrhos Village and the surrounding area to enable them to find out more details about proposals and to provide an opportunity to ask any further questions.

Following this, public communication updates will be planned at each 'key milestone' of the project progress from the Pre-Planning Application stage to funding approval, tender opportunities, final design stage with prospective images of the build, as well as first day of construction where we 'cut the sod', through to final completion and handover of the facility in **2029**. We will ensure to work closely with the Communication Team to share all important updates in due course.

Content Planner and Key Dates

Key dates	Type of communication/ engagement required	Content plan
September to December 2025	**INTERNAL ONLY** BCUHB and CG committees to approve the OBC before submission to Welsh Government for approval	MO to provide Communication Team with further details when confirmed dates are in place
November 2025	**INTERNAL ONLY** Submitting IRCF Funding Application update with OBC to Welsh Government – Outcome regarding funding approval anticipated January 2026	N/A
Winter 2025	EXTERNAL PR (CG and BCUHB) - Prior to Planning Application submission in March 2026, looking to do a public 'soft launch' re Care Home development to update plans have been submitted for review/approval	Press Release re Pre-App proposal for local press, CG social post and CG website/ internal comms channels. MO to provide Communication Team with further details when confirmed.

Tactics and Resources

What channels of communication will we use to reach and engage with our target groups?

Internal communication channels:

- **Briefing Notes / Summary Reports / Business Plans** - Circulate copies to Cabinet Members and local town / community councillors for review/feedback at appropriate stages
- **Cabinet and HB Meetings** - Present Paper to CG Cabinet and BUCHB Health Board meeting
- **Team Meetings (ie: Leadership Team / Councillors / General)** - Presentations with latest updates / round the table discussions
- **Utilise internal communications toolkit to share latest updates** - ie: Weekly bulletins, monthly staff e-newsletter and Intranet

External communication channels:

- **Local press** – Communication team to issue Press Release for promotion
- **Corporate website** - News articles with latest updates as required
- **Dedicated Penrhos web page created by ClwydAlyn Communication Team** – To feature all latest updates/sign post to for further information

- **Social Media posts to highlight 'key milestones'** - Info to signpost to CG website for more details if required
- **Public community events/ drop-in sessions** - Host various face-to-face drop-in sessions in Penrhos / community halls in surrounding area to share proposals with public for awareness.
- **External stakeholders (such as other RPB's) - Teams (meetings) / Email** - Set up quarterly/bi-monthly Teams meetings with external stakeholders (such as West Wales Regional Partnership Board) to discuss their experience / current project progress in delivering similar IRCF-funded schemes such as Plas y Bryn care home. This would provide a timely opportunity to discuss any challenges they faced, how these were overcome, to compare project costs and review avenues for potential reductions, as well as build relationships and share general knowledge going forward. Email updates could also be provided in between meetings.
- **External stakeholders (i.e. independent businesses such as other care home providers/GP's) - Face-to-Face meetings / Teams (meetings) / Email** - Arrange one-to-one meetings with relevant individual GP's / Practice Managers to discuss the Penrhos proposals to see how we can work together in the future. Look to attend any of their own internal monthly/quarterly team meetings to present proposals to further build engagement. We could also look to set up a Teams meeting for latest updates on the project, as well as keep in touch via email communication to share further project progress.

Are there any budget elements to consider?

There is currently **no additional marketing budget** allocated outside of the corporate Communication Team for communication and engagement activities.

Who will lead and support activities?

Project Manager Meinir Owen to work closely with and provide information to the below CG Communication Team colleagues for the following communication and engagement activities for promotion:

- **Press and Media:**
Communication Team Leader Sarah Jones
sarahmarionjones@gwynedd.llyw.cymru
- **Web content:**
Digital Content Officer Sioned Jones
SionedVaughan-Jones@Gwynedd.llyw.cymru
- **Internal Communication:**
Internal Communications Officer Ffion W Jones
ffionwynjones@gwynedd.llyw.cymru

Risks and Mitigation

RISK 1: Funding

Subject to successful funding applications, the project will be part-funded externally from the Welsh Government Integration and Rebalancing Capital Fund (IRCF). The planning application submission is scheduled for January 2026, with Planning Approval expected by June 2026.

Following the Regional Partnership Board (RPB) endorsement of the scheme in 2023, the Penrhos proposal has since progressed. The SOC application for OBC development fees (£599,000), was submitted to WG in April 2023, and presented to the IRCF scrutiny panel on 19th June 2024. Written confirmation of the decision to recommend approval of the scheme to Ministers was received on 17th July 2025.

Mitigation - We need to make it clear in all communications that the project is subject to securing support for the funding via Welsh Government.

RISK 2: The Case for Change: Developing a new facility on the Penrhos Village site

Mitigation - Development of Penrhos Care Home would enable the Council to increase capacity of 56 beds. Building an enlarged care home would not only increase capacity but improve the quality by bringing it up to standards set by the regulator, for example by ensuring every room has an ensuite bathroom.

By increasing in-house provision, the project will rebalance the care market by providing an increased number of beds with the addition of nursing capacity, in an area of Gwynedd with no existing nursing provision.

The benefits of the project are far reaching and are set out below:

- Supporting the delivery of Strategic Priorities and Policy Alignment
- Enhancing Care and Capacity
- Financial and Strategic Impact
- Improving Residents Outcomes
- Community and Emotional Well-being
- Health and Social Care Improvements
- Innovation and Learning
- Sustainability Benefit
- Local Economic Employment Benefits
- An established rebalanced market mitigation against inflated placement costs

Provision of 'Homes for life' reducing the need to move between categories of care

Communication approvals and sign-off

Stage 1: Internal approval/sign off

Cyngor Gwynedd:

- **Final Approval**
Cabinet Member for Adults, Health and Wellbeing Cllr Dilwyn Morgan
Cynghorydd.DilwynMorgan@gwynedd.llyw.cymru
- **Pre-final approval**
Head of Adults, Health and Wellbeing Department Mari Wynne Jones
mariwynnejones@gwynedd.llyw.cymru
- **Content provider**
Project Manager Meinir Owen
Meinirowen@gwynedd.llyw.cymru

Betsi Cadwaladr University Health Board:

- **Final Approval**
TBC
- **Pre-final approval**
West Area Lead for Operational Improvement Christine Rudgley (BCUHB)
Christine.Rudgley@wales.nhs.uk
- **Content provider**
TBC

Stage 2: External approval/ sign off

Welsh Government

As per WG funding brand guideline requirements above, all public PR, marketing and advertising relating to Penrhos **MUST** be reviewed and approved by WG in advance of being published in the public domain. Following final internal CG and BCUHB approval, details will then be provided to the below WG colleagues by the Project Manager for their review/feedback and final sign off prior to any planned wider promotion.

- **Sarah Jane Davies**
Head of Primary Care Premises Development | Health and Social Services | Welsh Government
SarahJane.Davies@gov.wales

- **Emma Jenkins**

Primary Care Premises Development Lead | Health and Social Services| Welsh Government
Emma.Jenkins@gov.wales

- **Helen Griffiths**

Primary Care Premises Development Lead | Health and Social Services| Welsh Government
Helen.Griffiths@gov.wales

Stage 3: Communications Team

- Following CG and BCUHB internal and WG external final approvals, the Council's Communications Team will be provided with all relevant details for wider public promotion.

Press Interview Protocol

Press/ Media interview requests:

- All press/ media enquiries must be directed through the Council's Communication Team to assist/co-ordinate interviews
- All press/media enquiries received directly by the Communication Team will be shared with the wider Project Management Team at the earliest opportunity to prepare relevant responses
- Welsh Government colleagues to be advised of all press/media enquiries when received.

Full Briefing Notes and relevant updates will be provided to the below interviewees, council's Communication Team and Welsh Government colleagues in advance of all interviews.

Welsh-medium and English-medium interviews:

Arrangements would be put in place to facilitate an interview should it be requested

- **Cabinet Member for Adults, Health and Wellbeing Cllr Dilwyn Morgan**

Cynghorydd.DilwynMorgan@gwynedd.llyw.cymru

Communication and branding requirements

IMPORTANT INFORMATION

Mandatory requirement as part of IRCF Revenue Funding T&C's

To enable stakeholders and citizens to understand how the IRCF is making a difference, RPBs are asked to share their communication plans for the IRCF in context to wider regional planning.

RPBs **must** acknowledge Welsh Government support on all publicity, press releases and marketing materials produced in relation to the funding and associated projects. Such acknowledgement must comply with the approved Welsh Government's branding guidelines to ensure compliance with the T&C's of the grant from an audit perspective.

As a minimum, we must include the following text, along with the Welsh Government logo to accompany the text.

Welsh

“Ariennir <insert project detail e.g. job/post, feasibility study> mewn partneriaeth â Llywodraeth Cymru drwy Raglen Cyllid Cyfalaf Integreiddio ac Ailgydbwysio Iechyd a Gofal Cymdeithasol ac fel rhan o Raglen Gyfalaf ehangach Bwrdd Partneriaeth Rhanbarthol Gorllewin Cymru”.

English

“This <insert project detail e.g. job/post, feasibility study> is funded in partnership with Welsh Government via the Health and Social Care Integration and Rebalancing Capital Fund Programme and as part of the wider West Wales Regional Partnership Board Capital Programme”.

Signage and Plaques

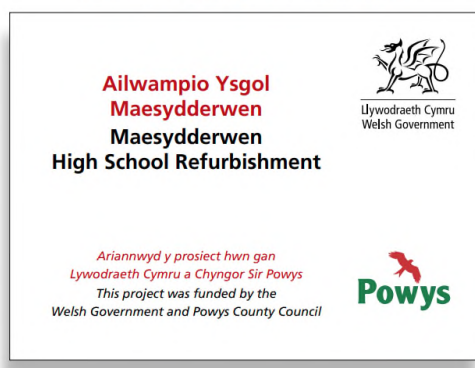
The Welsh Government logo or acknowledgement logo must be displayed on signage or plaques when projects have received funding from the Welsh Government. There is no uniform design or form of words for plaques as requirements vary from project to project. However, all plaques must be bilingual giving equal prominence to each language. If the plaque is in recognition of funding, it must always include the logo. When deciding on the wording of plaques please remember the following:

- A plaque needs to tell the story, think about the message you want to convey (is it to acknowledge funding? Is it to commemorate an opening ceremony? Is it both? Name of the project? Who's involved? What's the date?)

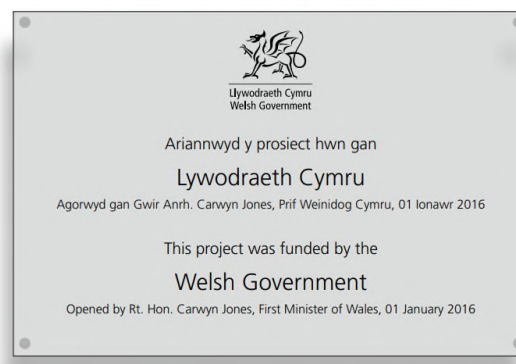
- The message needs to be communicated clearly, concisely and consist only of the facts.

When a plaque or sign promotes a Welsh Government programme or funded project, the **Welsh text should be positioned so that it is likely to be read first.**

Site signage layout example



Plaque layout example



If a Minister is being asked to unveil a plaque, ensure the relevant Minister's Office is aware and has the opportunity to comment.

Dates on plaques should be written 01 January 2016 in English and 01 Ionawr 2016 in Welsh. Do not use 'st', 'nd', 'rd', 'th' in the English. Do not use 'af', 'ail', 'ydd', 'ed', 'eg', 'fed', 'ain' in the Welsh.

For further information contact the Welsh Government branding team on 03000 256860 or e-mail: brandingqueries@gov.wales

Useful brand guideline documents/weblinks from Welsh Government:

- [Health and Social Care Integration and Rebalancing Capital Fund IRCF Guidance 2022-2025 - Pg 24](#)
- [Capital and Infrastructure Projects \(Official logos\)](#)

Logos

Logos to be included on all public communication and engagement activities in below order:



Welsh Language Standards

All communication, engagement and press releases must be available bilingually.

Accessibility: Digital content

All content on the CG website and mobile apps must be usable by everyone regardless of ability and the technology/device they use to access the internet. CG has a legislative duty to meet WCAG 2.1 AA standards. As of September 23rd 2020, this legislation was broadened to include .pdfs. Any .pdf uploaded after this date **MUST** meet the same standards as web content.

Monitoring and Evaluation

How will you monitor and measure the success of campaign and see whether it's working?

- **Digital communication:** For all digital-related communication and engagement undertaken, we will keep a log of where information was featured and closely monitor the statistics to evaluate reach and engagement. This will include social media posts / website articles, external resources as well as internal channels.
- **Social media:** We will ensure to capture any feedback posted on social media following public communication to review and ensure we provide responses, if required, to any queries in a professional and timely manner.
- **Media coverage:** We will ensure to keep a record of all PR shared, log all web links to show where the information featured and confirm the number of hits the PR received to capture reach and engagement.
- **Community events/Drop-in sessions:** For all face-to-face community events/ drop-in sessions held, we will evaluate success through the number of attendees and feedback provided during these events.
- **Council Meetings:** We will capture any feedback received at Full/ any other meetings, both during and post the meeting for ref and to log any further actions.

Contact

For further details, or any Communication and Engagement-related enquiries, please contact:

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Communication and Engagement Activities update


Date	Type of Communication and Engagement	Action required	Status update
January 2023	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
20/01/2023	Internal Stakeholder Engagement – Penrhos Programme Board (CG/BCUHB/CA)	Programme Board meeting to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
28/02/2023	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
02/03/2023	Key Date (Penrhos Project Timeline) – Presentation to Pwllheli Town Council (CG/CA)	Introduction to the plans at Penrhos – including the housing and the care home	Completed
06/03/2023	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
28/03/2023	Key Date (Penrhos Project Timeline) – Cyngor Gwynedd Cabinet SOC Approval (CG - Scheme Sponsor)	To be carried out by Scheme Sponsor.	Completed Agenda for The Cabinet on Tuesday, 28th March, 2023, 1.00 pm
30/03/2023	Key Date (Penrhos Project Timeline) - BCUHB SOC Approval (BCUHB - Scheme Sponsor)	To be carried out by Scheme Sponsor.	Completed Health Board Minutes 30.03.23 Public Final.pdf
17/04/2023	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
18/04/2023	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
21/04/2023	Internal Stakeholder Engagement – Penrhos Programme Board (CG/BCUHB/CA)	Programme Board meeting to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed



Date	Type of Communication and Engagement	Action required	Status update
02/05/2023	Internal Stakeholder Engagement – Penrhos Design Group Meeting (CG/BCUHB)	Design Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
10/05/2023 RIBA 2	Key Date (Penrhos Project Timeline) - Draft IRCF initial Application - submit to WG (CG - Scheme Sponsor)	To be carried out by Scheme Sponsor.	Completed
15/05/2023	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
May 2023 RIBA 2	Key Date (Penrhos Project Timeline) - Regional Partnership Board SOC Approval (CG - Scheme Sponsor)	To be carried out by Scheme Sponsor.	Completed
19/05/2023 RIBA 2 1st IRCF Application Submitted to WG	Key Date (Penrhos Project Timeline) - Final IRCF Initial Application submitted to WG (costs as per Stage 2) (CG - Scheme Sponsor)	To be carried out by Scheme Sponsor.	Completed
26/05/2023	Internal Stakeholder Engagement – Penrhos Programme Board (CG/BCUHB/CA)	Programme Board meeting to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
05/06/2023	Internal Stakeholder Engagement – Penrhos Design Group Meeting (CG/BCUHB)	Design Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
12/06/2023	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
12/06/2023	Key Date (Penrhos Project Timeline) – Presentation to the Dwyfor Area Forum (CG/CA)	Introduction to the plans at Penrhos – including the housing and the care home	Completed
13/06/2023	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed

Date	Type of Communication and Engagement	Action required	Status update
11/07/2023	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
July 2023 RIBA 2	Key Date (Penrhos Project Timeline) - Appointment of Architect (CG)	To be carried out by project team.	Completed
05/08/2023	Internal Stakeholder Engagement – Penrhos Design Group Meeting (CG/BCUHB)	Design Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
24/08/2023 1st IRCF Panel Review	Key Date - IRCF Welsh Government Scrutiny Panel SSP queries - (CG/BCUHB/ WG)	Penrhos Project Management Team/BCUHB representative's response to WG IRCF SSP Scrutiny Panel for funding to progress to OBC development stage.	Completed – response sent 11/09/2023
04/09/2023	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
05/09/2023	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
11/09/2023	Internal Stakeholder Engagement – Penrhos Programme Board (CG/BCUHB/CA)	Programme Board meeting to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
12/09/2023 2nd IRCF Panel Review	Key Date - IRCF Welsh Government Scrutiny Panel WG Policy queries - (CG/ BCUHB/ WG)	Penrhos Project Management Team/BCUHB representative's response to WG IRCF Policy Scrutiny Panel for funding to progress to OBC development stage.	Completed – response sent 26/09/2023
03/10/2023	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
25/10/2023	External Stakeholder Engagement - WG Housing Team site visit (WG & CG)	WG Housing Team site visit to Penrhos	Completed
04/10/2023	External Stakeholder Engagement - WG IRCF site visit (WG & CG)	WG IRCF site visit to Penrhos	Completed

Date	Type of Communication and Engagement	Action required	Status update
09/10/2023	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
12/10/2023	Internal Stakeholder Engagement – Penrhos Workforce Group Meeting (CG/BCUHB)	First meeting to agree purpose of group to progress for Penrhos.	Completed - Actions noted/progressed
15/10/2023	Internal Stakeholder Engagement – Penrhos Design Group Meeting (CG/BCUHB)	Design Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
07/11/2023	Internal Stakeholder Engagement – Penrhos Programme Board (CG/BCUHB/CA)	Programme Board meeting to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
14/11/2023	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
20/11/2023	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
29/11/2023	Internal Stakeholder Engagement – Penrhos Workforce Group Meeting (CG/BCUHB)	Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
19/12/2023	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
10/01/2024	Internal Stakeholder Engagement – Penrhos Programme Board (CG/BCUHB/CA)	Programme Board meeting to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
15/01/2024	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
23/01/2024	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed

Date	Type of Communication and Engagement	Action required	Status update
05/02/2024	Internal Stakeholder Engagement – Penrhos Workforce Group Meeting (CG/BCUHB)	Workforce Group to understand the CIW requirements in terms of staffing and understand the different roles and responsibilities of staff required for Penrhos.	Completed - Actions noted/progressed
06/02/2024	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
12/02/2024	Internal Stakeholder Engagement – Penrhos Design Group Meeting (CG/BCUHB)	Design Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
18/02/2024	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
20/02/2024	External Stakeholder Engagement – Penrhos Review with CIW (CG & CIW)	Meeting to share the Penrhos proposals with CIW representative.	Completed
06/03/2024	Internal Stakeholder Engagement – Penrhos Workforce Group Meeting (CG/BCUHB)	Focus on job descriptions and role requirements	Completed - Actions noted/progressed
10/03/2024	Internal Stakeholder Engagement – Penrhos Risk workshop (CG/BCUHB/CA/Gleeds)	Risk workshop held with Gleeds	Completed
19/03/2024	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
19/04/2024 3rd IRCF Panel Review	Key Date - IRCF Welsh Government Scrutiny Panel WG queries - (CG/BCUHB/ WG)	Penrhos Project Management Team/BCUHB representative's response to WG IRCF Scrutiny Panel for funding to progress to OBC development stage.	Completed – response sent
29/04/2024	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
01/05/2024	Internal Stakeholder Engagement – Penrhos Programme Board (CG/BCUHB/CA)	Programme Board meeting to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed

Date	Type of Communication and Engagement	Action required	Status update
03/06/2024	Internal Stakeholder Engagement – Penrhos Design Group Meeting (CG/BCUHB)	Design Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
04/06/2024	Internal Stakeholder Engagement – Penrhos Workforce Group Meeting (CG/BCUHB)	Agree draft staffing structure	Completed - Actions noted/progressed
10/06/2024	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
11/06/2024	Key Date (Penrhos Project Timeline) – Cyngor Gwynedd Cabinet Match Funding Approval (CG - Scheme Sponsor)	CG Cabinet meeting to consider the Asset Management Plan, which includes a sum of £3m as match-funding for the Penrhos Care Home proposal	Completed Agenda item - ASSET PLAN 2024/25 - 2034/35
19/06/2024 1st IRCF Panel Outcome	Key Date - IRCF Welsh Gov panel presentation outcome received (WG)	IRCF Scrutiny Panel recommendation received.	Completed - IRCF Panel update advising that the presentation was well received by panel members', and they will be 'recommending plans for approval' with the Welsh Ministers. Copy of email below:  2024 06 20 Penrhos Care Home Presenta
24/06/2024	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
15/07/2024	External Stakeholder Engagement - CG confirmation of details for IRCF Award letter to be issued by WG (CG)	As per WG's request, CG confirmed the required details for the IRCF Award letter to be formally issued for the OBC development fees.	Completed – CG details provided to WG as requested to be able to issue the final Award letter.
17/07/2024 1st IRCF Award - Ministerial Approval (SOC)	Key Date & External Stakeholder Engagement - Confirmation of Ministerial Agreement for IRCF funding following Penrhos Panel	IRCF Ministerial letter received	Completed – WG Award letter to formalise the confirmation of award. CG to action next steps

Date	Type of Communication and Engagement	Action required	Status update
	Presentation on 19/06/24 (WG)		 20240717 - IRCF Award Letter - Penrhc
July 2024 RIBA 2	Key Date (Penrhos Project Timeline) - Appointment of Planning Consultant (CG)	To be carried out by project team.	Completed
23/07/2024	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
05/08/2024	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
06/08/2024	Internal Stakeholder Engagement – Penrhos Programme Board (CG/BCUHB/CA)	Programme Board meeting to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
19/08/2024	External Stakeholder Engagement - Penrhos Newsletter distributed by CG Communications team (Public)	CG Communication team to share Penrhos Press Release with local members following IRCF funding approval to develop the OBC	Completed - Copy of email attached  2024 08 19 Diweddariad ar Dda
03/09/2024	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
09/09/2024	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
12/09/2024	External Stakeholder Engagement - Penrhos Care Home Development - Initial discussion & meeting (Gwynedd Regional Partnership Board)	Plas y Bryn Project Management Team & West Wales RPB meeting with Gwynedd RPB to discuss their similar IRCF care home scheme in Penrhos. Provided an opportunity for scheme updates / cost comparisons with Penrhos.	Completed - Agreed to arrange a follow up meeting in 6 months to update progress for both IRCF schemes and share learning.
17/09/2024	Internal Stakeholder Engagement – Penrhos Workforce Group Meeting (CG/BCUHB)	Updated design shared and request to review the staffing structure Draft Statement of Purpose shared with the group for comments	Completed - Actions noted/progressed

Date	Type of Communication and Engagement	Action required	Status update
17/09/2024	Internal Stakeholder Engagement – Penrhos Programme Board (CG/BCUHB/CA)	Programme Board meeting to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
19/09/2024	External Stakeholder Engagement - Regional HCF (ICF) & IRCF Operational Capital Group Meeting (RPB)	Regional HCF (ICF) & IRCF project updates.	Completed
20/09/2024	External Stakeholder Engagement - Penrhos Press Release distributed by CG Communications team (Public)	CG Communication team to share Penrhos Press Release following IRCF funding approval to develop the OBC. <u>Cyngor Gwynedd plans for a nursing care home a step closer</u>	Completed
01/08/2024 & 04/09/2024	Internal Stakeholder Engagement – Chirk Court site tour with CG Head of Adult Services, second visit for CG Provider Service and HB representatives (CG/BCUHB)	Project Manager undertaking site tour of similar care home scheme in Wrexham as part of potential scheme options/operation for Penrhos.	Completed
07/10/2024	Internal Stakeholder Engagement – Penrhos Design Group Meeting (CG/BCUHB)	Design Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
10/10/2024 Q2 IRCF monitoring report	Key Date - Submit IRCF Q2 monitoring report to WG (in relation to OBC development) (WG/CG)	Submit first IRCF Q2 monitoring report in respect of Penrhos to WG.	Completed
14/10/2024	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
15/10/2024	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
28/10/2024	Key Date (Penrhos Project Timeline) – Presentation to the Llanbedrog Community Council (CG/CA)	Introduction to the plans at Penrhos – including the housing and the care home	Completed

Date	Type of Communication and Engagement	Action required	Status update
12/11/2024	Internal Stakeholder Engagement – Penrhos Programme Board (CG/BCUHB/CA)	Programme Board meeting to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
21/11/2024	External Stakeholder Engagement - Regional HCF (ICF) & IRCF Operational Capital Group Meeting (RPB)	Regional HCF (ICF) & IRCF project updates.	Completed
25/11/2024	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
26/11/2024	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
27/11/2024	External Stakeholder Engagement - NWSSP SES catch up re Penrhos (Shared Services)	Penrhos Project Management Team and Regional Partnership Board meeting with NWSSP SES colleagues to discuss specific requirements for inclusion/ expansion in the final Penrhos OBC submission to WG	Completed - Actions noted/progressed
14/01/2025	Internal Stakeholder Engagement – Penrhos Programme Board (CG/BCUHB/CA)	Programme Board meeting to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
16/01/2025	External Stakeholder Engagement - Regional HCF (ICF) & IRCF Operational Capital Group Meeting (RPB)	Regional HCF (ICF) & IRCF project updates.	Completed
28/01/2025 Q3 IRCF monitoring report	Key Date - Submit IRCF Q3 monitoring report to WG (in relation to OBC development) (WG/CG)	Submit first IRCF Q3 monitoring report in respect of Penrhos to WG.	Completed
30/01/2025	Key Date (Penrhos Project Timeline) – Email to local councilors in the area (CG)	Update on the Penrhos site re-development	Completed
11/02/2025	Internal Stakeholder Engagement – Penrhos Workforce Group Meeting (CG/BCUHB)	Revised staffing structure agreed to enable costings to be reviewed Request for comments on the Statement of Purpose	Completed - Actions noted/progressed

Date	Type of Communication and Engagement	Action required	Status update
17/02/2025	Key Date (Penrhos Project Timeline) – Presentation to the Dwyfor Area Forum (CG/CA)	Introduction to the plans at Penrhos – including the housing and the care home	Completed
17/02/2025	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
18/02/2025	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
05/03/2025	Internal Stakeholder Engagement – Penrhos Programme Board (CG/BCUHB/CA)	Programme Board meeting to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
05/03/2025	Internal Stakeholder Engagement - Penrhos staffing no's meeting for Fire Evacuation Study (CG)	Meeting with Housing and Property Development Manager, Architects and Fire Consultant to further discuss staffing numbers in line with the Fire Evacuation Study.	Completed - Actions noted/progressed.
11/03/2025 Q4 IRCF Claim (1) submission	Key Date - Submit IRCF Q4 Claim to WG (in relation to OBC development fees) (WG)	Submit first IRCF Q4 claim and supporting invoices in respect of Penrhos to WG. This claim is to the value of £189k exc VAT and includes invoices relating to the OBC development fees which were pre-dated before the Award letter as agreed by WG.	Completed - The remaining balance of £410k will be claimed in the forthcoming months
20/03/2025	External Stakeholder Engagement - Regional HCF (ICF) & IRCF Operational Capital Group Meeting (RPB)	Regional HCF (ICF) & IRCF project updates.	Completed
31/03/2025	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
01/04/2025	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed

Date	Type of Communication and Engagement	Action required	Status update
28/04/2025	Internal Stakeholder Engagement – Penrhos Programme Board (CG/BCUHB/CA)	Programme Board meeting to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
May 2025 RIBA 2	Key Date (Penrhos Project Timeline) - Appointment of Multi-Disciplinary Consultant team through Sell2Wales (CG)	To be carried out by Design team.	Completed
May / June 2025 RIBA 2	Key Date (Penrhos Project Timeline) - Consultant team to carry out surveys of the Penrhos Care Home site (Consultants)	To be carried out by various consultants.	Completed
01/05/2025	External Stakeholder Engagement - Penrhos Care Home and Plas Y Bryn Developments - Latest updates (Gwynedd RPB)	Further dialogue with Gwynedd RPB to discuss project progress of their Penrhos scheme and Plas y Bryn. Agreed to book a follow up meeting in 6 months.	Completed
12/05/2025	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
13/05/2025	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
14/05/2025	External Stakeholder Engagement – Penrhos Design Review with CIW (CG & CIW)	Meeting to discuss Penrhos proposals with CIW representative for any feedback / comments.	Completed
15/05/2025	External Stakeholder Engagement - Regional HCF (ICF) & IRCF Operational Capital Group Meeting (RPB)	Regional HCF (ICF) & IRCF project updates.	Completed
26/05/2025	Internal Stakeholder Engagement – Penrhos Programme Board (CG/BCUHB/CA)	Programme Board meeting to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
02/06/2025	External & Internal Stakeholder Engagement – Penrhos Design Team Meeting (CG/Consultants)	Penrhos Design Team meeting with LMA to review latest plans for feedback.	Completed - Actions noted/progressed

Date	Type of Communication and Engagement	Action required	Status update
16/06/2025	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
24/06/2025	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
26/06/2025	External Stakeholder Engagement - Bi-Monthly monitoring report deadline for Penrhos report for RPB to submit to Welsh Government (WG)	Deadline to submit a new Bi-Monthly Monitoring report for Penrhos to the RPB to submit to WG. RPB will collate a regional programme return, which will be issued to WG.	Completed
26/06/2025	External & Internal Stakeholder Engagement – Penrhos Design Team Meeting (CG/Consultants)	Penrhos Design Team meeting with LMA to review latest plans for feedback.	Completed - Actions noted/progressed
08/07/2025	External Stakeholder Engagement - Penrhos Care Home and Plas Y Bryn Developments - Latest updates (CCC, RPB & Gwynedd RPB)	CCC and RPB meeting with Gwynedd RPB colleagues to discuss latest progress with their Penrhos Care Home and provide update on Plas Y Bryn redevelopment.	Completed
10/07/2025	External & Internal Stakeholder Engagement – Penrhos Design Team Meeting (CG/Consultants)	Penrhos Design Team meeting with LMA to review latest plans for feedback.	Completed - Actions noted/progressed
17/07/2025	External Stakeholder Engagement - Regional HCF (ICF) & IRCF Operational Capital Group Meeting (RPB)	Regional HCF (ICF) & IRCF project updates.	Completed
23/07/2025	External & Internal Stakeholder Engagement – Penrhos Design Team Meeting (CG/Consultants)	Penrhos Design Team meeting with LMA to review latest plans for feedback.	Completed - Actions noted/progressed
31/07/2025	External Stakeholder Engagement - Review/discussion re Penrhos parking requirements (CG)	Penrhos Project Management Team meeting with design Architects to review / discuss the parking requirements for Penrhos based on the number of care home residents and staffing as well as the CRT.	Completed - Actions noted/progressed

Date	Type of Communication and Engagement	Action required	Status update
01/08/2025	Key Date & Internal Stakeholder Engagement - OBC Comments due (Consultants)	Penrhos Project Management team comments regarding draft OBC deadline today for Gleeds to review/update final draft. Project Manager to collate all responses received to date and circulate to Gleeds.	Completed
04/08/2025	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
11/08/2025	Internal Stakeholder Engagement – Penrhos Design Group Meeting (CG/BCUHB)	Design Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
13/08/2025	Internal Stakeholder Engagement – Penrhos Programme Board (CG/BCUHB/CA)	Programme Board meeting to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
13/08/2025	External Stakeholder Engagement - NWSSP SES catch up re Penrhos (Shared Services)	Penrhos Project Management Team meeting with NWSSP SES colleagues to discuss specific requirements for inclusion / expansion in the final Penrhos OBC submission to WG	Completed - Actions noted/progressed
28/08/2025	External Stakeholder Engagement - Bi-Monthly monitoring report deadline for Penrhos report for RPB to submit to Welsh Government (WG)	Deadline to submit a new Bi-Monthly Monitoring report for Penrhos to the RPB to submit to WG. RPB will collate a regional programme return, which will be issued to WG.	Completed
15/09/2025	External Stakeholder Engagement - Finalise Penrhos OBC feedback with Gleeds (Consultants)	Penrhos Project Management meeting with Gleeds to review and finalise the OBC feedback ready for submission to WG. This includes feedback around the Financial Case.	Completed
15/09/2025	Internal Stakeholder Engagement – Penrhos Communications Group Meeting (CG/BCUHB/CA)	Communication Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
16/09/2025	Internal Stakeholder Engagement – Penrhos Care and Workforce Group Meeting (CG/BCUHB/CA)	Care and Workforce Group to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed
22/09/2025	Key Date (Penrhos Project Timeline) – Penrhos Programme	Programme Board meeting to discuss latest updates/actions to progress for Penrhos.	Completed - Actions noted/progressed

Date	Type of Communication and Engagement	Action required	Status update
	Board meeting (CG/BCUHB/CA)		
Sept 2025	Key Date (Penrhos Project Timeline) - OBC Completion by Gleeds (Consultants)	To be actioned by Gleeds.	Completed
18/09/2025	Internal Stakeholder Engagement – Penrhos - IT Stakeholder Discussion (CG)	Meeting with CG ICT team and BCUHB ICT team to review designs and discuss ICT requirements for Penrhos.	Completed
23/09/2025	External Stakeholder Engagement - Regional HCF (ICF) & IRCF Operational Capital Group Meeting (RPB)	Regional HCF (ICF) & IRCF project updates.	Completed
30/09/2025	Key Date (Penrhos Project Timeline) – OBC approved by BCUHB West IHC F&P Group (BCUHB - Scheme Sponsor)	To be carried out by BCUHB Scheme Sponsor.	Completed
30/09/2025	Key Date (Penrhos Project Timeline) – OBC approved by BCUHB Operational Leadership Team (BCUHB - Scheme Sponsor)	To be carried out by BCUHB Scheme Sponsor.	Completed
30/09/2025 Q2 IRCF Claim (2) submission	Key Date - Submit IRCF Q2 Claim to WG (in relation to OBC development fees) (WG)	Submit second IRCF Q2 claim and supporting invoices in respect of Penrhos to WG. This claim is to the value of £146k exc VAT and includes invoices relating to the OBC development fees to date.	Completed - The remaining balance of £264k will be claimed in the forthcoming months
08/10/2025	Key date (Penrhos Project Timeline) – OBC submission to RPB for comment and consideration	To be actioned by Scheme Sponsor	Completed
09/10/2025	Internal Stakeholder Engagement – Penrhos - IT Stakeholder Discussion (CG)	Meeting with CG ICT team, BCUHB ICT team and Design Team to review designs and discuss ICT requirements for Penrhos.	Completed
15/10/2025	Key Date (Penrhos Project Timeline) – OBC approved by BCUHB Executives Group (BCUHB - Scheme Sponsor)	To be carried out by BCUHB Scheme Sponsor.	Completed

Date	Type of Communication and Engagement	Action required	Status update
17/10/2025 RIBA 3	Key Date (Penrhos Project Timeline) - Regional Partnership Board OBC Approval (CG - Scheme Sponsor)	To be carried out by Scheme Sponsor.	Completed
28/10/2025	Key Date (Penrhos Project Timeline) – OBC approved by BCUHB PFIG (BCUHB - Scheme Sponsor)	To be carried out by BCUHB Scheme Sponsor.	Completed
28/10/2025	External Stakeholder Engagement - Bi-Monthly monitoring report deadline for Penrhos report for RPB to submit to Welsh Government (WG)	Deadline to submit a new Bi-Monthly Monitoring report for Penrhos to the RPB to submit to WG. RPB will collate a regional programme return, which will be issued to WG.	Completed
03/11/2025	Internal Stakeholder Engagement – Penrhos IT stakeholder discussion	Meeting with Design Team and CG ICT Team and BCUHB ICT Team to review designs and discuss IT requirements for Penrhos	Completed
04/11/2025	Key date (Penrhos Project Timeline) – OBC submission to WG for comment and consideration	To be actioned by Scheme Sponsor	Completed
12/11/2025	External Stakeholder Engagement – Penrhos IRCF Meeting with Welsh Government (WG)	CG and BCUHB meeting with WG colleagues to discuss Penrhos latest updates and confirm next steps for the OBC submission for WG	
Anticipated November 2025 RIBA 3	Key Date (Penrhos Project Timeline) - Sign off for Planning Pre-App to be submitted (CG - Scheme Sponsor)	To be actioned by Scheme Sponsor.	
Anticipated November 2025 RIBA 3	Key Date (Penrhos Project Timeline) - Penrhos Planning Pre-Application to be submitted (CG)	To be carried out by Cadnant Planning	
15/11/2025	Key Date (Penrhos Project Timeline) – OBC approved by BCUHB Health Board (BCUHB - Scheme Sponsor)	To be carried out by BCUHB Scheme Sponsor.	
16/12/2025	Key Date (Penrhos Project Timeline) – OBC approved by Cyngor	To be carried out by BCUHB Scheme Sponsor.	

Date	Type of Communication and Engagement	Action required	Status update
	Gwynedd Cabinet (CG - Scheme Sponsor)		
Anticipated December 2025 RIBA 3	Key Date (Penrhos Project Timeline) - Penrhos Planning Pre-Application response due today		
Anticipated December 2025 RIBA 3	Key Date (Penrhos Project Timeline) - Following Pre-App response agreement to proceed (CG)	To be actioned by Scheme Sponsor (CG)	
Anticipated November 2025 RIBA 3	Key Date (Penrhos Project Timeline) - RIBA Stage 3 Design Completion (CG)	Design packages forwarded to Quantity Surveyor for costs.	
Anticipated November 2025 RIBA 3	Key Date (Penrhos Project Timeline) - RIBA Stage 3 Design Completion - RIBA Stage 3 Cost Plan Commences (CG)	Action to be carried out by Design team.	
Anticipated December 2025 RIBA 3	Key Date (Penrhos Project Timeline) - RIBA Stage 3 Cost Plan Completion (CG)	Action to be carried out by Design team.	
Anticipated December 2025 RIBA 3	Key Date (Penrhos Project Timeline) - Submit Completed Stage 3 Design and Cost Plan - CG for approval and sign off (CG)	CG for approval and sign off.	
Anticipated December 2025 RIBA 3	Key Date (Penrhos Project Timeline) - RIBA Stage 3 Design and Cost plan received for approval and sign off (CG)	To be actioned by Scheme Sponsor.	
Anticipated December 2025 RIBA 3 2nd IRCF Application Submitted to WG	Key Date (Penrhos Project Timeline) - Final IRCF Initial Application submitted to WG (costs as per Stage 3) (CG - Scheme Sponsor)	To be carried out by Scheme Sponsor.	
Anticipated December 2025 RIBA 3	External Stakeholder Engagement - WG provided CG with a Scrutiny Grid with initial feedback & request	CG to consider and respond to the Scrutiny Grid with feedback and provide update to Welsh Gov/Shared	

Date	Type of Communication and Engagement	Action required	Status update
	for responses from Shared Services as part of the IRCF Scrutiny Panel Review (WG & SS)	Services at the earliest convenience for further review.	
Anticipated December 2025 RIBA 3	Internal Stakeholder Engagement – Penrhos Welsh Government Scrutiny Q’s review - Design Meeting (CG)	Penrhos Project Management Team meeting with Design colleagues to review Scrutiny queries to provide responses to WG colleagues as part of the OBC scrutiny panel review.	
Anticipated January 2026 RIBA 3 2nd IRCF Panel Review	Key Date - IRCF Welsh Government Scrutiny Panel presentation - (CG/BCUHB/ WG)	Penrhos Project Management Team / BCUHB representative’s presentation to WG IRCF Scrutiny Panel for funding to progress to FBC development stage.	
Anticipated January 2026 Final Penrhos OBC submission	External Stakeholder Engagement - OBC and IRCF Funding Application submitted to Welsh Government. (CG)	CG submission of OBC and IRCF Funding Application submission to WG to progress to FBC development. Anticipated Scrutiny Panel review TBC .	
Anticipated February 2026 2nd IRCF Panel Outcome	Key Date - IRCF Welsh Gov panel presentation outcome received (WG)	IRCF Scrutiny Panel recommendation received.	
TBC 2nd IRCF Award - Ministerial Approval (OBC)	Key Date & External Stakeholder Engagement - Confirmation of Ministerial Agreement for IRCF funding following Penrhos Panel Presentation on TBC (WG)	IRCF Ministerial letter received	

Appendix J - Change Log

SOC to OBC Change Log	
Section	Summary of key changes/updates made
Project Partnership	An addition of a Project Partnership table with an outline of their strategic objectives. ClwydAlyn Housing Association is a new addition alongside Cyngor Gwynedd and Betsi Cadwalader University Health Board.
Scope	Development to the residential requirements and a focus for a flexible design. Development to the nursing care requirements.
Progress to date	Further benefits analysis further work has been undertaken. A Benefits workshop was previously held comprising representatives from all partners. A further detailed review of post-2022 national and local policies, transformation strategies and business plans were undertaken to test the continued relevance of current benefits and to identify additional benefits.
National Context	Health and Social Care Integration and Rebalancing Capital Fund (IRCF) Guidance 2022-25 Capital Budget Allocation (2022-25) Revenue Budget Support Strategic Planning and Governance Implications for Penrhos Care Home Development Addressing Operational Challenges with Revenue Integration Welsh Government: A Healthier Wales: Our Plan for Health and Social Care (2022) The Quadruple Aim National Transformation Programme Care Inspectorate Wales National Review of Care Homes for People Living with Dementia (2020) Regulation and Inspection of Social Care (Wales) Act 2016 Public Health Wales Long Term Strategy (2023-25) Primary Care Model for Wales (2021) Prosperity for All: The National Strategy Wales (2017) UK Life Sciences Vision (2021) GIG CYMRU NHS Wales Strategic Nursing Workforce Plan (2023) Labour 10 Year Plan for Health and Care (2024) The Office for Value for Money NHS Budget
Local Context	Betsi Cadwaladr University Health Board Our Vision: Integrated Medium-Term Plan 2025 - 28 Cyngor Gwynedd Carbon Management Plan 2023-28
Current Arrangements	No change
Case for Change	More detailed tables and graphs e.g. measures of ageing, population of change More information on dementia and people with complex health needs Access to care – 2024 data New insights into social care problems and proposed solutions
Business Needs	Updated and more detailed key service requirements table
Spending Objectives	Refined objectives to include long-term sustainability goals, such as achieving net –zero carbon emissions for facilities. Emphasised creating economic value through local job creation and supporting the Welsh-language workforce. Expanded focus on delivering value for money through efficient resource utilisation and innovative design.
Focused Use Cases	Defined specific use cases including: Serving as a training hub for healthcare professionals, with a focus on bilingual care delivery

Transferability	Highlighted the potential for replicating integrated care models in other parts of Wales. Provided a framework for scaling innovative care delivery methods and sustainability practices to other regions.
Benefits	Categorised benefits into: Cash –Releasing Benefits (CRB): Cost savings from efficient operations. Non-Cash-Releasing Benefits (NCRB): Improved health outcomes and patients' satisfaction. Qualitative Benefits (SB): Enhanced community integration and reduced inequality. Societal Benefits (SB): Local economic stimulation and reduced environmental impact. Quantified benefits such as carbon savings, energy efficiency and measurable health outcomes.
Constraints and Dependencies	Detailed specific constraints such as: Workforce shortages and the need for bilingual staff training. Dependencies on funding streams like IRCF and partnership agreements. Mitigation strategies, including phased implementation and leveraging additional revenue streams.
Economic Case	
Key assumptions	New
Scheme costs	Updated costs.
Monetised benefits	New
Benefit Cost Ratio	New
Value for Money assessment	New
Sensitivity analysis	New
Switching values	New
Commercial Case	
Procurement	Updated to include a detailed procurement exercise compliant with the framework agreement. Defined procurement methodologies, including competitive tendering and contractor selection criteria. Emphasised value-for-money principles and ensured alignment with project sustainability goals.
Contractual Arrangements	Provided detailed information on contractual frameworks used for pre-and post-contract stages. Included information on contracts for construction, professional services, and operational agreements. Enhanced clarity on delivery approach, defining roles and responsibilities of contractors and partners.
Risk Allocation	Detailed risk allocation framework, clearly defining responsibilities for contractors, partners, and the project team. Introduced mitigation strategies for high-risk areas, such as construction delays and cost overruns. Incorporated feedback mechanisms to monitor risk allocation effectiveness during project implementation.
Contractual Issues & Accountancy Treatment	Identified and addressed key contractual issues, including dispute resolution mechanisms and compliance with legal standards. Provided detailed accountancy treatment, ensuring adherence to financial reporting regulations and transparency. Emphasised post-contract monitoring to ensure alignment with agreed terms and value-for-money objectives.
Financial Case	
Capital Costs	Updated costs

Revenue Costs	Updated revenue costs based on revenue model provided
Overall Affordability and Funding	Updated with more information to follow
Management Case	
Stakeholder Management	More information on responsibilities of North Wales Regional Partnership Board. Identified more stakeholders.
Programme Governance Arrangements	Higher Level Governance Arrangements – new diagram displaying this
Programme and Project Management Arrangements	New Senior Responsible Owner and Project Director PRINCE2 Based Controls for Project Management Approach
Project Reporting Structure	Minimal updates on the Project Reporting Structure
Project/ Programme Timeline	Updated project timetable showing milestones and dates PRINCE2 based controls for Project Management is recommended
Change, and Risk Management	Implementation of PRINCE2 Risk Management Development of a Risk Assessment Matrix Change Management procedures in place
Benefits Realisation	Developed a structured benefits realisation plan, including: <ul style="list-style-type: none"> • A detailed benefits logic map linking project objectives to outcomes. • Categorisation into cash-releasing, non-cash releasing, Qualitative, and societal benefits. • Quantified benefits, such as carbon savings, improved healthcare access metrics, and local job creation. • Introduced an iterative benefits profiling template to track progress and adjust as necessary. • Emphasised alignment with national frameworks like the Wellbeing of Future Generations Act and local decarbonisation targets.
Assurance and Post Project Evaluation	Developed comprehensive assurance and evaluation strategies, including: A list of assurance activities aligned with Portfolio Management Office (PMO) guidance. Defined evaluation metrics for assessing the success of the integrated care model. Plans for interactive post-project evaluations to ensure alignments with evolving policy and community needs. Incorporation of lessons learned from similar projects to refine assurance methodologies. Highlighted the importance of stakeholder engagement during post-project reviews.



PARTS A (Screening – Forms 1-4) and
B (Key Findings and Actions – Form 5)

<u>For:</u>	<i>New residential and nursing care home at Penrhos</i>
<u>Date form completed:</u>	<i>9th December 2022</i> <i>Reviewed: November 2025</i>



PARTS A: SCREENING and B: KEY FINDINGS AND ACTIONS

Introduction:

These forms have been designed to enable you to record, and provide evidence of how you have considered the needs of all people (including service users, their carers and our staff) who may be affected by what you are writing or proposing, whether this is:

- a policy, protocol, guideline or other written control document;
- a strategy or other planning document e.g. your annual operating plan;
- any change to the way we deliver services e.g. a service review;
- a decision that is related to any of the above e.g. commissioning a new service or decommissioning an existing service.

Remember, the term 'policy' is used in a very broad sense to include "...all the ways in which an organisation carries out its business" so can include any or all of the above.

Assessing Impact

As part of the preparation for your assessment of impact, consideration should be given to the questions below.

You should also be prepared to consider whether there are possible impacts for subsections of different protected characteristic groups. For example, when considering disability, a visually impaired person will have a completely different experience than a person with a mental health issue.

It is increasingly recognised that discrimination can occur on the basis of more than one ground. People have multiple identities; we all have an age, a gender, a sexual orientation, a belief system and an ethnicity; many people have a religion and / or an impairment as well. The experience of black women, and the barriers they face, will be different to those a white woman faces. The elements of identity cannot be separated because they are not lived or experienced as separate. Think about:-

- ✓ How does your policy or proposal promote equality for people with protected characteristics (Please see the General Equality Duties)?
- ✓ What are the possible negative impacts on people in protected groups and those living in low-income households and how will you put things in place to reduce or remove these?
- ✓ What barriers, if any, do people who share protected characteristics face as a result of your policy or proposal? Can these barriers be reduced or removed?
- ✓ Consider sharing your EqIA wider within BCUHB (and beyond), e.g. ask colleagues to consider unintended impacts.
- ✓ How have you/will you use the information you have obtained from any research or other sources to identify potential (positive or negative) impacts?

Part A

Form 1: Preparation

Please answer all questions

1.	What are you assessing i.e. what is the title of the document you are writing or the service review you are undertaking?	The capital business case for the development of a new build (replacement) residential care home and care home with nursing on the Penrhos site
2.	Provide a brief description, including the aims and objectives of what you are assessing.	<p>The proposal is to provide permanent, modern, fit for purpose residential and nursing care accommodation on the Penrhos site.</p> <p>The investment objectives are:</p> <ul style="list-style-type: none"> • To support the rebalancing of the residential and nursing care market (for the Gwynedd area) by increasing delivery from the public / not for profit sector focused on delivering person centred outcomes for all. • To support the provision of care closer to home by improving the accessibility of residential and nursing care, ensuring provision of services in the Welsh language. • To support sustainability of local residential and nursing care provision through a collaborative, partnership approach which will integrate with the wider spectrum of care delivered from the Penrhos site. • To develop an innovative workforce model that will support the long-term health and social care sector with the potential for application in other areas of North Wales and create opportunities for training through Welsh Language. • To ensure purposefully designed accommodation which will meet the care needs of individuals both now and into the future. • To deliver value for money through the efficient use of resources and delivery of environmentally sensitive accommodation that is carbon neutral. <p>The project benefits / outcomes are:</p> <ul style="list-style-type: none"> • Securing of nursing provision in local area • Flexible health and care provision (“seamless care” as described in A Healthier Wales)

Part A

Form 1: Preparation

Please answer all questions

		<ul style="list-style-type: none"> • Partnership approach between health and local authority may provide further opportunities for integrated approaches • No-one stays longer than they need to in acute inpatient care. There are no “delayed transfers of care” due to lack of provision of residential and nursing beds • By having public sector provision in nursing – ability to understand more acutely the pressures of sector and ability to support smaller providers • Employment opportunities for local residents • Provide local residents with the right skills for long term employment • Provide school leavers with career aspirations meaningful and long-term employment • Local supply chain is supported and grown • Ability to train and develop medical, nursing and care staff through secondment and shadowing opportunities within the provision • Welsh language skills of all staff will be part of the recruitment policy of Council. • Resilient and more appropriate buildings and infrastructure • The new development will be well integrated into the character of the surrounding area • Providing a modern, accessible working environment that motivates different professional groups to operate collaboratively • Provides a demonstrable vision for service integration • Positive contribution towards decarbonisation / net zero agenda; Accommodation that meets current building recommendations (e.g. HBN / DDA / ventilation / infection prevention) • Meets BREEAM aspirations.
3.	Who is responsible for whatever you are assessing – i.e. who has the authority to agree or approve any changes you identify are necessary?	<p>This Board reports to the West Integrated Health Community (IHC). Any changes identified as part of the EQIA will be considered and agreed by the Project Board (ensuring within overall budget) or escalated to the SRO where appropriate.</p> <p>The Penrhos Project Board will oversee the development of this scheme and the wider Penrhos site. The Senior Reporting Officer is Dylan Owen, Corporate Director – Social Services, Gwynedd Council. Any changes identified as part of the EQIA will be considered and agreed by the Project Board (ensuring within overall budget) or escalated to the SRO where appropriate.</p>

Part A

Form 1: Preparation

Please answer all questions

		The EQIA will be submitted as part of the Outline Business Case (OBC) and will follow approval governance routes within Gwynedd Council and Betsi Cadwaladr University Health Board.
4.	Is the Policy related to, or influenced by, other Policies or areas of work?	<p>The business case links with multiple local and national strategies and policies:</p> <ul style="list-style-type: none"> ▪ The Wellbeing and Future Generations (Wales) Act 2015. ▪ Social Services and Wellbeing (Wales) Act 2014 ▪ A Healthier Wales, 2018 The plan encourages Health Boards to be 'fit for the future' and to respond quickly to challenges and opportunities. There is an opportunity to develop a new model, and a new service at Penrhos, with more space to expand on what is already provided. ▪ BCUHB Three-year plan 2025-2028 The new home in Penrhos will deliver the care closer to home agenda and expanding expertise and knowledge in the locality. ▪ Rebalancing Care and Support (Welsh Government White paper) ▪ Decarbonising Social Care in Wales
5.	Who are the key Stakeholders i.e. who will be affected by your document or proposals? Has a plan for engagement been agreed?	<p>The key stakeholders are:</p> <ul style="list-style-type: none"> • Older people and their families • Carers • Wider public • Penrhos residents • Polish community • Social Care Wales • HIW • CIW • Care Forum Wales • Welsh Government • GC Adult services leads, managers and staff

Part A

Form 1: Preparation

Please answer all questions

- BCU Community Services leads, managers and staff
- Continuing Healthcare Team
- Community Health Council
- Community and Town Council
- Local Members
- Welsh Ambulance Services Trust (WAST)
- Police
- Fire service
- Transport providers
- Voluntary sector
- Community Resource Team
- Gwynedd Planning Dept
- RPB
- PSB
- Older Peoples Commissioners Office
- Natural Resources Wales
- Public Health Wales
- Coleg Llandrillo Menai
- Byw'n Iach
- Dementia Go
- Alzheimer's
- Clwyd Alyn
- LGBTQ+

An Engagement Plan is currently being considered and drafted by the Stakeholder Sub-group.

Part A

Form 1: Preparation

Please answer all questions

6.	<p>What might help or hinder the success of whatever you are doing, for example communication, training etc.?</p>	<p>If the project capital funding is not fully approved by WG this will hinder the progress of the scheme.</p> <p>If the build tenders are returned with a total cost much higher than the approved funding level this could also put the project at risk.</p> <p>Workforce recruitment will also be key to the success of the project. A specific sub-group has been established to progress the nursing and carer workforce model and staff training needs to address potential recruitment difficulties (in a semi-rural area) and to ensure care can be offered and delivered as much as possible in the Welsh Language.</p> <p>Communication on a local and regional level will be crucial to raise awareness, engender support and help the success of the proposed care home on the Penrhos site. An engagement plan is being drafted by the Penrhos Stakeholder Comms & Engagement Group. A communications campaign will be organised by Clwyd Alyn's Communications Department in conjunction with Gwynedd Council Communications Team and BCUHB Communications Team.</p>
7.	<p>Think about and capture the positive aspects of your policy that help to promote and advance equality by reducing inequality or disadvantage.</p>	<p>The provision of a care home providing both nursing and residential care in the Pwllheli area will improve local access to nursing and residential care for older people, preventing the need to travel a long way from home.</p> <p>The proposal is assessed to have a positive impact across all the protected characteristic groups and a significant positive impact on two protected characteristic groups, in particular:</p> <ul style="list-style-type: none"> - Age (Older People including those with dementia) - Disability <p>The positive aspects of this business case that help to promote and advance equality are:</p>

Part A

Form 1: Preparation

Please answer all questions

- | | |
|--|---|
| | <ul style="list-style-type: none">• It will support the rebalancing of the residential and nursing care market in Gwynedd by increasing delivery from the public / not for profit sector focusing on delivering person centred outcomes for all.• It will support the provision of care closer to home by improving the accessibility of residential and nursing care.• To support sustainability of local residential and nursing care provision through a collaborative, partnership approach which will integrate with the wider spectrum of care delivered from the Penrhos site• To develop an innovative workforce model that will support the long-term health and social care needs of older people with the potential for application in other areas of North Wales• To ensure purposefully designed accommodation which will meet the care needs of older people / individuals both now and into the future |
|--|---|

Part A

Form 2: Record of potential Impacts - protected characteristics and other groups

Please answer all questions

Please complete the next section to show how this policy / proposal could have an impact (positive or negative) on the protected groups listed in the Equality Act 2010. It is important to note any opportunities you have identified that could advance or promote equality of opportunity. This includes identifying what we can do to remove barriers and improve participation for people who are under-represented or suffer disproportionate disadvantage.

Lack of evidence is not a reason for *not assessing equality impacts*. Please highlight any gaps in evidence that you have identified and explain how/if you intend to fill these gaps.

Remember to ask yourself this: If we do what we are proposing to do, in the way we are proposing to do it, will people who belong to one or more of each of the following groups be affected differently, compared to people who don't belong to those groups? For example, will they experience different outcomes, simply by reason of belonging to that/those group(s). And if so, will any different outcome put them at a disadvantage?

The sort of information/evidence that may help you decide whether particular groups are affected, and if so whether it is likely to be a positive or negative impact, could include (but is not limited to) the following:-

- population data
- information from EqIAs completed in other organisations
- staff and service users data, as applicable
- needs assessments
- engagement and involvement findings and how stakeholders have engaged in the development stages
- research and other reports e.g. Equality & Human Rights Commission, Office for National Statistics
- concerns and incidents
- patient experience feedback
- good practice guidelines
- participant (you and your colleagues) knowledge

Part A

Form 2: Record of potential Impacts - protected characteristics and other groups

Please answer all questions

Protected characteristic or group	<p>Will people in each of these protected characteristic groups be impacted by what is being proposed? If so is it positive or negative? (tick appropriate below)</p> <p><i>for further direction on how to complete this section please click here training vid p13-18)</i></p>	<p>Reasons for your decision (including evidence that has led you to decide this) A good starting point is the EHRC publication: "Is Wales Fairer (2018)?"</p> <p>You can also visit their website here</p>	<p>How will you reduce or remove any negative Impacts that you have identified?</p>
<p><i>Guidance for Completion</i></p> <p><i>In the columns to the left – and for each characteristic and each section here and below – make an assessment of how you believe people in this protected group may be affected by your policy or proposal, using information available to you and the views and expertise of those taking part in the assessment. This is your judgement based upon information available to you, including relevance and proportionality. If you answered ‘Yes’, you need to indicate if the potential impact will be positive or negative. Please note it can be both e.g. a service moving to virtual clinics: disability (in the section below) re mobility issues could be positive, but for sensory issues a potential negative impact. Both would need to be considered and recorded.</i></p> <p><i>The information that helps to inform the assessment should be listed in this column. Please provide evidence for all answers.</i></p>			

Part A

Form 2: Record of potential Impacts - protected characteristics and other groups

Please answer all questions

<p>Hint/tip: do not say: "not applicable", "no impact" or "regardless of...". If you have identified 'no impact' please explain clearly how you came to this decision.</p> <p>NB: For all protected characteristics please ensure you consider issues around confidentiality, dignity and respect.</p> <p>For the definitions of each characteristic please click here</p>						
	Yes	No	(+ve)	(-ve)		
Age	✓		✓		<p>It is assessed that there will be a high positive impact from this development on older people and people with dementia. The new care home on the Penrhos site will provide purpose-built, dementia friendly facilities for older people with residential, nursing and dementia care needs.</p> <p>The purpose designed facilities will provide a homely environment, with care delivered by appropriately skilled and trained staff. This will ensure that local people and their families can access care close to home (reducing the need to travel).</p> <p><u>Evidence includes:</u></p> <p><i>8 essential features – Age Friendly Communities (WHO) – not sure what we need to include to cover this, stats from the benchmarking report?</i></p> <p>benchmarking-the-situation-of-older-people-in-wales.pdf (gov.wales)</p>	No negative impacts have been identified

Part A

Form 2: Record of potential Impacts - protected characteristics and other groups

Please answer all questions

					<div> <div>Population numbers and percentages, all persons by age groups, Gwynedd UA, 2017</div> <div>%</div> <div> <div>All ages123,742</div> <div>0 to 15 years20,82016.8</div> <div>16 to 64 years74,95160.6</div> <div>65 years and over27,97122.6</div> <div>85 years and over4,0243.3</div> </div> <div>Source: StatsWales (WG) using 2017 MYE (ONS)</div> </div> <div> <div>Population projections, persons aged 18 years and over, by age group, Gwynedd, 2015 to 2035</div> <div> <div> <div>20152020202520302035</div> <div> <div>18 to 2415,07014,37014,07014,43013,820</div> <div>25 to 3413,48016,50018,11017,11017,210</div> <div>35 to 4412,82011,87012,96015,94017,550</div> <div>45 to 5416,10014,82012,68011,75012,840</div> <div>55 to 6414,98015,93016,22015,02012,980</div> <div>65 to 698,1806,8707,2807,8307,630</div> <div>70 to 746,5207,4506,2806,6907,240</div> <div>75 to 794,8805,7006,5805,5806,000</div> <div>80 to 843,8603,9804,7605,5504,760</div> <div>85 and over3,8704,4205,0306,1507,560</div> <div>Total population aged 18 and over99,780101,910103,960106,050107,570</div> </div> </div> <div>Source: Welsh Government Statistical Unit (Daffodil) Figures may not sum due to rounding. Crown copyright 2014</div> </div> </div>	
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Part A

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				<div><div>Current Status for the population of Gwynedd</div><div>Demography</div><p>In Gwynedd, 3% of the population are aged 85 years and over.</p><p>The population of Gwynedd aged 65 to 84 years is expected to grow by 18% from 23,600 in 2016 to 25,700 in 2036.</p><p>The population of Gwynedd aged 85 years and over is expected to increase by 118%, from 4,000 in 2016 to 7,600 in 2036.</p></div> <div><div>Dementia</div><p>Source: Daffodil (WG)</p><p>Dementia The number of people aged 65 years and over in Gwynedd with demetia is predicted to increase to just over 2,900 in 2035.</p><p>Number of people aged 65 years and over predicted to have dementia, Gwynedd UA, 2017 to 2035 Source: Daffodil (WG)</p><table><tr><td>2017</td><td>2020</td><td>2025</td><td>2030</td><td>2035</td></tr><tr><td>1,996</td><td>2,115</td><td>2,360</td><td>2,664</td><td>2,923</td></tr></table><p>0.8% (202) of Dwyfor's practice population are registered as having dementia.</p></div> <div><div>Dementia</div><p>People aged 30-64 predicted to have early onset dementia, and people aged 65 and over predicted to have dementia, by age and gender, projected to 2035</p><div>Show next five years</div><table><tr><th>Dementia - all people</th><th>2017</th><th>2020</th><th>2025</th><th>2030</th><th>2035</th></tr><tr><td>Show by gender</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>People aged 30-39 with early onset dementia</td><td>1</td><td>1</td><td>1</td><td>1</td><td>1</td></tr><tr><td>People aged 40-49 with early onset dementia</td><td>3</td><td>3</td><td>3</td><td>3</td><td>3</td></tr><tr><td>People aged 50-59 with early onset dementia</td><td>16</td><td>16</td><td>15</td><td>13</td><td>12</td></tr><tr><td>People aged 60-64 with early onset dementia</td><td>12</td><td>12</td><td>13</td><td>13</td><td>11</td></tr><tr><td>Total population aged 30-64 with early onset dementia</td><td>32</td><td>32</td><td>32</td><td>30</td><td>28</td></tr><tr><td>People aged 65-69 with dementia</td><td>94</td><td>86</td><td>91</td><td>98</td><td>95</td></tr><tr><td>People aged 70-74 with dementia</td><td>198</td><td>205</td><td>172</td><td>183</td><td>199</td></tr><tr><td>People aged 75-79 with dementia</td><td>296</td><td>333</td><td>383</td><td>326</td><td>350</td></tr><tr><td>People aged 80-84 with dementia</td><td>457</td><td>474</td><td>566</td><td>657</td><td>565</td></tr><tr><td>People aged 85 and over with dementia</td><td>950</td><td>1,017</td><td>1,148</td><td>1,400</td><td>1,715</td></tr><tr><td>Total population aged 65 and over with dementia</td><td>1,996</td><td>2,115</td><td>2,360</td><td>2,664</td><td>2,923</td></tr></table><p>Figures may not sum due to rounding Copyright 2014</p></div>	2017	2020	2025	2030	2035	1,996	2,115	2,360	2,664	2,923	Dementia - all people	2017	2020	2025	2030	2035	Show by gender						People aged 30-39 with early onset dementia	1	1	1	1	1	People aged 40-49 with early onset dementia	3	3	3	3	3	People aged 50-59 with early onset dementia	16	16	15	13	12	People aged 60-64 with early onset dementia	12	12	13	13	11	Total population aged 30-64 with early onset dementia	32	32	32	30	28	People aged 65-69 with dementia	94	86	91	98	95	People aged 70-74 with dementia	198	205	172	183	199	People aged 75-79 with dementia	296	333	383	326	350	People aged 80-84 with dementia	457	474	566	657	565	People aged 85 and over with dementia	950	1,017	1,148	1,400	1,715	Total population aged 65 and over with dementia	1,996	2,115	2,360	2,664	2,923
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Part A

Form 2: Record of potential Impacts - protected characteristics and other groups

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Disability	✓		✓	<p>It is assessed that the new care home will have a high, positive impact on older people with disabilities, as it will meet all statutory and DDA regulations ensuring full accessibility. The improved, purpose built, dementia friendly environment and signage within the new care home will also impact people positively. Older people with a disability will have the same access to the new care home facilities as everyone else.</p> <p><u>Evidence includes:</u></p> <p>Number of people registered as having a learning disability, by age group, Gwynedd, 2018-19</p> <table><tr><td>Under 16 years:</td><td>81</td></tr><tr><td>16-64 years:</td><td>514</td></tr><tr><td>65+:</td><td>71</td></tr><tr><td>Total:</td><td>666</td></tr></table> <p>Number & percentage of people of working age who report having a disability, Wales & Betsi Cadwaladr UHB unitary authorities, 2013</p>	Under 16 years:	81	16-64 years:	514	65+:	71	Total:	666	No negative impacts have been identified
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Gender Reassignment	✓		✓		It is assessed that the proposal will have no differentiated impact on older people who have undergone a gender reassignment. The care home will be provided for people according to their individual needs and regardless of gender reassignment.	No negative impacts have been identified																																																																									

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					<p>All toilets and changing facilities will be gender neutral and will include a neutral (non-gender specific) colour scheme</p> <p><u>Evidence includes:</u></p> <p>Data on gender reassignment is not routinely collected. The section below is taken from a 2009 report from the Office of National Statistics, entitled '<u>Trans Data Position Paper</u>', which defines transgender as an 'umbrella term referring to individuals whose gender identity or gender expression falls outside of the stereotypical gender norms'.</p> <p>Currently, there are huge inconsistencies in population estimates of both transsexual people and the less clearly defined trans community. The Home Office '<u>Report of the interdepartmental working group on transsexual people</u>' based on research from the Netherlands and Scotland, estimates that there are between 1,300 and 2,000 male to female and between 250 and 400 female to male transsexual people in the UK. However, Press for Change estimate the figures at around 5,000 post-operative transsexual people. Further, GIRES claims there are 6,200 people who have transitioned to a new gender role via medical intervention and approximately 2,335 full Gender Recognition Certificates have been issued to February 2009.</p> <p>The figures are more diverse when looking at the trans community in the UK, where estimates range from 65,000 to 300,000. To put this in context, the former figure is close to the population of Inverness, while the latter is similar to the population of Cardiff (51,000 and 305,000 respectively). The variation above demonstrates that it is important to find accurate measures of the trans population at local and national levels. The absence of official estimates makes it difficult to ascertain the level of discrimination, inequality or social exclusion faced by the trans community.</p>	
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Pregnancy and maternity	✓		✓		<p>It is assessed that there will be a positive impact on this group as there will be a baby changing room available within the care home plus facilities to support those breastfeeding their babies (including for staff and visitors) and these will be fully accessible.</p> <p>The ethos of the care home – through staff and visitors - will be to promote intergenerational links wherever possible.</p> <p><u>Evidence includes:</u></p> <p>General fertility rate (GFR)*, Gwynedd and Wales, 2005-2014</p> <table border="1"> <thead> <tr> <th></th> <th colspan="2">Gwynedd</th> <th colspan="2">Wales</th> </tr> <tr> <th></th> <th>Number of live births</th> <th>GFR* (95% CI)</th> <th>Number of live births</th> <th>GFR* (95% CI)</th> </tr> </thead> <tbody> <tr><td>2005</td><td>1,263</td><td>56 (53 to 59)</td><td>32,590</td><td>56 (55 to 57)</td></tr> <tr><td>2006</td><td>1,332</td><td>59 (56 to 62)</td><td>33,623</td><td>57 (57 to 58)</td></tr> <tr><td>2007</td><td>1,254</td><td>56 (53 to 59)</td><td>34,392</td><td>59 (58 to 59)</td></tr> <tr><td>2008</td><td>1,276</td><td>57 (54 to 60)</td><td>35,644</td><td>61 (60 to 61)</td></tr> <tr><td>2009</td><td>1,338</td><td>60 (56 to 63)</td><td>34,938</td><td>60 (59 to 60)</td></tr> <tr><td>2010</td><td>1,272</td><td>57 (54 to 60)</td><td>35,945</td><td>62 (61 to 62)</td></tr> <tr><td>2011</td><td>1,319</td><td>60 (56 to 63)</td><td>35,604</td><td>61 (61 to 62)</td></tr> <tr><td>2012</td><td>1,327</td><td>60 (57 to 63)</td><td>35,238</td><td>61 (61 to 62)</td></tr> <tr><td>2013</td><td>1,229</td><td>56 (53 to 60)</td><td>33,742</td><td>59 (58 to 60)</td></tr> <tr><td>2014</td><td>1,175</td><td>54 (51 to 58)</td><td>33,541</td><td>59 (58 to 60)</td></tr> </tbody> </table> <p>Produced by Public Health Wales Observatory, using PHB & MYE (ONS)</p> <p>*GFR is the number of live births per 1,000 females aged 15-44</p> <p>CI=Confidence Interval</p>		Gwynedd		Wales			Number of live births	GFR* (95% CI)	Number of live births	GFR* (95% CI)	2005	1,263	56 (53 to 59)	32,590	56 (55 to 57)	2006	1,332	59 (56 to 62)	33,623	57 (57 to 58)	2007	1,254	56 (53 to 59)	34,392	59 (58 to 59)	2008	1,276	57 (54 to 60)	35,644	61 (60 to 61)	2009	1,338	60 (56 to 63)	34,938	60 (59 to 60)	2010	1,272	57 (54 to 60)	35,945	62 (61 to 62)	2011	1,319	60 (56 to 63)	35,604	61 (61 to 62)	2012	1,327	60 (57 to 63)	35,238	61 (61 to 62)	2013	1,229	56 (53 to 60)	33,742	59 (58 to 60)	2014	1,175	54 (51 to 58)	33,541	59 (58 to 60)	No negative impacts identified
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Race	✓		✓	<p>It is assessed that the proposal will have no differentiated impact on the quality of services that older people from ethnic minorities are likely to receive. The care home will be provided for all older people based on and tailored to each individual's needs regardless of ethnic minority.</p> <p><u>Evidence includes:</u></p> <table><thead><tr><th></th><th>People who say they are from a white background</th><th>People who say they are from a non-white background</th><th>Percentage of population from a non-white background</th></tr></thead><tbody><tr><td>Isle of Anglesey</td><td>68,700</td><td>800</td><td>1.1</td></tr><tr><td>Gwynedd</td><td>115,400</td><td>5,700</td><td>4.7</td></tr><tr><td>Conwy</td><td>112,300</td><td>2,000</td><td>1.8</td></tr><tr><td>Denbighshire</td><td>91,900</td><td>2,200</td><td>2.3</td></tr><tr><td>Flintshire</td><td>150,000</td><td>3,900</td><td>2.6</td></tr><tr><td>Wrexham</td><td>131,800</td><td>4,100</td><td>3.0</td></tr></tbody></table> <p>Source: StatsWales (WG)</p>		People who say they are from a white background	People who say they are from a non-white background	Percentage of population from a non-white background	Isle of Anglesey	68,700	800	1.1	Gwynedd	115,400	5,700	4.7	Conwy	112,300	2,000	1.8	Denbighshire	91,900	2,200	2.3	Flintshire	150,000	3,900	2.6	Wrexham	131,800	4,100	3.0	No negative impacts identified
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Religion, belief and non-belief	✓		✓	<p>It is assessed that this proposal will have no differentiated impact on older people who are of different religions / beliefs / non-belief.</p> <p>The new care home is provided for all older people based on and tailored to each individual's needs.</p> <p>There will be access to a quiet room for reflection / prayer and this will be available for all including staff and families.</p> <p><u>Evidence includes:</u></p> <p>Figure 17: Religious denominations, Betsi Cadwaladr UHB unitary authorities, 2011</p>	No negative impacts have been identified																												

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Sex	✓		✓		<p>It is assessed that the proposal will have no differentiated impact on older people based on gender. The care home will be provided for all older people based on and tailored to each individual’s needs. Where appropriate, consideration will be given to accommodating couples in double rooms, if this is requested.</p> <p>Both BCU and GC adhere to organisational policies regarding gender discrimination and pay to ensure equity.</p> <p><u>Evidence includes:</u></p>	No negative impacts have been identified																																																																																																

Part A

Form 2: Record of potential Impacts - protected characteristics and other groups

Please answer all questions

					<div><div><div>Population numbers, males and females, by age groups, Gwynedd UA, 2017</div><table><thead><tr><th></th><th>Males</th><th>Females</th></tr></thead><tbody><tr><td>All ages</td><td>61,335</td><td>62,407</td></tr><tr><td>0 to 15 years</td><td>10,657</td><td>10,163</td></tr><tr><td>16 to 64 years</td><td>37,695</td><td>37,256</td></tr><tr><td>65 years and over</td><td>12,983</td><td>14,988</td></tr><tr><td>85 years and over</td><td>1,364</td><td>2,660</td></tr></tbody></table><div>Source: StatsWales (WG) using 2017 MYE (ONS)</div></div></div>		Males	Females	All ages	61,335	62,407	0 to 15 years	10,657	10,163	16 to 64 years	37,695	37,256	65 years and over	12,983	14,988	85 years and over	1,364	2,660																									
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Sexual orientation	✓		✓		<div><div><div>It is assessed that there will be no differentiated impact on older people based on sexual orientation.</div><div>The care home will be provided for all older people based on and tailored to each individual’s needs. It strives to be a non-discriminatory service and is working towards the Children’s Charter.</div><div>Evidence includes:</div><div>Sexual identity by status, UK, Wales and North Wales unitary authorities, 2014</div><table><thead><tr><th></th><th>Heterosexual/ Straight</th><th>Gay/Lesbian/ Bisexual</th><th>Don't know/Refusal</th><th>No response</th><th>Other</th></tr></thead><tbody><tr><td>United Kingdom</td><td>92.8</td><td>1.6</td><td>3.9</td><td>1.4</td><td>0.3</td></tr><tr><td>Wales</td><td>93.9</td><td>1.5</td><td>3.0</td><td>1.1</td><td>0.4</td></tr><tr><td>Isle of Anglesey</td><td>96.6</td><td>*</td><td>1.7</td><td>0.6</td><td>*</td></tr><tr><td>Gwynedd</td><td>96.4</td><td>*</td><td>1.4</td><td>1.3</td><td>*</td></tr><tr><td>Conwy and Denbighshire</td><td>90.1</td><td>1.3</td><td>7.2</td><td>1.1</td><td>*</td></tr><tr><td>Flintshire and Wrexham</td><td>87.4</td><td>1.0</td><td>9.7</td><td>1.5</td><td>*</td></tr></tbody></table><div>Source: StatsWales (WG)</div></div></div>		Heterosexual/ Straight	Gay/Lesbian/ Bisexual	Don't know/Refusal	No response	Other	United Kingdom	92.8	1.6	3.9	1.4	0.3	Wales	93.9	1.5	3.0	1.1	0.4	Isle of Anglesey	96.6	*	1.7	0.6	*	Gwynedd	96.4	*	1.4	1.3	*	Conwy and Denbighshire	90.1	1.3	7.2	1.1	*	Flintshire and Wrexham	87.4	1.0	9.7	1.5	*	No negative impacts identified
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Page

Part A

Form 2: Record of potential Impacts - protected characteristics and other groups

Please answer all questions

Marriage and civil Partnership (Marital status)	✓		✓		<p>It is assessed that there will be no differentiated impact on older people based on their marital status.</p> <p>The care home will be provided for all older people based on and tailored to each individual's needs. Access to the care home is open and transparent and equal to all without bias or judgement.</p> <p><u>Evidence includes:</u></p> <p>Census 2011 - Marital and civil partnership status, unitary authorities in North Wales – All usual residents aged 16 years and over</p> <table border="1"> <thead> <tr> <th></th> <th><i>All categories: Marital and civil partnership status</i></th> <th><i>Single (never married or never registered a same-sex civil partnership)</i></th> <th><i>Married</i></th> <th><i>In a registered same-sex civil partnership</i></th> <th><i>Separated (but still legally married or still legally in a same-sex civil partnership)</i></th> <th><i>Divorced or formerly in a same-sex civil partnership which is now legally dissolved</i></th> <th><i>Widowed or surviving partner from a same-sex civil partnership</i></th> </tr> </thead> <tbody> <tr> <td>Isle of Anglesey</td> <td>57,890</td> <td>17,245</td> <td>28,385</td> <td>90</td> <td>1,210</td> <td>5,694</td> <td>5,266</td> </tr> <tr> <td>Gwynedd</td> <td>100,923</td> <td>36,781</td> <td>44,330</td> <td>140</td> <td>1,906</td> <td>9,049</td> <td>8,717</td> </tr> <tr> <td>Conwy</td> <td>96,102</td> <td>27,729</td> <td>46,379</td> <td>197</td> <td>2,229</td> <td>10,215</td> <td>9,353</td> </tr> <tr> <td>Denbighshire</td> <td>76,781</td> <td>23,413</td> <td>36,950</td> <td>138</td> <td>1,790</td> <td>8,043</td> <td>6,447</td> </tr> <tr> <td>Flintshire</td> <td>123,862</td> <td>37,581</td> <td>62,308</td> <td>167</td> <td>2,770</td> <td>11,962</td> <td>9,074</td> </tr> <tr> <td>Wrexham</td> <td>109,026</td> <td>35,546</td> <td>52,154</td> <td>151</td> <td>2,179</td> <td>10,877</td> <td>8,119</td> </tr> </tbody> </table>		<i>All categories: Marital and civil partnership status</i>	<i>Single (never married or never registered a same-sex civil partnership)</i>	<i>Married</i>	<i>In a registered same-sex civil partnership</i>	<i>Separated (but still legally married or still legally in a same-sex civil partnership)</i>	<i>Divorced or formerly in a same-sex civil partnership which is now legally dissolved</i>	<i>Widowed or surviving partner from a same-sex civil partnership</i>	Isle of Anglesey	57,890	17,245	28,385	90	1,210	5,694	5,266	Gwynedd	100,923	36,781	44,330	140	1,906	9,049	8,717	Conwy	96,102	27,729	46,379	197	2,229	10,215	9,353	Denbighshire	76,781	23,413	36,950	138	1,790	8,043	6,447	Flintshire	123,862	37,581	62,308	167	2,770	11,962	9,074	Wrexham	109,026	35,546	52,154	151	2,179	10,877	8,119	No negative impacts have been identified
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Part A

Form 2: Record of potential Impacts - protected characteristics and other groups

Please answer all questions

Socio Economic Disadvantage	✓		✓		<p>It is assessed that the proposal will have a positive impact on those older people who are at a socio economic disadvantage. The care home will deliver residential and nursing care to older people and those with dementia who live locally, in purpose built, modern facilities. This will positively impact older people and their families in deprived areas by providing care closer to home, reducing the need for travel and therefore generating less expense.</p> <p><u>Evidence includes</u></p> <table border="1"> <thead> <tr> <th colspan="5">Employment and unemployment (Oct 2021-Sep 2022)</th> </tr> <tr> <th></th> <th>Gwynedd (Numbers)</th> <th>Gwynedd (%)</th> <th>Wales (%)</th> <th>Great Britain (%)</th> </tr> </thead> <tbody> <tr> <td colspan="5">All People</td> </tr> <tr> <td>Economically Active†</td> <td>60,800</td> <td>77.9</td> <td>75.9</td> <td>78.4</td> </tr> <tr> <td>In Employment†</td> <td>59,900</td> <td>76.7</td> <td>73.4</td> <td>75.5</td> </tr> <tr> <td>Employees†</td> <td>50,400</td> <td>65.9</td> <td>64.5</td> <td>66.0</td> </tr> <tr> <td>Self Employed†</td> <td>8,800</td> <td>10.0</td> <td>8.5</td> <td>9.2</td> </tr> <tr> <td>Unemployed (Model-Based)§</td> <td>1,700</td> <td>2.8</td> <td>3.2</td> <td>3.7</td> </tr> <tr> <td colspan="5">Males</td> </tr> <tr> <td>Economically Active†</td> <td>31,600</td> <td>76.4</td> <td>79.2</td> <td>82.2</td> </tr> <tr> <td>In Employment†</td> <td>31,200</td> <td>75.2</td> <td>76.3</td> <td>79.0</td> </tr> <tr> <td>Employees†</td> <td>25,000</td> <td>62.0</td> <td>64.4</td> <td>67.0</td> </tr> <tr> <td>Self Employed†</td> <td>5,800</td> <td>12.4</td> <td>11.6</td> <td>11.8</td> </tr> <tr> <td>Unemployed§</td> <td>!</td> <td>!</td> <td>3.6</td> <td>3.7</td> </tr> <tr> <td colspan="5">Females</td> </tr> <tr> <td>Economically Active†</td> <td>29,200</td> <td>79.5</td> <td>72.6</td> <td>74.7</td> </tr> <tr> <td>In Employment†</td> <td>28,700</td> <td>78.3</td> <td>70.6</td> <td>72.0</td> </tr> <tr> <td>Employees†</td> <td>25,400</td> <td>70.2</td> <td>64.7</td> <td>65.0</td> </tr> <tr> <td>Self Employed†</td> <td>3,000</td> <td>7.3</td> <td>5.5</td> <td>6.7</td> </tr> <tr> <td>Unemployed§</td> <td>!</td> <td>!</td> <td>2.8</td> <td>3.6</td> </tr> </tbody> </table> <p>Source: ONS annual population survey ! Estimate is not available since sample size is disclosive (see definitions) † - numbers are for those aged 16 and over, % are for those aged 16-64 § - numbers and % are for those aged 16 and over, % is a proportion of economically active</p>	Employment and unemployment (Oct 2021-Sep 2022)						Gwynedd (Numbers)	Gwynedd (%)	Wales (%)	Great Britain (%)	All People					Economically Active†	60,800	77.9	75.9	78.4	In Employment†	59,900	76.7	73.4	75.5	Employees†	50,400	65.9	64.5	66.0	Self Employed†	8,800	10.0	8.5	9.2	Unemployed (Model-Based)§	1,700	2.8	3.2	3.7	Males					Economically Active†	31,600	76.4	79.2	82.2	In Employment†	31,200	75.2	76.3	79.0	Employees†	25,000	62.0	64.4	67.0	Self Employed†	5,800	12.4	11.6	11.8	Unemployed§	!	!	3.6	3.7	Females					Economically Active†	29,200	79.5	72.6	74.7	In Employment†	28,700	78.3	70.6	72.0	Employees†	25,400	70.2	64.7	65.0	Self Employed†	3,000	7.3	5.5	6.7	Unemployed§	!	!	2.8	3.6	
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Part A Form 3: Record of Potential Impacts – Human Rights and Welsh Language

Please answer all questions

Human Rights:

Do you think that this policy will have a positive or negative impact on people's human rights? For more information on Human Rights, see our intranet pages at: <http://howis.wales.nhs.uk/sitesplus/861/page/42166> and for additional information the Equality and Human Rights Commission (EHRC) Human Rights Treaty Tracker <https://humanrightstracker.com>.

The Articles (Rights) that may be particularly relevant to consider are:-

- *Article 2* *Right to life*
- *Article 3* *Prohibition of inhuman or degrading treatment*
- *Article 5* *Right to liberty and security*
- *Article 8* *Right to respect for family & private life*
- *Article 9* *Freedom of thought, conscience & religion*

Please also consider these United Nations Conventions:

[UN Convention on the Rights of the Child](#)

[UN Convention on the rights of people with disabilities.](#)

[UN Convention on the Elimination of All Forms of Discrimination against Women](#)

Part A Form 3: Record of Potential Impacts – Human Rights and Welsh Language

Please answer all questions

Will people's Human Rights be impacted by what is being proposed? If so is it positive or negative? (tick as appropriate below)				Which Human Rights do you think are potentially affected	Reasons for your decision (including evidence that has led you to decide this)	How will you reduce or remove any negative Impacts that you have identified?
Yes	No	(+ve)	(-ve)			
✓		✓		<i>Article 3 - Prohibition of inhuman or degrading treatment</i>	Providing new modern, purpose designed, dementia friendly care home accommodation with single rooms which are appropriately staffed with access to walking routes and an outdoor garden will ensure that older people with care needs and those with dementia are treated with dignity at all times.	Constantly strive to achieve full staffing with appropriate skills

Part A Form 3: Record of Potential Impacts – Human Rights and Welsh Language

Please answer all questions

Welsh Language:

There are 2 key considerations to be made during the development of a policy, project, programme or service to ensure there are no adverse effects and / or a positive or increased positive effect on:

Welsh Language	Will people be impacted by what is being proposed? If so is it positive or negative? (tick appropriate below)				Reasons for your decision (including evidence that has led you to decide this)	How will you reduce or remove any negative Impacts that you have identified?
	Yes	No	(+ve)	(-ve)		
Opportunities for persons to use the Welsh language	-	√	√	-	<p>It is anticipated that the impact of this development will be positive in terms of the Welsh language.</p> <p>The care home will actively support the Welsh Language by increasing the 'active offer' of care delivery through the medium of Welsh within the new home. Most staff working in the care home are likely to be bilingual and older people and their families will have the opportunity to use the Welsh language, as they choose. In those instances where a Welsh speaking member of staff is not available, there will be opportunities to find another Welsh speaking member of staff where required.</p> <p>All signage within the new care home will be bilingual with Welsh first (on top / on the left).</p>	No negative impacts have been identified.

Part A Form 3: Record of Potential Impacts – Human Rights and Welsh Language

Please answer all questions

					<p>Documentation used in the care home will be provided in the family's language of choice. Braille signage, hearing loops will be available as well as easy read documentation.</p> <p><u>Evidence includes:</u></p> <table><tr><th colspan="3"><u>Persons aged 16 years and over who speak Welsh, 2018-19</u></th></tr><tr><th></th><th>Number</th><th>%</th></tr><tr><td>Wales</td><td>463,670</td><td>18</td></tr><tr><td>Betsi Cadwaladr UHB</td><td>187,960</td><td>33</td></tr><tr><td>Isle of Anglesey</td><td>30,690</td><td>53</td></tr><tr><td>Gwynedd</td><td>68,200</td><td>66</td></tr><tr><td>Conwy</td><td>36,320</td><td>37</td></tr><tr><td>Denbighshire</td><td>23,420</td><td>30</td></tr><tr><td>Flintshire</td><td>13,950</td><td>11</td></tr><tr><td>Wrexham</td><td>15,380</td><td>14</td></tr></table> <p>Source: StatsWales (WG) using National Survey for Wales</p>	<u>Persons aged 16 years and over who speak Welsh, 2018-19</u>				Number	%	Wales	463,670	18	Betsi Cadwaladr UHB	187,960	33	Isle of Anglesey	30,690	53	Gwynedd	68,200	66	Conwy	36,320	37	Denbighshire	23,420	30	Flintshire	13,950	11	Wrexham	15,380	14	
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Treating the Welsh language no less favourably than the English language	-	√	√	-	<p>It is anticipated that the Welsh language will have equal parity with the English language and thus treated no less favourably.</p> <p>Both Gwynedd Council's Welsh Language policy and BCU's Welsh Language policy promote the importance and parity of the Welsh language.</p>	No negative impacts have been identified.																														

Part A Form 4: Record of Engagement and Consultation

Please answer all questions

Please record here details of any engagement and consultation you have undertaken. This may be with workplace colleagues or trade union representatives, or it may be with stakeholders and other members of the community including groups representing people with protected characteristics. They may have helped to develop your policy / proposal, or helped to identify ways of reducing or removing any negative impacts identified.

We have a legal duty to engage with people with protected characteristics under the Equality Act 2010. This is particularly important when considering proposals for changes in services that could impact upon vulnerable and/or disadvantaged people.

<p>What steps have you taken to engage and consult with people who share protected characteristics and how have you done this? Consider engagement and participatory methods.</p> <p><i>for further direction on how to complete this section please click here training vid p13-18</i></p>	<p>A project engagement plan is routinely considered by the Stakeholder / Engagement & Communications Sub-group. This will include a focus on people who share protected characteristics.</p> <p>In brief, the plan will comprise:</p> <ul style="list-style-type: none"> • Gathering existing engagement info / data • Stakeholder mapping • Working in partnership sharing data • Developing a plan for communications • Devising an initial smart survey to gather views • Information events at regular intervals to share info and gather feedback with public / key stakeholders • Pull together themes from feedback into an engagement report to share with internal and external people • Identify / agree key changes to be made
<p>Have any themes emerged? Describe them here.</p>	<p>Not undertaken yet – to be confirmed at later date</p>
<p>If yes to above, how have their views influenced your work/guided your policy/proposal, or changed your recommendations?</p>	<p>To be confirmed at later date</p>

For further information and help, please contact the Corporate Engagement Team – see their intranet page at:- <http://howis.wales.nhs.uk/sitesplus/861/page/44085>

Part B Form 5: Summary of Key Findings and Actions

Please answer all questions

<p>1. What has been assessed? (Copy from Form 1) <i>for further direction on how to complete this section please click here training vid p13-18</i></p>	<p>The capital business case for the development of a new build (replacement) residential care home and care home with nursing at the Penrhos site</p>
<p>2. Brief Aims and Objectives: (Copy from Form 1)</p>	<p>The proposal is to provide permanent, modern, fit for purpose residential and nursing care accommodation on the Penrhos site.</p> <p>The investment objectives are:</p> <ul style="list-style-type: none"> • To support the rebalancing of the residential and nursing care market (for the Gwynedd area) by increasing delivery from the public / not for profit sector focused on delivering person centred outcomes for all. • To support the provision of care closer to home by improving the accessibility of residential and nursing care, ensuring provision of services in the Welsh language. • To support sustainability of local residential and nursing care provision through a collaborative, partnership approach which will integrate with the wider spectrum of care delivered from the Penrhos site. • To develop an innovative workforce model that will support the long-term health and social care sector with the potential for application in other areas of North Wales and create opportunities for training through Welsh Language. • To ensure purposefully designed accommodation which will meet the care needs of individuals both now and into the future. • To deliver value for money through the efficient use of resources and delivery of environmentally sensitive accommodation that is carbon neutral.

Part B Form 5: Summary of Key Findings and Actions

Please answer all questions

From your assessment findings (Forms 2 and 3):

<p>3a. Could any of the protected groups be negatively affected by your policy or proposal? Guidance: This is as indicated on form 2 and 3</p>	<p>Yes <input type="checkbox"/></p>	<p>No <input checked="" type="checkbox"/></p>
<p>3b. Could the impact of your policy or proposal be discriminatory under equality legislation? Guidance: If you have completed this form correctly and reduced or mitigated any obstacles, you should be able to answer 'No' to this question.</p>	<p>Yes <input type="checkbox"/></p>	<p>No <input checked="" type="checkbox"/></p>
<p>3c. Is your policy or proposal of high significance? For example, does it mean changes across the whole population or Health Board, or only small numbers in one particular area?</p> <p>High significance may mean:</p> <ul style="list-style-type: none"> - The policy requires approval by the Health Board or subcommittee of - The policy involves using additional resources or removing resources. - Is it about a new service or closing of a service? - Are jobs potentially affected? - Does the decision cover the whole of North Wales - Decisions of a strategic nature: In general, strategic decisions will be those which effect how the relevant public body fulfils its intended statutory purpose (its functions in regards to the set of powers and duties that it uses to perform its 	<p>Yes <input type="checkbox"/></p>	<p>No <input checked="" type="checkbox"/></p>

Part B Form 5: Summary of Key Findings and Actions

Please answer all questions

remit) over a significant period of time and will not include routine 'day to day' decisions. GUIDANCE: If you have identified that your policy is of high significance and you have not fully removed all identified negative impacts, you may wish to consider sending your EqlA to the Equality Impact Assessment Scrutiny Group via the Equalities Team/			
4. Did your assessment findings on Forms 2 & 3, coupled with your answers to the 3 questions above indicate that you need to proceed to a Full Impact Assessment?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	
5. If you answered 'no' above, are there any issues to be addressed e.g. reducing any identified minor negative impact?	Yes <input type="checkbox"/>	<input checked="" type="checkbox"/>	
6. Are monitoring arrangements in place so that you can measure what actually happens after you	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	
	How is it being monitored?	Once the scheme has been completed and the care home will be operational, current Gwynedd Council monitoring arrangements for care homes will be adopted and adhered to.	

Part B Form 5: Summary of Key Findings and Actions

Please answer all questions

implement your policy or proposal?		24 months after opening, a post project evaluation exercise will be undertaken by the Project Board to assess whether the Project's objectives and outcomes have been met.
	Who is responsible?	Dylan Owen, Corporate Director – Adult Services, Cyngor Gwynedd
	What information is being used?	The care home will collect its own activity / service data and Estates will record building related information in accordance with the Capital Manual. Satisfaction surveys will be conducted with users, their families and staff to gather feedback on the new facilities.
	When will the EqIA be reviewed?	The EQIA will be reviewed at a number of stages following submission of the strategic outline case (SOC) – at outline business case (OBC) stage and full business case (FBC) and then post project implementation (24 months);

7. Where will your policy or proposal be forwarded for approval?	Through internal governance within Gwynedd Council (Cabinet) and BCUHB (West IHC, Exec Team, PFIG, Board) and then Welsh Government.
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8. Names of all parties involved in undertaking this Equality Impact Assessment – please note EqIA should be	Name	Title/Role
	Christine Rudgley	BCUHB West Area Lead for Operational Improvement
	Meinir Owen	Cyngor Gwynedd Senior Projects Practitioner, Corporate Support Dept

Part B Form 5: Summary of Key Findings and Actions

Please answer all questions

undertaken as a group activity Senior sign off prior to committee approval:	Karen Owen	BCUHB Engagement Officer (West)
	Jane Trowman	BCUHB Assistant Director Care Homes Support & CHC Commissioning
Please Note: The Action Plan below forms an integral part of this Outcome Report		

Action Plan

This template details any actions that are planned following the completion of EqIA including those aimed at reducing or eliminating the effects of potential or actual negative impact identified.

	Proposed Actions	Who is responsible for this action?	When will this be done by?
	Please document all actions to be taken as a result of this impact assessment here. Be specific and use SMART actions. Please ensure these are built in to the policy, strategy, project or service change.		
1. If the assessment indicates significant potential negative impact such that you cannot proceed, please give reasons and any alternative action(s) agreed:	None	NA	NA

Part B Form 5: Summary of Key Findings and Actions

Please answer all questions

	Proposed Actions Please document all actions to be taken as a result of this impact assessment here. Be specific and use SMART actions. Please ensure these are built in to the policy, strategy, project or service change.	Who is responsible for this action?	When will this be done by?
2. What changes are you proposing to make to your policy or proposal as a result of the EqIA?	None	NA	NA
3a. Where negative impacts on certain groups have been identified, what actions are you taking or are proposed to reduce these impacts? Are these already in place?	Not applicable	NA	NA
3b. Where negative impacts on certain groups have been identified, and you are proceeding without reducing them, describe here why you believe this is justified.	Not applicable	NA	NA
4. Provide details of any actions taken or planned to advance equality of opportunity as a result of this assessment.	None		

CYNGOR GWYNEDD CABINET



Date of meeting: 16 December 2025
Cabinet Member: Councillor Dewi Jones
Contact Officer: Debbie A W Jones
Title of Item: Significant improvements to Ysgol Tryfan – Increasing the Project's Capital Budget

Report to a meeting of Cyngor Gwynedd Cabinet

1. THE DECISION SOUGHT

- 1.1 The Cabinet's approval is sought to increase the budget for the project to significantly improve the buildings and site of Ysgol Tryfan in Bangor in order to address inflation costs and the general increase in building material costs since the original budget was established in 2018. This is to be realised by transferring £1.96m from the Council's Asset Management Plan to cover the total projected costs to realise the project at Ysgol Tryfan.

2 BACKGROUND

- 2.1 Cyngor Gwynedd made a commitment to invest in the secondary sector in Bangor in 2018, following the significant capital investment in the primary sector in Bangor through the Band A financial envelope, and more recently the Welsh Government's Band B, Sustainable Communities for Learning Programme (formerly 21st Century Schools Programme).
- 2.2 In submitting a 'Strategic Outline Programme' application for funding from the 21st Century Schools Programme (Band B) to the Welsh Government in 2018, a budget of £18m was earmarked for investing in secondary education in Bangor, and specifically Ysgol Tryfan, as part of a £56.14m capital programme, with a contribution of £37.46m from the Welsh Government and £18.68m in match funding from Cyngor Gwynedd.
- 2.3 The original vision established in 2018 noted a pledge to make a significant investment and improvements to Ysgol Tryfan on the existing site, including new buildings and substantial improvements to some buildings, together with sports resources and facilities.
- 2.4 Since the original project budget was approved by the Welsh Government as part of the Band B Strategic Outline Programme (SOP) submitted for Welsh Government approval in 2018, there has been a significant increase in inflation and building material costs, leading to far higher costs to deliver capital projects in general.

- 2.5 In April 2025, Welsh Government approval was received for the first step to release their financial commitment to the project, following the submission of a strategic outline business case to invest £18 million to increase the capacity of Ysgol Tryfan to 650, to transform it into a modern and contemporary site to meet the needs of the Curriculum for Wales, and reduce the school buildings' carbon life cycle.

3 THE REASON FOR THE NEED FOR A DECISION

- 3.1 Following the submission of the Strategic Outline Business Case (Step 1), the Design Team produced estimated costs to deliver the project in accordance with the brief, with an initial estimate of approximately £30m.
- 3.2 Subsequently the Design Team, the Property Development Team, the Education Department and Ysgol Tryfan worked together to consider possible options to amend the brief and reduce costs. Following further work on the estimated costs of the options, it is anticipated that the project budget needs to increase to £23.6 million.
- 3.3 The amended budget will enable the school's capacity to be increased to 650, by creating a new building together with improvements and alterations to other buildings, and work towards meeting the Welsh Government's carbon targets.
- 3.4 With an increase in the project's capital budget, Cyngor Gwynedd would need to meet 35% of the additional budget. Currently the Council has committed to allocate £6.3m as match funding to deliver the project. Should the Council approve to increase the project's budget to £23.6m, the Council would need to commit to contribute an additional £1.96m towards the project's costs, making a total of £8.26m.

	Budget currently available	Additional budget required	Budget following the amendment to the budget
Cyngor Gwynedd Contribution (35%)	£6,300,000	£1,960,000	£8,260,000
Welsh Government Contribution (65%)	£11,700,000	£3,640,000	£15,340,000
Total	£18,000,000	£5,600,000	£23,600,000

4 NEXT STEPS AND TIMETABLE

- 4.1 Subject to the Cabinet's decision, we will prepare an outline business case (Step 2) and a full business case (Step 3) in accordance with the Treasury's Five Case model, for submission to the Welsh Government by the end of April 2026.

- 4.2 The business case must include all the information about the proposed costs of the project, and the financial source to cover them, in order to secure approval to release the relevant funding from the Sustainable Communities for Learning Programme to deliver significant improvements to Ysgol Tryfan.
- 4.3 The Welsh Government will consider the business case at a specific meeting in May 2026.

5 The Well-being of Future Generations (Wales) Act 2015

- 5.1 The Well-being of Future Generations (Wales) Act 2015 involves improving the social, economic, environmental and cultural well-being of Wales. The act places a well-being duty on public bodies which is aimed at delivering the seven well-being goals, namely a prosperous, resilient, healthier, more equal Wales with cohesive communities and a vibrant culture and thriving Welsh language, which is globally responsible. As part of the duty, the Council has published well-being objectives that outline the way it will improve well-being in the "Cyngor Gwynedd Plan 2023-2028". The recommendations in this report have been developed and prepared within the framework of the Act, and it is intended to regularly consider these objectives and principles in moving the project forward.
-

5. Views of the statutory officers

Monitoring Officer:

"The level of additional funding required means that it is a Cabinet decision to agree to introduce further funding to address the response to the cost increases in the Ysgol Tryfan scheme."

Head of Finance Department:

"Officers from the Finance Department have co-operated with the author of the report and I am satisfied with the accuracy of the financial information that has been included. I can confirm that there is sufficient flexibility within the capital resources available to fund this increase if that is the Cabinet's wish, but of course this means that there will be fewer resources available for other capital projects."

CYNGOR GWYNEDD - Report to Cyngor Gwynedd Cabinet



Title of Item:	Gwynedd Education Language Policy
Cabinet Member:	CLlr Dewi Jones, Cabinet Member for Education
Relevant officer:	Siwan Llwyd Roberts.
Date of meeting:	16 December 2025

1. Decision sought

The purpose of this report is to invite the Cabinet to: -

- i. adopt a draft of Cyngor Gwynedd's Model Education Language Policy for Gwynedd schools so that it can be submitted for the purpose of public engagement. (Appendix 1)

2. The reason why the Cabinet needs to make the decision

2.1 Cabinet is asked to approve a draft of the Education Language Policy which has been drawn up following an extended process of engagement with stakeholders.

2.2 Approval of the draft is a key step in enabling the Council to undertake further public engagement before reporting back to Cabinet on the results of the engagement and asking Cabinet members for a decision on whether to adopt the Model Education Language Policy.

2.3 Subject to the adoption of the Model Education Language Policy, it would be submitted to all governing bodies for them to seek the views of their school community and then consider its adoption and implementation.

2.4 Cyngor Gwynedd's strong recommendation would be for every school to adopt the Cyngor Gwynedd Model Education Language Policy and implement it in full in September 2026.

3. Introduction and Rationale

3.1: Gwynedd's Education Language Policy is part of the Council's wider strategy to ensure that children and young people are given the opportunity to develop their language skills in Welsh and English.

3.2 It is timely to update Gwynedd's current Language Education Policy, to reflect the current linguistic situation in the county and to provide clear support for schools.

3.3: Under Education Legislation (2013), every local authority was required to agree on a Welsh in Education Strategic Plan (WESP) with the Welsh Government - a plan that is operational for

ten years (2023 - 2033). The WESP sets out the main current principles associated with Cyngor Gwynedd's education language policies.

3.4: The Cymraeg 2050: A million Welsh speakers (Welsh Government) strategy was published in 2016. The strategy emphasises the importance of increasing the number of Welsh speakers and increasing daily use of the Welsh language. The strategy's aims align with the strategic aims that Cyngor Gwynedd has been promoting for several decades.

3.5: The Curriculum and Assessment (Wales) Act 2021 notes that the Welsh language is a mandatory requirement.

3.6: Cyngor Gwynedd's education strategies are also expected to consider the following documents: *Our nation's mission: high standards and aspirations for all* (Welsh Government; 2023) and *School improvement guide: a framework for evaluation, improvement and accountability* (Welsh Government; 2024). In these documents, the local authorities and schools in Wales have a duty to plan appropriately for increasing the number of young people who can speak Welsh and who do so daily.

3.7: Although the Welsh Language and Education (Wales) Act 2025, received Royal Assent on 7 July 2025, most statutory requirements are not yet in force. Over the next few years, as certain parts of the Act come into force it will impose statutory duties on schools, local authorities and the Welsh Government. Cyngor Gwynedd's intention is to be proactive, working with our schools to maintain and promote Welsh language education and to strengthen each school's commitment to ensuring that the Welsh language flourishes. We also want to ensure that our schools can meet the new requirements that will ensure that every pupil in Wales, by the end of their compulsory school period, develops as an independent user of the Welsh language.

3.8: Within the Welsh Language and Education (Wales) Act 2025 the requirements relating to the categorisation of schools will be implemented gradually. The codes and regulations underpinning the statutory categorisation system are expected to be published by July 2027, with the new arrangements being fully implemented through the School Delivery Plans between 2029 and 2030. This will set statutory language categories for each school. No school may move back or lower its level of Welsh provision; rather the existing provision must be maintained or increased.

4.1 Background / Introduction

4.1.1 During 2024–2025 under the leadership of the Language Consultant, Meirion Prys Jones, Gwynedd Council held a series of comprehensive engagement sessions with key stakeholders - teachers, pupils and Language Forum members, representatives of Language organisations and Welsh Language Commissioner representatives - to steer the development of the Gwynedd Education Language Policy. The aim of the engagement was to ensure that a revised policy is introduced to reflect the current linguistic situation and the Council's ambition to strengthen Welsh language provision in schools

4.1.2 The feedback showed clear support for the Welsh language and for updating Gwynedd's Education Language Policy. It was noted that the current policy had been successful, particularly in the primary sector and in relation to the Immersion Education Regime, but that it now belonged to a period when the Welsh language was socially stronger. There were challenges in terms of consistency of implementation across the county, linguistic progression between periods, and clarity around expectations, as well as concerns about recruitment, training and accountability. The primary, secondary sectors, governors, elected members and the learners themselves highlighted the need for clearer action to strengthen Welsh language provision, ensure one strong county policy, and strategically plan over time to build capacity and ensure greater practical support for schools.

There was a strong consensus that change was needed building on the successes of the current policy and reforming it to reflect the current linguistic reality of the county. Stakeholders stressed the need for robust monitoring, an understandable categorisation system, and a clear context for any reform. They called for better progression between all educational stages up to the age of 16+, strengthening social use of Welsh, and including clearer provision on the role of parents, communities, and the pre-school sector. Reference was also made to the need to ensure that no school goes back along the linguistic continuum, and to develop realistic action plans supporting the expansion of Welsh education across the county.

4.1.3 On **13 February 2025**, the **Education and Economy Scrutiny Committee** accepted a report on the outcomes of the work. It was noted that the main findings were the need for a succinct, clear and robust language policy. Training needs, recruitment challenges and the need to closely examine the social use of the Welsh language were highlighted. It was agreed that the Gwynedd Education Language Policy should be a comprehensive policy including a strategy to try to positively influence parents to promote and encourage children to use the Welsh language in school and beyond. The need to strengthen the existing language policy was noted.

4.1.4 On **10 April 2025**, a revised draft policy was submitted by the Cabinet Member for Education to the **Education and Economy Scrutiny Committee**. Concerns were expressed about a lack of measurable ambition and concrete targets in the draft policy. Calls were made for clear progress targets and regular monitoring by appointed officials. It was resolved to apply to the Scrutiny Forum to prioritise resources for the formation of a Task and Finish group, with the brief to examine the wording of the Draft Education Language Policy to consider making suggestions to the Cabinet Member / Education Department, and report back to committee at the meeting of 19 June 2025.

4.1.5 On **2 June 2025**, the **Task and Finish Group** discussed amendments to the draft policy

4.1.6 On **19 June 2025**, the Task and Finish Group's recommendations were submitted to members of the **Education and Economy Scrutiny Committee**. A series of recommendations were introduced to sharpen and clarify the policy, set out clearer guidance on Welsh language provision in activities, use the Welsh Language and Education Bill 2025 definitions of Welsh-medium schools, express provision percentages, and expand on school progress plans. Questions were raised about transitional schools and the objectives surrounding English, and how to balance encouragement with persuasion, especially in the context of immersion. The

need for the policy to relate to the psychology of language and to ensure that parents and schools feel that they were part of the language journey, was expressed.

In response, officials explained that the new Act has not yet come into force, and that planning during a transitional period is needed. The Department for Education emphasised their commitment to the Welsh language but also the need to ensure a realistic, robust and practical approach across the county. There was a discussion on ALN, citing concerns about the omission of certain statutory references and the need for clear evidence on language and ALN. As a result, it was decided to note the work of the Task and Finish Group, acknowledging the lack of consensus on some changes, and to ask the Cabinet Member for Education to consider all comments when preparing the final policy.

4.2 Rationale and justification for recommending the decision

4.2.1 Having accepted the recommendation of the members of the Scrutiny Committee that the Cabinet Member for Education consider the range of comments submitted by Members in formulating the policy, the officers have produced a revised draft and Cabinet is invited to approve this draft of the Gwynedd Education Language Policy in order to present it as a model policy for the purpose of public engagement.

4.2.2 An **Equality Assessment** has been conducted, assessing the impact of Cyngor Gwynedd's proposed Education Language Policy on the county's population by complying with:

- Equality Act 2010
 - Socio-Economic Duty
 - Welsh Language Standards (2011 Measure)
 - Well-being of Future Generations Act 2015
 - Armed Forces Act 2021
-
- The aims of the proposed Policy are to ensure that all pupils in Gwynedd, by the end of their statutory education, have sound skills in both Welsh and English. This will promote the prosperity of the Welsh language and maintain its community use; empowering pupils to live and work in a multilingual world; ensuring linguistic and social equity for all children.
 - A substantial series of engagement meetings were held between October and December 2024 and with learners of all ages in schools across the County; Headteachers of primary, secondary and special schools across Gwynedd; Language organisations: - Cylch yr Iaith, Cymdeithas yr Iaith, Dyfodol yr Iaith, Rhieni dros Addysg Gymraeg. Subject to the Cabinet's decision, further public engagement will take place.
 - **Impact Assessment**
Positive impact: No obvious negative impact on any of the protected features and a significant positive impact on the promotion of the Welsh language, equality of opportunity and community unity. Strengthen the use of Welsh in education and in the community. Increase employment opportunities by developing bilingual skills. Support confidence and a strong identity. Provide equal access for learners with additional needs (ALN).

- **Potential risks:** Pressure on schools to implement the policy in full. Ongoing training and adequate resources required.
There is no evidence of unequal impact or unlawful discrimination.
- **Equality and Socio-Economic Considerations.** The proposed policy eliminates discrimination by offering equal linguistic access for all. It promotes equal opportunities by increasing access to Welsh education and builds good relationships through school plans and a consistent Welsh ethos. It tackles socio-economic disadvantage through immersion schemes, support for families and access to Welsh language resources and technology.
- **Welsh Considerations.** The proposed policy operates in accordance with the Welsh Language Standards and prioritises Welsh as the main administrative and educational language. It ensures that Welsh is not treated less favourably than English; promotes the use of the language in the community, among young people and in the workplace; and strengthens the role of schools as centres of Welsh language and culture.

4.2.3 Contribution to the Well-being of Future Generations (Wales) Act 2015.

- The aim of the Well-being of Future Generations (Wales) Act 2015 is to improve the social, economic, environmental and cultural well-being of Wales.
- The Act places a well-being duty on public bodies which is aimed at delivering the seven well-being goals by following the five ways of working.
- The Act places a welfare duty on the Council to carry out sustainable development work by working in conjunction with the 'sustainable development principle'. This means that the impact on people in the future needs to be considered when making decisions.
- The proposed policy contributes to each of the **seven well-being goals**, including a more equal, resilient Wales with a vibrant culture and thriving Welsh language.
It operates through the **five ways of working** - long-term, prevention, integration, collaboration and inclusion.

5. Next Steps and Timetable

5.1 Should Cabinet decide to support the recommendation set out in this report a period of engagement will be required. That engagement period is expected to take place between January 7th and February 25th, 2026.

5.2 Thereafter, a further report will be submitted to Cabinet to report back on the results of the engagement. Cabinet will then be required to consider the outcomes of the engagement, and decide whether to adopt the Model Education Language Policy

5.3 Following this, the Model Education Language Policy will be submitted to each governing body to seek the views of each school's community before considering its adoption and implementation in September 2026. Cyngor Gwynedd's strong recommendation would be

for all schools to adopt Gwynedd's Model Education Language Policy and implement it fully in September 2026.

The table below lists the next steps and an outline timeline for their implementation

Date	Actions
7 January 2026 – 25 February 2026	Conduct public engagement so that Cyngor Gwynedd can consider the responses when drawing up a further draft of the Model Education Language Policy.
May 2026	Report back to Cabinet on the results of engagement and ask Cabinet members for a decision on whether to adopt the Model Education Language Policy.
May – July 2026	Every Governing Body to seek the views of the school community on the content of the Model Education Language Policy before considering its adoption and implementation in September 2026.

6 Monitoring Officers

6.1 Chief Finance Officer

Nothing to add to the report from the perspective of financial propriety.

6.2 Monitoring Officer

There has been a lot of work and discussion on this proposed policy. It is an initial step in reviewing arrangements and proposing policy to governing bodies that would pave the way for the Welsh Language and Education (Wales) Act 2025 to come into force on a large scale. The decision provides an opportunity to hold a period of engagement on the proposal and canvass views on the proposed Policy. It will be necessary to come back for a decision that will give Cabinet the opportunity to consider the responses and come to a final opinion

7. List of Appendices:

Appendix 1 – Gwynedd Education Language Policy 2025 (Draft)

Appendix 2 – Guide to Gwynedd Education Language Policy 2025 (Draft)

Appendix 3 – Equality Assessment – Assessing the Impact on the People of Gwynedd.

CYNGOR GWYNEDD: LANGUAGE POLICY OF EDUCATION IN GWYNEDD SCHOOLS.

Introduction:

This document consists of two parts:

1. Draft of Cyngor Gwynedd's Model Education Language Policy (2025).
2. Guidance for headteachers and governors of schools in the county regarding meeting the requirement by Cyngor Gwynedd and the Welsh Government, under the conditions of *the Welsh Language and Education (Wales) Act 2025*, for each governing body to provide a School Education Language Policy together with a Welsh Language Education Delivery Plan. Cyngor Gwynedd's strong recommendation would be that all schools in the county use the wording of Cyngor Gwynedd's Model Education Language Policy. That would meet the requirement in the new law for all governing bodies to pay due attention to the local authority's Education Language Policy when drawing up their Welsh Language Education Delivery Plan. Cyngor Gwynedd's role will be to approve each governing body's Welsh Language Education Delivery Plan and then monitor its implementation.

Context:

Cyngor Gwynedd's Language Strategy 2023-2033:

Cyngor Gwynedd's Education Language Policy is a core part of Cyngor Gwynedd's Language Strategy and is in line with the strategy's central priority, which is to maintain and empower the Welsh language. The aim of this policy is to ensure that all pupils in Gwynedd, by the end of their period of statutory education, have sound skills in Welsh and English. This will ensure the prosperity of the Welsh language in the communities of the County and ensure pupils of Gwynedd step confidently into a multilingual world.

The aim of the wider policy is to create an inclusive strategy with the main aim of increasing opportunities for all residents of Gwynedd to see and use the Welsh language in a wide range of different contexts. By working on raising the status and increasing people's use of the language in all parts of their lives, we will increase the incentive for others to learn the language. We want to pay particular attention to young people's language use over the coming years, including highlighting their use of Welsh with technology, showing them the value of the language as a skill in the world of work, and increasing the informal opportunities for them to use Welsh in their daily lives.

1: Cyngor Gwynedd's Education Language Policy (2025)

1.1: Pre-school provision

Welsh will be the medium of education in all pre-school settings in the County. This formative period is essential to introduce the Welsh language through play and through natural experiences, creating a solid foundation for children to use and acquire the language.

1.2: Primary Schools

All primary schools in Gwynedd except for a *transitional school will provide 'Primarily Welsh Language' education, which according to the current definition, corresponds to Category 3 schools

Foundation Phase up to Year 2:

- Welsh will be the only medium of education, assessment, and extra-curricular activities for pupils.
- Sustained and purposeful opportunities for pupils to use Welsh within lessons, across the wider school environment, and in social contexts will be provided.

Provision for New Speakers:

- Schools will ensure that new speakers from Year 2 onwards access the Immersion Regime, supporting their full engagement with the curriculum

Years 3–6:

- A minimum of 80% of all pupils' education, assessment, and extra-curricular activities will be delivered through the medium of Welsh.
- English will be delivered as a subject, and as a medium for certain tasks in specific work units determined by the school, in accordance with the school's Delivery Plan.

Provision for New Speakers:

- Pupils who are new speakers (Year 3 – Year 6) will be referred to the Gwynedd Immersion System to ensure full access to the curriculum.

Welsh is the main language of internal communication in Gwynedd's primary schools. Communication with parents and carers will be conducted in Welsh or bilingually, as required

Every school will have a Welsh ethos.

1.3: Secondary Schools

All secondary schools in Gwynedd except for two *transitional schools will provide 'Primarily Welsh Language' education which, according to the current definition, corresponds to Category 3 schools

- A minimum of 80% of all pupils' education, assessment, and extra-curricular activities will be delivered through the medium of Welsh.
- English will be delivered as a subject, and as a medium for certain tasks in specific work units determined by the school, in accordance with the school's Delivery Plan.

Provision for New Speakers:

- Pupils who are new speakers (Year 7 – Year 9) will be referred to the Gwynedd Immersion System to ensure full access to the curriculum.
- The schools will provide appropriate support for new speakers arriving in Years 10 and 11, in accordance with the School Delivery Plan.
- Welsh is the main language of internal communication in Gwynedd secondary schools. Communication with parents and carers will be conducted in Welsh or bilingually, as required

Every school will have a Welsh ethos.

1.4: Additional Learning Needs (ALN)

Learners with ALN will receive an equal linguistic opportunity to receive education through the medium of Welsh in accordance with this policy. The provision set out in each Individual Development Plan (IDP) will be implemented in the appropriate medium, in full compliance with the Additional Learning Needs and Tribunal for Wales Act (2018) and the Equality Act (2010).

*Transitional Schools:

Primary: Ysgol Ein Harglwyddes, Bangor

Secondary: Ysgol Friars, Bangor and Ysgol Uwchradd Tywyn

A detailed discussion will take place with these three specific schools, to increase provision through the medium of Welsh. Our long-term goal is for every school in Gwynedd to become a Primarily Welsh Language School, in accordance with the latest legislation. Cyngor Gwynedd will support these schools in achieving this goal.

Cyngor Gwynedd's Model Education Language Policy – Proposed Policy Guidance.

The aim of this guide is to offer guidance to schools and governing bodies when they develop a Delivery Plan in the context of the Welsh language. When drawing up a Delivery Plan, schools will be expected to consider Cyngor Gwynedd's Model Education Language Policy (2025).

2.1: Objectives for the Implementation of Cyngor Gwynedd's Model Education Language Policy 2025:

- All schools in Gwynedd will adopt a Language Policy alongside a Welsh Education Delivery Plan.
- The Governing Body of each school is responsible for ensuring that the school provides Welsh language education is provided in accordance with, or exceeding, the requirements set out in the Language Policy.
- The Governing Body will have a statutory duty to submit a draft of its Delivery Plan to Cyngor Gwynedd. Cyngor Gwynedd will either approve or reject the draft. If the Delivery Plan is rejected, Cyngor Gwynedd will request that the Governing Body reconsider and revise the contents accordingly. The Governing Body must take all practical steps to implement the approved Delivery Plan in full.
- The school's Language Education Policy and Welsh Education Delivery Plan will:
 - identify the aims and objectives in the teaching of Welsh and through the medium of Welsh.
 - specify the amount of Welsh education provided, ensuring that the school delivers Welsh education, in accordance with its linguistic category.
 - outline how the Governing Body will carry out its statutory duties to deliver the required percentage of Welsh education, consistent with the school's linguistic category.
 - set out the actions the Governing Body will take to promote and support late immersion education.
 - identify how the Governing Body will promote a Welsh ethos and the use of Welsh within the school, and support parents who are not confident Welsh speakers in assisting their children's learning.
- In preparing the Welsh Language Delivery Plan, the governing body will be expected to consult with officials of Gwynedd Education Authority regarding its content.
- All Welsh Language Education Delivery Plans shall remain in effect for a period of three school years.
- A draft of the school's Welsh Language Education Delivery Plan must be submitted to Cyngor Gwynedd at least nine months prior to the commencement of the period for which it is to take effect.
- The Welsh Language Education Delivery Plan will be regularly monitored by Cyngor Gwynedd.

Assessment of effect on Gwynedd Residents

This document assesses the impact that the policy, procedure, plan etc will have on the population of the county and operates based on several laws.

1. **The Equality Act 2010.** It places a duty on public organisations to pay due attention to the impact of any new policy, procedure, scheme etc (or in adapting them) on people with protected characteristics. We are asked
 1. abolish unlawful discrimination, harassment and persecution and other conduct prohibited by the Act.
 2. promote equal opportunities between people who share a relevant protected feature and those who do not.
 3. foster good relationships between people who share a protected trait and those who don't.In Wales the specific duty sets out the need to carry out an impact assessment following specific guidelines to consider the impact that a change in any policy or procedure (or the creation of a new policy or procedure) will have on people with protected equality characteristics. A timely assessment must be made before a decision is made on any material change (i.e. affecting people with a protected feature).
1. **Socio-Economic Duty.** Wales has now implemented this duty which is part of the Equality Act 2010 giving a duty to address socio-economic disadvantage in strategic decisions.
2. **Welsh Language Standards (Section 44 of the Welsh Language (Wales) Measure 2011).** Cyngor Gwynedd is required to consider the impact that a change in any policy or procedure (or the creation of a new policy or procedure) will have on opportunities for people to use Welsh and to ensure that the Welsh language is not treated less favourably than English. This document therefore ensures that these decisions protect and promote the use of the Welsh language.
1. **Well-being of Future Generations Act 2015.** Cyngor Gwynedd has a duty to implement the five ways of working, and to respond to the 7 national well-being goals.
2. **the Armed Forces Act 2021.** Councils must give due regard to the impact of this proposal on those serving or having served in the Armed Forces, as well as their families.

Siwan Llwyd Roberts (ADDYSG)

STAGE 1 - Main Aims and Objectives of the Policy or Practice

1. What kind of document or procedure is being assessed?

- I. New or revised policies, practices or procedures (involving a change in service provision or employment practices)

2. What are the goals, objectives and intended outcomes of the policy or practice?

Cyngor Gwynedd's Language Education Policy is a core part of Cyngor Gwynedd's Language Strategy and is in line with the Strategy's central priority, which is to maintain and empower the Welsh language. The aim of this model policy is to ensure that all pupils in Gwynedd, by the end of their period of statutory education, have solid skills in both languages. This will ensure the prosperity of the Welsh language in the communities of the County, and equip them to step confidently into a multilingual world

3. Who are the main advisory groups (stakeholders)?

Gwynedd Families

Gwynedd Schools

Gwynedd Schools Governing Bodies

Gwynedd Residents

STEP 2 - Engagement Data and Impact Assessment

4. Has an attempt been made to comply with the duty to engage in accordance with what is described above and has sufficient information been gathered to proceed?

Yes

Details of engagement. Please note any consultation or engagement you have made or intend to do

Engagement	Dates	Knowledge
Arfon Secondary Headteachers	3/10/24	A series of engagement sessions were held to discuss Cyngor Gwynedd's current Education Language Policy. There was an opportunity to discuss and gather ideas and suggestions regarding the policy and the need to amend it considering the results of the 2021 Census, Welsh Language and Education Bill (before the Welsh Language and Education Act was passed in June 2025) and the Welsh Language 2025 strategy. These were mostly face-to-face meetings and with a range of stakeholders.
Arfon Primary and Special School Headteachers	3/10/24	
Dwyfor Primary Headteachers	4/10/24	
Dwyfor Secondary School Headteachers	4/10/24	
Meirionnydd Primary Headteachers	10/10/24	
Meirionnydd Secondary School Headteachers	10/10/24	
Dwyfor Secondary Language Forum (Ysgol Botwnnog)	15/10/24	
Hafod Lon Special School Learners	15/10/24	
Primary School Learners in Dwyfor	15/10/24	
Transitional Category High School Learners- Ysgol Tywyn	16/10/24	
Primary School Learners in Meirionnydd	16/10/24	
Meirionnydd Secondary Language Forum - Ysgol y Moelwyn	16/10/24	
Arfon Secondary Language Forum - Ysgol Dyffryn Ogwen	27/11/24	
Primary School Learners in Arfon - Ysgol Cae Top	27/11/24	
Welsh Language Movements - Cylch yr Iaith, Cymdeithas yr Iaith, Dyfodol yr Iaith, Rhieni Dros Addysg Gymraeg	27/11/24	
Welsh Language Commissioner	4/12/24	

5. What information is available about the impact on each of the features and topics below?

	Relevant Evidence, Information and Data	Potential Positive and/or Negative Impact
Race / Ethnicity	The aim of this draft policy is to ensure that all pupils in Gwynedd, by the end of their period of statutory education, have sound skills in Welsh and English.	No impact has been identified during the engagement
Disability	The aim of this draft policy is to ensure that all pupils in Gwynedd, by the end of their period of statutory education, have sound skills in both Welsh and English. Learners with ALN will receive an equal linguistic opportunity to receive education through Welsh in accordance with this policy. The provision set out in an Individual Development Plan (UDP) will be implemented in the appropriate medium, in full compliance with the ALN and the Welsh Tribunal Act (2018) and the Equality Act (2010)	No discrimination based on disability has been identified during engagement and the draft policy ensures that all learners have an equal opportunity to receive education through the medium of Welsh.
Sex	The draft policy is intended to ensure that all pupils in Gwynedd, by the end of their period of statutory education, have sound skills in Welsh and English.	The draft policy ensures that all learners have an equal opportunity to receive education through Welsh. No impact has been identified during the engagement.
Age	The draft policy is intended to ensure that all pupils in Gwynedd, by the end of their period of statutory education, have sound skills in Welsh and English.	Upon acceptance of the draft policy, all pupils in Gwynedd will receive an equal linguistic opportunity to receive education through the medium of Welsh.
Religion and belief	The draft policy is intended to ensure that all pupils in Gwynedd, by the end of their period of statutory education, have sound skills in Welsh and English.	Upon acceptance of the draft policy, all pupils in Gwynedd will receive an equal linguistic opportunity to receive education through the medium of Welsh.
Sexual Orientation	The draft policy is intended to ensure that all pupils in Gwynedd, by the end of their period of statutory education, have sound skills in Welsh and English.	Upon acceptance of the draft policy, all pupils in Gwynedd will receive an equal linguistic opportunity to receive education through the medium of Welsh.

Gender reassignment	The draft policy is intended to ensure that all pupils in Gwynedd, by the end of their period of statutory education, have sound skills in Welsh and English.	Upon acceptance of the draft policy, all pupils in Gwynedd will receive an equal linguistic opportunity to receive education through the medium of Welsh.
Marriage and Civil Partnership	The draft policy is intended to ensure that all pupils in Gwynedd, by the end of their period of statutory education, have sound skills in Welsh and English.	No effect has been identified
Pregnancy and Maternity	The draft policy is intended to ensure that all pupils in Gwynedd, by the end of their period of statutory education, have sound skills in Welsh and English.	No effect has been identified.
The Welsh Language	Cyngor Gwynedd's Language Education Policy is a core part of Cyngor Gwynedd's Language Strategy and is in line with the Strategy's central priority, which is to maintain and empower the Welsh language. The aim of this draft policy is to ensure that every pupil in Gwynedd, by the end of their period of statutory education, has sound skills in Welsh and English. This will ensure the prosperity of the Welsh language in the communities of the County and equip them to step confidently into a multilingual world.	<p>Possible impacts:</p> <ul style="list-style-type: none"> • To ensure the prosperity of the Welsh language in the communities of Gwynedd. • Equipping Gwynedd pupils to step confidently into a multilingual world • To develop opportunities to use the Welsh language in a wide range of different contexts • Increase motivation to learn the language • Demonstrating the value of language as a work skill for young people • To increase informal opportunities to use the Welsh language.
Socio-Economic Considerations	The aim of the draft policy is to ensure that every pupil in Gwynedd, by the end of their period of statutory education, has solid skills in Welsh and English. This will ensure the prosperity of the Welsh language in the communities of the County and equip the young people of Gwynedd to step confidently into living and working within local communities and beyond in a multilingual world.	The opportunity for every single pupil in Gwynedd to become fluent in both Welsh and English has been identified as a positive impact.

Those who serve or have served in the armed forces, together with their families	The draft policy aims to ensure that all pupils in Gwynedd, including the children of those serving or having served in the Armed Forces, have sound skills in Welsh and English by the end of their period of statutory education. This will ensure the prosperity of the Welsh language in the communities of the County and equip pupils to step confidently into a multilingual world.	The opportunity for every single pupil in Gwynedd to become fluent in both Welsh and English has been identified as a positive impact.
Human rights	The draft policy aims to ensure that every pupil in Gwynedd, by the end of their period of statutory education, has solid skills in both Welsh and English. This will ensure the prosperity of the Welsh language in the communities of the County and equip them to step confidently into a multilingual world.	The opportunity for every single pupil in Gwynedd to become fluent in both Welsh and English has been identified as a positive impact.

6. Are there any data or information gaps and if so, what are these and how are they intended to be addressed?

Subject to the decision of the Cabinet Committee members, it is intended to further engage with schools, parents, Governing Bodies and all stakeholders through public engagement. This is done so that a full report can be presented to cabinet members.

7. When considering other key decisions affecting these groups, is there an incremental effect (cumulative effect)?

There may be a cumulative impact in the introduction of the Education Language Policy.

The policy can strengthen the use of the Welsh language and support the development of Welsh language education in the county. However, there may also be additional pressure on schools and teachers if there are not enough resources or support to implement the changes.

8. What does the proposal include to show that you have given due regard to the Public Sector Equality Duty (to promote equal opportunities; help to eliminate discrimination, harassment or unlawful victimisation and foster good relationships and wider community cohesion) as covered by the 3 aims of the General Duty in the Equality Act 2010?

Impact on Equality

- Elimination of discrimination: An opportunity for all pupils in Gwynedd to receive an equal linguistic opportunity to receive education through Welsh.

- Promoting equal opportunities: Increasing access to Welsh education for all.
- Fostering good relationships: ensuring that all schools in Gwynedd adopt a Language Policy along with a Welsh Education Delivery Plan to ensure consistent provision in the county's schools.

9. How does the proposal show that due attention has been given to the need to address inequalities in the cause of socio-economic disadvantage? (Note that this is about closing inequality gaps rather than just improving outcomes for all)

Delivery Plans will be prepared by each school setting out how they will: -

- identify the aims and objectives in the teaching of Welsh and through the medium of Welsh.
- identify the amount of Welsh education provided, ensuring that the school provides Welsh education, in accordance with the school's linguistic category.
- outline how the governing body will carry out its duties to provide the percentage of Welsh education, in line with the school's linguistic category.
- set out what action the governing body will take to promote late immersion education.
- identify how the governing body will promote the Welsh and Welsh ethos and use of Welsh within the school, and to support parents who are not confident Welsh speakers to support their children's learning.

10. How does the proposal demonstrate action in accordance with the requirements of the Welsh Language Standards (Welsh Language (Wales) Measure 2011), not to treat the Welsh language less favourably than English, and to ensure opportunities for people to use Welsh? Also, how will action be taken in accordance with Cyngor Gwynedd's language policy and strategy to take advantage of every opportunity to promote the Welsh language (beyond providing services bilingually) and increase opportunities to use and learn the language in the community?

Cyngor Gwynedd's current Language Policy is based on the principle that Welsh is its natural language, and that Welsh is therefore the main administrative and public language, with all services, meetings, correspondence and signage bilingual but with priority given to Welsh. It ensures that the public and staff are fully served in Welsh, that Welsh skills are essential to all jobs, and organisations that receive support from Cyngor Gwynedd are also expected to promote the Welsh language. In relation to education, the policy emphasises the central role of schools and education providers in passing on the Welsh language to the next generation and reinforcing its use as the main language of learning and community.

Cyngor Gwynedd's Model Language Education Policy (draft) is a core part of Cyngor Gwynedd's Language Strategy and is in line with the Strategy's central priority, which is to maintain and empower the Welsh language. The aim of this policy is to ensure that all pupils in Gwynedd, by the end of their period of statutory education, have solid skills in Welsh and English. This will ensure the prosperity of the Welsh language in the communities of the County and equip Gwynedd pupils to step confidently into a multilingual world.

The aim of the wider policy is to "create an inclusive strategy, with the main aim of increasing opportunities for all residents of Gwynedd to see and use the Welsh language in a wide range of different contexts. By working on raising the status and increasing people's use of the language in all parts of their lives, we will increase the incentive for

others to learn the language. We want to pay particular attention to young people's language use over the coming years, including highlighting their use of Welsh with technology, showing them the value of the language as a skill in the world of work, and increasing the informal opportunities for them to use Welsh in their daily lives".

11. How does this proposal meet the requirements of the Well-being of Future Generations Act by implementing the five ways of working, and responding to the 7 national well-being goals including creating a More Equal Wales?

The Gwynedd Education Language Policy (draft) contributes directly to the Act in several ways:

1. A prosperous Wales – bilingual skills increase job opportunities and strengthen the economy. A resilient Wales – the language is part of our identity.
2. A healthier Wales – bilingualism supports emotional well-being and positive identity, which is linked to strengthening mental health
3. A more equal Wales – access to the Welsh language ensures linguistic and social equity for all children, regardless of their background.
4. A Wales of cohesive communities – the language connects people to their communities and fosters a sense of belonging.
5. A Wales with a vibrant culture where the Welsh language is flourishing – Welsh-medium education is one of the main means of achieving this goal.
6. Wales has a global responsibility – by protecting a minority language, Wales contributes to the world's linguistic and cultural diversity.

The five ways of working are in place

Long-term – building solid linguistic foundations to maintain the Welsh language for future generations.

Prevention – ensuring that children do not miss the opportunity to become fluent in Welsh through early action.

Integration – linking to education, culture, health and equality.

Collaboration – partnerships between schools, local authorities and parents.

Content – giving families and learners a voice in policy making and development

PHASE 3 - Procurement and Partnerships

12. Will this policy or practice be carried out in whole or in part by contractors or in partnership with other organisation(s)?

No

STEP 4 - Dealing with Negative or Unlawful Impact and Strengthening the Policy or Practice

13. In considering proportionality, does the policy or practice cause a significant positive or negative impact or create unequal outcomes?

Significant Positive Impact:

The engagement so far suggests a significant positive impact on promoting and strengthening the use of the Welsh language in Gwynedd's schools. The draft policy is proportionate to Cyngor Gwynedd's strategic aims and in line with the objectives of the Welsh Language and Education Act 2025 and Cymraeg 2050.

While some challenges are possible, e.g. ensuring adequate resources and providing appropriate training and support to schools and staff, there is no evidence that the policy creates unequal outcomes for any group. Rather, the policy seeks to ensure equal opportunities for all learners to develop Welsh language skills, regardless of their linguistic or social background.

Therefore, the overall impact can be considered positive and proportionate, providing clear benefits to the education community and the wider Welsh language.

Significant Negative Impact:

As set out in this report, some challenges are possible, e.g. ensuring adequate resources and providing appropriate training and support to schools and staff, but there is no evidence that the policy creates disproportionate outcomes for any group. It is not yet possible to predict what the extent of the impact will be.

14. Any deliberate negative impact and why it is believed that there is justification for such action should be explained

There may be some deliberate negative impacts resulting from the draft Language Education Policy, for example:

- new requirements for schools and staff to ensure that all pupils have equal opportunities to learn Welsh, which can create additional pressure in terms of resources and timetables.
- adjustments in teaching methods to improve equal opportunities, which may mean that some conventional approaches are changed.

However, there is a clear justification for implementing the policy:

- it ensures equal opportunities for all pupils to develop Welsh language skills, creating equal opportunities regardless of their linguistic or social background.
- it promotes positive relationships between schools creating a more coherent and inclusive system.
- the policy and action are based on objective principles and affirmative action, avoiding prejudice and inequity while ensuring long-term social and national benefits.

The deliberate negative impact has been carefully and proportionately planned, with the aim of ensuring long-term positive benefits for all stakeholders and strengthening the Welsh language in education.

15. Will any of the negative impacts identified count as unlawful but unavoidable discrimination (e.g. funding cuts)?

No

Please note the reason for saying so and the justification for continuing

Cyngor Gwynedd's Model Language Education Policy supports and delivers on the core objectives of the Welsh Language and Education (Wales) Act 2025 by ensuring that all pupils develop sound skills in Welsh and English by the end of their statutory education. By placing the Welsh language at the heart of its education strategy, Cyngor Gwynedd contributes directly to the Act's aim of fostering confident bilingual citizens, and helps to ensure consistency, quality and linguistic ambition across Wales.

16. What other measures or changes could be included in order to strengthen or change the policy/practice to demonstrate that due attention has been given to the promotion of equal opportunity; helping to eradicate unlawful discrimination, harassment or persecution and foster good relationships and wider community cohesion as addressed in the General Duty of the Equality Act 2010?

Subject to the Cabinet decision on December 16th, a period of engagement will take place. The Education Department will analyse the responses to consider any further action before submitting a report.

17. What other measures or changes could be included to strengthen or change the policy/practice to demonstrate that due attention has been given to the need to reduce unequal outcomes because of socio-economic disadvantage?

To demonstrate that due attention has been given to the need to reduce unequal outcomes because of socio-economic disadvantage, the following are considered when developing Cyngor Gwynedd's Language Education Policy:

- offer support to pupils from all socio-economic backgrounds through the Immersion Regime, providing extended learning opportunities to develop Welsh language skills and language confidence.
- ensure equal access to high quality Welsh language education and resources, including technological support where necessary.
- offer free standard training to teaching staff through the National Centre for Learning Welsh to support pupils.
- developing methods of communication and access to support for parents who do not speak Welsh, to strengthen the partnership between home and school.

- continue to collect and analyse data on the linguistic attainment and development of pupils from different economic backgrounds to identify and address any inequalities.

By implementing these actions, Cyngor Gwynedd will strengthen its capacity to ensure that all pupils — regardless of their social or economic background — have equal opportunities to develop sound Welsh language skills and to confidently contribute to a bilingual society.

18. What other measures or changes could be included to strengthen or change the policy/practice to demonstrate that due regard has been given to the need to increase opportunities for people to use the Welsh language and not to treat the Welsh language less favourably than English in accordance with the Welsh Language (Wales) Measure 2011 and to reduce or prevent any adverse effects that the policy/practice may have on the Welsh language?

The aim of Gwynedd's Model Education Language Policy is to ensure linguistic and social equity for all children, regardless of their background. The language is part of our identity and using Welsh and English confidently increases job opportunities. That leads to a strengthening of the economy. The aim is to build solid linguistic foundations in Gwynedd's schools to maintain the Welsh language for future generations. It is committed to ensuring that children do not miss out on the opportunity to become fluent in Welsh by taking early action, linking up with education, culture, health and equality and maintaining partnerships between schools, local authorities and parents. Families and learners are given a voice.

19. Is there enough information to form a balanced view and move forward?

Yes

STEP 5 - Decide to Go Ahead

20. Given the information gathered at Steps 1-4, is it possible to proceed with the policy or practice, and if so, on what basis?

Continue with presenting the draft policy to Cabinet members in its current form based on the evidence gathered.

PHASE 6 - Actions and Arrangements for Monitoring Results and Reviewing Data

21. What actions identified in Steps 1-5 or any additional data collection work will assist in monitoring the policy/practice when implemented:

Operation	Dates	Timetable	Lead Responsibility	Add to Service Plan
Public engagement	07.01.26 - 25.2.26	Once	Education Officers	Yes

22. What arrangements to monitor and review the ongoing impact of this policy or exercise will be implemented, including timescales for when it should be formally reviewed:

Monitoring and Review Arrangements	Timetable and Frequency	Lead Responsibility	Add to Service Plan
(including where the results will be recorded) Delivery Plans of all schools in Gwynedd	Every 3 years	Education Officers	Yes

CYNGOR GWYNEDD – Report to the Cabinet of Cyngor Gwynedd



Title of the item:	Cyngor Gwynedd Digital Plan Annual Report (2024/2025 period)
Cabinet Member:	Councillor Huw Wyn Jones (Finance)
Relevant Officer:	Huw Ynyr, Assistant Head of Finance (Digital)
Date of the meeting:	16 December 2025

1. Decision sought

- 1.1 The Cabinet is asked to note the content and approve the first volume of annual reports on Cyngor Gwynedd's Digital Plan (2023–2028).

2. Background / Introduction

- 2.1 The purpose of the Annual Report is to outline the progress made on Cyngor Gwynedd's Digital Plan (2023–2028) from its adoption in November 2023 up to the end of the reporting period on 31 March 2025.
- 2.2 The Digital Plan runs in parallel with Cyngor Gwynedd's Plan (2023–2028), expanding on the digital project referred to under the heading "Efficient Gwynedd Projects".
- 2.3 Progress on the Plan is reported regularly at the Finance Department's Performance Challenge and Support meetings and up to the Education and Economy Scrutiny Committee.

3. Comments from Statutory Officers

3.1 Chief Finance Officer.

"I am familiar with the contents of the Digital Plan and I am satisfied that this update is a fair reflection of the situation during the relevant period."

3.2 Monitoring Officer.

"No observations to add in relation to propriety."

Background Document

[Cyngor Gwynedd Digital Plan \(2023-2028\)](#)

ANNUAL REPORT

CYNGOR GWYNEDD
DIGITAL PLAN
2023-28



(PERIOD 2024-2025)



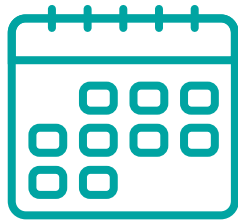
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Cefnogi pobol Gwynedd mewn byd digidol



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This annual report summarises the **progress, challenges, and next steps** of Cyngor Gwynedd's Digital Plan across its main priority areas. The Council's Digital Plan is an ambitious 5-year programme (2023–2028) with five core digital priorities, delivered through a series of key projects.



Duration of Plan

5 years

2023–2028



Priority Areas

5

Key Digital
Areas



Projects

29

Digital transformation
projects

Overview

The Cyngor Gwynedd Digital Plan 2023/2028 sets out a long-term vision to transform the Council into a **digital council** that leverages technology to improve residents' lives and continually strengthen services. This report reviews progress since the plan's launch, assesses how the **priority projects** contribute to the broader vision, and identifies any necessary strategic changes for the future.

1. Vision and Goals Summary

Longterm Vision

Create a Digital County where technology is used wisely to deliver public services more efficiently and effectively, putting the customer at the centre of everything that is done. The Council aims for continuous improvement in how citizens can connect with services, use data as the basis for decisions, and strengthen digital resilience and security within the organisation.

Main Strategic Objectives

Customer-focused

Improve the citizen's experience when interacting with the Council through inclusive and bilingual digital methods.

Efficient Services

Automate routine and repetitive tasks to improve efficiency, freeing up staff time to focus on adding value.

Educated Decisions

Use integrated data and information resources to guide wise decisions across the Council.

Digital Workforce

Develop the digital skills of all staff members and promote a culture of digital innovation in the workplace.

Resilient Infrastructure

Invest in robust IT infrastructure and cybersecurity measures to protect the Council's services from disruption.

In summary, the above vision and goals establish a framework for how Cyngor Gwynedd will develop digitally. They unite in the intention to **innovate digitally** to improve the standard of living for Gwynedd residents and maintain first-class services in the face of current and future challenges.

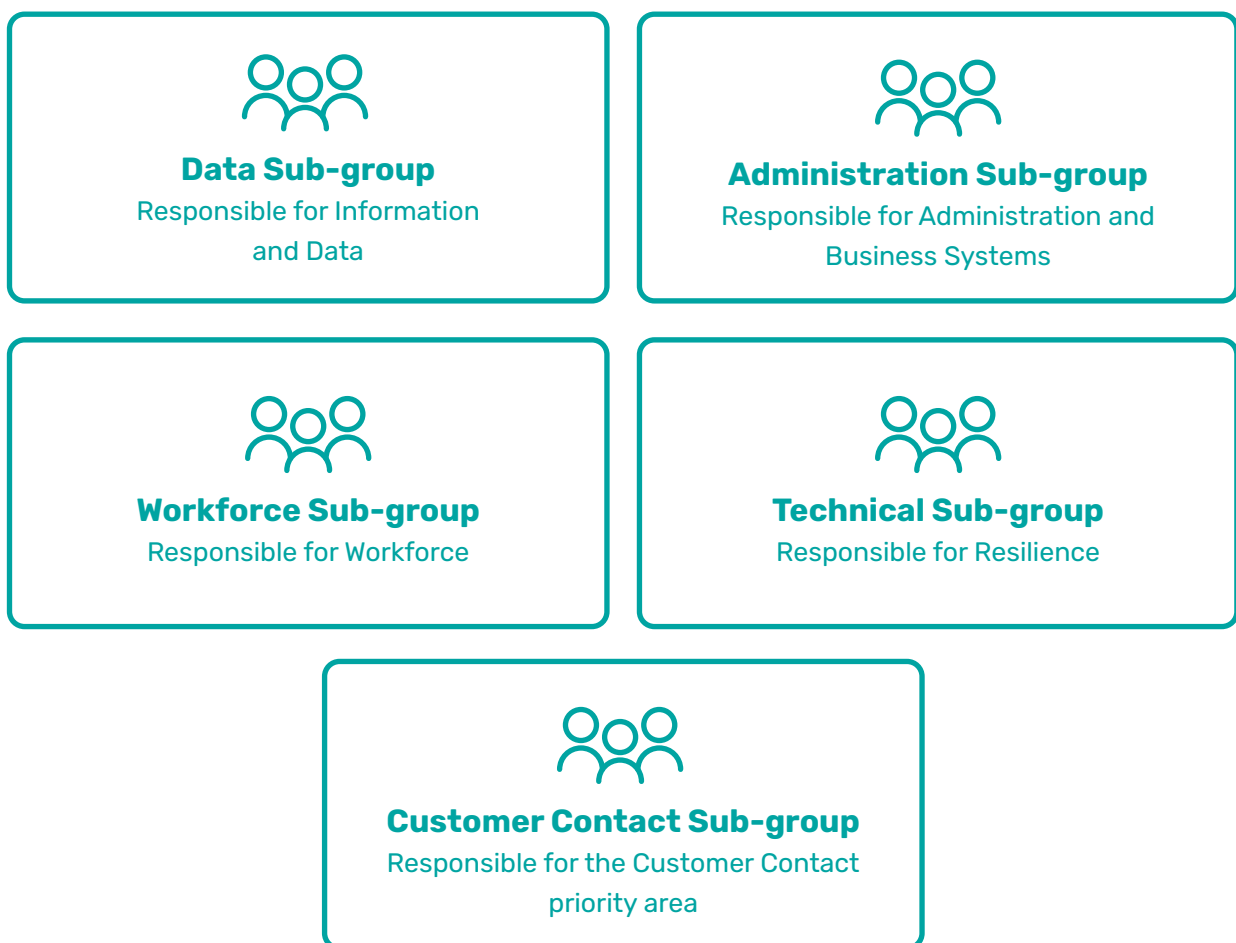
2. Governance Arrangements

The Digital Plan was adopted by Cyngor Gwynedd's Cabinet on November 7th, 2023.

Governance Structure

The **Council's Digital Transformation Board** (chaired by the Corporate Director) provides strategic guidance for the Digital Plan, supported by the *Cabinet Member, Head of Finance, Head of Legal Services, Assistant Head of Finance (Digital), Infrastructure Systems Manager, and Chairs of the digital sub-groups*, and is accountable to the *Corporate Management Team*.

Five digital sub-groups were established to include representatives from every service, ensuring all parts of the Council contribute to and commit to the digital vision:



Changes to Governance

Minor changes were made to the governance arrangements during the year, including a greater focus on cyber arrangements and the establishment of a specific group for this area, chaired by the *Assistant Head of Finance (Digital)*, accountable to the *Emergency Planning Strategic Group and the Digital Transformation Board*. The Technical Sub-group was discontinued as part of these changes.

The *Finance and IT Department* reports on progress as part of the corporate performance process, and the Digital Board will present an annual report on achievements.

3. Impact of the Digital Plan

The Digital Plan has had a significant impact across several key areas:

Improving Services for Residents

- Digital technology has led to more efficient, accurate, and accessible services for Gwynedd residents.
- Projects such as upgrading phone systems, redesigning the corporate website, and developing the apGwynedd app have made Council services more convenient and improved the customer experience.

Strengthening the Workforce

- The plan has enabled the workforce to adopt new ways of working, such as hybrid working and using new technologies.
- Investment in digital training and providing digital accounts for all staff ensures readiness for future challenges and the ability to deliver high-quality services.

Improvements to Digital Infrastructure

- Upgrading analogue lines, improving broadcasting provision, and strengthening cyber defences have made Council systems more reliable and secure.
- Efforts to improve connectivity and digital inclusion ensure more people can access digital services.

Innovation and Automation

- The introduction of artificial intelligence and process automation has reduced administrative burdens and freed up resources to focus on core services.
- The Council has started using new technologies to improve data collection and usage, enabling more informed decisions.

Collaboration and Partnerships

- The Plan has strengthened collaboration with local and regional partners, including schools, public organisations, and technology companies.
- This collaboration has enabled resource sharing, expertise, and the development of innovative solutions on a wider scale.

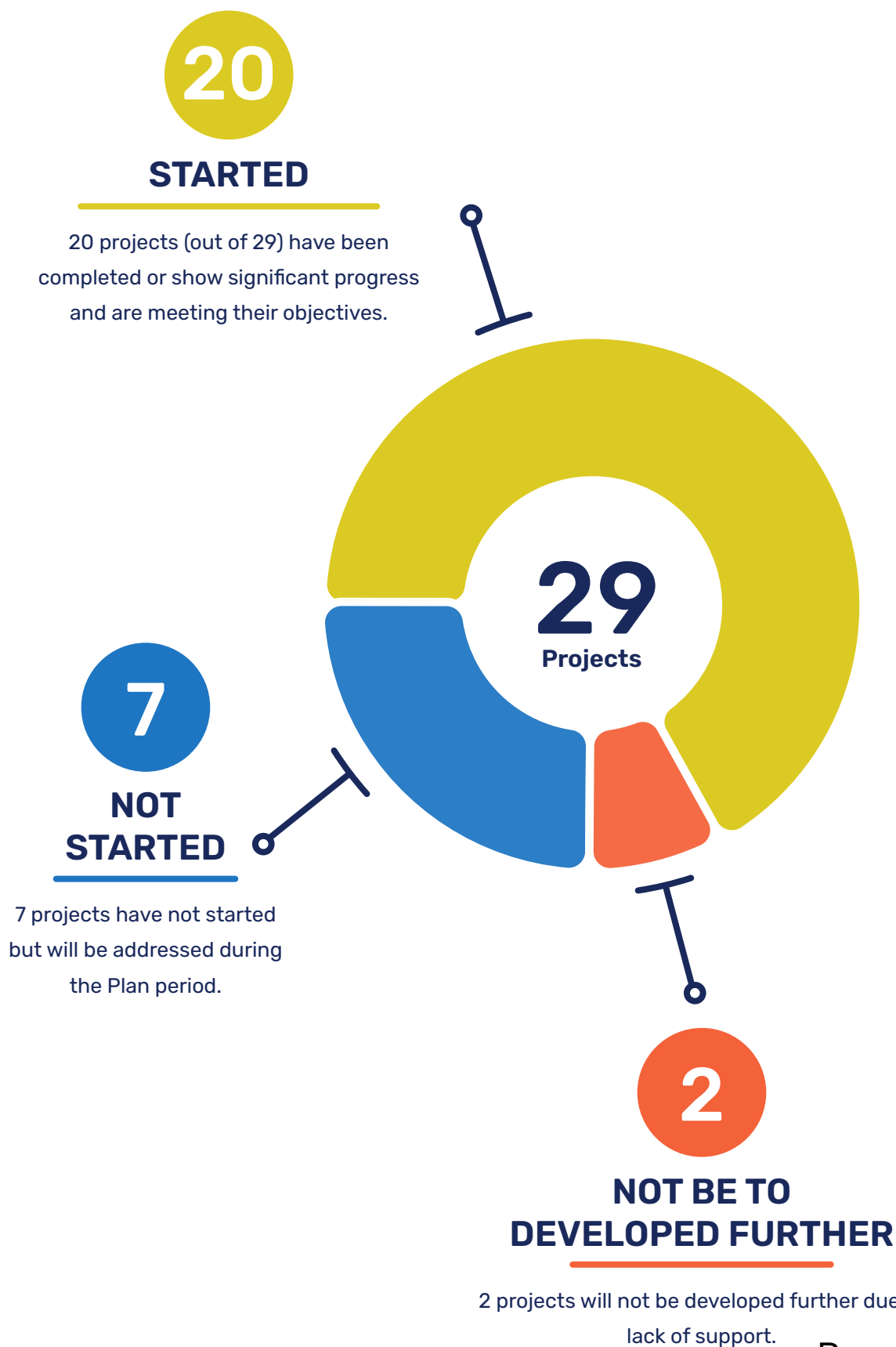
Inclusive and Bilingual Services

- The Plan ensures the Council's digital services are inclusive and available in both Welsh and English, reflecting the needs of the Gwynedd community.

4. Progress on Priority Projects

Project Progress Overview

The Digital Plan includes several specific projects within the five priorities. During the year:



5. Annual Review of the Plan

Strategic Changes and Direction

In line with the intention to review the Plan annually, it is important to note any **priority revisions** or **additions** made during the year.

Reference	Description	Provided Financial Support	Progress (2024/25)	Expected (2025/26)
GD1	Identify our data	No	Started	Continue
GD2	Data Charter	No	Started	Continue
GD3	Create a data warehouse (wGwynedd)	No	Yet to Start	Yet to Start
GD4	Data reporting platform	Yes	Started	Completed
GD5	Data literacy training	No	Yet to Start	Yet to Start
GD6	Performance reporting	No	Started	Continue
GSB1	Introduce Artificial Intelligence	No	Started	Continue
GSB2	Digitise and automate invoicing	No	Yet to Start	Started
GSB3	Reduce and improve our use of paper	No	Started	Continue
GSB4	Rationalise the systems in use	No	Yet to Start	Yet to Start
GSB5	Review of Enterprise Resource Management systems	Yes	Started	Continue
GSB6	Internet of Things	No	Started	Completed
GSB7	Make the best use of the Microsoft365 platform	Yes	Started	Continue
GSB8	Facilitate collaboration with partners	No	Started	Continue
GSB9	Connectivity and digital inclusion	No	Started	Continue
GWEI1	Introduce a digital account for every officer	No	Started	Continue
GWEI2	Support the vision of the "working for the future" program	No	Started	Continue
GWEI3	Digital skills and mindset training	No	Yet to Start	Yet to Start
GWEI4	Promote Cyngor Gwynedd as a digital employer	Yes	Started	Continue
GWYD1	Upgrade analogue lines to digital	No	Started	Completed
GWYD2	Business continuity	Yes	Started	Completed
GWYD3	Upgrade broadcasting provision in the Council chambers	Yes	Started	Completed
CC1	Extend communication, inquiry and service request methods	Yes	Yet to Start	Started
CC2	Improvements to the Council's phone provision	Yes	Started	Completed
CC3	Redesign the Council's corporate website	Yes	Started	Completed
CC4	Develop and promote apGwynedd	No	Yet to Start	Started
CC5	Siop Gwynedd video kiosk	No	Stop	Stop
CC6	Payment machines	No	Stop	Stop
YSG1	Support and develop the Gwynedd Schools Digital Strategy	Cefnogaeth Amgen	Completed	Revisit

Adjustments to the Plan

Two projects have been identified within the Customer Contact priority area that will not proceed in their original form. Details of these are noted below.

Scope and Funding

Some projects were prioritised over others based on the financial support awarded to them. Nine projects received financial support, with eight of these underway by 2024/25. All financially supported projects will be in progress by 2025/26, with six completed, two continuing, and one transitioning to become an ongoing effort.

Prioritisation within current resources

In addition to prioritising projects with new financial support, it was determined that some projects needed prioritisation within our existing resources. Eleven such projects were implemented during 2024/25, and two will be fully completed during 2025/26, work will continue on another six, and three projects will be embedded as ongoing efforts.

Not a priority area

Six projects that were not designated as a priority are yet to start. Two will be implemented during 2025/26 due to dependencies and/or overlap with other projects that are underway or completed. The remaining four will remain dormant unless they are re-prioritised.

Gwynedd Schools Digital Strategy

The scope of the Gwynedd Schools Digital Strategy has been completed. A new support service has been established for schools, and the vision of providing laptops to every pupil from Year 2 to Year 11 has been realised. Work to establish a new digital strategy for schools will commence during 2025/26.

Lessons and Recommendations:

Key Lessons

- Broad engagement during the drafting of the Plan was beneficial in raising the profile of digital to a wider audience.
- Strong, cross-departmental governance structures have been key to delivering a Plan focused on services rather than just technology.

Recommendations

- There is a need to look at alternative ways to prioritise projects and manage future expectations, including funding arrangements.
- The annual report is an important step in keeping the digital agenda alive, but there is a need to establish ongoing engagement arrangements to keep the Plan current in response to changes in Council services and the continuous evolution of digital technology.

6. Information and Data

Priority Focus

"Using data and information to make better decisions and learn." This means **improving access to information** for staff and customers, **improving data** quality, and ensuring Council decisions are informed by reliable data.

GD1

Identify our data

We have reviewed and updated the information we hold about all the Council's systems (over 300 of them) to create one standardised list. Having a complete, up-to-date list will help make several activities in this area more efficient – but one important use of this work is to provide a starting point for aligning and rationalising the various data the Council holds in its systems, and to enable better integration of data across different systems.

Status

In progress (work to continue until Q4 2025/26)

GD2

Data Charter

We have drafted a Data Charter that will establish a clear corporate approach for managing and using data correctly, responsibly, and consistently. The Charter includes policies, guidelines, and support for all Council staff when dealing with data, and its content can be adapted and added to in the future as new needs arise.

The next step is to package and promote the Charter in a way that highlights its relevance to Council staff – work on this is underway for publication and launch in early 2026.

Status

In progress (launch in Q4 2025/26)

GD3

Create a data warehouse

Projects GD1 and GD2 address a large share of the issues that a data warehouse would resolve (data inconsistencies, lack of accuracy, duplication), choosing to prioritise those first.

While a data warehouse could further improve the situation, it would likely be a lengthy project requiring external support to deliver.

Status

Not started (review in 2026/27 following completion of other developments in the area)

GD4

Data reporting platform

Following research into the various platforms available for analysing and presenting data, the Council's Data Charter will acknowledge that different platforms may suit different uses, but it will note that Microsoft Power BI offers several advantages, is increasingly used across the Council, and will be the general platform for the central team.

Regarding Power BI, we identified the need to ensure the Council gets the best use from it; as a result, we have investigated licensing arrangements and the possibilities for publishing interactive reports on the Council's website. Also, as part of the Data Charter, there will be guidelines for staff who create and publish Power BI reports to ensure consistent and secure use.

Status

In progress (completion in Q4 2025/26 after publishing guidelines and starting to publish Power BI reports on the website)

GD5

Data literacy training

This will be addressed as part of the training programs to develop the workforce in the Digital field.

Status

Not started (targeted for 2026/27)

GD6

Performance reporting

We have investigated the various methods currently used within the Council for collecting and reporting performance information; this confirmed there is potential for improvement in achieving more consistency, reducing duplication, and improving access to information when publishing performance reports.

Some of the developments already underway (improving data accuracy, promoting the Power BI reporting platform, and enabling interactive report publishing on websites) will help address many of these issues. However, we need to consider whether further steps can be taken to avoid duplication and achieve greater consistency in arrangements.

Status

In progress (further work to be completed in 2026/27)

7. Administration and Business Systems

Priority Focus

'Facilitate and automate work that is routine and repetitive and use technology to improve our services and the processes that support them.' This includes modernising the Council's internal processes through technology to increase **productivity** and **accuracy** in carrying out everyday administrative tasks.

GSB1

Introduce Artificial Intelligence

Support for this project was marginal when the Digital Plan was introduced, and no financial backing was awarded for further development. However, some AI projects have been incorporated into the Digital Service's work programs, including projects to improve search results for content on the corporate website and projects to read and categorise emails and content to enhance information and prioritise tasks for the Taxation Service and School Management.

There is recognition that further support is needed for this project, and additional funding has been allocated to accelerate the Council's journey on this path. A designated officer will be appointed to identify areas and activities where this technology can make a significant difference during 2025/26.

Status

In progress (designated officer to be appointed in Q3 2025/26)

GSB2

Digitise and automate invoicing arrangements

This is a campaign to improve our arrangements around financial systems by adopting modern processes, reducing administrative effort, speeding up processes, and improving data. This project has been delayed while **GSB5: Review of organisational management systems progresses**, and the second phase of the project will include aspects of improving our invoicing arrangements.

Status

Not started (dependent on GSB5)

GSB3

Reduce and improve our use of paper

The Digital Plan acknowledges that we cannot eliminate paper use entirely, but there is scope to increase digital provision and reduce reliance on historic paper processes. Some pilot projects have started to outsource and rationalise the process of maintaining paper provision, but further steps are needed to reduce usage.

Status

In progress (some pilot projects tested)

GSB4

Rationalise the systems in use

There are well over 300 systems in use within Cyngor Gwynedd, each with ownership costs. Duplication of functions and data also occurs, leading to multiple versions of the truth. No resource has been identified to deliver this task, and a request for resources will be submitted to accelerate the task in 2027/28.

Status

Not started (targeted for 2027/28)

GSB5

Review of organisational management systems

One of the main priorities of the Plan, elevated following the announcement that support for the Council's current payroll system will end in late 2026. Several activities have progressed, including a review by experts in the field. The project is on a healthy track, and procurement steps are expected to be completed by mid-Q3 2025/26, with implementation of the new system starting before the end of the quarter.

The second phase of the project will move on to review our financial systems, either by upgrading current provision or procuring an alternative solution.

Status

In progress (provider selection and implementation start in Q3 2025/26)

GSB6

Internet of Things (IoT)

This is a rapidly developing area, and Cyngor Gwynedd has already introduced several provisions using this technology, most relating to flood issues. However, there is no designated expertise to focus on this type of provision, and a short-term project will be delivered during Q3 2025/26 to produce a series of use cases in environmental and care fields in preparation for presenting a full business case to mainstream the provision and strengthen services.

Status

In progress (some projects completed; funding request from the prosperity fund to create at least six use cases will be made in 2025/26)

GSB7

Make the best use of the Microsoft365 platform

This is the platform used by every officer with a computer in the Council, extending further to Elected Members and some field workers. It includes the Windows operating system, email provision, iGwynedd content repository, SharePoint, and standard Microsoft Office software packages (such as Word, Excel, PowerPoint, and more). The platform evolves continuously, and its deployment can have far-reaching impacts on information accuracy and security.

The information service has been strengthened by adding an officer for two years to collaborate with the IT Service to identify the impact of introducing packages or adjustments to the Microsoft365 platform so that more functions can be used securely. In addition, and to facilitate technical support and provision, an agreement has been made with Microsoft for broader platform support.

Status

In progress (work to continue until end of 2026/27 and reviewed thereafter)

GSB8

Facilitate collaboration with partners

Several projects arise where the Authority is asked or offers to act within national or regional partnerships. Examples include the HWB platform for schools, the Connecting Care project for our care system, the North Wales Digital Ambition Board for connectivity and digital inclusion, and several smaller projects by the Welsh Local Government Authority and the Centre for Digital Public Services. There is representation in all these, and projects such as HWB and Connect Care are excellent examples of collaboration.

Status

In progress (this is an ongoing effort)

GSB9

Connectivity and digital inclusion

The North Wales Digital Ambition program operates several projects to improve broadband connectivity, mobile phone signals, and new connectivity infrastructure developments. Several Cyngor Gwynedd officers support these projects, including a commitment to offer Council property, whether buildings or street furniture, to facilitate improvements to connectivity infrastructure.

Status

In progress (this is an ongoing effort)

8. Workforce

Priority Focus

'Develop an effective and productive workforce where digital competence is natural for everyone.'

This goal ensures that every staff member – both office-based and frontline – can take advantage of technology and possesses the appropriate digital skills to perform their job effectively.

GWEI1

Introduce a digital account for every officer

Significant work has been done on this project to identify what type of digital presence is needed and for which workforce segments. A business case will be prepared for submission to the Council's bidding process in 2025/26 to secure support to extend the provision during 2026/27.

Status

In progress (bid to be submitted in 2025/26 for funding in 2026/27)

GWEI2

Support the vision of the "Working for the Future" program

In this case, "future" likely refers to normalising the new way of working as we emerge from the post-Covid period. Indeed, our ability to maintain services during that time was transformative, and ongoing support is in place to continue helping the Council sustain flexibility in how we work, whether through maintaining and developing hybrid locations, providing desk-booking systems, or continuing to enhance our remote working capability.

Status

In progress (this is an ongoing effort)

GWEI3

Digital skills and mindset training

The intention is to develop training programs to help the workforce identify opportunities to improve our services and administration through technology. Training will accelerate the use of technology that is already in employees' hands and make them aware of other innovative solutions that can be used. This is an invaluable step to condition our workforce to continuously develop and ask: *"How can I do this better?"*

Status

Not started (targeted for 2026/27)

GWEI4

Promote Cyngor Gwynedd as a digital employer

The vision here was to create opportunities to nurture digital talent and showcase Cyngor Gwynedd as a forward-thinking digital employer. A total of nine digital degree apprentices has been introduced so far: six in software development, two in data science, and one in cybersecurity. Despite this success, our campaigns to attract a Tomorrow's Leader in the Digital Transformation field were unsuccessful, but we will continue to support and develop digital resources through our trainee and apprenticeship programs for the future.

Status

In progress (this is an ongoing effort)

9. Resilience

Priority Focus

'Develop robust digital infrastructure to safeguard the Council's services.' This relates to ensuring that the Council's digital systems are reliable and secure, with measures in place to prevent and resolve disruptions – whether caused by a natural disaster or a cyber threat.

GWYD1

Upgrade analogue lines to digital

Analog connection networks, such as phone lines and basic broadband connections, will be switched off by the end of January 2027. This is a UK Government campaign and affects the entire population.

The Council has several such connections, some historic and no longer in use, with others still necessary for the continuity of certain services. The first phase of the project ended at the close of 2024, with a register of all connections prepared. Several connections have already been terminated, with alternative technology established for those that continue to support services. The intention is to complete the second phase of the project by the end of 2025/26, and Departments have received a register of their active connections to make alternative arrangements.

Status

In progress (completion by end of 2025/26)

GWYD2

Service continuity

Any organisation providing digital services is subject to cyber attacks, and it is the organisation's duty to take necessary steps to protect against such attacks and have the ability to recover from a situation where an attack has breached the organisation's defences. In line with the steps outlined in the Plan, the Council has added resources to its cyber resilience team and adopted a governance framework for its cyber campaigns. A new backup system and antivirus software was introduced to strengthen our defences and recovery capability in case of an attack.

Status

Completed, but the effort is ongoing

GWYD3

Upgrade broadcasting provision in the Council Chambers

Financial support was allocated to improve visual provision in Hywel Dda Chamber, but full implementation of the project and establishing a complete, up-to-date provision requires further financial support. Improvements to Hywel Dda will be delivered by the end of Quarter 2 2025/26, and a request for additional funding to upgrade both chambers will be submitted during the 2025/26 bidding period for 2026/27.

Status

In progress (first phase to be completed in Q2 2025/26, continuation dependent on further financial support)

10. Customer Contact

Primary Focus

'Ensure a service that is inclusive and bilingual, that puts the customer first and operates in a location and at a time convenient for the customer.' This is an objective aimed at strengthening interactions between our service users and the Council's services.

CC1

Extend communication, inquiry, and service application methods

This project is a further development of project CC2, adding additional digital contact channels for the Council. It will introduce the ability for residents to use contact methods such as WhatsApp, interactive text messaging, and smart chatbots, as well as further develop email communication. This platform will be integrated with the phone system, with several elements supported by Artificial Intelligence technology. Work is expected to start on this during the final quarter of 2025/26.

Status

Not started (dependent on full delivery of CC2)

CC2

Improvements to the Council's phone provision

This project is one of the main priorities of the Plan, and following a procurement exercise, Cisco was appointed as the provider for our new system. Cisco is one of the world's leading digital companies, and a close and productive relationship has developed through the project, including announcing support and provision for the Welsh language on their Webex telephony platform.

Several phone numbers have already been transferred to the new provision, including the Contact Centre, and the migration work will continue until mid-2025/26. Further changes will be introduced during 2025/26 to shape the provision and drive improvements in our call-answering performance, building on the initial introduction of a new phone system integrated within the Teams platform.

Status

In progress (to be fully completed before the end of Q3 2025/26)

CC3

Redesign the Council's corporate website

The design of the Council's website is outdated and ineffective in terms of search and content discovery, with these two specific areas addressed within the project. Artificial Intelligence technology is being used to improve the search experience, and the content management software has been upgraded to allow further development of the website's appearance.

Status

In progress (to be completed in Q3 2025/26)

CC4

Develop and promote apGwynedd

apGwynedd is available on both Apple and Android platforms and delivers a selection of Council website functions on a simple and effective app. It was launched in 2018, and although it has not been widely promoted, it has been downloaded to 20,000 devices. The content needs reviewing and updating slightly before moving to a promotional campaign, which will happen after the new website design (CC3 project) and new communication/engagement methods (CC1 project) are established.

Status

Not started (target to begin work in Q2 2026/27)

CC5

Siop Gwynedd video kiosk

It was concluded that this project is impractical and goes against the purpose of maintaining centres where the public can drop in for face-to-face service. For now, this project will not be developed further, but it may be reintroduced in the future in an alternative form, such as introducing kiosks in Siop Gwynedd for providing information or making payments. No financial support was received for developing this project.

Status

Will not be delivered

CC6

Service payment machines

Support for this project was marginal, and efforts for it will be redirected to other projects. No financial support was received for developing this project.

Status

Will not be delivered

11. Schools and Education

Primary Focus

Digital education receives specific attention in the Plan. The Council adopted the **Gwynedd Schools Digital Strategy** at the end of 2021, '**supporting digital teaching to ensure the best opportunities for Gwynedd pupils**'. The corporate Digital Plan aligns with the schools' strategy and seeks to strengthen connections between them.

YSG1

Support and develop the Gwynedd Schools Digital Strategy

It has been three years since the Gwynedd Schools Digital Strategy was introduced, and support for the strategy continues to grow stronger. The vision of providing a laptop to every pupil from Year 3 to Year 11 was completed during 2024/25, and significant further investment has been made to upgrade provision to support learning in schools. The strategy has become slightly outdated since its introduction, and work is underway to revise it during 2025/26.

Status

Review the Strategy during 2025/26 and introduce a new Strategy in 2026/27.

12. Summary

The Cyngor Gwynedd Digital Plan 2023–2028 sets an ambitious vision for the Council’s digital transformation, focusing on five strategic priorities: information and data, administration and business systems, workforce, resilience, and customer contact. During 2024–2025, significant progress was made on many projects, with 20 of the 29 priority projects either completed or showing good progress. The report highlights the importance of strong governance, cross-departmental engagement, and prioritising financial resources to ensure the Plan’s success.

Key lessons include the need to continue adapting and prioritising projects in line with changes in technology and service requirements, and the emphasis on developing the workforce’s digital skills. The report also draws attention to the importance of collaboration with partners, improving digital infrastructure, and ensuring services are inclusive and bilingual.

Looking ahead, the Council is committed to reviewing the Plan annually, strengthening engagement arrangements, and ensuring the Digital Plan remains relevant and effective in supporting Gwynedd residents and Council staff. Next steps include completing remaining projects, developing new strategies for schools and education, and continuing to invest in technology and skills to ensure Cyngor Gwynedd leads the way as a modern digital council.

