



Gwynedd Council Plan 2018 - 2023



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If you would like further information about this Plan please contact the Council Business Support Team on 01766 771000 or councilplan@gwynedd.llyw.cymru

FOREWORD TO THE GWYNEDD COUNCIL PLAN 2018 2023



It is my pleasure to introduce to you the Gwynedd Council Plan for 2018-2023, which sets out our wishes and priorities for the next five years. Efforts were made to ensure that it is clear and easy to read and understand. This is not a dry document to be shelved and gather dust; rather it is the foundation to the work of fulfilling our desire to improve the lives of our citizens into the future, and we will be returning to it for frequent revision.

In Gwynedd, our ambition as a Council is to achieve the best by delivering essential services for the people of Gwynedd in an innovative and effective way. Where appropriate, we will do this by transforming our ways of working and collaborating with partners on many levels. We will do this despite the extreme and unnecessary financial squeeze imposed on us by the UK Government, which endangers those services to the core. In addition, our Government here in Wales continues to impose further bureaucratic regulations on us; and we will continue to press for greater understanding and trust between local authorities and our Government in Cardiff.

The Plan has been prepared following consultations with our councillors and the public, but I welcome any comment or suggestion to improve its contents.

The first part states the Council's main priorities, identifying the fields that will require change and a definitive effort to deliver them. Yet again, I emphasise that this is a plan that sets out a direction for taking action rather than a list dedicated to aspirations. Nevertheless, a word of warning is needed: the financial squeeze could restrict our ability to deliver some of our plans.

Then, in the second part we will go into detail about services provided by the Council's departments in the Departmental Plans.

This time, in the Council's departmental plans, we have set out what they intend to do to respond to the most important issues that became clear from our discussions with councillors from our ten well-being areas. Local requirements can vary considerably and this is our first attempt as a Council to try to respond to local priorities. We intend to extend local engagement over the next few years.

Many aspects of the Council's work touch upon every field of work. One of our main priorities is to promote the use of the Welsh language; and we intend to continue to provide guidance and promote use of the Welsh language everywhere and on every occasion. This is in keeping with our commitment to the principles of the Well-being of Future Generations Act. We will collaborate with our partners through the Gwynedd and Anglesey Public Services Board to develop and take action on the Well-being Plan.

Work is already under-way, and my ambition is to see our Plan being carried out for the benefit of the people of Gwynedd.

Councillor Dyfrig Siencyn,

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

Leader of Gwynedd Council



IMPROVEMENT PLAN

Our vision as a Council is to support all the people of Gwynedd to thrive and live full lives in our community, in a county which is one of the best counties to live in.

Our well-being objectives are to ensure that Gwynedd residents can:

Enjoy happy, healthy and safe lives

Live in quality homes within their communities

Receive education of the highest quality which will enable them to do what they want to do

Live in a natural Welsh society

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

Live with dignity and independently for as long as possible

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





What does this mean in practice?



The Council provides many services to ensure that we achieve our vision as stated on the page opposite. Details about all of these services can be seen in the Plan's appendix. They all help to achieve one or more of the well-being objectives. Whilst many of them are quality services, we know there is always room for improvement..

However, the cuts to the funding the Council receives means that it will be challenging to maintain these services for the future, and it is inevitable that we will have to consider different means of achieving the seven objectives noted above.

It is the objective of each one of the units noted in the appendix to try to continue to maintain or improve the quality of service provided despite the financial downturn.

We are aware of broader social changes (e.g. more older people and fewer young people; Brexit; climate change) which means that we must do things differently in the future. Indeed, it is a characteristic of everything that is included in this plan that we try to ensure that everything we do meets the demands of the future rather than responding to what we see today.

The need for us to re-think how we deliver our services can be an opportunity for us to consider alternative approaches which could lead to better results in the end.

It is possible that some changes will be unpopular in the short-term, but, we must face the need for change. However, we have clearly stated that any changes would be based on one form of measurement - the need to make changes in order to improve the well-being of our residents for the future.

Whilst what the Council is already doing leads to achieving the seven objectives noted previously, of course there is always room for improvement, and our priorities for improvement in order to achieve the infinite ambition that we have for the people of Gwynedd have been noted on the following pages.



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



Improvement Priority



Improve the conditions to create a viable and prosperous economy whilst aiming towards securing more jobs which offer good salaries

How will we achieve this?

1. Work jointly with Partners across North Wales on matters such as the North Wales Growth Deal to create appropriate conditions in order to attract investment to the area to achieve the priority.
2. Keeping the Benefit Local from the Council's expenditure where possible.
3. Target efforts in well-paying sectors in order to **Create High Value Jobs (£26,500 + salary)**.
4. Encourage the people of Gwynedd to be innovative in business within the traditional sectors (such as agriculture and tourism) in our rural areas through the **Arloesi Gwynedd Wledig** project.
5. **Increase the Benefits of Major Events** for businesses and local communities by building on past successes to attract a number of national and international high-profile events to the County.
6. Apply for a **World Heritage Site** designation as a tool to regenerate communities and to increase the value of the tourism industry.
7. Look at the possibility of **Benefiting from Tourism** by getting visitors to contribute financially to maintaining and enhancing destinations and raising standards.
8. Review the way in which we provide our services to ensure that **businesses are assisted to thrive**.

More about these can be found in the Economy and Community Departmental Plan

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



Improvement Priority



2

Ensure that every pupil has the opportunity to reach his or her potential by ensuring that we have a sustainable education system, which provides development opportunities relevant to everyone whatever their background or where they live.

How will we achieve this?

1. **Transform the current schools system** in order to create a firm foundation for the education system for the future. Work is currently under way to improve the education provision and standards in the **Bangor and Berwyn (Y Bala) catchment areas**.
2. **Strengthening Leadership** in our schools.
3. **Transforming the Provision of Additional Learning Needs and Inclusion** in order to ensure that children and young people who need support have access to the most suitable support to enable them to fulfil their potential (Also relevant to Improvement Priority 3).

More about these can be found in the Appendix

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

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

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



Improvement Priority



3

Reduce inequality within the county.

How will we achieve this?

1. Assist more **Gwynedd Residents to play a full part in the World of Work.**
2. We will be reviewing our arrangements in the field of **Poverty** in order to ensure that we are targeting our efforts where it will make the most difference.
3. Redesign and provide support with our key partners to **Support Families** at the time they most need it.
4. As a **Corporate Parent**, ensure that we look for every opportunity to improve the opportunities available to children and young people in our care to achieve their potential.
5. Investigate whether if it is possible to do more within the Council's employment policy to boost the number of women reaching senior jobs.

More about these can be found in the Economy and Community and Children and Supporting Families Department Plans

An integral part of prosperity is to ensure that people have a suitable place to live.

Although we do not have any Council houses by now, we have a role to play in trying to work with our partners to identify the barriers that prevent the residents of the county from having a suitable place to live.



Improvement Priority



4

Ensure a greater supply of suitable housing available to our residents.

How will we achieve this?

1. Ensure that we have a detailed understanding of the need for **Suitable and Affordable Housing** by using the information to try to provide the most suitable homes for the communities who need them most for the future.

2. Identifying and Promoting Housing Schemes and Initiatives-

Ensure that the people of Gwynedd understand what support is available to them in the housing field.

More about these can be found in the Appendix

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



Improvement Priority



5

Ensure that we encourage and promote the ability of the people of Gwynedd to live their lives through the medium of Welsh.

How will we achieve this?

1. Work with other public organisations, through the Public Services Board, to ensure a **Bilingual Service**, and then encourage the people of Gwynedd to use the Welsh language when coming into contact with those organisations.
2. Encourage **Gwynedd Businesses to use the Welsh Language** and to discover the benefit of communicating bilingually when providing services.
3. Continue to **Promote the use of the Welsh language within the Council's Services.**
4. Extending the work of the Language Charter to secondary schools through extending the support of the **Secondary Schools' Language Charter** in order to promote the use of the Welsh language within the curriculum and socially.

More about these can be found in the Appendix

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

The truth is that a high number of older people want to continue to live their lives as they wish (which often means something different to different people) and we must change our services to be more tailored to the true needs of those who need help from us.



Improvement Priority



6

Ensure that we have care services which help people to live their lives as they wish and with dignity.

How will we achieve this?

1. **Community Resilience** - Work with communities to help people live independently in those communities for as long as possible.
2. Work with the Health Boards to **Re-design our Care Services** in order to focus on achieving what's important to the individual and their families.
3. Ensure that we have facilities and a **Workforce within the Care Field** that will support the people of Gwynedd for the future when there will be more demand for intensive and specialist care

More about these can be found in the Appendix

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

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

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



Improvement Priority



7

Ensure that the whole Council places the people of Gwynedd at the centre of everything we do.

How will we achieve this?

1. **"Ffordd Gwynedd"**- Ensure that the principle of placing the people of Gwynedd at the centre permeates all of the Council's services.
2. Continue to **Achieve Savings** which have already been approved in order to ensure a balanced budget, and ensure that we plan together with the people of Gwynedd to find the savings needed for the future.

More about these can be found in the Appendix

Department Plans



The first section of the Plan has focused on the Council's vision along with the Aims and Improvement Priorities for the 5 years from 2018 to 2023.

This next section includes the Plans for the Council Departments, and gives details of the services they provide. There is a large portion of the Council's work which is a statutory responsibility for us, such as safeguarding children and adults or providing education. Such duties, and many more besides, are outlined in these Department Plans.

In addition to this 'day to day' work you will also note that the Improvement Priorities have been included in these Department Plans and have been highlighted with a black frame. Local Priorities have also been recognised by Elected Members as the issues that are of the highest importance to their constituents. These were discussed as part of the process of preparing the Council Plan, and we will need to give further consideration to how we respond to them. The Local Priorities have been highlighted within a frame with a background colour.

The Council follows general principles and practices and works on themes that cross several departments, such as equality, the Welsh language, working against poverty and so on. It is each and every department's responsibility to act upon them, but the details can be found in the Plan of the Department which leads on the work.

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

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

	Head of Department	Page
1. Education Department	Garem Jackson Contact Details	15
<ul style="list-style-type: none">▪ Support the daily running of Gwynedd Schools▪ Support, maintain and improve educational standards within modern facilities▪ Provide support and a service for Additional Learning Needs▪ Lead the implementation of the Siarter Iaith within Gwynedd and across Wales		
2. Adults, Health and Wellbeing Department	Aled Davies Contact Details	22
<ul style="list-style-type: none">▪ Enabling the adults of Gwynedd to "Live my life as I wish"▪ Provide care services through partnerships and collaboration▪ Provide home care, day care and residential care▪ Support homeless families and identify priorities for social housing and affordable homes		

3. Highways and Municipal Department

Gwyn Morris Jones 30
[Contact Details](#)

- Collect the recycling, food and residual waste of Gwynedd residents
- Highways and street maintenance
- Grass cutting and play and leisure grounds maintenance

4. Children and Supporting Families Department

Marian Parry Hughes 36
[Contact Details](#)

- Safeguarding children and young people from harm
- Working to provide stability to families, children and young people

5. Environment Department

Dafydd Wyn Williams 44
[Contact Details](#)

- Licensing and Planning Services
- Food hygiene and trading standards inspections
- Council property inspections
- Parking management service and pest control
- Protect and promote access to the countryside

6. Economy and Community Department

Sioned E Williams 55
[Contact Details](#)

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

7. Ymgynghoriaeth Gwynedd Consultancy

Huw Williams 68
[Contact Details](#)

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

8. Corporate Support Department

Geraint Owen 72
[Contact Details](#)

- Galw Gwynedd contact centre and Siopau Gwynedd
- Human Resources, Communication and Training support
- Administrative and Support services

9. Finance (and Information Technology) Dept.

Dafydd L Edwards 82
[Contact Details](#)

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

10. Legal Services

Iwan Evans 87
[Contact Details](#)

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

11. Financial Information

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Education Department

Education Department

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

SCHOOLS IMPROVEMENT SERVICE

The responsibility of the Education Department and GwE in partnership with our schools is to educate our children, and our schools' results are consistently good. GwE is a schools improvement service that operates on behalf of the six north Wales Authorities to lead, organise and coordinate improvements in school performance.

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

In Gwynedd, there are 86 primary schools, 13 secondary schools, two special schools and one through school.

Summer 2017 Performance - Secondary



Percentage of Key Stage 3 (14-year-old) pupils achieving the expected level, in English or Welsh, Mathematics and Science (Core Subject Indicator (CSI))

92.8%

Percentage of 15 year old pupils (on the previous 31st August) achieving 5 GCSE grades A* - C, including Welsh (language) or English (language), and Mathematics or Mathematics (numeracy) (TL2+)

58.3%

The schools provide inclusive education for children and young people up to 16 years old, and 45.5% of the pupils eligible for free school meals (FSM) in 2017 gained 5 A*-C GCSE grades, including Welsh (language) or English (language), and Mathematics or Mathematics (numeracy) (TL2+), compared with 25.6% for schools in the north Wales region. In Gwynedd, post-16 education is provided in partnership with the colleges and the secondary schools in Arfon and Ysgol y Berwyn in Meirionnydd.

Summer 2017 Performance – Primary



Percentage of pupils assessed at the end of the Foundation Phase (7 years old) who reach the expected level (Foundation Phase Indicator (FPI))

88.6%

Percentage of pupils at the end of Key Stage 2 (11 years old) achieving the expected level in English or Welsh, Mathematics and Science (Core Subject Indicator (CSI))

92.1%

Transforming the schools system

We have recently consulted on the sustainability of the education system in Gwynedd and there are general concerns that the existing schools system is not sustainable given the significant challenges ahead.

We have consulted on a series of principles which should be a basis for any future changes and we will establish a scheme to embed those principles in order to ensure a viable education system which will ensure that every child in the county is given a fair opportunity to develop his or her potential.

Strengthening Leadership

Recruiting and retaining headteachers is becoming an increasing problem in Gwynedd. Though we have many good Leaders, there aren't enough qualified leaders at present to ensure the quality of the leadership in our schools, and there aren't enough individuals that have been prepared and developed for the increasing number of various leadership roles.

We have already put together a successful support package, however, we need to continue to strengthen the leadership of our schools as well as identify, train, develop and recruit the best people to lead our schools now and in the future.

We will continue to encourage and promote the professional development of existing leaders in our schools, while committing to the available leadership development programmes. We will also identify and target future leaders, ensuring that they have access to these programmes.

EDUCATION MODERNISATION TEAM

Some of our school buildings are old and unsuitable to meet the learning and teaching needs of our children in future.

The purpose of this service is to plan and realise innovative projects to adapt or build new schools for Gwynedd's children and young people to be educated in the best possible learning environment to enable them to prosper.



The work to modernise education has attracted £56m in recent years, and the Education Modernisation Team is developing viable models to provide education that seek to:

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

Bangor Catchment Area

A number of primary schools in the Bangor catchment area (and in particular the Penrhosgarnedd area) are full to bursting.

We have managed to attract funding from Welsh Government to be invested in education provision in the catchment area but we will have to provide half the money.

We will review the education provision in Bangor while looking to put a new scheme in place which will improve the provision in the future.

Y Berwyn Catchment Area

The Council has already decided to reorganise education in the Berwyn catchment area in order to rationalise the schools system and improve the education provision and standards.

The construction work is already underway, and we have opened an all-weather football pitch at Maes Tegid, Bala which will be a resource for all schools in the catchment area as well as the wider community.

We will complete the work of establishing the Welsh-medium Learning Campus for pupils aged 3-19 on the Ysgol y Berwyn site, Bala which will also offer services for the local community, by September 2019. This involves completing the process of establishing the governing body, completing the construction work and assisting with arrangements for opening the new Learning Campus.

ADDITIONAL LEARNING NEEDS SERVICE (ALN)

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

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

Transforming the Additional Learning Needs and Inclusion provision

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

We will develop the support in the classroom, pre-school provision, post-16 provision and Special Schools. We will also build on the existing partnership work between our Special Schools and with the authority's mainstream schools in order to improve the learning experiences of children with severe and complex needs.

WELFARE AND INCLUSION SERVICE

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

We ensure that pupils with emotional and behavioural needs are included in full within Gwynedd schools through training, support in the classroom and providing behaviour support service outside mainstream schools. The welfare service promotes attendance by working with pupils, schools and families. Attendance at Gwynedd schools over the last three years has been consistently good with secondary schools attendance the highest in Wales this year and primary schools attendance the fourth highest again this year.

Attendance is high and the rate of permanent exclusions is low, however the challenge of maintaining and promoting welfare and inclusion is escalating with an increasing number of pupils displaying challenging behaviour. The service will ensure that our schools are correctly trained and supported to meet the challenge.

The service provides specialist guidance in the safeguarding field. Specialist training and advice is provided to schools across the authority.

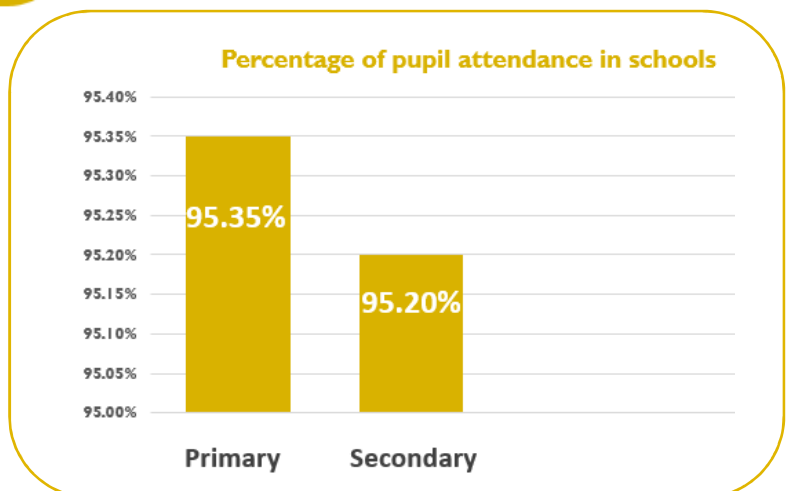
Summer 2017 Performance

**Number of permanent
exclusions in schools:**

Primary - **0%**

Secondary - **0%**

Summer 2017 Performance



THE WELSH LANGUAGE

The Welsh language permeates through all of the Education Department's work and services. The statutory document, Strategic Plan - Welsh in Education sets out clear expectation for the Department and our schools for Welsh as a subject and as a teaching medium.

Gwynedd has led the pioneering work of influencing children's social use of the Welsh language in primary schools through the Welsh Language Charter. The purpose of the Charter is to encourage children to speak Welsh outside the classroom, and to ensure participation from all members of the school community to achieve the aim. The Department also leads and supports Welsh Government to roll-out the Language Charter as a national plan.



Secondary Sector Language Strategy

As a result of the success of the Charter, there have been increasing calls to ensure a follow-up for it in secondary schools. Evidence from research commissioned by the Education Department proves the need for a plan and a strategy to promote the curricular and social use of the Welsh language in our secondary schools.

We will continue to employ a Secondary Sector Language Strategy Co-ordinator who will provide the appropriate challenge and support to our secondary schools. Every secondary school will have an individual and unique action plan which will reflect the linguistic context of the school and the surrounding community. The young people themselves will also develop a programme of informal and exciting activities for their peers, in order to raise the status and increase the informal opportunities for young people to use the Welsh language socially.

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

THE AREA OFFICES SERVICE

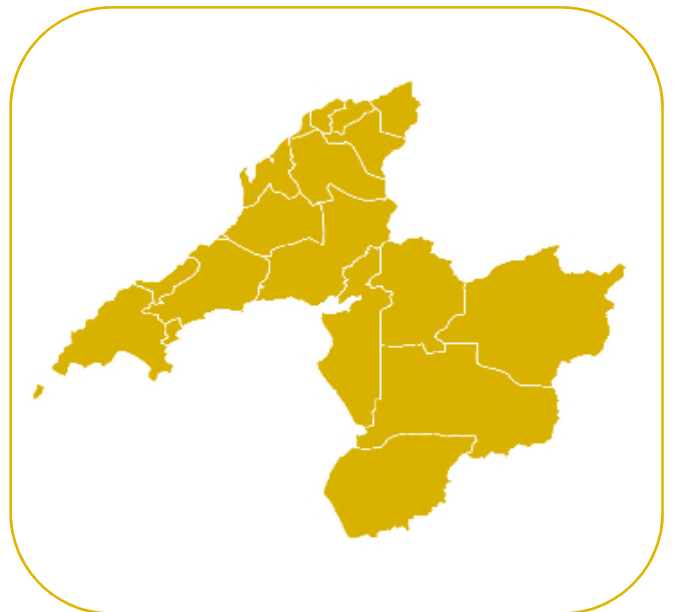
Area Education Offices

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

We will continue to develop the Area Education Offices in order to develop support and backing for our schools, as well as rationalise and share the management requirements. This will be done by developing the role of the Business and Services Officers to co-ordinate and facilitate partnership work between the schools themselves and between Council departments, in order to reduce the management and administrative workload of head teachers and teachers.

RESOURCES SERVICE

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





Adults, Health and Wellbeing Department

Adults, Health and Well-being Department

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

The Department's main principles are listed below:

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

The four principles above interweave in order to achieve the Department's objective, namely to enable Gwynedd adults to : *“Live my life as I wish ”*



Housing

As a Housing Service, we operate in order to prevent homelessness but also provide support for families or individuals who find themselves homeless. We support people to maintain and protect their tenancy, and ensure that houses in multiple occupation are safe and meet safety standards.

The Service also identifies priorities to develop new social housing and schemes for affordable housing. In future, we will aim to increase numbers by making the best use of grants from Welsh Government in partnership with housing associations. We also administrate the Common Housing Register in partnership with housing associations and prioritise applications for social housing. We will aim to increase the number of homes by targeting empty properties across Gwynedd in order to bring them back into suitable use. We will also inspect rented housing to ensure that they reach acceptable standards.

Another example of work we do is assessing and providing adaptations for the homes of disabled people and children in order to help individuals to be able to continue living independently and to reduce dependency and demand on other services.

Suitable and Affordable Housing

Gwynedd faces several challenges in the housing field including an ageing population and changes in benefits, but opportunities also exist. Our intention is to ensure that we have a detailed understanding of the nature of the demand for housing within our communities in order to prioritise our efforts to generate the biggest social benefits. We will do so by mapping out the demand for housing in our areas which will prepare the way to creating a programme to respond to the demand.

Once we understand the demand for housing, we will consider whether our existing programmes address that need or whether we need to do something different.

We will target areas where different types of houses need to be developed (including extra care housing) particularly for older people and young people.

Identifying and Promoting Housing Schemes and Initiatives

We have been focusing on seeking to prevent homelessness in the first instance by assisting and offering stability to a number of families in difficult times and our general efforts to prevent homelessness have been successful. The picture in terms of the assistance involving housing needs is complex and the challenges which face people vary greatly and, consequently, we must respond in a better way.

Our intention is to improve residents' access to support in relation to housing needs while identifying schemes and initiatives that are available to assist them. We will also reach a decision on the best way of promoting these schemes and initiatives and regarding the need to develop further specific support.

There is concern that there is a high number of houses in multiple occupation (HMOs) in Bangor, which negatively affect the appearance of the city. There is also concern that the situation leads to a higher than usual number of empty homes, with the side-effect of this reducing the housing market for local residents.

The Adults, Health and Well-being Department and the Economy and Community Department will collaborate in order to target grant funding by the Welsh Government to establish a housing programme for Bangor that would respond to some of these matters.



Well-being

The Well-being Unit has been established to promote the principles of the Social Services and Well-being Act (2014), namely the need to work on a preventative basis and to collaborate with individuals and communities to find the best solutions to improve our residents' well-being.

In future, this work of promoting preventative services within communities will be developed further, and we will promote well-being elements in Care and Support Plans. In terms of the Department's duty to provide "information, advice and support" under The Act, we will develop resources such as Dewis Wales and establish local information hubs, by developing a "community co-ordinators" role, collaborating closely with third sector organisations and with residents themselves.

We will also collaborate with groups such as Carers to find the best way forward, together, in order to support them and to offer the best service to those who require it. We also hope to be able to collaborate closely with other services within the Council such as Libraries, Healthy Lifestyles Centres and Schemes, the Arts Unit and the Area Regeneration Team. The Gwynedd Ageing Well Plan includes a number of projects that need to be developed e.g. the Intergenerational practice project, with the emphasis on multi-agency working. It will be important to collaborate with Gwynedd communities to promote dementia friendly communities and to promote community resilience that will build on the strengths of Gwynedd communities to prevent demand for Care and Support services.

Community Resilience

Over the last five years, we have tried to ensure that the people of Gwynedd are clear regarding the challenge facing them within the care field and in doing so, encouraging and supporting communities to be resilient. This work has led to preventative solutions which have increased the care options for local people. Our intention over the coming years is to continue to look at opportunities to build on the strengths within our communities and try to co-produce a full range of preventative support in order to make it easier for people to continue to live independently in their communities. This will include working closely with our unpaid carers to try to reach the right solutions in the interests of those who need care.

We will develop preventative services which are aimed at supporting residents, linking people with support within their communities and focusing on five areas during the first year and making them Dementia Friendly. A key part of community resilience is how different generations co-habit and socialise and we will build on the success of the work behind the 'Hen Blant Bach' programme which was an opportunity to look at how bringing nursery-aged children and older people together would work.



Adults

As an Adults service, we work in partnership with adults over 18 years of age, adults with a physical disability and older people to identify what matters to them; and support them to find solutions to achieve their personal aims. The service will assess in accordance with the principles of the Social Services and Well-being Act (2014) and in a manner that builds on individuals' strengths. The service provides an information, advice and support service.

In future, we will build on the effective working relationship between us as a Council and the Betsi Cadwaladr University Health Board, statutory agencies and the third sector, in order to meet adults' personal aims.

Percentage of older people and people with physical disabilities where an increase is seen in achieving what matters to them



88%

Re-designing Care Services

It is important that we work in a way which focuses on what matters to people who receive health and care services. We have been working with the Health Board and trialling new and innovative ways of working such as the work that's been happening at Ysbyty Alltwen in order to ensure that we achieve this. We are on an ambitious and challenging journey, however, the successes of recent years show the ability we have to develop health and care services that are suitable for the future.

We will continue with this work and establish five local teams jointly with our partners which will ensure effective services focused on the individual and ensure that our hospital discharge arrangements are effective and are in keeping with what matters to that individual.

As part of our work with our care services providers, we will experiment with new ways of commissioning home care packages and will also invest in our care homes in order to improve our more acute care provision. In addition, we will collaborate with the Health Board in order to strengthen mental health services locally and will look at innovative ways of improving learning disability services.



Learning Disabilities

As a Learning Disabilities service, we provide active support based on the principles of Active Support and Positive Behaviour Support in a 'person-centred' approach which focuses on positive well-being outputs for the individual. We

assess in accordance with the principles of the Social Services and Well-being Act (2014) and in a manner that builds on individuals' strengths. The service promotes integrated services and continues to develop the positive relationship with partners and other agencies, including health, statutory agencies and the third sector, in order to address the wide range of needs of people with learning disabilities.

Our vision focuses on developing preventative services across the county which will include focusing on the needs of adults on the autistic spectrum. In addition, we want to concentrate on a provision that focuses on developing opportunities for people with learning disabilities to develop relationships. As a way forward to address this objective, we will launch community hubs in Arfon early in 2018 whilst also developing some around the county during the year.

We will aim to develop a Respite care framework during 2018. Also, we are aiming to develop a Respite care provision in the Pwllheli area.

We have also developed an Active Support and Positive Behaviour Support Team in the service, with the intention of developing this Team further in 2018 by collaborating with Health.

Another core objective of the service is continuing to develop daily opportunities for people with profound and complex needs. We are aiming to plan services for the future in order to ensure

Percentage of Learning Disabilities Service's clients where an increase is seen in achieving what matters to them



81.3%

that local opportunities are available for these adults, so that they can live, receive support and attend daily opportunities in their area. As part of this work, we will work to develop the opportunities that are available as part of the Arfon Community Scheme. It is essentially important that we collaborate with all local providers and continue to develop the work of the Transforming Learning Disabilities Group.



Mental Health

As a Mental Health Service, we collaborate with the Health Board by working on a multi-disciplinary basis. We act in accordance with the Mental Health Measure (Wales) 2010, to support individuals with mental health problems within the primary services and to support individuals with more profound or complex needs. The service works with individuals in order to facilitate recovery and to support them to live independently. We also offer assessment and support for mental health carers.

The measure focuses on the needs of individuals rather than a 'diagnosis' and it is led by the following main principles:

- Include patients and their carers in the planning, development and implementation of the care and treatment plan;
- Equality, dignity and diversity - need to ensure that professionals give consideration to race, gender, religion, gender identity, age and any disability when planning and providing a service;
- There is a need to ensure that patients and their carers are included in the planning, therefore, clear communication is required by being aware of the patient's language and culture;
- The care and treatment plan needs to be holistic and person-centred;
- The care and treatment plan needs to be proportionate to the need and risk. This recognises that not everyone has profound needs and that simple assistance can improve the quality of life and it should be ensured that care and treatment are integrated. Professionals need to recognise that there is a range of services that can assist individuals whether that be on a statutory or voluntary basis.



Safeguarding Unit

The Safeguarding Unit provides support for the Department's staff to adhere to the safeguarding procedure. We are collaborating closely with the Regional Safeguarding Board in order to create regional procedures.

There is regular communication with providers, health and the Care and Social Services Inspectorate for Wales in order to share concerns and good practice. The Unit is responsible for monitoring internal and external providers to ensure that the services and care provided and commissioned are of a high standard. The Unit also undertakes investigations of service users' experiences in order to learn about bad experiences and good practice. We set consistency in terms of what is deemed to be a

People who note
that they feel safe





safeguarding case or not, lead on cases of escalating concerns, Deprivation of Liberty Safeguards arrangements (a procedure that supports and protects adults who are unable to make decisions themselves or unable to grant permission for their care) and respond to complaints and concerns on a timely basis.



Provider

In the Provider Service, we provide residential care, community care and day care for adults with profound, complex needs.

The Service is responsible for the fields below :

- Residential Care Provision (11 Council-owned residential homes, with 2 being Homes with Dementia units and 1 specialising in pure Dementia care).
- Home Care Provision
- Enablement and Intermediate Care (temporary care)
- Support Care (long term care)
- Day Care Provision (4 across the county, 1 offering specialist care for people living with Dementia)

In future, we will develop the new model of providing specialist care jointly with the Betsi Cadwaladr University Health Board, namely community Health and Care Workers (attempting to incorporate a resource from the mental health and nursing field within the home).

This plan will involve developing Dementia Units in the following homes:

- Llys Cadfan, Tywyn (development of an additional unit)
- Plas Hafan, Nefyn
- Plas Hedd, Bangor
- Bryn Blodau, Llan Ffestiniog (development of an additional unit)

There is a potential to develop appropriate care provision in the Dolgellau area and we will examine the possibilities of collaborating with other partners in order to fund such a scheme. There is similar demand for purpose-built units for Llŷn residents, and we can measure the exact provision required and how best to fund it by collaborating with others.

The Workforce and Recruitment within the Care Field

Recruiting to the Care field is challenging for various reasons and while we have an effective and committed workforce, we must ensure that we have enough workers with the necessary skills to meet the increasing need. Over the years, several recruitment efforts have been made in the field but further attention will be needed in order to ensure that we understand the problem fully and respond in the best way.

Before being able to establish an action plan to resolve the problem, we need to ensure that we really understand the problem, and we will investigate the existing situation in Gwynedd, the pressures on our workforce and for the Council and will look at implementing the solutions which become apparent. We will also work on raising the profile and status of care workers by reviewing existing career paths, so that a career in social care work is a positive career choice and we will promote the care field as a career by disseminating appropriate information to local organisations. We will also review our Apprenticeship scheme within the Council to seek to influence the number of apprentices within the care field.



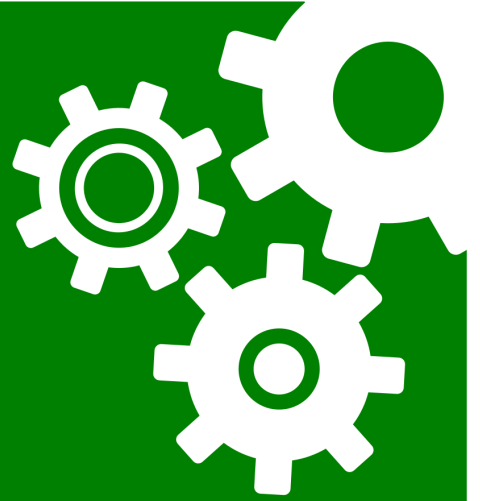
Business Service

The Business Service provides support to the front line teams of the Adults, Health and Well-being Department and the Children and Supporting Families Department, in order to enable them to achieve their purpose for the benefit of Gwynedd residents. In order to facilitate efficient work arrangements specifically, management and support in terms of information technology systems, along with administrative support, is provided for the

Teams in question. A variety of training opportunities are also offered to employees across the care field in order to ensure that we have the most suitable workforce to care for the County's residents for the future.

The Service also helps people to achieve what matters to them by ensuring that anyone receiving care will receive appropriate financial advice and support, and subsequently that they are fully aware of any financial implications that are associated with their care choices. When required, there is also a provision in place to manage the money of vulnerable residents who do not have anyone to help them. The Service provides business support for services that promote independence such as Direct Payments and assistive Technology.

The Business Service is responsible for gathering, analysing and interpreting data in order to procure and commission services effectively, in a field where demand is increasing and resources are becoming scarce. Additionally, the Service is responsible for managing and driving change in order to enable the Adults, Health and Well-being Department to deliver projects that will transform our services for the people of Gwynedd in future.



Highways and Municipal Department

Highways and Municipal Department

This Department is responsible for assets and providing important services to ensure a clean and safe environment for Gwynedd residents.

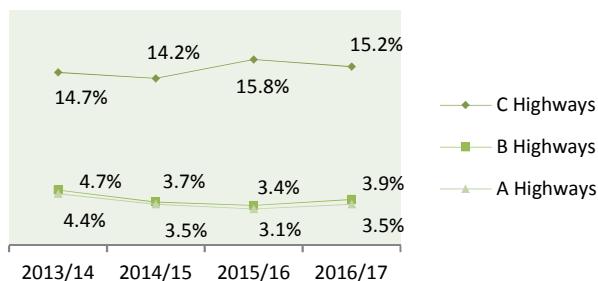


It is important that businesses and residents in Gwynedd can move with ease within the County and, in order to ensure this, the Council maintains 2697km of county roads along with 199km of Trunk Roads (namely highways of national importance, on behalf of Welsh Government). At present, our highways in Gwynedd, namely Class A and B roads, are in a good condition with less than 4% defective and in need of attention.

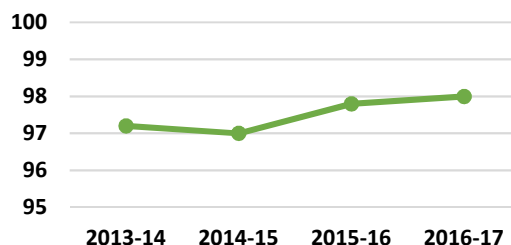
Due to a reduction in the relevant budget, there has been a decline in the condition of our Class C and unclassified roads recently. As a result of the financial pressures on the Council, it is inevitable that there will be further and significant reductions in the road maintenance budget, and it will be challenging to prevent deterioration in the quality of our roads, in particular lower priority roads namely Class C and unclassified roads.

We will try to prevent a sudden decline in the quality of our roads.

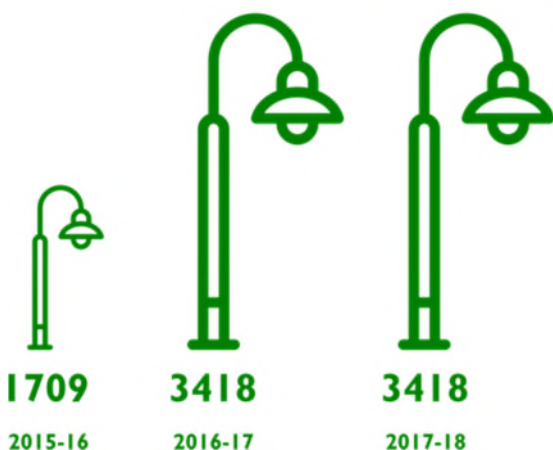
Percentage of Defective Highways



Percentage of incidents of dangerous damage to roads and pavements repaired or made safe within 24 hours of the time notified



Lamps to be converted to LED



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

We will try to use Light Emitting Diode (LED) technology on our street lights and signs with the majority of them dimming or switching off when appropriate.

This is for the purpose of reducing energy costs, carbon emissions and preventing light pollution today and for the future.

In terms of the local environment, it is extremely important that our streets are clean and safe; streets must therefore be cleaned regularly. The appearance of streets and public spaces is important to the residents of Gwynedd, and there is a small team of officers responsible for dealing with environmental crimes such as fly-tipping, graffiti and dog fouling. The Cleanliness Index is used to assess the cleanliness and appearance of streets.

**Index of street cleanliness
(Keep Wales Tidy Survey)**



Keep Wales

Tidy carries out a survey to assess how many 'defects' such as rubbish, weeds, dog fouling, chewing gum and cigarette stumps can be found on our streets. According to the independent survey, the cleanliness and appearance quality of Gwynedd streets continues to be good, and it appears that a recent change in behaviour for the better is likely to prevent mess.

We will try to maintain this, however, it will be very difficult due to the cuts to the service's budget.

Percentage of highways and associated land inspected which have high or acceptable standard of cleanliness

96.55%



Percentage of graffiti and posters which hide traffic signs and cause hazards which are cleaned / cleared within 24 hours of the time that they are reported

100%



Percentage of fly tipping incidents on associated land that are cleared within 5 working days of the time notified



97.90%

It is vital to deal with waste in a correct way in order to protect our environment and avoid creating problems for our children and our children's children. Burying waste in the ground causes pollution to the land, water and the air. It is necessary to increase recycling, reusing and composting waste to avoid this.

Gwynedd Recycling



*the statutory target was 58% in 2015-16

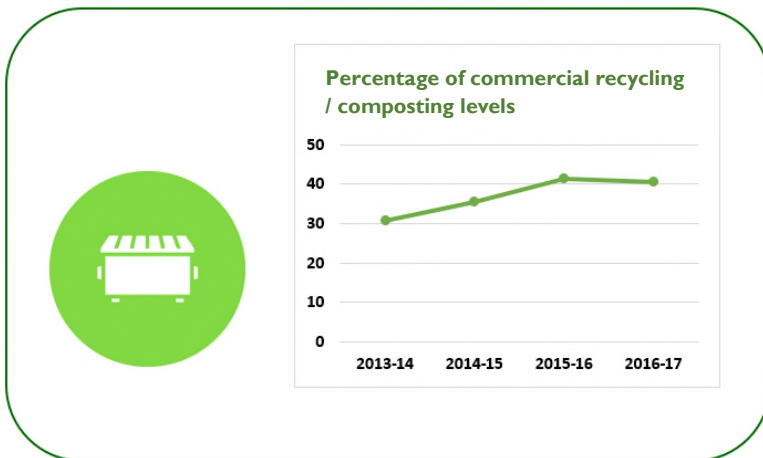


The changes to refuse collection arrangements every three weeks and collecting food waste and recycling materials weekly, has led to an increase in recycling. Changes to garden waste collection arrangements and to collection vehicles which are less harmful to the environment have also been implemented.

We have completed over a million waste collections from Gwynedd houses within a period of three months. Of these, as little as 0.22% of the total has been missed. Although this figure is relatively small, the Department is developing measures to identify why this is happening along with new arrangements to ensure better performance and to respond to problems associated with waste collection.

Welsh Government has set ambitious targets for the purpose of reducing landfill and increasing recycling. The Council would incur significant penalties if the targets are not reached.

We will try to build on the increase in recycling by residents and businesses in order to improve our recycling performance again this year.



Rubbish, uncut grass and dog fouling on paths and streets causes a negative appearance in some areas – Bangor, Caernarfon, Dyffryn Nantlle, Llŷn and Tywyn. In response to complaints about mess and litter falling from / being left by waste and recycling vehicles, a number of steps have been put in place to try to improve the situation. We will be looking at options in order to improve the image and appearance of some areas and we will be holding discussions with communities to discover alternative options. We will also be looking at the likely impact of undertaking further financial cuts in terms of grounds maintenance.

We will continue to work on these in order to ensure that the concerns of our residents are resolved.



We manage Bangor Crematorium and 16 of the County's biggest and busiest cemeteries.

The bereavement service is crucial to residents, and we will ensure a bereavement service which is appropriate and respectful.

In order to safeguard the community, we maintain a network of CCTVs in the populated areas of the County, namely Bangor, Caernarfon and Pwllheli. The service attracts income from others, but it is not sufficient to meet the costs of provision.

Last year, approximately 3000 criminal and anti-social incidents were monitored.

We will continue with the work of safeguarding the community.



Public Toilets



Community Toilets

The Department is responsible for maintaining and cleaning the county's public toilets along with managing a scheme to provide other toilets (community toilets) which are open to the public by businesses and groups in the community. The Council does not have to provide public toilets, and residents did not prioritise the provision during the Gwynedd Challenge exercise. As there is a limited budget, other ways of providing the toilets must be identified through partnering with others in the local community.

Through partnerships, we will try to keep the provision of public toilets open throughout the county.



The Department is responsible for maintaining roadsides and open spaces in order to improve the environmental quality of our towns and villages and to make them safer for residents. Residents did not prioritise grass cutting in the Gwynedd Challenge exercise and, as a result, there is less budget available. Although grass is cut less often, public safety must be ensured. The

Department cuts grass for other Council departments, and for other establishments e.g. schools, leisure centres, residential homes and Cartrefi Cymunedol Gwynedd.

We will promote wildlife whilst keeping our towns and villages tidy and safe.



Playgrounds with equipment for young children



Playgrounds which also have equipment for older children

Every child, parent and child minder appreciates playgrounds, and we maintain 131 of them across the County. Playing equipment is very expensive, and money for buying new equipment is very scarce.

It is our aim to maintain playgrounds so that they are safe for children and young people to be able to enjoy them.



2017/18 Events Programme

15	Litter / fly-tipping cleaning campaigns with the community
14	Clean environment road shows in schools
10	Dog fouling prevention projects in the community or in schools
18	Visits to promote recycling in schools

The Department is responsible for holding events to educate and raise the awareness of children regarding recycling waste and preventing litter, graffiti, fly-tipping and dog fouling problems. We also organise local environmental improvement campaigns with schools and community groups. This is important work to change behaviour in order to promote a clean and safe environment today and in the future.



It is our aim to continue with this programme of events and campaigns throughout the County

Gwynedd Council is responsible for leading a partnership of seven Councils in north and mid Wales to control and maintain 1100km of trunk roads (Welsh Government nationally important highways).



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



Children and Supporting Families Department

Children and Supporting Families Department

Our purpose is to ensure that children and young people are protected from harm; experience stability in their lives and are given the best opportunities in terms of their health and welfare.

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

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

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

In order to better meet the needs of children and their families, we need to work in an integrated way. We, therefore, want to develop the way in which we offer and provide services for families by adopting the Supporting Families Strategy.

The Supporting Families Strategy

The aim of the Strategy is to develop services within the Council and with partners that are far more integrated, focusing our interventions on the early identification of needs, targeting families correctly, and providing services that reduce the need for more serious interventions. We acknowledge the duty placed on all of us to safeguard children and young people; yet, there now needs to be greater focus on preventing problems from escalating and compounding and on working to develop this mindset across all workforces that have contact with children and their families.

We will review our existing arrangements in this field in order to do more of what works to meet the needs of children and their families. Offering support to some families before matters escalate will be essential to help children and families prosper and to reduce the need for more intensive services.

We will ensure a clear vision with key partners such as the Health Board, together with our communities and the Third Sector, to provide the best outcomes for those children, young people, and families who need our help.

Working Together against Poverty

Poverty affects a number of residents and communities in Gwynedd, and a high percentage of households live below the poverty line.

Although we have a number of services that aim to help people come out of poverty and that try to mitigate its impact, over the coming months, we will seek to put arrangements in place to co-ordinate the Council's efforts and those of partners in the field. We will also consider the interventions which are likely to be most effective so that efforts can be concentrated on these.

We will continue with the work to help residents gain skills and cope with managing household income and debts, to access on-line information and services, and implement schemes that will provide employment opportunities for people who are not part of the labour market. We will also provide support for people to cope with changes taking place in the welfare and benefits field.

Early Intervention

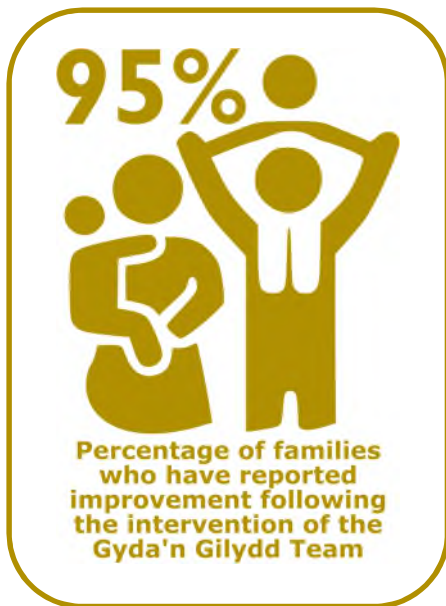
Gwynedd has established services and a track record of success and we have already developed a number of effective preventive projects. The Council commissions two large, grant-funded, anti poverty programmes: Flying Start and Families First, which support children and their families.

Flying Start

Our purpose is to make a positive difference to the life opportunities of children under four years of age in specific areas of Gwynedd, by providing parenting, book-keeping, cookery, play, day care, and nursery group provision packs.

During 2016-17, the Flying Start referral panel dealt with 350 service referrals. A number of the intervention packs were delivered to the multi-agency teams to be implemented, including health, child care, supporting families, or early language development staff.





Gyda'n Gilydd

Our purpose is to intervene early as soon as problems within families become apparent, but this takes place on a voluntary basis with the family's permission. We will help by responding to needs and by providing appropriate services.

We received 765 referrals to Gyda'n Gilydd in 2016/17 and a high percentage of families noted a positive difference in their lives following the intervention.

'Children First' Areas

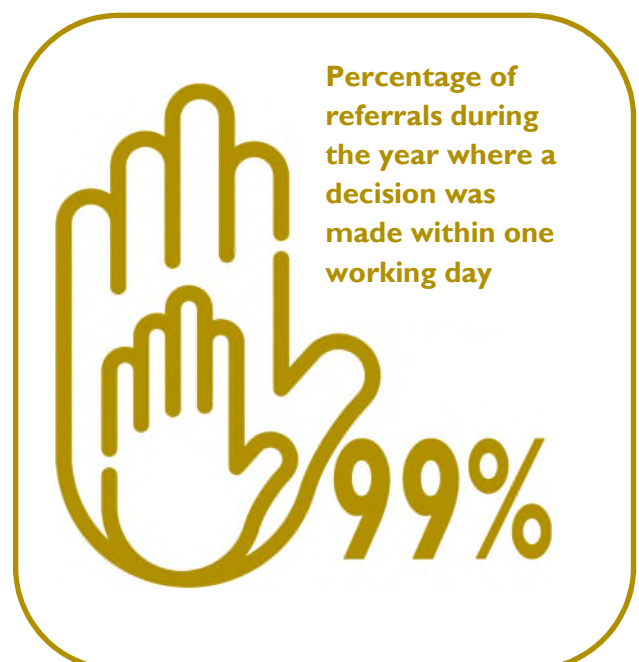
We are trialling 'Children First' areas in the Maesgeirchen area of Bangor, to help create more integrated services and to reduce the number of harmful experiences in childhood and to foster strength of character in our children and young people. This work is in its early stages, but the Children First plan is a priority for the Department.

Care and support, safeguarding, and care needs

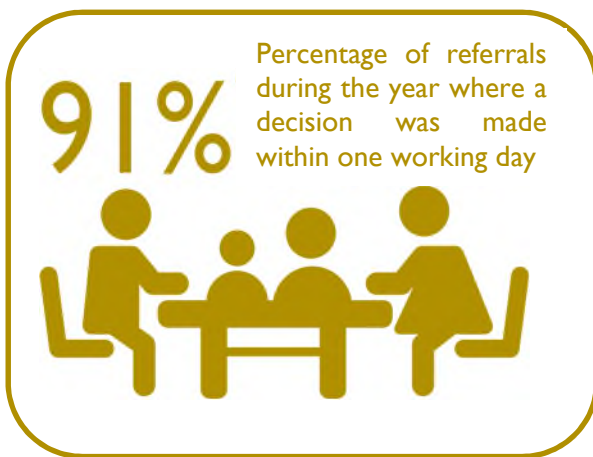
Most children and young people in Gwynedd live happy, safe lives and enjoy opportunities to learn and play. At times, however, some children and their families need more formal advice and assistance.

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

The **Child Referral Admissions Team** maintains high standards when responding promptly to referrals that could involve safeguarding, and to referrals for care and support. In order to safeguard children and young people we respond to referrals without delay. When those referrals include concerns about allegations of abuse, we need to investigate those allegations in accordance with the Child Protection Guidelines. We will decide each case within twenty four hours in order to determine the best way to proceed.



The **Social Work Teams** offer intensive support and intervention for children and their families. Social workers regularly see children and their families and keep in touch with them, remaining alert to issues of risk and reducing risk for children and young people. We ensure that resources are available to support them and that their needs are clear to us. Plans are then in place to respond to their needs. At times, we refer them to teams that provide more specialist intervention.



We are very keen to develop our interventions with families, and the Supporting Families Strategy and the intention to work in a more integrated way will help us provide earlier intervention for families to ensure we meet their needs before problems escalate. We also carry out child protection inspections; and, sometimes, some families need highly intensive support and we need to bring children who are in danger into the Council's care.

Children usually come into our care under highly challenging circumstances, and we are as ambitious for these children as anyone would be for his/her own child. To ensure that children and young people experience stability, we support children to live at home with support where this is possible. Emphasis is also placed on trying to place a child with members of his/her extended family or friends of the family. Where this is not possible, the child will be placed with registered foster carers or, at times, some children and young people will need specialist residential units to meet specific needs



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

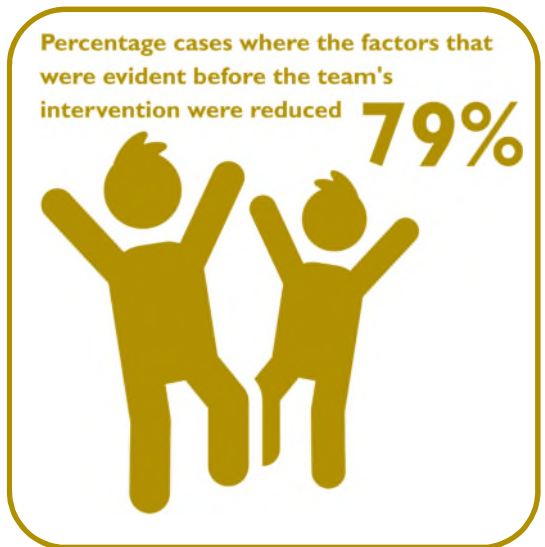
While a child is under the Council's care, it is our responsibility to provide a clear care plan for him/her that is reviewed regularly in order to ensure that the right decisions are made for the benefit of the child and that there are no delays to the plan.



The **Post-16 Team** supports young people who either need to be protected or need care and support, and it includes young people who have left care up to the age of 25. The workers see the young people regularly and encourage them to keep good contact with their families and develop their skills to live independently. The 'When I'm Ready' Plan gives young people who are not ready to leave their foster placement on their 18th birthday the choice to stay on until they are ready to do so.

The Specialist Teams

The purpose of the **Edge of Care Team** is to reduce needs by offering intensive intervention and support for children who are about to come into care, or who have just come into care, or to return children home safely from care. By working with the children and their families, the physical and mental health needs and the emotional well-being needs of the children and their families are met.



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

The **Integrated Family Support Services (IFSS)** provides specialist intervention for families where alcohol and drug abuse by parents and carers are risk factors for the children. Because of the intensive nature of the intervention, the service has prioritised it for families where the risk to children is high. Over the year we have worked with 35 families and have succeeded in making significant changes to 26 families.



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

Corporate Parenting

The Council is responsible for the safety and welfare of looked-after children; the Council, therefore, has a responsibility to act as a parent to those children. We are aware that the outcomes for looked-after children and young people do not compare favourably with that of the rest of the population; this then means that they are at a disadvantage when aiming to achieve and succeed in their well-being goals. The role of the Corporate Parenting Panel is critical in ensuring the availability of appropriate services so that every looked-after child succeeds in achieving his/her full potential.

The Corporate Parenting Panel has already developed a strategy to ensure the best opportunities for the children and young people looked-after by the Council and to probe further into some issues such as health, emotional well-being and the stability of the children and young people. With an increasing number of looked-after children we will be focusing particularly on ensuring that our children are given every opportunity to succeed in life.

As corporate parents we will aim to improve the opportunities for our children in all aspects of their lives. By listening to and seeking the views of children in our care, we will ensure that the support we provide meets their needs and that we take action to close any gaps. We will also ensure that those leaving our care are prepared and empowered for life as adults, ensuring that they receive suitable support to assist them to fulfil their potential

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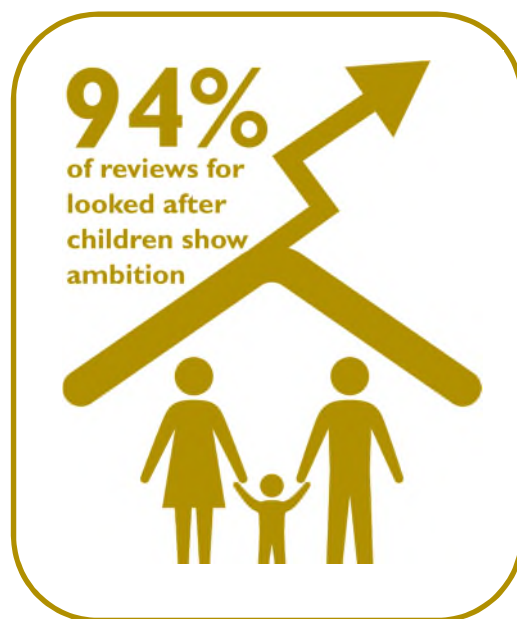
How we ensure the quality of Safeguarding

In order assure the Council that our safeguarding arrangements are robust, we have a Safeguarding and Quality Assurance Unit that focuses on different aspects of this important field.

We implement the statutory duties to review cases of Looked-After Children, and provide guidance on child protection, and chair Case Conferences and Strategic Meetings where allegations have been made about professionals.

We hold child protection conferences in partnership with the families and other workers. Intervening with a family to safeguard the child can be very difficult for them. They infrequently welcome this assistance and co-operation is often through enforcement. Our aim is to ensure that the child's voice is more prominent in these discussions and that families take a more effective part in their safeguarding plan.

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





Environment Department

ENVIRONMENT DEPARTMENT

The Department manages a broad range of fields within the three specific Services, namely:

- **Planning and Public Protection**
- **Property**
- **Transportation and the Countryside**

Planning Service

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

In order to reach this aim, there are many aspects to the work:

By working jointly with the Isle of Anglesey County Council, we have recently adopted the Local Development Plan in order to provide firm grounds to make decisions on planning applications in the future. In the coming period, we will prepare Supplementary Planning Guidance to support the Plan, monitor the Plan and report annually on the suitability of the Plan.

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

We make decisions on planning permissions to develop land and deal with approximately 1,200 planning applications annually and, on average, over 90% of applications are granted permission.

On average, it takes 59 days to make a decision on planning applications, with a decision made on approximately 83% within eight weeks.

When asking our customers' views on the service, 94% said that they were satisfied or very satisfied with the level of service.

During 2016-17, over 1,800 general planning enquiries / pre-application enquiries were received.

Recently, the developments approved include the Bangor University campus on the St. Mary's site with accommodation for 600 students, 245 houses (including 86 affordable housing) in Penrhosgarnedd, 49MW pump storage facility at the Glynrhonwy, Llanberis site, re-development of the Pwllheli Sailing Academy, 'Zip World' in Bethesda and 'Bounce Below' in Blaenau Ffestiniog, breweries, cafés, small shops and rural enterprises.

We take enforcement steps against developments that have not received planning permission and we deal with approximately 300 cases every year.

On average, the cases take 139 days to resolve with 84% taking less than 12 weeks.

The Department is responsible for monitoring the expenditure of Planning financial contributions [106 agreement] which is approximately £2.8 million at present.

The Department also undertakes an annual programme of proactive work in accordance with the Enforcement Strategy, which includes proactive monitoring, as well as administrating, maintaining, updating and reviewing the Council's tree preservation orders register.

Public Protection

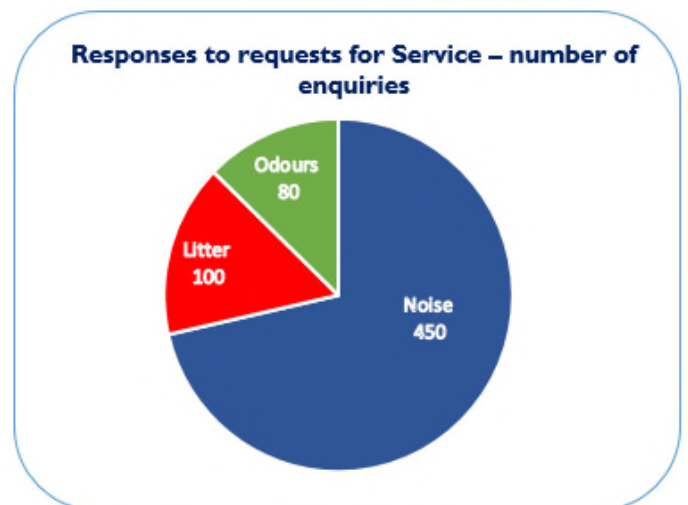
The purpose of the Public Protection Service is to protect the public in relation to a range of environmental and health matters - such as air quality, noise, the food chain and alcohol as well as fake businesses and traders that unintentionally or intentionally breach the acceptable standards noted in legislation.

In order to reach this aim, there are many elements to the work:-

Pollution Control and Licensing

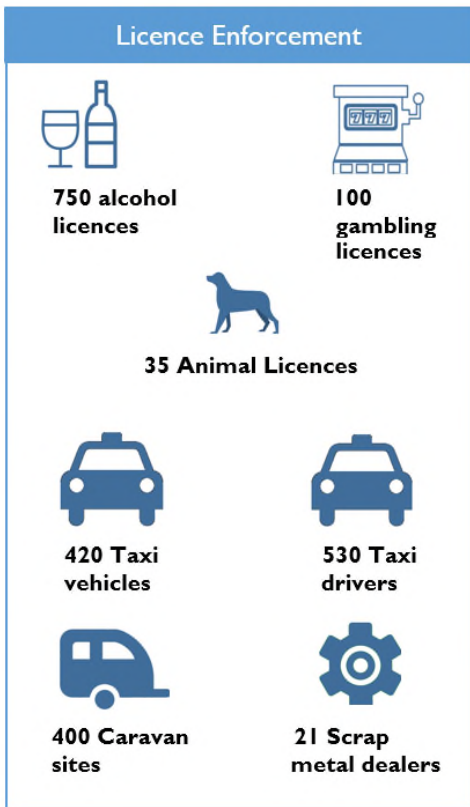
We ensure that businesses or individuals do not pollute the air, the land, or seas with undesirable substances or noise by investigating and responding to complaints of pollution or statutory nuisances.

We also assess the safety of private drinking water supplies and the quality of bathing water and enforce improvements as required - 640 drinking water samples and 70 bathing water samples were taken over the past year.



Exploring and monitoring industrial processes at 47 sites and the regulation of industrial emissions to the air (oil waste incinerators, mobile crushers, cement machines).

We also bury the deceased in cases where there are no family members – we had 30 cases during the past year.



Licensing

We license the following fields in order to protect the users, businesses and communities of Gwynedd from any detrimental impacts.

- Alcohol and entertainment Licensing (including events) and gambling.
- Animal permits including pet shops, horse-riding establishments and dog breeding establishments.
- Taxi vehicles, drivers and operators.
- Caravan sites and Scrap Metal dealer licences.
- Business sectors that could be dangerous.



Welfare

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

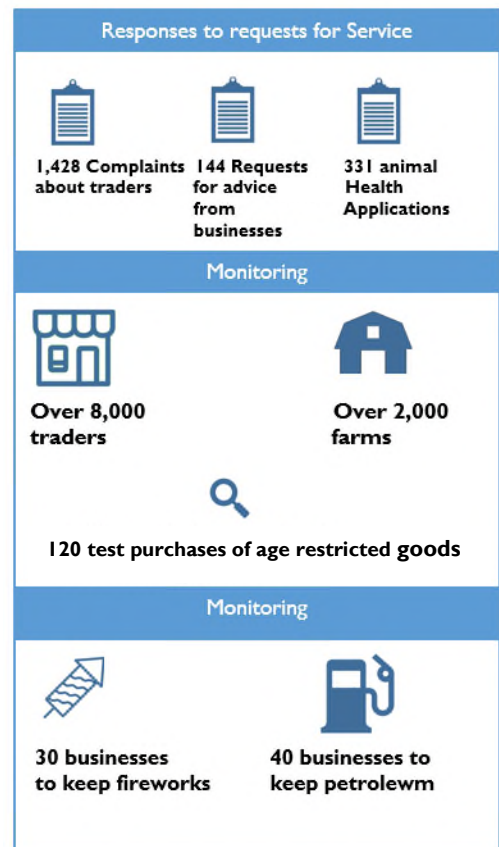
We protect residents and visitors to Gwynedd against infectious diseases and harmful chemicals.

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

Trading Standards

We ensure that businesses and traders in Gwynedd meet product safety requirements (including age-restricted goods), fair-trading, consumer protection, animal health and welfare and animal feed.

We do this through a combination of responding to complaints, undertaking regular inspections, holding educational campaigns and targeting problematic traders.



Property Service

The purpose of the Property Service is to ensure that we have property that is suitable in order to provide the Council's services and to manage the assets of those properties. There are many elements to the work:-

Property Safety and Maintenance



We ensure that our buildings are safe and in good working order to provide services for the residents of Gwynedd by ensuring that we comply with the range of statutory responsibilities and that we have an effective maintenance programme.

Property Development

The purpose of the Unit is to develop new buildings or adapt and renovate the existing buildings to improve the service provided for the residents of Gwynedd.

During 2016-17, 100% of our customers were happy with the work provided by the Property Development Team.

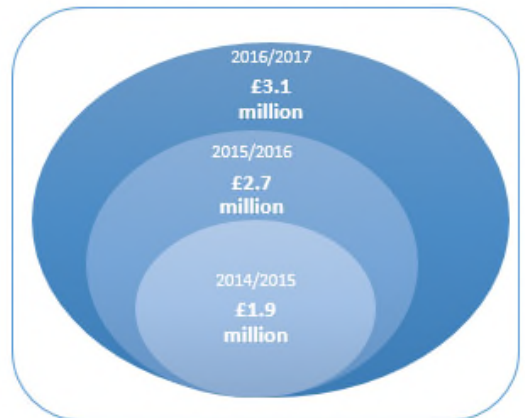
The New Ysgol Bro Llifon



Estates and Facilities

Our purpose is to ensure that the Council receives the best value when managing its property assets and ensuring that only those assets that we genuinely need are kept.

Cumulative income from selling property



Offices Service

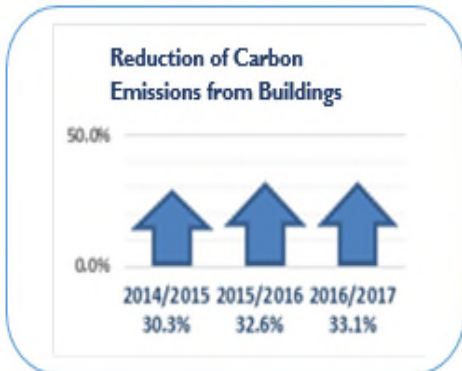


The Offices Team provides office space for approximately 1,500 staff in seven substantial buildings including all relevant services that this covers such as caretaking and cleaning and safety arrangements for the buildings and their users.



We also provide a cleaning service for other buildings used to carry out the Council's front line services. We are also a provider to external companies such as Cartrefi Cymunedol Gwynedd and Snowdonia National Park.

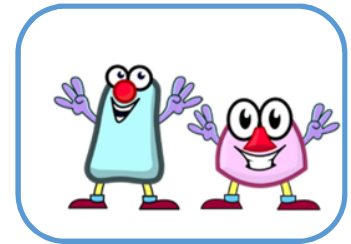
Energy Conservation Unit



After adopting our Carbon Management Plan, the Energy Team is implementing a number of projects to reduce carbon emissions.

The team's work to reduce our use has created annual revenue savings of over £900,000 for the Council.

A programme to raise awareness among school children has been an important part of this work and we have used characters such as Sbarci and Fflic to do so.



Parking Management and Enforcement

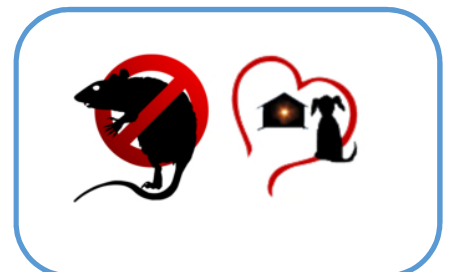
The parking team is responsible for managing over 100 car parks across the County and is responsible for parking enforcement on our streets and in our car parks. The team's aim is to use enforcement powers in a reasonable and fair way in order to ensure safe parking and traffic flow for the public.



There is concern in the Caernarfon and Ogwen Valley area about the lack of car parking spaces for local people, and residents in the Penllyn area are concerned about the lack of staff parking spaces on the Bala industrial estate. In response to these concerns, we will investigate further and look at options in order to address the problem.

Pest Control

We offer a service to control and destroy all types of pests by means of contracts and by responding to daily calls from the public for assistance to control pests in their homes or businesses. We also carry out the statutory service of caring for stray dogs.



Transportation and Countryside Service

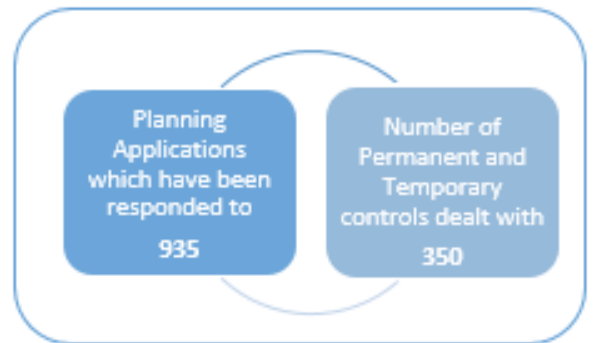
There are four fields of work within the Service:

- Traffic, Projects and Street Works
- Integrated Transport
- Road Safety
- The Countryside

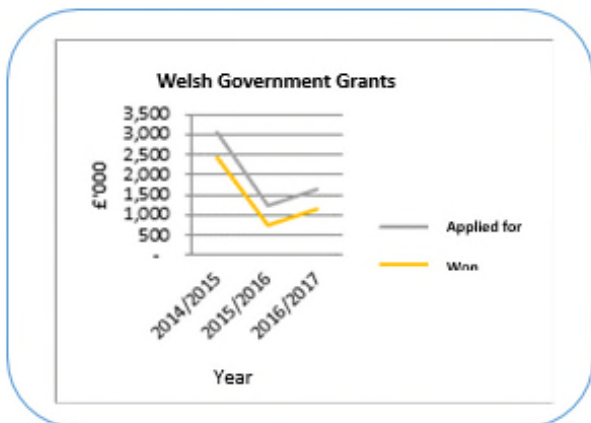
Traffic, Projects and Street Works

Our purpose is to enable the public to use Gwynedd roads in a safe and unobstructed way.

We do this by assessing sites on the highways network in order to identify any potential hazards and implementing solutions if needed. The solutions can be in the form of creating traffic orders (speed or parking restrictions) or undertaking road signing or marking plans to raise the public's awareness of hazardous situations.



We are also responsible for ensuring that proposed works from developers that could affect the highways network are carried out safely and in accordance with the correct standards. This involves providing advice to developers and submitting observations on planning applications received by the Council.



We also manage various road improvement projects across the County.

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

Road Safety

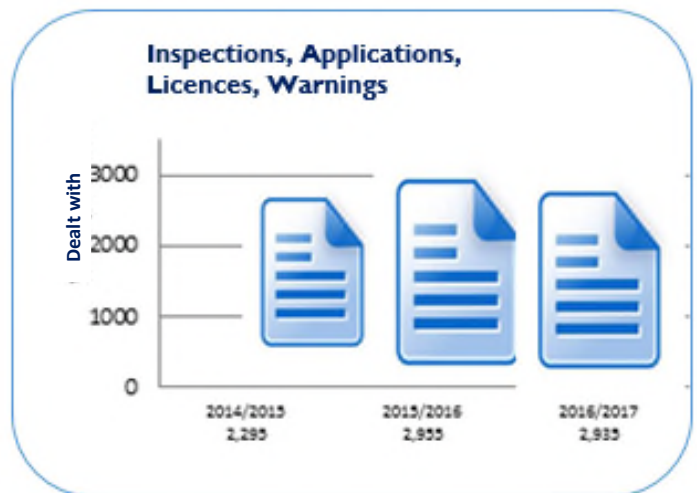
We attempt to reduce injuries and accidents on our roads by undertaking appropriate initiatives (local, regional and national), including engineering measures, educational programmes, training, publicity and enforcement.

There are concerns in the Dyffryn Nantlle area about road safety in the area and also specifically road safety outside schools in the Caernarfon area. In response to the concern, we will collaborate with the Schools to look at the options in order to address the problem. Our aim is to reduce the risk of collisions and to ensure that the roads are as safe as possible for all users.

Street Works

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

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



Integrated Transport

Our purpose is to provide safe and quality transport which is cost-effective as well as raising awareness and educating specific groups on how to cope with road hazards.

We do this by means of:

Public Transport

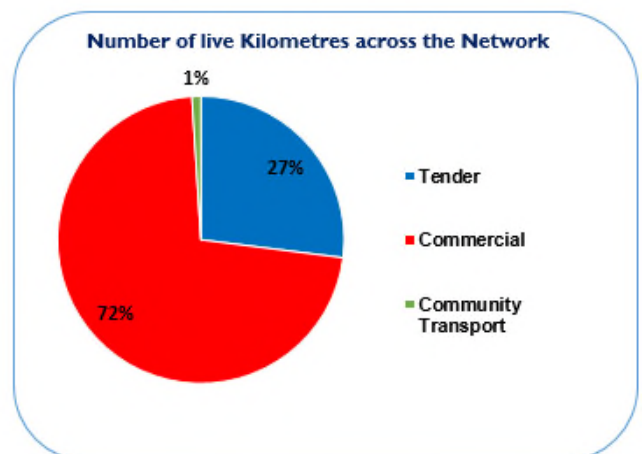
Over half the bus routes in Gwynedd receive financial support in order to run them because they are not commercially viable. To facilitate this, we prepare public transport contracts as well as prepare and create service timetables for the various routes.

We are also responsible for arranging education transport contracts (including a seat purchasing scheme) in order to provide free transport for eligible pupils.

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

The Countryside

We facilitate and maintain public access rights to the countryside and coast, protect biodiversity and habitats on land and sea and we safeguard the quality of the landscape of the Llŷn Peninsula Area of Outstanding Natural Beauty.



Biodiversity

We ensure that we comply with the Council's duties to protect our Biodiversity in Gwynedd. We provide specialist advice on planning applications and developments and have held 300 consultations in 2016/17.



The Department is responsible for co-ordinating the work of managing a designated European site for marine habitats and species of European importance in the Pen Llŷn a'r Sarnau Special Area of Conservation, and manage and implement environmental projects such as the Marine Ecosystems Project.

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

Access to the Countryside

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



We also develop and maintain the national coast path, which is a stretch of approximately 300km in Gwynedd.

In the Porthmadog area, people feel that the condition of the coast path should be improved, and in response to this we will be looking at opportunities to improve the condition of the coast path. In addition, in the Tywyn area, people feel that the cycle path between Tywyn and Aberdyfi should be completed and in response, we will be looking to prioritise work in order to complete the cycle path between Tywyn and Aberdyfi. In the Pwllheli area it is necessary to overcome the access barriers between Pwllheli and Llanbedrog on foot and by bike in order to allow users to have easy access along the southern coast of the Llŷn Peninsula.



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

We have also prepared a Rights of Way Improvement Plan, which sets a framework for improving the network and manage lands that include six Nature Reserves and other lands.

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





Economy and Community Department

Economy and Community Department

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



Developing Gwynedd's Economy

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

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

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

This is a brief outline of the Department's work in 2018/19:

Business Support

There are 15,785 businesses, enterprises and community companies in Gwynedd. The Department provides information, advice and practical support to assist them to establish and develop in order to support and create jobs. The Department also provides 87 work units throughout the county to enable businesses to be competitive.



Our priorities are:

- To work together with Gwynedd Council's Procurement Team and the North Wales Economic Ambition Board to support the businesses of Gwynedd to succeed when tendering for work and to keep the benefits from public and private sector contracts local.
- Improve the Council's arrangements to provide information and to engage with businesses.
- Consider the future role and management of the Council's work units.

A Council which Delivers for Local Businesses

The county's businesses are involved with and receive a service from several of the Council's Departments, including rates, planning, trading standards, building control and procurement.

By adopting an operational approach which places the needs of businesses at the centre and attempts to do away with obstacles, businesses can be supported and encouraged to establish and grow in the county.

Over the coming years, we will review how these services are provided in order to consider whether there is room for improvement and will implement any lessons which become apparent to ensure that businesses are assisted to prosper.

Economic Development Projects

In addition to directly supporting businesses, the Department works with partners across the North Wales region to target resources to invest in a package of infrastructure projects and skills for businesses to prosper in the future.

£310 million
investment from projects in the
economy since 2000



We will:

- Promote the Digital Gwynedd programme with the Welsh Government and partners to encourage Gwynedd businesses to make the best use of information technology to gain a competitive advantage.
- Promote and support Gwynedd town centres.
- Ensure that Gwynedd benefits from the investments that will come through the North Wales Growth Deal bid.

Following consultations with local councillors in the Porthmadog, Ffestiniog and Penllyn areas, an aspiration was noted to attract more long term, higher paying jobs in order to improve the economic situation of local residents. There is a clear link between the priority to Create High Value Jobs below, and this aspiration can be considered in this context. In the Porthmadog area, a concern was also noted amongst local councillors regarding the condition of dormant sites in the area. In response to this we will be alert to any opportunities to support the enhancement or re-use of sites.

Following consultations with councillors in the Dolgellau area, it became evident that the poor mobile telephone and broadband connectivity hinders the residents and businesses in the area. If the relevant funding is still available, we will try to influence in order to improve connectivity in the area by following the principles of Digital Gwynedd.

In the Dyffryn Ogwen and Dyffryn Nantlle areas, it was noted by local councillors that promoting and regenerating the high street is a local priority and we have made outline applications for some regeneration activity in these areas.

Following consultations with councillors in the Bangor area, an aspiration was noted to improve the appearance of the local area and to respond to empty shops by working in partnership with others, such as local businesses and Town and Community Councils in order to create income that could be used to fund the work. This, in turn, could support local businesses and craft people.

There is also a link with the Gwynedd County Slate Heritage county priority. Regeneration should improve any negative image resulting from post-industrial areas releasing their potential.

Creating High Value Jobs (£26,500 + salary)

Low salaries are an obvious characteristic of the County, with the weekly salary in Gwynedd (£410) being the second lowest in Wales, and the low pay at its worst in our rural communities (£375), making them among the lowest in the UK.

In order to address this, one of the Council's main priorities is working with partners within the public and private sectors to create more, better-paid jobs.

We will look at targeting sectors which pay well by creating an environment which supports new businesses, grows existing businesses and attracts additional investment. One way to do this is by creating the conditions to attract investment in strategic sites such as Trawsfynydd Power Station, Llanbedr Airfield and Parc Bryn Cegin / Parc Menai. Good work has already started to attract investments to sites at Trawsfynydd and Llanbedr, but this momentum needs to be sustained.

Arloesi Gwynedd Wledig

The nature of our rural economy means that 79% of Gwynedd businesses do not employ more than one person, there are too many jobs within sectors which don't pay well, and this presents a threat in terms of the sustainability of our rural communities.

Ensuring digital connectivity for our rural communities, and that the workforce and rural businesses have the skills to take advantage of them, are matters which require attention if we are to ensure prosperous communities.

We have already attracted £4million from the Wales Rural Development Programme to the County to develop innovative approaches and a range of exciting developments in order to target rural communities.

Our intention is to build on the work which has already been done to transform the rural economy by introducing innovation within traditional sectors (such as agriculture and tourism) giving particular attention to the Dwyfor and Meirionnydd areas.

Implementing the Gwynedd Slate Heritage

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

This is an opportunity to use the World Heritage Site designation as a tool to regenerate communities and to increase the value of the tourist industry.

We will be looking at realising a programme of regeneration activities in these areas which will lead to an increase in residents' ownership of their heritage, the form and appearance of communities and the quality of tourists' experience. We will also continue with the work to secure World Heritage Site status for the slate industry in Gwynedd.

Tourism, Marketing and Events

The tourist industry is a key employer in Gwynedd. With an economic value of nearly £1 billion, over 15,000 people work in this sector. We assist the industry to attract people throughout the year who are likely to spend more locally, such as visitors who enjoy the outdoors and those who take an interest in the special history and culture of Gwynedd. We also support event organisers to create vibrancy within communities across the county.

1,103,129

visitors this year to the
www.ymweldageryri.info website (+20%)



We will:

- Digitally re-develop the marketing platform for Snowdonia Mountains and Coast.
- Work with partners to identify priorities to support the main Gwynedd tourist destinations and the wider sector

Increase the Benefits of Major Events

Public events offer a commercial opportunity for local businesses to provide services locally. By staging events, it is possible to raise the profile of Gwynedd and market the area to tourists as an exciting and vibrant place and an ideal location for businesses to invest.

We have already been successful in attracting a number of national and international high-profile events to the County which brought in an investment of £6.7m in 2016/17. We are eager to continue with this and ensure that local businesses benefit from the events. This will lead to an increase in the number of visitors to the County and an increase in the number of opportunities for local companies to work at or offer services to the events.

Benefiting from Tourism

Tourism is one of Gwynedd's main economic sectors and contributes £1 billion annually to the economy and employs over 15,000 in the county.

Despite this, visitors place a significant added pressure on the infrastructure of the county's destinations, a cost which is mainly shouldered by Gwynedd residents.

Our intention is to look at the possibility of getting visitors to contribute financially to maintaining and enhancing Gwynedd destinations and raising the standards of the tourism sector. By doing so, we will improve the provision of the county's destinations and increase the standard of industry provision for visitors.



Maritime and Country Parks

As the Gwynedd landscape and natural environment is so important for the county's prosperity, the Department tries to ensure quality and safe resources in our country parks, harbours, marinas and on the beaches of Gwynedd in order to create recreational attractions for local people and visitors. The Department manages 301km of the Gwynedd coastline, concentrating on nine blue flag beaches, four harbours and two marinas, including Hafan Pwllheli that offers accommodation for 700 boats. The Department is also responsible for the management of country parks in Glynllifon and Padarn.



2,700

boats using our harbours annually

We will:

- Update the Gwynedd Beach Management Scheme.
- Implement Strategies to Dredge Pwllheli Harbour and Victoria Dock.
- Develop future management options for Hafan and Pwllheli Harbour.
- Develop future management options for the Country Parks of Glynllifon and Parc Padarn.



Supporting Strong Communities

We ensure access to information, support and facilities to empower communities and to enable people to achieve their full potential. We also promote access, and protect and celebrate our culture and heritage.

The Department provides services for the people of Gwynedd which will help to create resilient communities; support the inclusion of people in their communities and tackle poverty.

We ensure access to information, support and facilities for residents to develop their skills and achieve their full potential. In order to create attractive communities, the Department also promotes access to the arts and protects and celebrates our culture and heritage.

This is a brief outline of the Department's work:

Regenerating communities

It is important that voluntary groups and local enterprises are supported to respond to local opportunities and needs. The Council has a network of area regeneration officers and 'CIST'

community grants to support

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



106

regeneration projects
supported in 2015/16

We will:

- Coordinate a package of employability, financial inclusion and digital projects to reduce the obstacles some residents face when seeking work or access to services.
- Collaborate with the Welsh Government and a range of partners to plan the change in the Communities First Programme which targets the most needy areas.

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

The weekly salary in Gwynedd (£410) is the second lowest in Wales, and is 78% of the UK average (£525). Being outside the world of work and unemployment is higher in Arfon than the county average.

Being outside the world of work could lead to reducing residents' wealth and increasing the demand on public services and preventing this is a key part of the anti-poverty agenda. There are direct benefits from being in work in terms of increasing earnings, but there are also wider benefits in terms of health, children's life opportunities and pride in communities.

We will be looking at focusing on a series of activities in order to get more Gwynedd residents into full-time work thereby reducing inactivity and unemployment.

When consulting with local Councillors in the Ffestiniog area, it became evident that there were concerns regarding the future of the Community Centre and the services located there, and the Regeneration Team recently conducted a survey on public buildings across Gwynedd. This indicated that ineffective use was being made of a number of public buildings in Blaenau Ffestiniog including the Community Centre. In a time of financial hardship, there is an opportunity here to share resources better in the future

Libraries Service

The Council provides a service in nine main libraries, four community libraries and three library links across the county. It is important for Gwynedd residents to be able to borrow books, e-books, audio books or a DVD of their choice.

However, not all Gwynedd

residents can reach their local library and therefore the Council also provides a mobile library that visits 150 villages, every school, and provides a home service for those who are confined to their dwellings. 555,784 books were borrowed by Gwynedd residents in 2015-16.

42,384

of Gwynedd's residents
are library members



Gwynedd residents use the library for so much more than just to borrow books. They are welcoming places for people to use for various activities - reading and learning, access to information about matters such as health and welfare, job seeking, local services as well as 'Gwynedd Ni' which has specific information for families about services and activities for children. Gwynedd residents can also use one of the 110 computers or Wi-Fi, in the libraries for free.

We will:

- Establish a new library at the new community school site in Bala.
- Introduce self-service arrangements in every library across the county.
- Continue to work with communities and promote access to the new Service.

Youth services

8,000

young people taking part
in activities



The opportunity to socialise, take part in activities and continue to learn and develop new skills outside school is very important to the County's young people. We currently support 44 youth clubs and visit communities with the Youth Bus. Through the clubs and the bus we provide activities and training. We also fund the Urdd, Young Farmers, Scouts and Guides to provide clubs and other activities for young

people throughout the county. Some young people in Gwynedd need more support than others due to their circumstances and experiences when growing up. The Council supports vulnerable young people to overcome those obstacles.

We will:

- Establish a new youth service across Gwynedd. Due to pressure on Council resources, it is necessary to change how the Council provides its youth service. Our aim is to continue to support young people to learn and develop skills for personal, emotional, social and educational purposes.

- Work with the Children and Families Service to ensure that we support disaffected young people to engage in education, training or employment.

Museums and Arts Service

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



Much of our work in the field of community arts targets health, well-being, education and tackling loneliness projects. The Service is also responsible for allocating arts grants in order to support arts standards and opportunities for all. In 2017/18 there was a cut of 50% in the strategic grants to the arts and this year we will introduce new arrangements to support the arts in Gwynedd.

Through Neuadd Dwyfor, Pwllheli and Neuadd Buddug, Bala the Service supports various arts programmes to ensure that the arts are alive in our communities and there is access to the arts in our rural areas.

Our aim will be to continue to enrich the lives of Gwynedd residents by promoting an appreciation of our unique heritage and culture, however, we will have to work differently with partners to ensure that this succeeds.

We will:

- Work with the Friends of the Lloyd George Museum to create a new way to manage the Museum
- Ensure the success of the Storiell plan and establish a Development Trust for it so that it may in future work with the arts and heritage sector in Gwynedd.
- Work with the arts sector to realise the aims of our new strategy for the arts.
- Neuadd Buddug will close when the new school opens in Bala in 2018, therefore we will continue to work closely with the Friends of Neuadd Buddug to develop their skills and to transfer the provision to the community hall of the new school.



- Continue to work with Neuadd Dwyfor users to identify future sustainable provision models.

Archives Service

The Council has a statutory responsibility to protect our public

records and to ensure that people have access to them. We will do this through the two record offices we have in Gwynedd –

Caernarfon Record Office and the Meirionnydd Record Office in Dolgellau.

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

We will:

- promote access to the Service.
- work with the Welsh Government and other record offices across North Wales to identify opportunities to make the best use of Record Office resources in the region.



Improving the Health of Gwynedd's Residents

We work with partners in order to inspire, support and enable Gwynedd residents to be active and live healthy lives.

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

This is one of the Department's main aims, namely to collaborate with partners locally, regionally and nationally in order to inspire, support and enable Gwynedd residents to be active and live healthy lives.

This is a brief outline of the Department's work:



Sports Programmes

The Department organises and supports a range of sports activities in schools, the community and outdoors to inspire children and young people to participate and enjoy sport. The percentage of Gwynedd children who participate in sport at least three times a week has increased from 43% in 2013 to 52% in 2015, and we aim to increase this in 2017. However, due to the national uncertainty regarding the arrangements to fund future sports programmes it will be a challenge to support some activities. In order to get the best impact with the available resources, we are looking at different ways to provide programmes to inspire young people to be active in the future.

We will:

- Support the work of establishing a new leisure company for Gwynedd and agree on collaboration arrangements
- Work jointly with partners in order to develop a model to provide a service across North Wales.
- Collaborate with Sport Governing Bodies to offer a range of activities that respond to the demand and opportunities that are available in the county.

Exercise Referral Scheme



The Department supports Gwynedd residents to improve the condition of their health via the Exercise Referral Team. This is a specialist service with a range of activities to help reduce the impact of conditions which prevent Gwynedd residents from exercising and to improve their health. There has been a

significant increase in the number of clients for this service, especially in the fields of dementia and chronic conditions and there is clear evidence that shows the impact of this investment on the quality of life and health. However, there is a threat to the service budget as it is very dependent on grants and it will be necessary to look at different models to support the service in the future.

We will:

- Develop a way of making 'DementiaGo' sustainable for the future.
- Respond appropriately to the reduction in the financial investment in order to try and support a county service.

Healthy Living Centres

The Department manages a network of 12 centres across Gwynedd which attracts 1.3 million visits every year. This provision enables Gwynedd residents to be active in safe locations and offer a range of activities for all ages. In a recent satisfaction survey, it was shown that 90% of our users are very satisfied with what is offered. The Service will use this feedback to improve facilities in the future. The provision within the centres enables Gwynedd residents to learn new skills and enjoy participating in active activities.



As with other services, there will be less money available during 2017/18 and different ways of providing some aspects from now on will need to be introduced.

This will include offering more on-line hiring and payment services that will free-up staff to support residents to use the facilities.

We will:

- Establish a new leisure company in Gwynedd to manage Gwynedd Leisure Centres in the future. All staff resources and service assets will be transferred to the new company. Although the service to customers will not change, the transfer will lead to financial savings for Gwynedd Council.
- Present an agreed programme of changes and improvements to increase income and reduce costs to run quality leisure centres in the future.



Ymgynghoriaeth
Gwynedd
Consultancy
Department

Ymgynghoriaeth Gwynedd Consultancy (YGC) Department

The Gwynedd Consultancy Department fulfils the Council's statutory roles in the fields of Flood Risk and Building Control. The remainder of the Department's work involves providing a commercial advisory service to external clients, specialising in engineering or construction projects.

Flood Risk



We achieve our statutory duties as the Local Flood Lead Authority for Gwynedd, following the principle of long-term planning to reduce the risk of floods to Gwynedd communities.

Local Flood Lead Authority

Gwynedd Consultancy fulfils this role on behalf of Gwynedd Council. We must operate whilst considering Welsh Government's strategies and policies for managing flood risks, in order to meet the country's current and future needs.

Our aim is to assist communities, the public sector and other bodies to jointly discuss flood risks and coastal erosion. There is a serious impact on some communities, where we must collaborate with them in order to reduce the impact of climate change, if possible.



19 km
coastal defences are
maintained

Gwynedd Consultancy leads on national and regional work to attempt to mitigate the impact of climate change on erosion and floods.

In future, we will develop our work further in these fields:

- Raising the awareness of the people of Gwynedd to flood risk.
- Developing an active regional relationship with our partners in North Wales.
- Managing assets and assessing flood risk on a catchment-area basis in order to prioritise and make sustainable decisions.
- Fulfilling a lead role to develop plans in order to manage flood risk and coastal erosion for the people of Gwynedd.

Building Control Unit



We work with the public and partners in order for our communities to have safe buildings that are in keeping with the latest technical requirements.

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

Customer Satisfaction (score out of 10)

2013-14



8.7

2014-15



8.7

2015-16



9.1

2016-17



9.3

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

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

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

Consultative Services



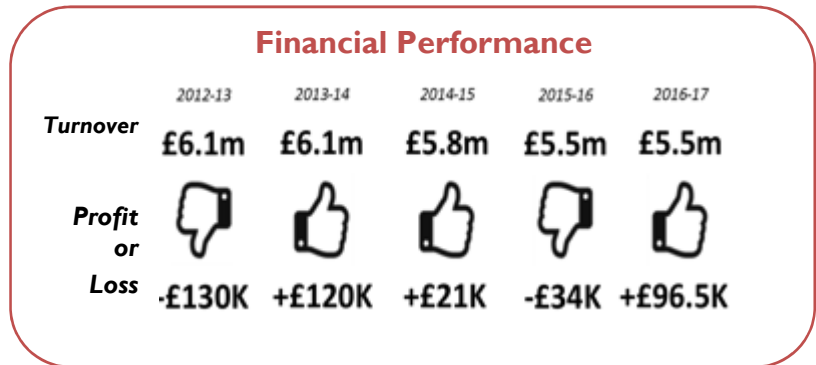
We design and manage projects relating to roads, structures, buildings, etc. in Gwynedd and throughout Wales, creating and maintaining quality jobs across the County, and contributing towards Gwynedd Council costs.

The costs of running the Consultancy Service are earned through client fees which, in turn, contribute towards the remainder of the costs of Gwynedd Council, by contributing towards financial overheads and targets.

Consultative Services Operational Structure

Gwynedd Consultancy deals with each piece of work as an individual project, whichever Unit the work derives from. This means that individuals from any Unit across the organisation can act as leader or members of the project team to ensure success.

Through our Consultancy Services, we create local professional jobs that would not be available in the County otherwise. The Consultancy Services have to operate through innovative and sustainable methods, in addition to being competitive in price.



Highways, Construction and Building Units

We carry out project management work which includes designing, and environmental and geographical needs.

Water and Environment Unit

The Unit works on designing coastal structures and flood prevention plans.

Gwynedd Council can attract funding for this work by gaining significant grants.

Business Unit

We serve and support all units within the Department, and implement the required processes to sustain the business.

During the next year we will continue to compete for work in designing roads, bridges, buildings and the work of reducing flood risks whilst managing a wide range of projects in order to support the Council's financial benefit and maximise the profit of £25,000.



Finance (and Information Technology) Department

Finance Department (and Information Technology)

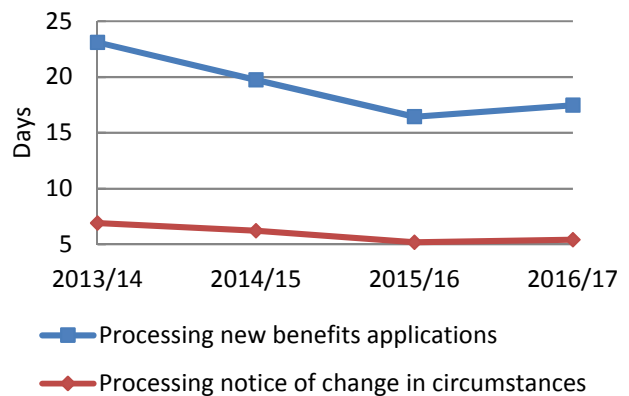
The Finance Department's intention is to contribute towards achieving the aim of seeking "the best for the people of Gwynedd during a difficult period" by:

- Ensuring the appropriate support to the Council's business operation and its services when managing, safeguarding and developing its financial position, in order to establish a sustainable community in an open, accountable and prominent manner.
- Ensuring professional supportive guidance and technology of a high standard that promotes the Council's basic values and encourages entrepreneurship.
- Providing front line services (such as collecting revenue and paying benefits) of a suitable quality to the customer, providing fairness to people and communities, and focusing on residents.

Benefits Service

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

It can be seen from the graph that the number of days it takes us to pay has reduced up to 2016, and we will attempt to reduce the time further in future.

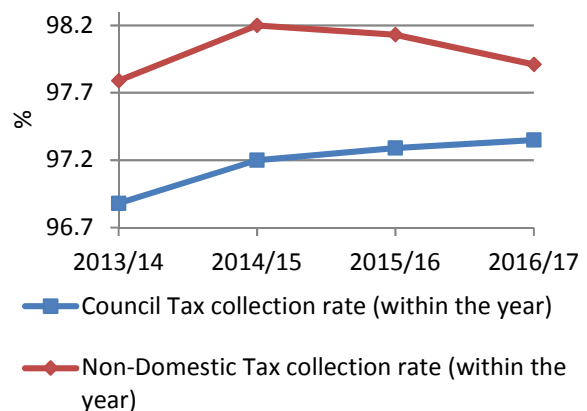


The percentage of Council Tax and Business Tax that is collected within the year

Tax Service

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

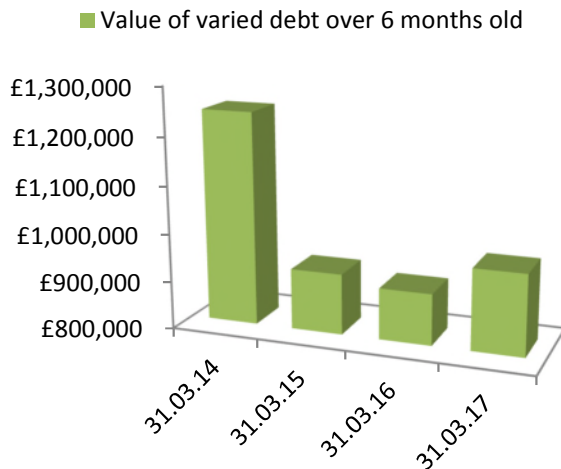
The service fully understands that it is not easy for everyone to pay these taxes, and we attempt to be flexible (e.g. encourage payment arrangements and agreements) and sympathetic to the individuals' circumstances. We attempt to encourage individuals to ask for advice on personal financing and more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



Income Service

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

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



% of invoices paid within 30 days



2016/17
91%



2015/16
91%



2014/15
90%

Payments Service

We are responsible for paying the Council's creditors in an accurate and timely manner. We pay over 115,800 invoices annually, with 88% of the invoices paid within 30 days on average, aiming to prioritise paying local suppliers promptly.

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

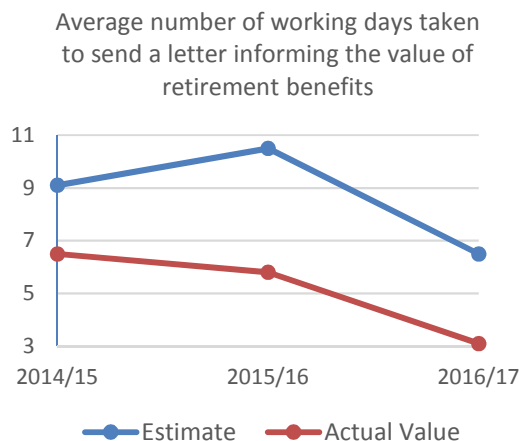
Payroll Service

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

We will be reviewing what information needs to be included on the payslips, such as highlighting the employer pension contribution, etc.

Pensions Service

The Pensions Service is responsible for administrating the Local Government Pension Scheme (LGPS) on behalf of over 40 employers including Gwynedd Council, Isle of Anglesey County Council and Conwy County Borough Council. The fund includes over 16,000 active members, 10,000 deferred members and 9,000 pensioners. The service's daily duties include establishing a record for new members, making changes to members' records, calculating deferred benefits, transferring pension rights in and out of the LGPS, and paying benefits after the retirement and death of the scheme's members.



We will be improving documentation clarity in order to ensure that everyone understands it.

Investment and Treasury Management Service

Within this service, we invest the Council's money in order to gain interest to contribute towards funding services. We also manage the Pension Fund's investments in order to ensure the ability to pay pensions now and in future. In addition to this, we are responsible for making decisions on long-term loans.

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

During 2016/17, the Council's borrowing activity remained within the constraints originally set. The total interest received on investments was £313,000 which was less than the £358,570 in the budget. No banks the Council had used to invest failed to pay.

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

Finance and Accounting Service (including devolved Units)

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

- Regularly monitors and reports on the Council's financial performance.
- Provides financial support with a gross budget of over £388 million
- Is responsible for producing final calculations for the accounts of Gwynedd Council, three Joint Committees and the Harbour's accounts.
- Is supporting the Departments to realise over £46.2million in savings and cuts since 2010/11 which is over 96% of the savings target, with a slight slippage on the rest. The work of supporting the savings arrangement is ongoing.



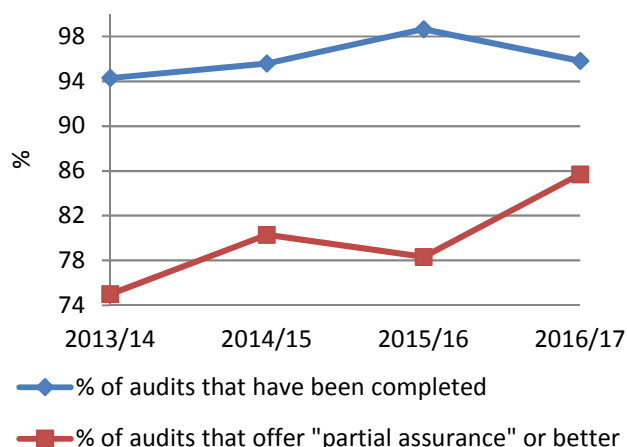
Success in staying within the budget
-0.28%

The Auditor General for Wales has published an unconditional audit report on the 2016/17 financial statements, namely that the accounts had been appropriately prepared and provide an accurate and fair picture of the financial situation. ***We will provide more financial advice to all Council budget holders, and also provide support to assist with the savings, cuts and "business" advice process for departments.***

Internal Audit Service

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

We will move away from making recommendations and develop "agreed actions", which is an agreement between us and managers across the Council on how to improve management and reduce risks.



Risk and Insurance Service

All Council departments need to assess the threats and opportunities they could face when providing their services, and prioritise their activities based on the assessment. The role of the Risk and Insurance Service is to advise and support the departments when doing this. We also protect taxpayers' benefits by ensuring appropriate insurance arrangements and dealing with approximately 250 claims per year.

Information Technology Service

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

The *Development and Geographical Information Service* provides approximately 160 systems that have been developed around the user's appropriate needs, including systems that are used by the department for public services, direct interfaces for the public and staff self-service.

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

The Information Technology Strategy ensures that our technology services are presented on firm foundations that are supported by the *Infrastructure, Telephone and Network Service*, spreading to 300 buildings, 1,400 wireless access points and 1,800 phone connections, and support all systems in our data centres.

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

% of network availability

2016/17 – 99.94%
2015/16 – 99.95%
2014/15 – 100%



% of Public Website availability

2016/17 – 99.98%
2015/16 – 99.62%
2014/15 – 99.79%



Legal Services

Legal Services

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

LEGAL

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

As well as being available to deal with daily enquiries, the team on average deals with approximately 900 cases and proceedings annually.

PROPRIETY

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

The Service will continue to support the propriety procedure for Gwynedd Council along with the ethical procedure for the County's Town and Community Councils.

ELECTIONS

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

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

CORONER

The Legal Service provides support to the Coroner's Service for North West Wales.

Supporting and administrating Coroner arrangements for North West Wales.

Projects

In consultation with the Coroner, the service has identified the need to review the service and the way support is provided.

2016/17 Indicators

Percentage of customer satisfaction questionnaires scoring 9/10 and 10/10





Financial Information

Education Department 2018/19	
Area	Net Budget £
Schools - Devolved	70,812,810
Schools - Not devolved	394,250
Raising Standards / Quality of Education	1,456,900
Areas of work under the Head of Education	1,716,150
Infrastructure and Support Services	6,647,090
Inclusion and Welfare	1,379,605
Additional Learning Needs	2,765,455
Leadership and Management	1,690,740
Total	£86,863,000

Adults, Health and Wellbeing Department 2018/19	
Area	Net Budget £
Older People	21,356,220
Physical Disability	3,331,680
Learning Disability	17,561,260
Mental Health	3,516,080
Housing Services	1,813,800
Management, Administration and Other Services	3,220,580
Total	£50,799,620

Highways and Municipal Department 2018/19	
Area	Net Budget £
Waste and Recycling	11,183,730
Road Maintenance	8,056,630
Street Cleaning	2,322,670
Street Lighting	1,762,690
Public Toilets	668,920
Grounds Maintenance	406,570
Crematorium and Cemeteries	-22,890*
CCTV	169,000
Fleet Management	325,250
Other	182,990
Total	£25,055,560

Children and Supporting Families Department 2018/19	
Area	Net Budget £
Children and Supporting Families Management	541,360
Operational Services	2,076,250
Placement Services	6,946,190
Derwen Services	1,646,140
Youth Justice Services	260,660
Edge of Care Team, Out of Hours Team and Other Services	1,498,620
Early Years Unit	128,240
Total	£13,097,460

Environment Department 2018/19	
Area	Net Budget £
Corporate Category and Management	558,700
Planning Services	-6,370*
Joint Planning Policy Unit	217,670
Pest Control and Dog Management Services	36,470
Safety, Cleanliness and Food Standards	620,010
Environmental Health	601,700
Trading Standards	497,060
Traffic, Road Safety and Enforcement	636,390
Forward Planning	73,890
Transport	1,743,920
Countryside Services	728,060
Corporate Property Services	1,265,280
Offices, Caretakers, Catering, Cleaning and Maintenance	2,237,340
Energy	-114,060*
Community Centres, Miscellaneous Buildings and Smallholdings	-157,050*
Public Protection Client Services	-56,600*
Parking and Enforcement	-1,621,030*
Total	£7,261,380

Economy and Community Department 2018/19	
Area	Net Budget £
Community Regeneration	323,800
Museums and the Arts	566,810
Archives	378,930
Leisure Centres and Healthy Living Centres	1,779,940
Business Support	93,740
Youth	927,230
Libraries	1,601,110
Maritime and Country Parks	87,590
Healthy Living Programmes	271,590
Economic Development Programmes	309,820
Tourism and Marketing	316,600
Total	£6,657,160

Ymgynghoriaeth Gwynedd Consultancy Department 2018/19	
Area	Net Budget £
Engineering	-389,390*
Water and Environment Unit	-16,130*
Building Unit	-14,160*
Flood Risk Management	574,630
Building Control	119,390
Total	£274,340

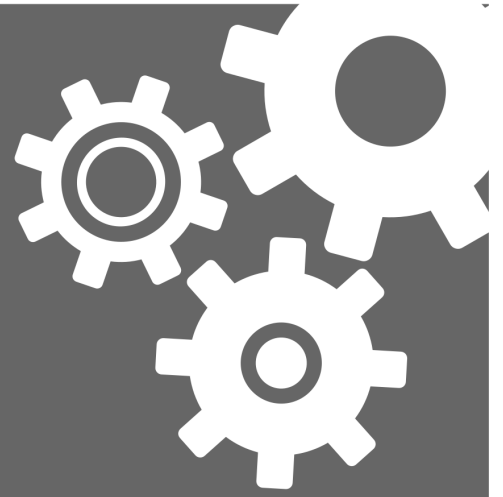
Corporate Support Department 2018/19

Area	Net Budget £
Departmental Management	510,450
The Council's Business Support Unit	744,660
Communication and Engagement	441,070
Research and Analytics	239,630
Democratic Service and Democracy	2,204,410
Welsh Language Services	280,230
Procurement	257,200
Organisational Development	132,830
Human Resources Advisory Service	605,790
Health, Safety and Wellbeing	505,830
Support Service	736,990
Learning and Development	314,900
Siop Gwynedd, Galw Gwynedd, Blue Badges, Registrar	689,480
Information Unit, Processing Unit, EDRMS Unit	224,060
Total	£7,887,530

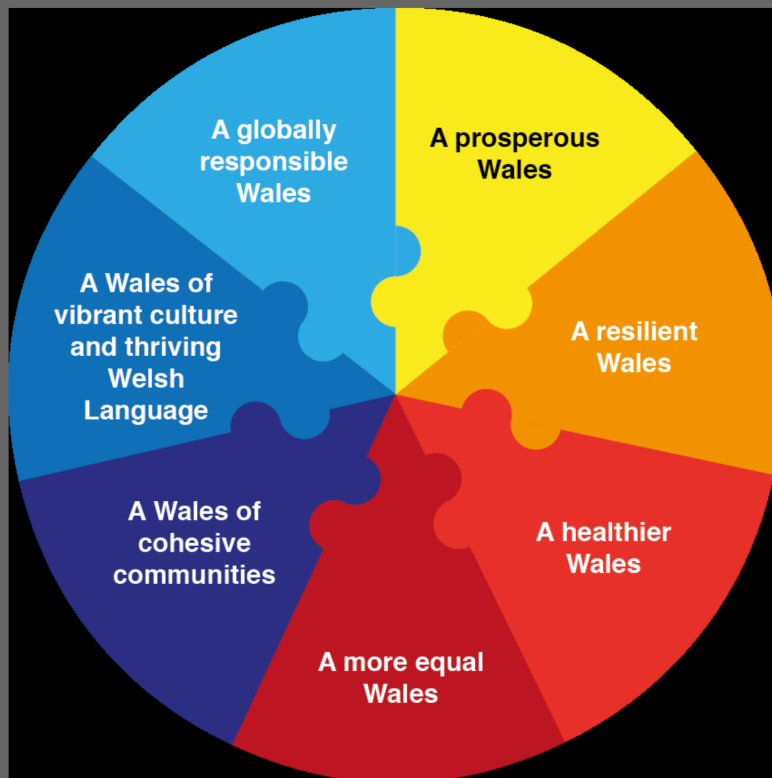
Finance Department (and Information Technology) 2018/19	
Area	Net Budget £
Departmental Management	433,170
Finance and Accounting	1,250,450
Treasury Investment and Management	128,800
Internal Audit	272,370
Risk and Insurance	78,350
Pay-roll	379,690
Payments	174,510
Income	375,560
Central Revenue	151,650
Taxes	253,060
Benefits	421,810
Information Technology	2,324,740
Network	118,210
Geographical Information Service	93,030
Central Telephone Service	256,940
Total	£6,712,340

Corporate Management Team and Legal Department 2018/19	
Area	Net Budget £
Chief Executive, Directors and specific projects budgets	690,290
Emergency Plans (<i>features in the Corporate Support departmental plan</i>)	123,740
Monitoring and Propriety Officer	128,760
Legal Service	633,470
Register of Electors	178,810
Coroner	275,730
Elections	22,350
Total	£2,053,150

* *negative figures where income exceeds expenditure.*



Gwynedd Council Well-being Statement



GWYNEDD COUNCIL WELL-BEING STATEMENT

Introduction

As a Council, we are committed to the principles within the Well-being of Future Generations (Wales) Act 2015 in order to improve the economic, social, environmental and cultural well-being of communities in Gwynedd.

We will ensure that the Council considers the long term by collaborating and considering people of all ages when resolving and preventing problems. Working in this way will enable us to meet the present needs of our communities while ensuring that today's decisions are not harmful to future generations.

We reviewed the original set of well-being objectives adopted for the Council in its Council Plan for 2017/18 as part of the process of creating the Council Plan for 2018-23. The evidence considered includes information from consultation sessions held with Elected Members across the County, feedback from a consultation session with the Council's Scrutiny Committee members, response to a public consultation on the proposed priorities for the Council Plan and the results of the Anglesey and Gwynedd Public Services Board Well-being Assessment. We also sought to summarise, refine and improve the original set of objectives adopted.

The new set of objectives adopted reflect the main messages which emanated from holding the review.

The Council's Vision

Our vision as a Council is to support all the people of Gwynedd to thrive and live full lives in their community, in a county which is one of the best counties to live in.

The Council's Well-being Objectives

Our well-being objectives are to ensure that Gwynedd residents can –

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

The Council's day-to-day work and the improvement priorities identified in the Council Plan 2018-23 will contribute to the aforementioned objectives.

National Well-being Goals

A summary of the national well-being goals can be seen below.

A PROSPEROUS WALES

An innovative society which uses resources efficiently and well-educated people, which generates wealth and employment.

A RESILIENT WALES

A nation which maintains and enhances biodiversity and healthy ecosystems which supports resilience and has the capacity to adapt to change (for example climate change).

A HEALTHIER WALES

A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

A MORE EQUAL WALES

A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

A WALES OF COHESIVE COMMUNITIES

Attractive, viable, safe and well-connected communities.

A WALES OF VIBRANT CULTURE AND THRIVING WELSH LANGUAGE

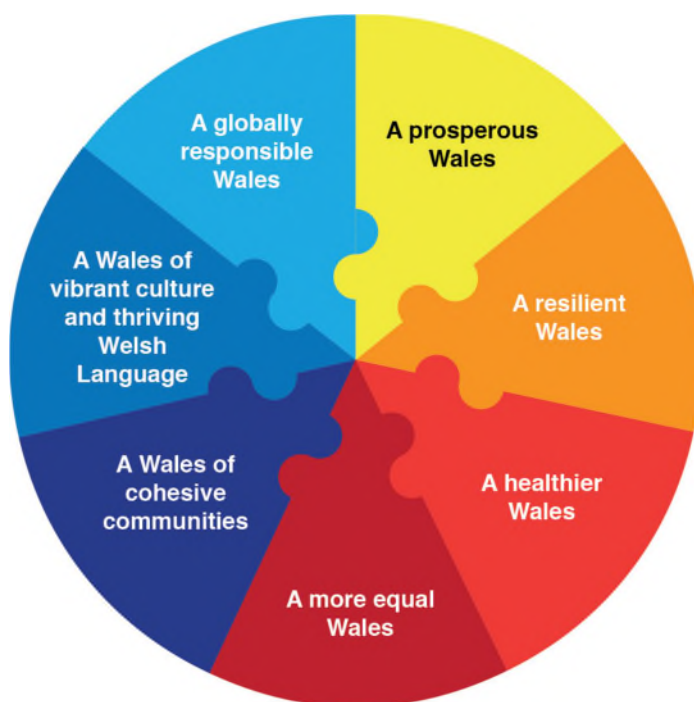
A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

A GLOBALLY RESPONSIBLE WALES

A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

How do the Council's well-being objectives contribute to the national well-being goals?

The Council has adopted seven well-being objectives which contribute to achieving the national well-being goals. The table below outlines the link between our well-being objectives and the national well-being goals. It is also noted that our day-to-day work contributes to the national well-being goals as outlined in our well-being statement for 2017/18.



We will ensure that the residents of Gwynedd can:	Prosperous	Resilient	Healthier	Equal	Cohesive Communities	A vibrant culture where the Welsh language is thriving	Globally responsible
Enjoy happy, healthy and safe lives							
Live in quality homes within their communities							
Earn a sufficient salary to be able to support themselves and their families							
Receive education of the highest quality which will enable them to do what they want to do							
Live with dignity and independently for as long as possible							
Live in a natural Welsh society							
Take advantage of the beauty of the County's natural environment.							

How will we work into the future?

When carrying out our work, we will seek to ensure that we work in accordance with the five sustainable development principles which have been adopted nationally:

- **Long term** - Balance short term needs with long term ones and plan for the future
- **Prevent** - Allocate resources to prevent problems from occurring or getting worse. We will address problems by prevention and early intervention rather than being responsive.
- **Integration** - Have a positive effect on people, the economy, the environment and culture.
- **Collaborate** - Work with other partners to provide services
- **Inclusion (Communication and Engagement)** - Include the people of Gwynedd when seeking to realise our plan and ensure that those people reflect the diversity of the area.

Our services already operate in a way which follows the sustainable development principle while adopting a long term and collaborative approach and working in partnership and including organisations, individuals and communities. In addition, we work in a preventative way, where possible, when responding to current needs and reducing dependency e.g. in the field of Additional Learning Needs.

Having said that, the emergence of the Well-being of Future Generations Act and the Social Services and Well-being Act has offered us as a Council an opportunity to take stock of what we are already doing to work in a sustainable way and to set ourselves an ambition for the coming period.

Any financial decisions will consider carefully our ability to deliver what we have outlined in the Council Plan for 2018-23 and we will continually review what we are doing in order to ensure that the future well-being of the people of Gwynedd is central to the way that we plan and deliver our services.