

# Gwynedd Council Performance Report 2017/18



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

# Index

Content	Page
<b>Gwynedd Council Leader's Foreword</b>	<b>2</b>
<b>Introduction</b>	<b>3</b>
<b>Our Expenditure</b>	<b>4</b>
<b>Gwynedd Council's 5 Year Journey</b>	<b>5</b>
<b>Departmental Reports</b>	
<b>Education</b>	<b>9</b>
<b>Adults, Health and Wellbeing</b>	<b>12</b>
<b>Children and Supporting Families</b>	<b>19</b>
<b>Economy and Community</b>	<b>23</b>
<b>Highways and Municipal</b>	<b>27</b>
<b>Environment</b>	<b>29</b>
<b>Ymgynghoriaeth Gwynedd Consultancy</b>	<b>31</b>
<b>Finance and Information Technology</b>	<b>32</b>
<b>Corporate Support</b>	<b>34</b>
<b>Appendix 1 – Performance Measures</b>	<b>39</b>
<b>Appendix 2 – Gwynedd's Well-being Objectives</b>	<b>48</b>

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## Foreword of the Leader of Gwynedd Council



It is my pleasure to present this report that is a summary of the performance report of each Department within the Council over the 2017/18 year. The new system of reporting on a

regular basis to the Cabinet Member and to Members of the Scrutiny Committees is now strongly embedded and enables us to measure how effective the Council is at providing services to our citizens. This of course involves identifying weaknesses as well as successes.

It is also an opportunity to look back over the past five years as we reach the end of the Strategic Plan for 2013- 2018. It was a very challenging time as we faced cuts to our budget due to the austerity policies of the Westminster Government. In addition, the demand on our services is increasing and the increasing demands made by Welsh Government adds to the pressure. Despite these obstacles and challenges, we have succeeded in providing quality services by being flexible and creative. A very important part of that work is our commitment to disseminate Ffordd Gwynedd throughout the entire Council, and measuring our work by considering each activity through the eyes and experience of the citizen.

Partnership working is also at the core of our work and although the complexity of the various partnerships across the North is often beyond comprehension, there have been successes. In the fields of education and planning, we have a close relationship with the Isle of Anglesey County Council; our innovative work jointly with the Health Board in the care field is maturing and is being recognised as good practice that forms a foundation to further developments. The

collaboration between the six counties in North Wales in the field of economic development is again an example of successful voluntary collaboration. I would also like to take this opportunity to thank all the town and community councils that have been so willing to collaborate with us.

The ongoing discussion about local government reorganisation is the subject of considerable disagreement between local authorities and Welsh Government. Rather than forcing us to create new structures, there is a need to redefine our relationship with the Government and clearly identify the functions of both tiers of government. There is a need for less intervention in the work of local government, and we should be trusted to act in the most effective way in response to local circumstances, and to collaborate with others as we see fit and where opportunities exist to provide better services.

Our aim is to work effectively to provide the best possible services for the people of Gwynedd, and to be a voice and support for the most vulnerable in our society. We will also take advantage of every opportunity to reinforce our communities by supporting efforts to create high standard employment opportunities and provide housing for our young people. The Gwynedd Council Plan 2018 - 2023 highlights our future intentions in the hope that we will be able to contribute to the aim of creating a Prosperous Gwynedd, a Confident Gwynedd and a Welsh-speaking Gwynedd!

Last, but not least, there is a need to thank every member of the Council's staff for their contribution to the praiseworthy performance. Your tireless work, which you often carry out under complex and difficult circumstances, is appreciated. You are the foundation to all of the Council's work, and this report is down to you. Thank you.

# Introduction

When Gwynedd Council published its 'Gwynedd Council Strategic Plan 2013-17' in early 2013, we had a vision of the county in which we wished to be living five years hence. Every year since then, we have been reviewing the Plan, and building on it or adapting it according to the needs of the people of Gwynedd.

This report, therefore, specifically considers the achievements of 2017/18; but, it also looks back on the achievements of the Gwynedd Council Strategic Plan since 2013.

This year, the report is structured according to the Council's Departments, and refers to our improvement plans and the day to day work carried out on behalf of Gwynedd residents.

Our financial position as a Council has changed considerably over the 5 year period of the Plan. We have succeeded in achieving these plans despite facing considerable cuts of £26m in grants from the Government over the 5 year period between 2013/14 and 2017/18.



\*2017/18 figure adapted to give a true reflection when taking inflation and transfers into consideration

With the introduction of the **Well-being of Future Generations Act (2015)** (the Act) designated public bodies are required to work individually and collectively to improve well-being in Wales. The seven well-being objectives and the five ways of working set a

general purpose for public bodies. They also aim to ensure better decisions by

- considering the long-term
- prevention
- integrated working
- working collaboratively
- and being inclusive of people of all ages.

Our Well-being Statement and Objectives were published in the Council's 2017-18 Plan as part of our response as a Council to the Act.

We are expected to report on our contribution to the principles of the Act, and information about a number of these activities can be found in the bulk of the report. In addition, the Well-being Objectives to which each department contributes are shown at the end of each chapter.

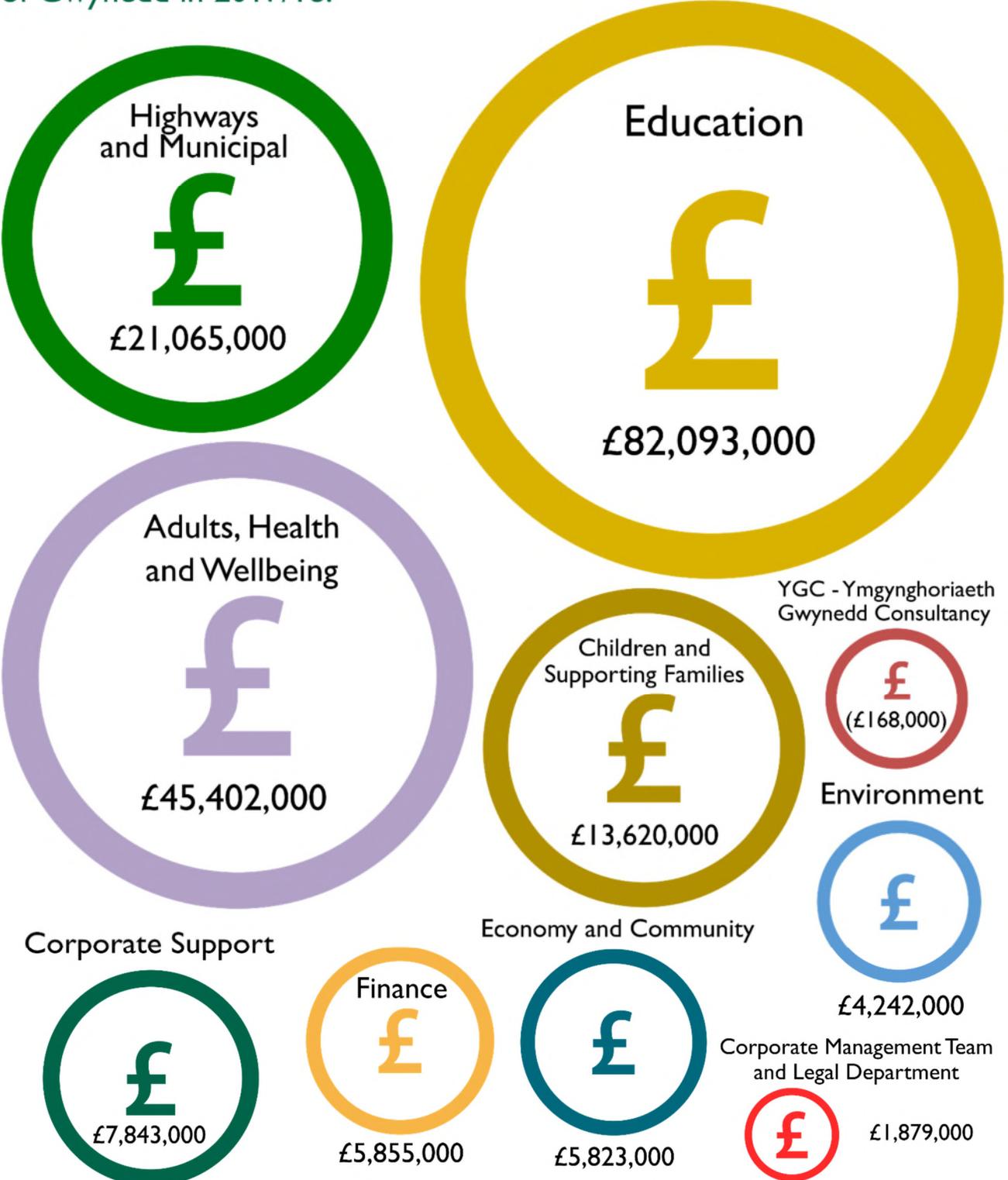
For the purpose of this report, since we are reflecting on 2017/18, we have reported against the Well-being Objectives adopted for that year. It is noted, however, as part of developing the Council's 2018-23 plan, that the Council has adopted a new round of Well-being Objectives [www.gwynedd.llyw.cymru/CouncilPlan](http://www.gwynedd.llyw.cymru/CouncilPlan).



**Appendix 2** examines the way our Well-being Objectives contribute toward achieving the aims of national well-being

# Our Expenditure

Council Departments' net expenditure to provide services to the people of Gwynedd in 2017/18:



# Gwynedd Council's 5 Year Journey

2013/14

Gwynedd Council is the first Council in Wales to produce electricity from food waste when GwyrAD Centre near Clynnog Fawr opens

'This is Where Things Happen' has helped 254 businesses in Gwynedd acquire contracts to supply 13 large-scale events that brought £6.32m to the county's economy

Pont Briwet reopens. The Council contributes £0.321m to the total cost of £20.6m

The brand new Ysgol Craig y Deryn opens in Bro Dysynni, and Ysgol O M Edwards in Llanuwchllyn is upgraded

The Welsh Language Charter for Primary Schools is launched in Gwynedd to increase the use of Welsh in a social context

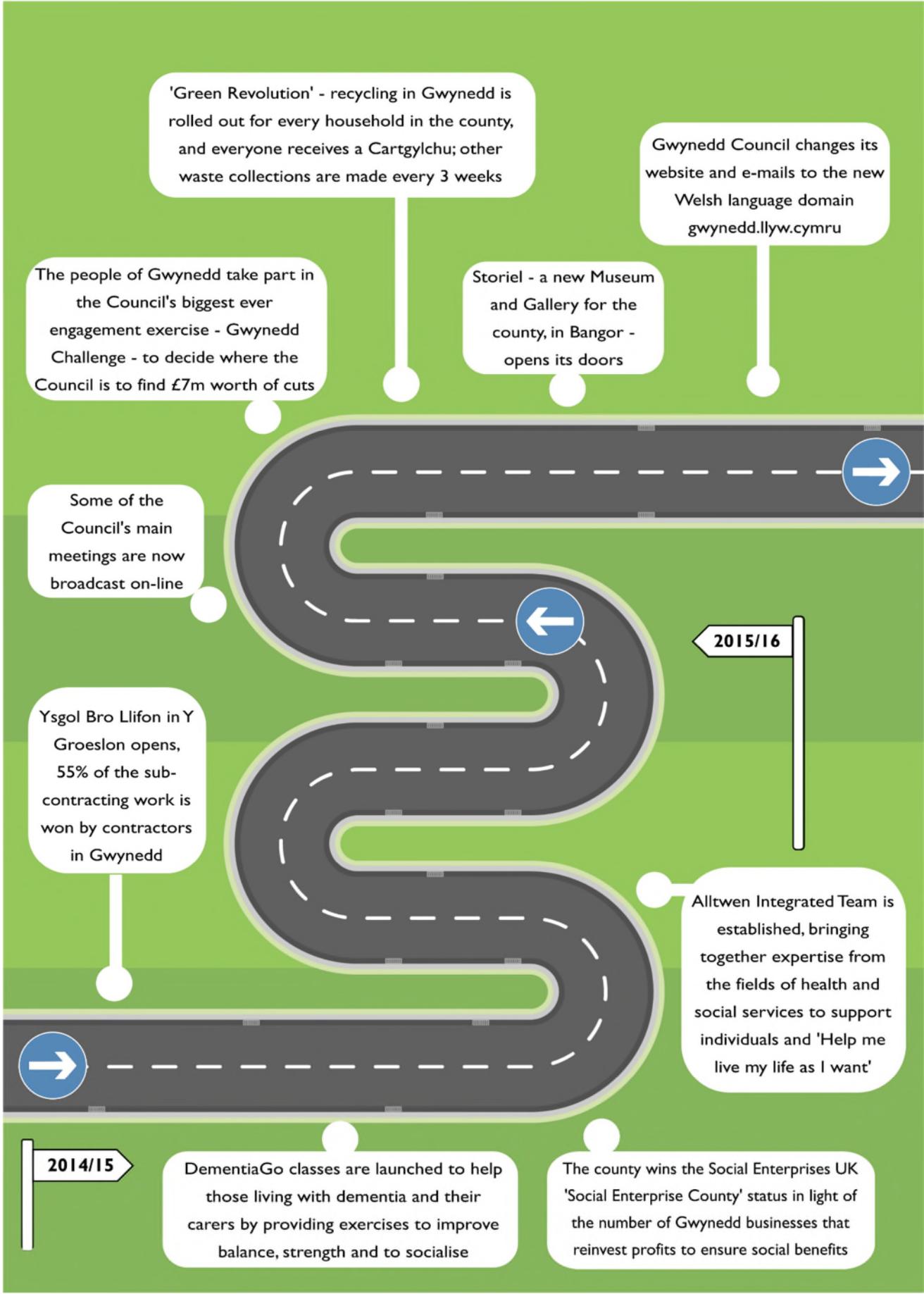
194 people in Gwynedd benefit from 70 additional affordable housing units for local people, 27 of which are smaller units for renting

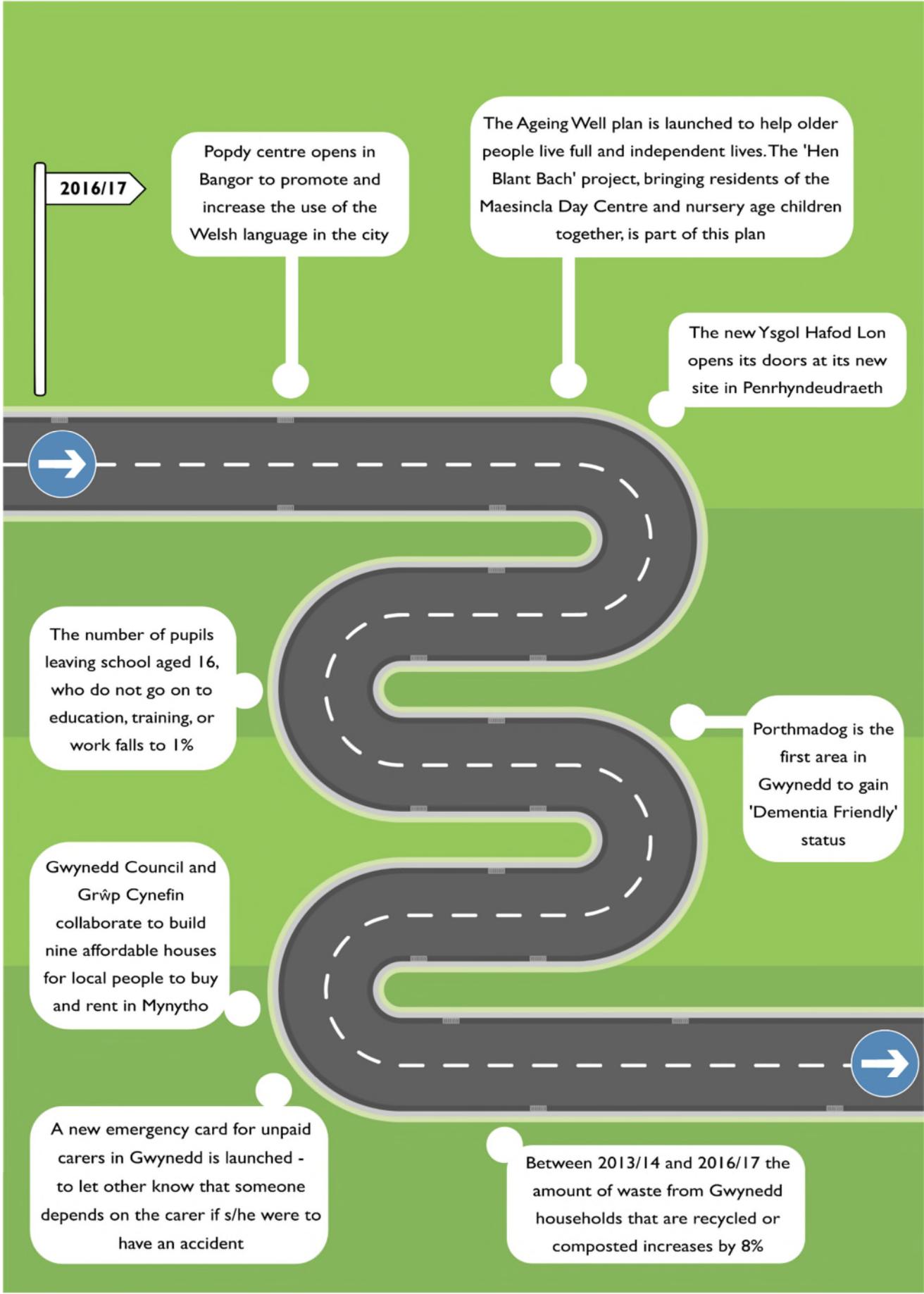
The new Cartgylchu is trialled in Dwyfor

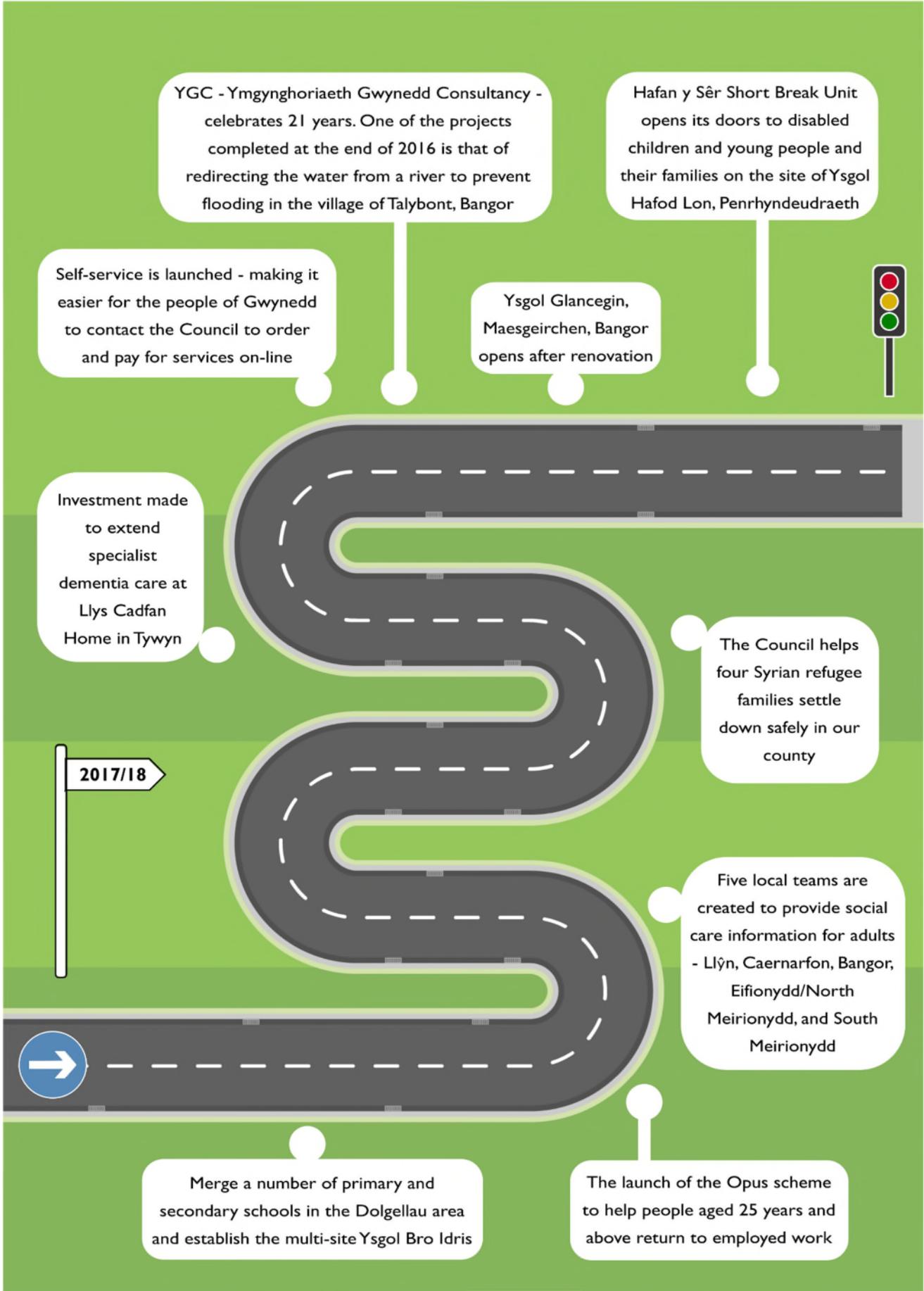
2014/15

Extra Care Housing at Cae Garnedd in Bangor opens - 42 flats where people can continue to live independently, or receive 24-hour care

The Gyda'n Gilydd Team is set up to provide early intervention to support children and their families. It can prevent children from becoming looked-after, or means they can return home







## Education Department

One of the Council's main priorities is to ensure that the children and young people of Gwynedd get the same opportunities and receive the best possible experiences to ensure that they are prepared for the world of work upon leaving school.

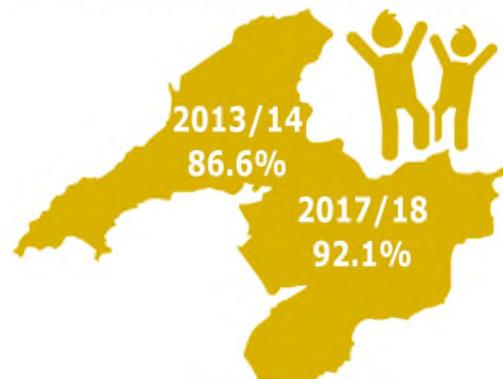
Overall, good progress has been made in terms of the educational attainment of our children and young people, particularly in the attainment of Key Stage 2 (11 years old) and Key Stage 3 (14 years old), but further work is to be done in the Foundation Phase (up to 7 years old) and Key Stage 4 (up to 16 years old - GCSE) to raise standards and further improve the results.

The Foundation Phase (up to 7 years old) results in summer 2017 were disappointing, especially in comparison with the regional and national results, with only 86.6% reaching the expected indicator (which places Gwynedd 15th throughout Wales). We have conducted a study to attempt to understand the reasons for this, and this had noted factors such as the Language Policy and assessment through the Welsh language, Additional Learning Needs, the children's low baseline in light of social decline, and teacher/pupil ratio. We will act upon the results of this work during the coming year through a business plan by GwE and the Education Department.

As our children move from the Foundation Phase to Key Stage 2, a significant improvement can be seen in our results, with 92.1% of children reaching the expected level at 11 years old, which has been a consistent increase for four years now. This result places Gwynedd first in the north Wales region. The attainment result of children who receive free

school meals (FSM) is 85.2% - the best result yet.

**increase in the percentage of pupils aged 11 who reached the expected level in Welsh or English, Mathematics and Science between 2013/14 and 2017/18**



The best ever performance was also seen across all subjects. The Department worked closely with the schools during the year by sharing assessment guidelines, and it can be said that this work has had a positive influence and has improved consistency.

Strong performance was seen again this year by our young people in Key Stage 3 (14 years old), with Gwynedd schools being the highest ranking among the north Wales region, with 92.8% of pupils reaching the expected level at 14 years old. An increase was also seen in the number of children who receive free school meals (FSM) reaching the expected level.

**increase over 5 years in the percentage of pupils aged 14 who reached the expected level in Welsh or English, Mathematics and Science**



As we reach Key Stage 4 (14-16 years old - GCSE), we see a drop in our results in comparison to previous years.

Although this figure is lower than 2016/17 (65.9%) Gwynedd's performance continues to be in 1st position in the north Wales Region and 5th at a national level, which is approximately the expected position. The main reason for the drop was the changes to the examining system and the specification for subjects. This change is not unique to Gwynedd, and it is fair to say that there has been a national drop as a result to this. This means that it is not meaningful to compare 2017 results with previous years as the benchmark has changed.

Estyn continues to inspect our schools and, although one primary school has been placed in special measures in summer 2017, the rest of our schools have received good inspections. Some of the inspections awarded excellent work, with Estyn praising the leadership, outcomes and the improvements the schools have made.

Our schools' data categorisation, namely identifying the schools that need support the most, is positive again in 2017/18, with two schools in the amber or red category, which means that they need attention or further support. It appears that matters involving leadership was the main reason for the schools' need for support.

Nevertheless, it is fair to say that the inspections and categorisation data has improved over the previous years, and this is mainly due to the work that has been done to ensure strong leadership in our schools.

Recruiting and retaining Headteachers is still an increasing problem in the county, and we are therefore eager to ensure a solution to this.

Although we have many good leaders, there aren't enough qualified leaders at present to ensure the quality of education at our school. During the year, we worked with GwE to provide training in specific fields for our leaders, and provided mentors to support new Headteachers. We have also been identifying new leaders for the future, with seven individuals from Gwynedd having completed a professional qualification course for Headship in 2017/18.

The concern for leadership is a matter that has arisen as we consult on the sustainability of the education system in Gwynedd. Bearing in mind the substantial challenges that we face, there is an increasing concern that the current education system is not sustainable. During the year, we consulted on a series of principles that should be the basis of any future changes. We will continue with this work during 2018/19.

Some of our school buildings are old and unsuitable to meet the learning and teaching needs of our children in future. An investment of £56m was made for the work of modernising education in the county and building new schools.



During the year, Ysgol Bro Idris, an All-through School for children aged 3-16, opened its doors for children in the Dolgellau area. In the Arfon area, Ysgol Glancegin opened, which is a new school for 240 pupils in Maesgeirchen, Bangor. The Education Department is eager to learn lessons from the process of building new

schools and, in due course, we will carry out research to see whether the education standards improve in light of the new schools.

In addition, there was further work in the pipeline to develop the 3-19 Learning Campus in the catchment area of Berwyn, Bala. As there has been a change in the direction of the project and the need to re-conduct a full consultation process, the school's opening date has now slipped to 1 September 2019.

In the Bangor area, a number of primary schools in the catchment area are full or overfull, particularly in Penrhosgarnedd, which means that it is essential that we review the situation locally. A financial pack worth £12.7m has been confirmed to improve the provision in Bangor, and this includes funding from Welsh Government, Gwynedd Council and contributions from the private sector. The timetable put on this project is challenging, but the statutory consultation process on the proposal to reorganise Bangor schools has commenced, and we will build on the work in 2018/19.

Positive and significant progress was seen in the field of additional learning needs during the year. The Department set up a new joint provision model between Gwynedd and Anglesey in September, where there is one Integrated Team that supports schools and pupils. The team includes Educational Psychologists, Specialist Teachers and Specialist Assistants who provide a service to over 650 pupils in Gwynedd. The work of

reviewing the clear criteria for access to the service is complete. In 2018/19, we will develop the support in the classroom, early years provision, and post-16 provision.

Over the years, the Council has led the pioneering work of influencing children's social use of the Welsh language in primary schools through the Welsh Language Charter. As a result of the success of the Charter at our secondary schools, we have been working on developing a Language Charter for our secondary schools. Constructive work has been done in 2017/18 to support all secondary schools to implement the Strategy. It is too soon to consider any visual success yet.

This Department's improvement plans and day-to-day work contributes towards the Gwynedd Well-being Objectives, and supports the residents of Gwynedd by:

- Ensure that every pupil has the necessary skills to succeed.
- Ensure that pupils with emotional and behavioural needs are fully included within Gwynedd schools.
- Ensure that children and young people are stable and are protected from harm.
- Promote the use of the Welsh language.

## Adults, Health and Well-being Department

2017/18 has been a year of good performance and a great deal has been achieved in the field of adults and older people during the period. We have much to be proud of in Gwynedd, and to an extent, this is a reflection of the good relationship we have with our key partner within the field, namely the Health Board. Although the changes we have made in the adults field have taken time, they are very substantial and we were very aware that these changes need to be made correctly if they are to be sustainable in the long-term. The workforce of the Adults Department has been essential in this change and everyone has played a key role.

Welsh Government has given clear guidance that key partners are expected to collaborate, and so the six North Wales Local Authorities have worked together to improve Social Care and Health services across the region, in order to better meet people's needs. Since the introduction of the Social Services and Well-being (Wales) Act 2014 (the Act), we were required to formalise such arrangements. ICF (Integrated Care Fund) money has helped with this work as well, enabling us to work with broader partners such as the third sector.

Nevertheless, our local experience shows that it is difficult to change working arrangements in a large and complex system and that the extensive and complicated arrangements of the Health Board and our regional arrangements can make the process of getting decisions a slow and cumbersome one. Having said this, the sub-regional arrangements and working relationship by means of the Health Board's Area Director, is of great assistance to us in Gwynedd and has led to the progress made

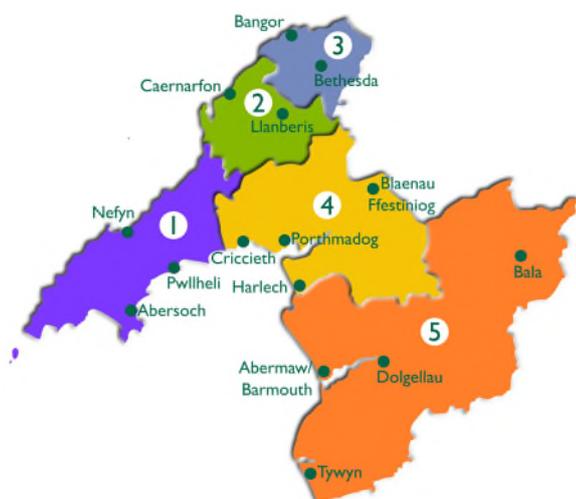
within the field of serving adults and older people.

One of the projects of the Gwynedd Council Plan 2017/18 was **integrated working on what matters to individuals**. A message that we have often heard from people is how complicated and frustrated the health and care field is. In an attempt to respond to this we, in partnership with the Health Board, have experimented with a new method of working by drawing up work systems by placing people at the centre and focusing on what matters to individuals.

It was encouraging to read the recent 'Parliamentary Review' that makes a recommendation about new care models, which focus the services around the individual and their family, as close to their home as possible. It emphasises the need for high quality preventative services, that can be easily accessed. This was the exact purpose of the 'Integrated Working on what matters to individuals' project, and the Review confirmed that the direction that Gwynedd has taken in the adults field is the right one.

By now, the rest of the county has adopted the arrangements initially piloted in the Eifionydd area. Five locality teams have been located in the Llŷn, Caernarfon, Bangor, Eifionydd/North Meirionnydd and South Meirionnydd areas. This was the first step towards creating Community Resource Teams across Gwynedd where integrated multi-disciplinary teams of social care and health services will be seen. These will include social workers, social care practitioners, community nurses, occupational therapists, and in time, physiotherapists. It is also hoped that the teams will work closely

with local surgeries. This change means that the people who require a service, and their families, can make direct contact with the relevant officers. Having smaller areas also means that it is easier for staff to gain a better understanding of what is happening within local communities, and in turn, this will improve the individuals' experience. Everyone within the team share the same principles, and offer a lead person to the individual in order to facilitate their journey through the care and health system.

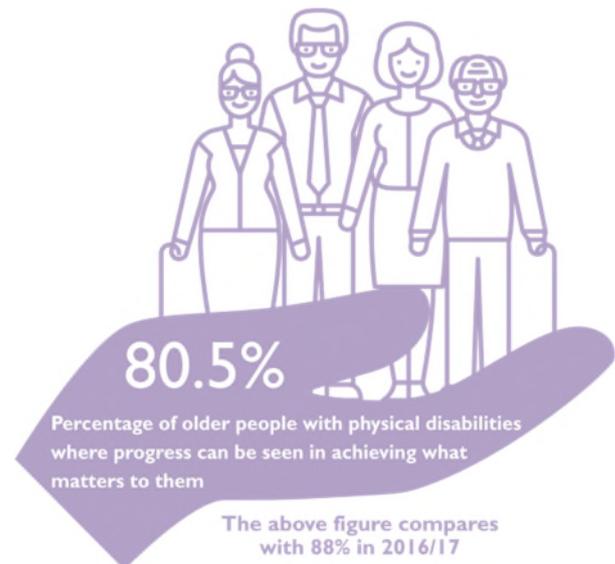


1. Llŷn Team
2. Caernarfon Team
3. Bangor Team
4. Eifionydd/North Meirionnydd Team
5. South Meirionnydd Team

The above change in the way of working has meant that staff naturally pursue "what matters" to individuals as our main driver. This way of working is proving to be very successful. This is a huge change, and is based on a fundamental change in the way we are all working. It is early days, but it is evident that this is the way forward in terms of obtaining the best results for the people of Gwynedd.

One of the requirements of the Act is to ensure that we provide information, advice and assistance to people in a simple way that is easy

to find out. Therefore, this is the aim of our **Her Gofal** Project. To this end, we have incorporated this within the five community teams. This involves simple arrangements for the residents of Gwynedd, and also ensures that individuals remain in control whilst finding information about what they need.



We have been updating the information given to the public, and we have also been working very closely with DEWIS Cymru to update the website and promote its use. This website gives information to residents and staff about the range of services/clubs and activities happening within their area. The Department is also in the process of updating and improving the relevant pages on the corporate website.

The **Her Gofal** project sought to ensure that the people of Gwynedd were truly aware of the challenge facing us to motivate and support communities to contribute by taking action in the community. There is a need to strengthen the part that individuals and the community plays, by providing a voice and control to people in health and care.

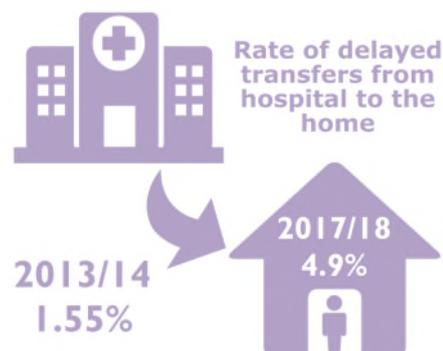
The "DementiaGo Scheme" is going from strength to strength and is a catalyst to develop preventative support to people who live with dementia and their carers. The "DementiaGo

Scheme" has held exercise sessions for people who live with dementia and their carers within the county's leisure centres since 2015. This Scheme has been very successful by encouraging people who live with dementia and their carers to keep active, and also to have the opportunity to socialise. We now have 14 classes across the county. The scheme has also been extended and developed to offer experiences to residents within our care homes. We have held workforce training sessions at 11 residential homes in the county. The scheme will ensure that residents have the opportunity to be as active as possible to reduce the risk of falling, reduce depression and increase the quality of life.

In order to respond to the problem of the **Capacity and sustainability of the care and health system**, jointly with the Health Board, we have been providing a broad range of different types of care for older people. Examples of what has been developed are short-term care, respite care, enablement and intermediate support following discharge from hospital or to avoid hospital admissions. With investment from the Intermediate Care Fund over the past years, 23 short-term beds have been established in care homes across the county. This collaboration has led to a better relationship between the staff of the residential homes, community nurses and social care staff.

Despite these developments, the delay when transferring patients from hospitals continues to be a challenging matter and is addressed by the Health Board and the Council on an ongoing basis. We are working with the Health Board to ensure that individuals can be discharged from hospital as soon as they are ready. When they cannot be discharged on time, and where we cannot arrange the care and assistance required to enable people to leave the hospital, this is referred to as 'delayed

transfers for social care reasons'. The rate of delayed transfers from hospitals for social care reasons has deteriorated, with an increase from 2.38% in 2015/16 to 4.9% in 2017/18.



Although Gwynedd's performance is comparable to the Welsh average, it must be acknowledged that a decline has been seen. The performance reflects general problems in terms of higher demand for hospital beds, lack of nursing beds in the community and also a lack of professionals (nurses) and home carers in some specific areas of Gwynedd.

In response to the above, we are working on improving the flow of patients through the care and health system, by following cases from end to end and attempting to remove any obstructions arising. This work also adheres to the principles of doing what matters to the individual and is based on the same principles as the work of the integrated teams.

In response to the lack of Domiciliary Care workers in some areas of Gwynedd, we have established a "Domiciliary Care Project". We will trial new and innovative ways of providing health and care services with the emphasis that services are kept as local as possible for people, and that individuals are at the centre of those services. We are looking to develop a commissioning system where one provider will be responsible for care packages in a specific area. The initial findings are very encouraging. There is potential to improve the provision

when responding to 'what matters' to individuals, reducing travel time for care staff, identifying opportunities to take advantage of the strengths of our communities and third sector providers, and ensuring that staff can work in the most effective way. The initial results show that customer satisfaction, as well as workforce satisfaction, is higher. We intend to build on what we have learnt and extend the work to other areas in Gwynedd.

We have been aware that some of our residents in Gwynedd have to travel far to receive some dementia care services. The Council has prioritised the development of specialist dementia provision within the Council's in-house homes in partnership with the Health Board. We identified Llys Cadfan in Tywyn as the first home to be invested in. Work on "Phase 1" of the Llys Cadfan project has been completed and individuals started to move into the Early Dementia Unit in September 2017. The work of constructing "Phase 2" of the project, which offers specialist and respite services to the south of the County, has now been completed. This development will also lead to an increase in the number of short-term care beds in the home from two to seven. Day care facilities will also be upgraded in order to ensure the best care for service users across the site. As part of the project, the health workforce will ensure that additional health care is available to the home so that the individuals with more intensive needs can continue to reside there. Arrangements are in the pipeline to register the new services with the Care Inspectorate Wales and to strengthen the staffing capacity so that the best use can be made of the new resources.

In collaboration with the Health Board, plans to invest in early dementia beds are being developed for another three locations across

the county. Plas Hafan in Nefyn is the latest of Gwynedd Council's care homes to benefit from an investment programme that will mean that we can offer better support to people living with dementia and other conditions that are associated with ageing. The investment will involve upgrading a part of the care home in Nefyn which will enable the Council's care team to work with the Health Board's medical staff to care for up to eight people with dementia. The funding is being provided through Welsh Government's Integrated Care Fund. We have already invested in Plas Hedd in Bangor and discussions about investing in Bryn Blodau, Llan Ffestiniog, are also in the pipeline.

Many different projects have contributed to realising our project **Programme of Accommodation and Care Provision Projects**. In June 2016, the Inspectorate released a report on services for Adults with Learning Disabilities. Since the release of the report, I am very glad to say that the learning disabilities service has made substantial progress to modernise the service. An exciting programme is in place to ensure a sustainable provision for adults with learning disabilities for the future.



We have developed a clear joint-vision with service users and their families in order to focus on developing preventative services across the county that will include focusing on the needs of adults on the autistic spectrum.

The new service has been designed to assist citizens to focus on their strengths and on

what they can achieve safely on their own. The Council has attracted funding from Welsh Government's Intermediate Fund to develop the new model, and it will be located at Arfon Leisure Centre. Since it opened in May 2018, this new Community Hub offers accredited training opportunities, develops the skills and confidence of individuals so that they can, in due course, move on to a work placement or college. This is a very exciting programme and our intention in the future is to establish other hubs and ensure that the provision is consistent across Gwynedd.

New developments are in the pipeline on the site of Y Frondeg home, Caernarfon. A decision has been made to develop a new accommodation model for adults with Learning Disabilities for 16 people. The existing registered home of Y Frondeg will remain open until the new development has been completed, and the current residents of the home will move into the new development as tenants. Grŵp Cynefin is a developmental partner and much work has been completed to develop draft joint plans with our main stakeholders.

The new project will be purpose-built to address the needs of the individuals and offer better opportunities to take control of their lives and play a part in society. The new accommodation model can support individuals with complex needs including individuals that currently receive their care outside Gwynedd, and there will be an opportunity for some individuals to return to the county to live.



The Adults Department is also responsible for implementing the Council's **Housing Supply Strategy**. As part of our efforts to address the demographic challenge and to ensure a sufficient provision for older people that promotes independence, we have been working on the Hafod y Gest Extra Care Housing scheme. The scheme worth £8.5 million is being developed by the Grŵp Cynefin housing association in partnership with Gwynedd Council. The new Hafod y Gest, which is located in the centre of Porthmadog town, is in an ideal site in the heart of the community and close to the town's shops and amenities and offers extra care housing for the area's older people. There will be 40 one and two bedroom flats with 24 hour care; a community hub for activities; hobby, fitness, beauty and therapy rooms; a lounge and dining room. We did not manage to adhere to the original timetable to finish the work by October 2017, due to problems relating to inclement weather and the availability of builders in the area. We are now looking forward to seeing Hafod y Gest opening by the end of 2018.



Hafod y Gest

The Empty Houses Team has been helping people who are having difficulty stepping onto the property ladder to purchase their first home. The team's work has helped to breathe new life into houses that have been standing empty, and given an opportunity for first-time buyers to turn them into cosy homes. They will do that by offering a deposit for an interest-

free mortgage so that they are able to purchase a house without having to save for years beforehand. They also offer a grant to first-time buyers to help them with refurbishment costs. As well as having a positive impact on the lives of first-time buyers in Gwynedd, the work of regenerating empty homes helps the community and the local economy to thrive. Since the scheme commenced in 2008, the Council has invested over £3.9m on empty housing regeneration, helping to house 900 people across Gwynedd - often allowing them to remain within their local areas.



We have been focusing on ensuring that there are enough suitable houses for the needs of the people of Gwynedd as high prices are preventing local people from purchasing houses. We are also aware of the lack of suitable rented housing. In response to the problem, the Council has sought to provide a variety of affordable houses in the rural communities of Gwynedd and a development of nine houses has been erected in Mynytho. The Council is also continuing with the partnership with Grŵp Cynefin and is hoping to develop similar plans in the areas of Penygroes, Bethesda and Waunfawr in future.

The Housing Service is working to prevent homelessness in the first place, but also to

provide support for families or individuals who find themselves homeless.



Substantial progress was seen in the demand during 2017/18 and a service was provided for 760 individuals. The unit's performance is amongst the best in Wales in homelessness prevention, and this field needs to be prioritised in the future.

With grant funding from Welsh Government, the homelessness service has funded a project to coordinate a service for prison-leavers. We are supporting those who return to Gwynedd to live following a period in prison, and seek to arrange accommodation for them if they are at risk of becoming homeless. We supported 101 individuals during 2017/18. By means of this project, we have developed a good relationship with the prisons, the Probation Service and a number of other agencies that work with the individuals.

We experienced quite a lot of inclement weather over the 2017/18 winter, and homelessness matters have received considerable attention in the press. In Gwynedd, we have collaborated very closely with the North Wales Housing Outreach Service to address the needs of rough sleepers. During the periods of extreme weather, it was found that there were 33 rough sleepers. We managed to obtain a resolution for each of the 33 individuals by offering them temporary

accommodation. Two persons refused the offer of accommodation.

The Supporting People programme provides support for vulnerable people to manage or retain their tenancy and live independently. During 2017/18, the programme in Gwynedd has supported 2,157 (figure up to July 2017) to have access and maintain permanent or temporary tenancies and homelessness prevention. Due to a change in legislation and the supporting people grant conditions, there is more emphasis on targeting homelessness prevention by means of earlier and creative interventions. We have developed a drop-in service in two areas that offer support for local people before the need for accommodation or more specialist support. Since the project began in 2016, we have supported 202 young people.

Mapping analysis confirm that our highest priority groups are the ones who flee from domestic abuse, young people, prison leavers, homeless people between 25 and 54 years old, those who misuse substances and single parents. There has been an obvious gap over the previous years with an increase in the number of our clients with severe mental health problems and have either been homeless or at threat of homelessness. In response to this, during 2017/18, a new service was commissioned by 'Gorwel' that will be working intensively with individuals with complex needs such as mental health.

The Adults, Health and Well-being Department has put robust arrangements in place to ensure full expertise and understanding of all matters relating to the **Safeguarding of Vulnerable Adults**. The Safeguarding and Quality Assurance Unit has been established in full since October 2017.

There has been a general increase in cases involving safeguarding issues recently; however, from discussions with other Authorities within the region, it is clear that we are all in a similar situation. In response to the increase in safeguarding referrals, the Unit has developed a 'Safeguarding Hub' in order to be an initial contact point for all Adult Safeguarding before they are passed on for appropriate intervention.

Our adults safeguarding measures again suggests a robust performance in 2017/18. Of all the adult protection referrals completed during the year, we succeeded to manage the risk 95% of the time.

Over the past year, the Unit has continued to monitor in-house Care Homes and the private residential care provision in order to ensure quality care for residents. We will work with the Health Board to monitor nursing care and we intend to produce joint reports. The Older People Commissioner's report 'A Place to Call Home' has offered an independent opinion about our provision and proposes areas for improvement, and we are acting on these recommendations.

This Department's improvement plans and day-to-day work contributes towards the Gwynedd Well-being Objectives, and supports the residents of Gwynedd by:

- Enable the residents of Gwynedd to be energetic and live healthy lives.
- Provide the right assistance to individuals at the right time.
- Prevent the escalation of people's needs.
- Safeguard children and adults from harm.
- Provide rehabilitation opportunities for the most vulnerable people from Syria.

## Children and Supporting Families Department

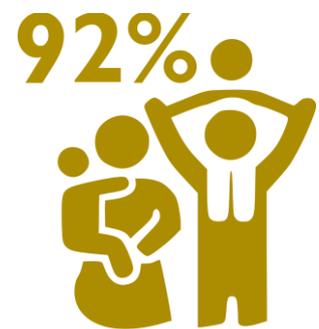
For a number of years now, the Council has placed increasing emphasis on early intervention and preventative work in order to help children and their families to thrive, and to reduce the need for more intensive services. We have mainly provided preventative services by means of Families First and Flying Start grants, and more recently through the Edge of Care Team.

Despite all the developments and the successes we have seen from these teams, the number of looked-after children and families that need more formal support continues to increase. During 2017/18, we have taken stock of the situation, and following Ffordd Gwynedd principles by ensuring that the needs of the child or the family are central, we have seen that integrated collaboration with other institutions better meets the needs of children and their families.

Over the past year, we have been working on developing our vision for children and supporting families services. This was identified as a priority for the Council over the next five years, and we will attempt to adopt a joint Families Support Plan in conjunction with our partners.

The "current" Families First "programme" ended in March 2018 after being operational since 2013. As part of the work to re-commission a new programme, an independent consultant evaluated the current Families First programme in Gwynedd. Models of good practice were identified and will be used to develop a future programme.

The "New Programme" has already been commissioned and is based on the above evaluation. Following a consultation and tendering process, the new structure has been operational since 1 April 2018. The Team Around the Family will continue to offer early and preventative intervention which is coordinated across every area and community in Gwynedd. The aim of the programme is to continue to focus on reducing the number of families that develop needs which will become more intense in future, and therefore, require more intensive and costly statutory interventions.



**92%**  
of families who have received the support of the Team Around the Family who have seen an improvement in their lives

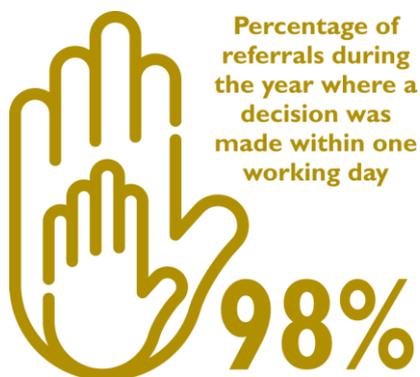
To ensure that services are provided as locally as possible, three Families First Family Support Teams will be established in the areas of Arfon, Meirion and Dwyfor, with Barnardo's leading the Team in Meirionnydd. The Teams include family support workers who offer direct support with parenting skills development and support for young people, as well as practical support. Unlike the previous programme, and responding to the findings of the independent survey and Welsh Government guidelines, a Youth Worker will be associated with each team in order to be able to focus on improving results for young people aged between 11-25. It will also be possible for families to gain access to a wide range of therapeutic and support services in order to meet their individual

needs. We have also commissioned 'Y Bont' to provide an advocacy service.

The Information, Advice and Assistance Service has also been established where the service offers a wide range of information about activities and organisations within communities that could lead to meeting individuals' needs. This service will develop further in future.

The Children and Supporting Families Department was the subject of a full inspection by Care Inspectorate Wales in May 2018. Although the official report has not yet been released, initial oral observations by the inspectors were very positive regarding the Department's performance.

The Children's Referrals Team has upheld high standards again in 2017/18 when responding to referrals on time. This is consistent with the performance of previous years.



Similarly, the Social Work Teams have offered timely support and intervention for children and their families.

The Percentage of child protection reviews undertaken within the time-scale was 90% which is a consistent performance again compared with previous years.

We are very fortunate in Gwynedd that our Social Work Teams are stable and experienced and that staff turnover is very low. The

percentage of our staff who are Welsh-speakers is 84% namely the highest in Wales, and the rest are keen learners.

As part of the day-to-day work of operational teams within the department, workers offer professional support and intervention. In addition, they have the option to require more specialist interventions such as those offered by the Edge of Care Team. The Team became operational in 2015 and it has been an exciting and important development as we transformed experiences for children and families. The purpose of the team is to work intensively with vulnerable children and families, and children who are about to be taken into care. Since the commencement of the plan, the Team has worked with 236 children.

**In 2017/18 70% of families noted that the factors that were evident before the team's intervention were reduced**

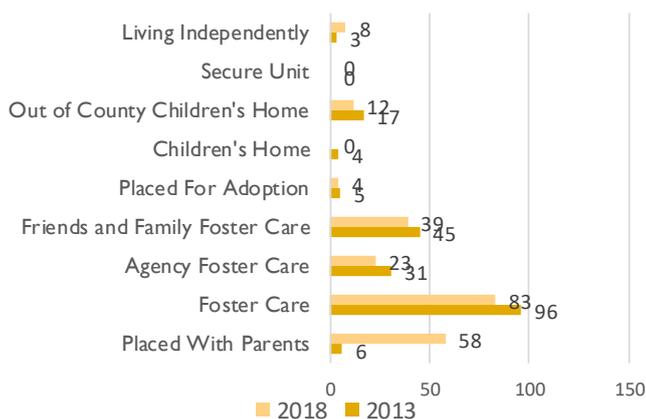


The success of collaboration between families and the team means that a number of children have been able to stay at home with their families, some have been able to return home from foster and residential care, and it has ensured that vulnerable foster placements have been substantially stabilised.

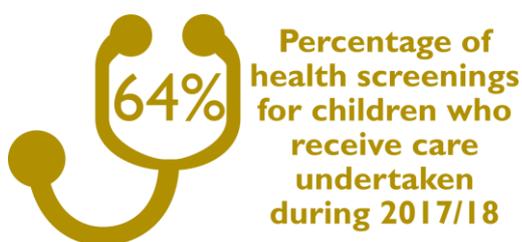
231 children were in our care at the end of March 2018. Compared with the number of looked after children over a five-year period, the total has increased from 185 to 231, which is nearly a 25% increase. Despite this, the number of children who are either in residential or foster placements has remained consistent or reduced.

There is an increase in the number of looked after children who have been placed at home with their parents under a Care Order for the Council, which has increased from 6 to 58 over the last five years.

**Looked After Children - placement type  
2013-18**



Children and young people come into our care under highly challenging circumstances, but we are as ambitious for these children as anyone would be for his/her own child. We have Independent Reviewing Officers (IRO) who monitor the care plans of each child and young person who are looked after by us, and they assure us as a Council that the interests of the child are safeguarded throughout their time in care.



Our ability as a Council to place children with foster parents is a key part of the service for children. We are extremely proud of our foster parents and the Fostering Team continues to ensure that we have enough foster parents to meet the needs of children who cannot live at home. We held several recruitment drives over the past five years to

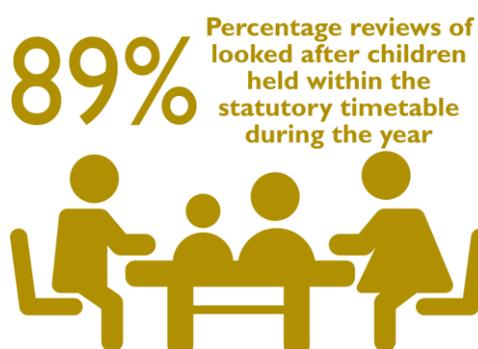
try to encourage more people to become foster parents. Approximately 120 foster carers have registered in Gwynedd so that children can find safe placements to live and grow up. They receive full training, with the support of specialist and experienced officers. These recruitment drives enable us to place children within our own resources and we have more foster parents registering with us than those who part with us. In their last inspection of fostering services (2016), Care Inspectorate Wales noted that feedback from foster carers in questionnaires by the service for their annual reviews showed that they appreciated the support they received from their supervising social workers.

We have also placed considerable emphasis on our effectiveness as a Corporate Parent Panel during the period of the Plan to ensure that appropriate services are available for each of the looked-after children so that they succeed in achieving their full potential. A young person who is currently looked-after is now a panel member who will assist us to ensure that we hear from and listen to looked-after children's experiences and learn from them. The Corporate Parent Panel has 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. More recently, the Corporate Parent Panel gave its seal of approval to children and young people who leave care to be exempt from paying Council Tax until they are 25 years old, which is a positive step forward when offering them practical support.



One of the highlights for the Department in 2013-18 was witnessing Hafan y Sêr, the Short Respite Unit, opening its doors for the first time in April 2018 for disabled children and young people. The Unit is located on the Ysgol Hafod Lon site in Penrhyndeudraeth. This new service offers a short respite provision which will provide care and support from specialist staff for disabled children and their families and meet the demand expressed for some time by families to the Derwen Team.

The Children and Supporting Families Department has a Safeguarding and Quality Assurance Unit that assures the Council that our safeguarding arrangements are robust.



Reasons for any slippage in performance have been challenged and are mostly related with staff sickness, availability of colleagues from other statutory bodies and families' availability.

On the whole, the delay is small (days) and longer delays have been carefully assessed and have not led to an unacceptable impact on the child.

Everyone has a duty to safeguard children and adults and the responsibility for safeguarding is one of the Council's most important responsibilities. Indeed, progress has been made in the workforce's awareness of safeguarding issues over the past five years. The emphasis of the 'safeguarding' project in Gwynedd Council's Strategic Plan 2013-18 was to ensure that arrangements in the safeguarding field were robust, and that we realise what our personal responsibility is for safeguarding.

The Council also recently increased the focus of its Safeguarding Strategic Panel to include community safety matters such as domestic violence, counter terrorism and modern slavery. This was done to ensure that all safeguarding matters receive attention and to ensure that there are robust procedures within the Council to respond to any safeguarding issue.

This Department's improvement plans and day-to-day work contribute towards the Gwynedd Well-being Objectives, ensuring that Gwynedd Council:

- Ensure that every pupil has the necessary skills to succeed.
- Ensure that children and young people are stable and are protected from harm.
- Provide the right assistance to individuals at the right time.
- Prevent the escalation of people's needs.
- Safeguard children and adults from harm.

# Economy and Community Department



## Developing Gwynedd's Economy

Gwynedd's economy is performing fairly well at a Wales' level but not in comparison with other regions of Britain and Europe. Salary levels are much lower than other parts of north Wales, and there are inconsistencies in terms of growth and opportunities across our communities.

The Council has acknowledged for a while that there is a need to work with partners to improve salaries and attract more jobs that pay better for the county.

We are working to target the sectors that pay well by creating the conditions that support new businesses and grow existing businesses, and this is a long-term effort. Since 2013, 111 high value jobs (with salaries of £26,500 or more) have been created and 308 jobs have been protected as a result of the intensive work being done to attract investors and businesses to the area. During 2017/18, we have worked with partners to create jobs that pay well in the digital, creative, energy and food sectors, with over 200 receiving information and participating in events and activities.



The work of attracting investment in strategic sites in the Trawsfynydd and Llanbedr Airfield sites has started to bear fruit during the year. As a result of lobbying work, Trawsfynydd has now been identified as a prominent site in Britain for the siting of an Advanced Technology Reactor. Considerable attention

was also given to the development of a bid for £25m in European funding for the upgrading of the Llanbedr Snowdonia Aerospace Centre site in Llanbedr, including improving the access to the site and improving traffic problems in the village of Llanbedr.

Despite the good work, it can be seen that there has been a lack of general interest in investing over the year. The County's businesses have reported that issues such as Brexit and the lack of business space in the County are matters that are affecting them. The demand for empty units has increased across the county, with high demand in the Arfon area. We have also seen that a number of the sectors that create well-paid jobs are located in Arfon. It is crucial that we ensure that we disseminate the growth across the county to the Dwyfor and Meirionnydd areas as well. These matters will be addressed as we continue with the work in 2018/19.

Ensuring a good information technology infrastructure is essential in a rural County like Gwynedd, and is a key factor for businesses that wish to compete on a national and international level. Good progress has been made during the year to ensure, by December 2017, that over 88% of Gwynedd homes/businesses are able to take advantage of superfast broadband, which is way above the average of rural Wales. As Welsh Government prepares to commission the Superfast Business 2 programme, that will extend the provision to approximately 100,000 additional properties across Wales, there will be a need to ensure that Gwynedd is given priority. During the coming year, we will also be working regionally to attempt to secure superfast broadband as part of the North Wales Growth Deal.

After trialling public Wi-Fi in Aberdaron, we have now secured further funding to extend the successful pilot to other areas in Gwynedd. The experiment in Aberdaron was one of 43

that have now been held by the Arloesi Gwynedd Wledig scheme to develop innovative ways of increasing the prosperity of our rural residents and communities.

Many of our communities have a rich heritage and have received a World Heritage Site designation. We have been working to regenerate Caernarfon town centre in order to improve the quality and experience of visitors to the area and improve the appearance of the town. The work of regenerating Caernarfon town centre has commenced with a £15m investment that is going towards a variety of projects, including the construction of a new Welsh Highland Railway station and an extension to Galeri in Victoria Dock. We have also been working on obtaining a World Heritage Site designation for our slate areas. We hope to submit the bid to the World Heritage Centre in Paris in 2019. We will continue with the work of regenerating town centres and developing the slate areas during the coming year.

Tourism brings  
£6 billion  
to Gwynedd's  
economy



The tourism sector is an important employer and public events are a priority that offer a commercial opportunity to local businesses to supply or provide services during the year. By holding events, we have managed to raise the profile of Gwynedd and

market it to visitors as an exciting and vibrant destination. A number of major events were supported in the county over the year, including the Red Bull Hardline and Festival No.6.

Events	
2017/18	2014 -18
£5.2 million	£20 million

As a result of these events, at least 105 jobs were safeguarded in the economy during the year.

The Council continued to maintain the harbours and beaches which are an integral part of the County's tourism offer, and over 220,000 visitors were welcomed in 2017/18. During the year, we have also started on the work of reviewing the Harbour in Pwllheli, and a working group has been established to review the future management of Hafan.



### Supporting Strong and Healthy Communities

Poverty is a matter that affects a number of Gwynedd residents and we have been working jointly with other partners to reduce the impact of poverty in the county since 2014. As the weekly salary in Gwynedd is the second lowest in Wales and unemployment leads to dependency on benefits, it is a key matter that needs to be responded to. During 2017/18, we have held 'Pennywise' events across Gwynedd, and 314 Gwynedd residents have benefited from the advice and assistance received through those sessions. A saving of £10,757 was estimated for Gwynedd residents during the 11 Pennywise events held since 2016.



In addition, a budget of £726,374 was received from the Westminster and Welsh Governments for making Discretionary Housing Payments during 2017/18. As a Council, we added a contribution of £25,098 from our own funds to this figure. Unlike many other Councils in Wales, we passed on the entire pot of money in payments to our residents, without having to return any

underspend to the Government. This funding was used to support 1,597 households to mitigate the impact caused by a range of welfare reforms. This is an increase on the figure for 2016/17. The Policy exists and has been operational since 2015 and it is reviewed annually and amended as required in order to comply with any Welfare Reform changes that can affect our customers.

With the introduction of Universal Credit, we are aware that these changes will affect over 6,000 households in Gwynedd. We have been preparing by holding training sessions for front-line staff, to give more information about changes being introduced as a result of Universal Credit. Over 180 staff have attended, including care workers, social workers, library workers, welfare workers in the Education Department and the Gyda'n Gilydd team. By ensuring that the Council's staff are aware of the changes, better support can be ensured so that residents are able to cope when going through this change. We have also supported over 1,300 Gwynedd residents to develop their digital skills so that they are more likely to be able to use on-line services.

Area Regeneration Officers continue to offer key support to communities so that they can continue to be sustainable, particularly as a result of the squeeze on public services. A total of 72 plans that develop or maintain local services were supported in 2017/18. A review of the regeneration work will be held in 2018/19, following Welsh Government's decision to bring the Communities First programme to an end in March 2018.

During the year, we have opened a new library on the Bala Lifelong Learning Campus, which is an exciting development. We have also been introducing a self-service programme in the nine main libraries, which means that users can use the machines to borrow and return books without having to go to the desk which, in turn, allows staff to spend more time with users who require assistance.

Nevertheless, the number of visits to libraries has reduced during the year, but this is not unexpected bearing in mind that we have reduced the opening hours of libraries in some areas. It is fair to say that the national trend shows a reduction in the number of visits.



The Council continues to maintain galleries, museums and archives in Gwynedd. During 2017/18, over 65,000 visited these establishments. We are also continuing to work with the Friends of Lloyd George Museum and Neuadd Buddug, and work has also been commissioned on reviewing the future management of Neuadd Dwyfor.

A change was seen during the year where a consultation was held on establishing a new youth service for the county. Following the Council's decision in 2016 to save £70,000, the Youth Service has been consulting on remodelling, has considered options and has engaged with Gwynedd residents.

The Department also supports Gwynedd residents of all ages to live healthy lives and improve their health by means of sports programmes, exercise referral programmes and the healthy living centres. Our staff arrange and hold a range of sporting activities during the year within schools, in the community and outdoors.

Percentage of 11 year old children  
who reach the National Curriculum  
Standards for swimming



Similarly, the Department is supporting the residents of Gwynedd to improve the condition of their health through the Exercise Referral Team. A substantial increase was seen in the number of clients for this service during the year, particularly in the fields of dementia and chronic conditions. More information about the scheme can be seen in the chapter on the Adults, Health and Well-being Department.

However, national uncertainty about the future funding arrangements of sports programmes and DementiaGo poses a challenge for the Department to look at other models of maintaining the services in future, in collaboration with Health sector partners. This will be a priority for us in 2018/19.

During 2017/18, we worked on establishing a new leisure company in Gwynedd in order to manage Leisure Centres in the county in the future, and further details about the arrangements will be published in 2018/19.

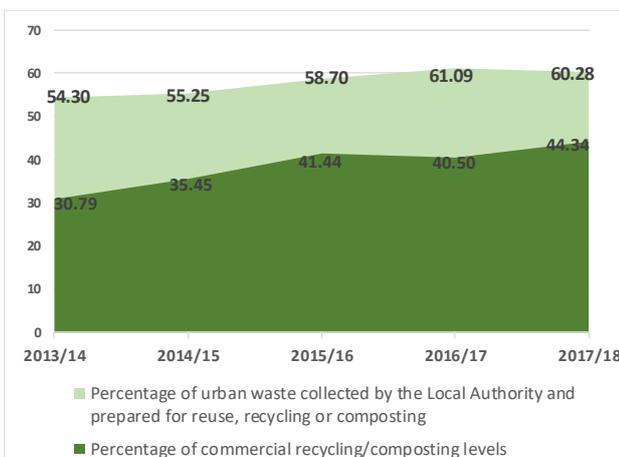
This Department's improvement plans and day-to-day work contributes towards the Gwynedd Well-being Objectives, and supports the residents of Gwynedd residents by:

- Create the conditions for enterprises to prosper across Gwynedd
- Create the conditions for businesses to create and sustain high-value jobs.
- Enable the residents of Gwynedd to be energetic and live healthy lives.
- Tackle poverty.
- Strengthening and regenerating communities.
- Promote our culture, heritage and the arts.
- Provide a library service.

# Highways and Municipal Department

Gwynedd is a large county geographically, and has a natural environment of high standard on the one hand but has a number of environmental challenges on the other. It is important that our citizens can live full lives within their areas, and over the past few years, we have continued to work towards providing a healthier, cleaner, safer and more sustainable environment for our citizens, our businesses and visitors.

Over the past few years, we have identified that there is a need to reduce the amount of waste that is sent to landfill. The changes to residual waste collection arrangements every three weeks, and collecting food waste and recycling materials weekly, has been crucial to ensure progress in the recycling rate.



60.28% of waste from Gwynedd homes was recycled by the end of 2017/18. This is a substantial increase of over 5% in rates since 2013/14. A reduction was seen in the percentage of materials recycled compared to 2016/17 (61.08%) but this reduction can be attributed to the fact that less garden waste is being sent to be treated as a result of the arrangements to pay for the service to dispose of garden waste from the brown bin, which was introduced in 2017.



The commitment of the county's residents and businesses to reducing their over-dependence on the disposal of waste to landfill has played a crucial part in improving our performance and Gwynedd's recycling rate has substantially increased over the past four years.

We know that collecting waste at the time we state that we will collect it is important for Gwynedd residents. During 2017/18, we failed to collect 0.23% collections out of 4,872,676 that we were expected to fulfil during the year. Some of these failures were due to severe weather and others because of shortcomings on our part. Where the shortcoming is on our part, we are already taking action to see what lessons we can learn for the future.

We will continue to implement the Waste Strategy in future, with the intention of reusing, recycling or composting 64% of the waste from our households by 2020.

The quality of the local environment is essentially important for local people and for visitors to the area. The cleanliness standards of our streets scored 71.95 out of 100 in an assessment carried out by independent Inspectors in 2017/18 which is a reduction from a score of 75.7 in 2016/17. The Council has taken action on what the people of Gwynedd told us during Gwynedd Challenge and there has been a reduction in budget for

this field, and therefore, it is unavoidable that there will be an element of deterioration.

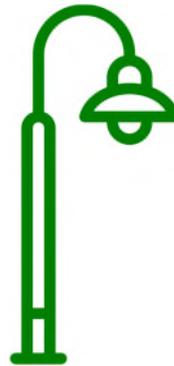
Fly-tipping could pollute the environment, harm human health and ruin our enjoyment of our towns and countryside. The number of cases of illegal fly-tipping has reduced from 623 in 2016/17 to 550 in 2017/18. The percentage of illegal fly-tipping incidents cleared within 5 working days has been stable over recent years, and the figure of 97% this year compares with 97.90% in 2016/17.



It is important that businesses and residents can move with ease and safely within the county and, in order to ensure this, the Council maintains 2,697km of county roads along with 199km of Trunk Roads (namely highways of national importance, on behalf of Welsh Government). The statistics on road standards are measured annually, and at present, our highways in Gwynedd, namely Class A and B roads, are in a good condition with less than 4% defective. The performance of class C main roads has improved a little this year, with 14.1% of the roads in a poor condition compared with 15.2% in 2016/17. Unfortunately, due to the increasing budgetary cuts, it will be challenging for the Council to maintain this performance and prevent deterioration in the coming years.

We have undertaken a rolling programme of "Invest to Save" schemes to reduce the Council's energy costs and carbon emissions. A wide range of schemes have been completed, including improvements to property, installing LED street lighting and purchasing low

emissions level vehicles to replace the old fleet of vehicles.



In order to reduce the carbon emissions, prevent light pollution and reduce energy costs, a substantial programme to replace street lighting with LED technology has been in place over recent years. In 2015/16, 1,709 street lighting units and signs were replaced with LED with

3,418 additional ones replaced in 2016/17, and 3,472 in 2017/18. During 2018/19, 1,680 units will be replaced which will mean that a total of 10,279 units will have been replaced during this initial programme. As a result of these changes, it is anticipated that we will save £260,000 per annum.

This Department's day-to-day work contributes towards the Gwynedd Well-being Objectives, and supports the residents of Gwynedd by:

- Increase recycling.
- Keep towns and villages tidy and safe.
- Provide travel opportunities for everyone across the county.
- Maintain public footpaths and playing fields.
- Reduce energy costs, carbon emissions and prevent light pollution.
- Educate and raise awareness among children about recycling and preventing litter and graffiti.

## Environment Department

The main areas of responsibility of the Environment Department are Planning, Public Protection, Transportation and the Countryside, and the Corporate Property Service.

The Planning Service facilitates and manage sustainable developments for the benefit of communities, the economy and the environment within the Gwynedd planning authority area (which does not include the National Park area), with 90% of the service's customers being satisfied with the service. Of those who are dissatisfied, the success of the application is a factor for some, but getting hold of a Planning officer is a factor for others. We will consider this when reviewing the service next year. In 2017/18, on average, planning applications took 59 days to be determined, which continues with the consistent performance on this measure since we began reporting on it in 2015/16.

A Joint Local Development Plan was adopted by Gwynedd Council and Anglesey County Council in July 2017. After completing the substantial task of drawing up the Development Plan, the Joint Planning Policy Unit have turned towards drawing up a series of Supplementary Planning Guidance. The purpose of the Supplementary Planning Guidance is to elaborate and explain the policies of the Development Plan where necessary in order to facilitate the Planning process. It is intended to publish a Supplementary Planning Guidance for the Welsh Language in 2018.

Affordable housing is a matter of priority for the Council, with 38% of the housing approved through the planning system in 2017/18 being affordable housing, either through a 106 agreement or because they are housing built by registered social landlords. Whilst this figure is a reduction on the average percentage of 47% between 2013 and 2017, it is still higher than

the highest target in the Joint Local Development Plan, namely that development include 30% affordable housing. This means that the Planning Service has contributed directly towards the affordable housing provision in Gwynedd in a significant way.



One of the duties of the Public Protection Service is to ensure that businesses conform to food hygiene standards, with 98.81% of Gwynedd businesses having done so in 2017/18. At the end of 2017/18, 98.7% of the 601 High Risk Food Property in Gwynedd had been inspected in accordance with the programme adopted by the Unit, despite the fact that a grant had been given by the Food Standards Agency in order to assist with the work after they stated a formal concern about the performance of the service.

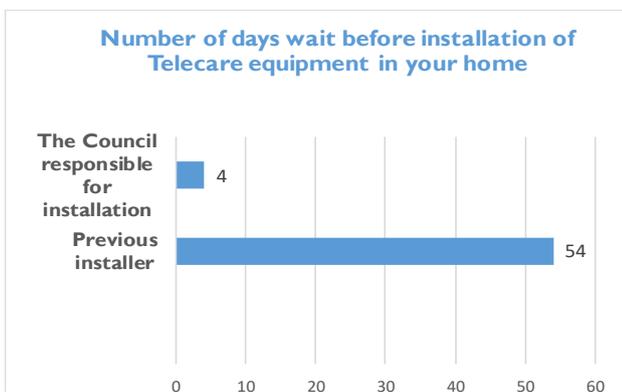
However, a total of 2,211 food businesses in Gwynedd need to be inspected from time to time, and the performance highlights a service that strives to cope, but finds it difficult to complete high risk business inspections, not to mention low risk businesses. Bearing in mind the importance of this field, we need to consider a second priority to ensure that we use our resources in the most effective way.

Otherwise, encouraging performance is seen in the field of Public Protection with all air pollution inspections and animal food organisations being inspected in accordance with the programme.

At the beginning of 2018, there were significant changes to the bus services in Gwynedd as a result of revoking the licence of one major company. Unfortunately, despite the fact that we have attempted to soften the impact of losing the company, and significant work that has been done to look for other providers, a lack of providers has meant that it was not

possible to recover all services previously seen.

Telecare, or Assistive Technology, offers assurance that support is at hand should it be required, and assists with reducing risks within the home by enabling vulnerable individuals to live an independent life. In January 2018, Gwynedd's Property Service took responsibility for the service of installing Telecare equipment in Gwynedd. So far, this change has allowed for a faster and more efficient service for the people of Gwynedd, with the time it takes to install equipment for users having decreased from 54 days on average by the previous provider to four days under the Council's care.



In order to respond to the challenges that arise from climate change, and ensuring that Gwynedd communities are prepared for the future, the Council adopted a Carbon Management Plan in May 2010. The plan has been a substantial investment of £903,173 in order to reduce carbon emission activities of the Council, in addition to contributing towards the wider aim of a low carbon Gwynedd.



By now, the focus of the plan has changed from investing in new technology to focusing on reducing unnecessary overuse of energy as the Council does its work.

The nature of such plans is integrally measured over a long period of time, with small differences between monitoring periods having a cumulative impact over a more extensive period. Since the baseline was established in 2005/06, the Council's carbon emissions has reduced by 38.9%, with a reduction of 5.8% in 2017-18, and this has led to a cumulative financial saving of £4,007,419 since the starting to roll-out the scheme.

As part of the department's efficiency savings for 2015-18, it was proposed to abolish the Council's Pest Control Service. After consulting with the Communities Scrutiny Committee, it was determined to continue the service on a self-supporting, commercial basis.

Since its restructure in September 2016, the Service has been successful in providing a sustainable service to the Council, in addition to being affordable to the public. The new service has received very positive feedback from its customers, noting that it is of high standard and it is appreciated.

This Department's improvement plans and day-to-day work contributes towards the Gwynedd Well-being Objectives, and supports the residents of Gwynedd by:

- Promote wildlife.
- Protect and manage the quality of the Llŷn Area of Outstanding Natural Beauty.
- Facilitate and manage sustainable development.
- Safeguarding the health and wellbeing of the public.
- Provide travel opportunities for everyone across the county.
- Maintain public footpaths and playing fields.
- Reduce energy costs, carbon emissions and prevent light pollution.

## Ymgynghoriaeth Gwynedd Consultancy(YGC)

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

For the commercial aspect of the work, the situation is encouraging with the 2017/18 performance showing a profit of £81,695. This is higher than what the Council had expected.

The Building Control Unit is responsible for ensuring that construction work meets building standards. In a customer satisfaction survey in 2017/18, an average score of 9.6 out of 10 was given. This is an improvement on a score of 8.7 in 2013/14 and 2014/15, a score of 9.1 in 2015/16, and an average score of 9.3 in 2016/17.

Some areas in Gwynedd, like other coastal areas in Wales, are at a greater risk of flooding. In 2017/18 52 incidents of internal flooding were recorded across the County. During this time, Gwynedd Consultancy managed to attract £633,969 of grants used to provide assistance and improvements to 81 properties. In addition, over the past year, 928 properties have benefited from the work of raising awareness of flood risk.

Flooding is now the most common type of natural disaster that affects our homes and businesses and has an impact on the day-to-day workings of whole communities. During 2017/18, the work of upgrading land drainage assets across the County was completed in order to reduce the risk of flooding in communities. Over recent years, we have helped and worked with communities, the public sector, and other bodies by raising awareness of flood risk and coastal erosion. In order to respond to the challenges arising from climate change, we have continued to undertake a large-scale programme of coastal defence to reduce the likelihood of future flooding.



One of the Building Control Unit's duties is to process applications for Building Regulations Full Plans. The Unit aims to inspect the plans within 15 days, and release decisions on the applications as soon as possible. In 2017/18, it took 16 days on average to check full planning applications (initial decision), compared to 15 days in 2016/17. This increase can be attributed to an increase in officers' time given to complex applications, and the reduction in the number of Building Control Officers.

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

- Reduce flood risk
- Ensure that construction work is safe, sustainable and energy-efficient

## Finance and Information Technology Department

The Finance Department ensures the appropriate support for the Council in managing, safeguarding and developing its financial position in addition to providing services, such as collecting revenue and paying benefits, in a fair manner. The Council's Information Technology services are also part of the Finance Department and they offer high quality technical guidance and support which promotes the Council's basic values.

Since 2013/14, the Council's budget has reduced, with a total of £32.5m of savings having been realised over four years. This means that the department's financial management work and responsible support is an asset to the Council's departments when achieving for the people of Gwynedd at a financially difficult time. Through conscientious financial management, the department has helped the Council manage to keep within its budget every year between 2013/14 and 2017/18.

Percentage of underspend against the budget



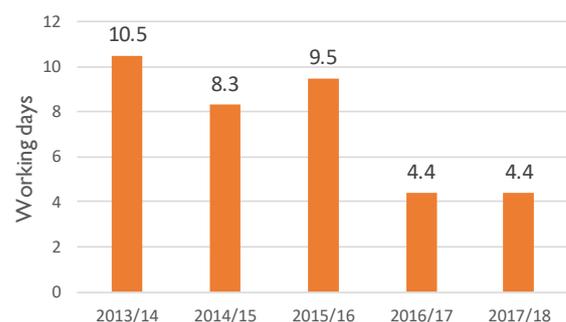
In the financial climate where the Council is required to reduce its budget every year due to continuous restrictions on public expenditure, it is crucial that the Council has robust arrangements to ensure that departments realise what is expected of them.

We have implemented the Realising Savings scheme since 2015/16, and the latest information shows that 99% of 2016/17

schemes have already been realised, with only one scheme out of 144 having slipped slightly. In terms of schemes for 2017/18, 81% were realised before 31 March 2018, with only one scheme causing concern, with all other schemes likely to be realised in 2018/19.

The Pensions Service are responsible for administering the Local Government Pension Scheme (Gwynedd Fund) on behalf of over 40 employers including Gwynedd, Anglesey and Conwy councils. The service focuses on operating accurately and swiftly on behalf of its members. We have been able to improve our service by reducing the number of work days it takes to provide estimates of the value of retirement benefits for individuals. This increase shows that the work of improving systems is coming to fruition, and the work of improving communication with employers that are part of the Gwynedd Fund enables us to gather the required information earlier. The rate of mistakes is also decreasing, which indicates that the service keeps a balance between responding quickly and the accuracy of their information.

Time taken to prepare estimates of the value of retirement benefits for individuals



The rest of the department's support units are performing well, with the measures used showing that the performance is maintained or improved. The departments' satisfaction with the support services shows a general increase in all areas.

On 29 June 2017, the Pension Fund under the Council's care joined the Wales Pension Partnership, which is arranging to jointly invest all Wales local government pension funds in order to improve investment returns and minimise relevant costs. Although the pensions fund is joining the partnership, it will not lose its individual identity, and it will continue to be able to follow the principles of Gwynedd when determining how and where to invest.

As part of the community, the Council is very aware of the local benefit deriving from working with local suppliers. In the Gwynedd Council Plan 2018-23, through the 'Keeping the Benefit Local', it is intended to procure as much as practically possible locally. It must also be borne in mind that the Council works with local suppliers, often on a less formal level than procurement contracts. What's important to these businesses is being paid in a timely manner, and the Council attempts to pay its suppliers within 30 days of receiving an invoice. The Council's performance in terms of paying suppliers within 30 days has deteriorated from 94% in 2013/14 to 89% in 2017/18, mainly due to the deterioration in the performance of individual departments when processing invoices before sending them to the Payments Service. Nevertheless, the Council's performance when paying local suppliers' invoices has been consistent on 90-92%, reflecting the commitment to promote local businesses. We will address this issue further during the coming year.

The Benefits Service supports people who are in difficult financial circumstances by processing Housing Benefit and Council Tax Reductions promptly and accurately, in order to help the citizens of Gwynedd to pay their rent and tax. In 2017/18, support was given to more than 16.3% of the houses in Gwynedd. In addition, we managed to secure and distribute over £750,000 of Discretionary Housing Payments to claimants in Gwynedd who are most in need, using a grant with a substantial "rural addition", after the Council lobbied the Westminster Government. Also, when collecting Council Tax sympathetically, 200

people in difficult financial circumstances were referred to Citizens Advice Bureau for financial advice.

The Information Technology (IT) Service provides and supports solutions 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. In May 2016, the Council's Cabinet adopted the Information Technology Strategy, which has enabled the Service to develop and pioneer when providing IT support for the Council.

One clear change that has derived from this work is developing a 'digital channel' to gain access to various Council services. A self-service provision was launched on the Council's website in November 2017 and, following this change, the level of digital transactions has increased from 27% to 29%. Also, the IT Service is in the process of developing a 'Gwynedd app', which will be released in 2018.

For the use of Council staff, the IT Service has developed a digital self-service system that enables staff to manage a range of internal processes themselves. We anticipate that we could develop this system for more and more internal processes to be more efficient in future.

One of the priorities of the IT Service is to ensure that the Council's website is available to the public, and that the Council's network systems are available to its staff. The Service's performance on these aspects have been consistent, with the network available 99.78% of the time in 2017/18, and the Council's website being available 99.52% of the time.

This Department's improvement plans and day-to-day work contributes towards the Gwynedd Well-being Objectives, and supports the residents of Gwynedd by:

- Support people in difficult financial circumstances

## Corporate Support Department

Despite being the county in Wales with the highest percentage of Welsh-speakers, the number of Welsh-speakers in Gwynedd fell by 3.5% between the 2001 and 2011 Censuses. We believe that we, as a Council, have a responsibility not only to try to prevent any further decline but, equally importantly, that we use influence to increase use of the language. Over recent years, we have focused on the use of the Welsh language among children and young people, in the community, and in business.

We have also been collaborating with four communities: Bangor, Dolgellau, Porthmadog and Pwllheli, to try to promote the use of the Welsh language. A real change was seen in linguistic habits in 2017/18 with organisations such as the Girl Guides and Brownies and sports clubs offering more Welsh-medium activities. The community translation scheme has also given more opportunities for Welsh-speakers to make a contribution in the language by not having to turn to English; and training sessions for early years workers has led them, in turn, to increase their use of Welsh with young people and their parents.

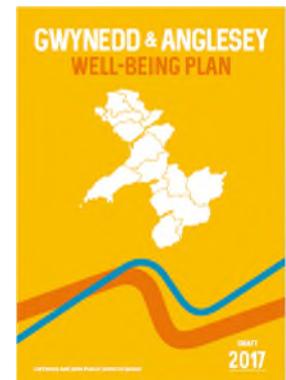


Inconsistencies remain in the level of Welsh language provision among public bodies in Gwynedd; and, as a Council, we have been working within the Gwynedd and Anglesey Public Services Board to try to improve the situation. The Board's new Well-being plan

notes that the Welsh language is the 'golden thread' that runs through it.

We, therefore, expect to see public bodies that are members of the Board collaborating to increase their bilingual provision and encouraging residents to choose Welsh when visiting those organisations.

Meanwhile, we as a Council have used lessons learnt over the past five years and more to create a 'Welsh Language Promotion Plan for Gwynedd 2018-2023'.



Gwynedd Council is unique as it is the only Council that operates internally through the medium of Welsh. If any members of staff do not feel entirely confident in working in Welsh, we support them to improve their language so that the service provided to residents is available in Welsh or bilingually as requested. In 2017/18, there were cases where provision from outside contractors was not available in both languages, such as mobile phone apps, but since this technology will be used increasingly in future, we will focus on ensuring the availability of a full bilingual provision.

Work of seeking to ensure a consistent culture across the Council and the principle of placing the people of Gwynedd at the centre of everything we do continues. By the end of 2017/18 we had expected to conduct 15 formal reviews (only 10 had been completed), but during the year it became apparent that our method of embedding this culture among all the Council's staff needed to be

reconsidered. Consequently, we concentrated our efforts on training Council managers on the said principles, and by the end of the year, most managers had completed Ffordd Gwynedd training. They have already begun the work of leading service teams to reflect their current working arrangements, to challenge whether they are putting the people of Gwynedd at the centre, and to consider whether there is room for improvement. Positive results are emerging from the formal reviews that took place in the fields of Adults and Highways, and we expect to see the outcomes of that work in the coming year.

The other success of the training programme for managers was that members of the Council's Cabinet also took the opportunity to participate in the development programme and found it useful in honing their leadership skills.



It is vital for us as a Council not only to provide opportunities for the people of Gwynedd to express their opinions about our services, but also to listen and respond positively to their priorities. Between 2013 and 2018 over 17,000 people in Gwynedd participated in shaping over 24 public consultation exercises; they including

approximately 4,400 young people aged 11 to 25. We expanded our work of consulting with young people in 2017/18 and the input by the young people has led us to greatly increase the use of social media as an effective way of sharing information and gathering views. Technology has also facilitated our Citizens' Panel in communicating with the Council, 67% of whom now choose to complete questionnaires on-line.



Gwynedd residents increasingly turn to digital channels to contact the Council. Creating an account enables residents to apply for a service and track it at a time that suits them. 2017/18 was a successful year in increasing on-line services, such as paying for garden waste collection, primary school dinners or trips, or booking fitness sessions at the Leisure Centre. An additional 11,500 residents have chosen to set up an on-line account with the Council in 2017/18, bringing the total to 35,530. One element of the self-service project that was not completed before the end of March 2018 was the development of the 'app' that corresponds to the on-line account. We, and the technology company, have endeavoured to resolve problems and the app will be ready in 2018/19.

The Democratic Services Committee coordinates the support provided for Councillors and this year the Council received recognition from the Wales Local Government Association Members' Charter for this work.

Furthermore, the Gold Standard in Corporate Health was maintained. This recognises that the Council provides support of the highest standard to its staff as regards their health and well-being. This is reflected in the level of staff absences in the Council, which is among the lowest across all local governments in Wales.

We as a Council are acutely aware that the information we have about people and resources constitutes sensitive and valuable data. Much preparatory work has been undertaken behind the scenes to prepare for the introduction of the new data protection

act that came into effect on 25 May 2018 (GDPR). This preparatory work and the training given to officers, is critical. There are very few cases of non-compliance with the data protection legislation, but there was an increase in 2017/18 with 13 cases of information being shared, lost, or sent to the wrong address. One incident had to be reported to the Information Commissioner because of its gravity, and we are awaiting the outcome of the investigation. Whatever the result, we are already strengthening our data protection arrangements. The number of freedom of information requests continues to rise, from 1,051 in 2016/17 to 1,097 in 2017/18 and this affects our ability to respond without taking away resources from front line services. In 2017/18, 89% were responded to within the specified time, compared with 87% in the previous year.

The Council's Procurement Unit is responsible for ensuring that we get value for money for what the Council spends on goods and services, whilst endeavouring to ensure we spend as much as possible locally. During 2017/18 we focused on supporting Gwynedd businesses in the fields of building maintenance, food, taxi transportation, civil engineering, plant hire and domiciliary care to help them apply for work tenders with the Council. Because of all the work carried out in this field, the percentage of the Council's revenue expenditure with local businesses has increased from £58m (56%) in 2015/16 to £60m (62%).

Since the project began in 2014/15 we have also succeeded in harvesting £3.55 million of procurement savings across the Council. We will not be resting on our laurels as far as this work is concerned, since further work is required to find even greater savings whilst striking the best possible balance between

keeping the benefit local and making financial savings.

In 2017/18 the Council's Training Unit researched different ways of recouping some of the £642,000 of apprenticeship levy the Council is obligated to pay the Government. During the year, 80 staff members capitalised on the plan's rules, but we will not be able to use the levy to pay the salaries of apprentices. Further work will be carried out during the year to see how we can make further use of this national fund.

Complaints teach us about areas for improvement. The Organisational Development Unit monitors complaints that the Service has not resolved, and acts as an "agent" for the complainant and ensures we learn lessons. It is encouraging to see that the Unit has had fewer complaints to deal with in 2017/18 (51) than during the previous year (67) which may indicate that we as an organisation are learning the lessons.

Of course, if individuals are not happy with the Council's response, they are entitled to go to the local Ombudsman; here again there was a fall in the number of complaints he received, from 29 in 2016/17 to 24 in 2017/18. Of the 24 referred to, only one case was put forward to be audited.



## Safeguarding

The responsibility for safeguarding children and vulnerable adults is one of the Council's most important responsibilities. The Safeguarding Children and Adults Strategic Panel was set up to give specific attention to corporate and statutory matters relating to safeguarding. During 2017/18 the Panel expanded its focus

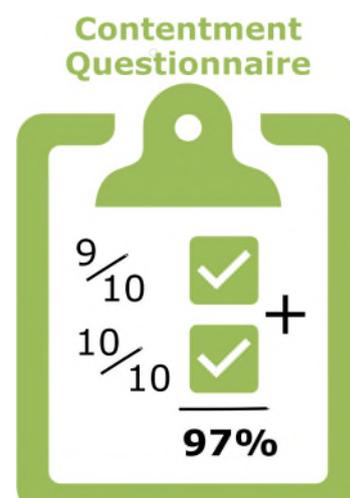
and added the 'PREVENT/ATAL' agenda to their field of work. This is the Home Office-led programme that attempts to prevent individuals from being radicalised. Violence against women and modern slavery are matters that receive the Panel's attention. We have held a workshop to identify what the Council needs to do to ensure a clear awareness of our duties in these important safeguarding fields. Matters such as crimes involving the supply of drugs into north Wales has also been given attention.

Much work has been done to raise awareness and there have been training sessions across the Council's workforce; we have ensured that we have adopted the appropriate safeguarding policies and procedures. We have undertaken an annual audit to measure the impact and improvement in levels of awareness within the safeguarding field, together with annual inspections to ensure that our arrangements in this field are robust. The Awareness Audit has shown that, this year, there has been an increase in the level of awareness of the Safeguarding Policy and Procedures. Nevertheless, the audit shows that there is still room to improve awareness levels among front-line workers and the Safeguarding Panel will consider this in 2018/19. We continue to ensure that those staff members working directly with children, young people and vulnerable adults receive a Disclosure and Barring Service (DBS) check, and in 2017/18 the figure was once again 100%.

### Legal Services

As a service, we provide a full legal service for all the departments within the Council. In order to generate income, we will also be providing the same service for outside clients. Although we continue to receive consistently positive feedback, with 87% of clients noting

they were fully satisfied (a score of 10 out of 10) with the service provided, we are investigating why the remaining 13% were not entirely satisfied to see whether we can do something about it. One common factor that we are aware of is that communication with clients needs to be more frequent so that they know if things are going to take more time than had been anticipated. We will address this issue further during the coming year.



We are pleased to say that the Members' Code of Conduct was not breached over the past year, and the Council's Standards Committee has been able to ensure that standards of conduct, and all the Council's proceedings, have also been safeguarded.



The service is also responsible for administrating all elections in the County. Since April 2013 we have administrated all local government elections for Gwynedd Council and the County's community and town elections, along with 16 by-elections, one National Assembly for Wales election, two general elections to the Westminster Parliament, North Wales Police Commissioner election and one referendum. We have also administrated a community poll and vote to establish business improvement

districts in Bangor and Caernarfon. There was one unfortunate incident where the wrong cards were sent to individuals in the Dolgellau area during the County Council elections. This aside, the elections were administered in accordance with the requirements of the Electoral Commission.

The question remains as to whether we have been able to ensure that everyone has registered for voting. In the coming year, we will concentrate our efforts on seeing whether we should be doing anything to ensure any gaps are filled.

This Department's improvement plans and day-to-day work contributes towards the Gwynedd Well-being Objectives, ensuring that Gwynedd Council:

- Safeguard children and adults from harm.
- Collaborate with partners to reduce crime and disorder.
- Promote the use of the Welsh language.
- Promote our culture, heritage and the arts.

# Appendix I - Performance Measures

Department	Measure	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Education Department</b>						
Education	Percentage of 16 year old pupils achieving the Core Subject Indicator (C Grade or above in Welsh/English, Mathematics and Science)	53.2%	57.35%	60.5%	64.4%	57.4%
Education	Percentage of 16 year old pupils achieving threshold level 1 (5 grades A* - G GCSE) or equivalent	93.1%	97.1%	97.9%	97.3%	97.3%
Education	Percentage 15 year old pupils achieving level 2 threshold (5 grades A* - C GCSE) or equivalent	81.55%	87.7%	88.9%	85.9%	70%
Education	Percentage of young people aged 16-18 who are not in education, employment or training	3%	1.7%	1.8%	1%	data to follow
Education	Percentage of pupils assessed at 7 years of age at the end of the Foundation Phase who have attained the expected level	–	–	86.8%	86.8%	86.6%
Education	Percentage of pupils assessed at 11 years of age, at the end of Key Stage 2 (Year 6) who have attained the expected level in Welsh or English, Mathematics and Science.	86.6%	86%	89.5%	89.8%	92.1%
Education	Percentage of pupils assessed at 14 years of age, at the end of Key Stage 3 (Year 9), who have attained the expected level in Welsh or English, Mathematics and Science.	85.4%	89.11%	91.3%	92%	92.8%
Education	Percentage of pupils assessed at local authority maintained schools, and who receive a Welsh Language Teachers' Assessment (first language) at the end of Key Stage 3	82.5%	81.2%	83.2%	83.7%	82.7%
Education	Number of permanent exclusions at primary schools during the academic year	0	0	3	0	0
Education	Number of pupils permanently excluded from secondary schools during the academic year	4	4	3	2	0
Education	Average points score for pupils who were 15 years old on 31 August of the previous year at local authority maintained schools	578.20	616.00	617.20	591.00	497.3
Education	Percentage of attendance at primary schools during the academic year	94.3%	95.1%	95%	95.45%	95.29%
Education	Percentage attendance of pupils at secondary schools during the academic year	93.6%	94.2%	94.6%	95.16%	95.19%

Education	Percentage of pupils who were 15 years old on 31 August of the previous year at local authority maintained schools who attained Level 2+ threshold, including grade A* - C GCSE in Welsh first language or English and Mathematics	58%	61.1%	63.3%	65.9%	58.1%
Education	Percentage of primary schools that show an increase in the social use of the Welsh language among children	64%	Not reported	75%	–	data available 2018
Education	Percentage of secondary schools that have established a baseline of social use of the Welsh language among young people in year 7	–	Set baseline	100%	100%	100%

### Adults, Health and Well-being Department

Adults	Enabling - percentage of cases that have received a period of enablement and who leave without a care pack	54%	45%	55%	59.3%	–
Adults	Number of users of Adults Services receiving direct payments	104	121	–	121	–
Adults	Percentage of older people with Physical Disabilities where there is an increase in achieving what matters to them	–	–	–	88%	80.5%
Adults	Rate of delay in transfer of care for social care reasons per 1,000 head of population who are 75 years of age or over	1.55	1.05	2.38	3.40	4.9
Adults	Rate of elderly people (65 or over) who receive assistance to live at home per 1,000 head of population who are 65 years of age or over	46.21	45.07	43.10	44.70	41.2
Adults	Rate of elderly people (65 or over) who receive assistance to live at home per 1,000 head of population who are 65 years of age and over (including modifications and equipment)	79.41	78.17	73.00	89.30	82.5
Adults	Rate of elderly people (65 or over) who are assisted by the authority at care homes per 1,000 head of population who are 65 years of age or over on 31 March	25.59	24.15	22.69	22.60	23.2
Adults	Rate of elderly people (65 or over) who are assisted by the local authority at care homes per 1,000 head of population who are 65 on 31 March, except for those who finance themselves	20.08	18.48	17.10	16.40	17.8
Adults	Percentage of adults safeguarding referrals completed during the year where the risk has been managed	95.72%	100%	96.7%	97.9%	97.6%
Adults	Of the adults protection referrals completed during the year, the percentage where the risk has been managed (except for those who have refused intervention)	–	–	99%	100%	99.4%

Adults	The number of calendar days on average taken to issue a Disabled Facilities Grant	242	316	271	281	204
Adults	Rate of private sector dwellings that had been empty for more than six months on 1 April and were reinhabited during the year as a result of direct action by the local authority	5.24%	5.7%	5.13%	3.68%	4.82%
Adults	Number of affordable houses obtained for Gwynedd	70	144	48	71	77
Adults	Time (number of days) taken for the Homelessness Unit to carry out the prevention plan for those at risk	145.85	84.94	69.08	77.73	101
Adults	Time spent in temporary accommodation (number of days)	113.78	75.82	126.02	104.44	92

### Children and Supporting Families Department

Children	Percentage of two year olds who attend **Flying Start	84%	82%	83%	84%	81%
Children	Number of higher parenting assistance packs that lead to positive steps being taken	57%	38%	48%	89%	65%
Children	Percentage of families that have reported progress after receiving a service from the Team Around the Family (Gyda'n Gilydd)	15%	30%	25%	95%	92%
Children	Transition plan agreed for 16 year old disabled children	100	100	100	No disabled children being looked-after	100%
Children	Pathway plan agreed for looked-after children	100	100	100	100	99%
Children	The percentage of looked-after children on 31 March who have moved school once or more, at times when they have been receiving care, and which move was unrelated to transition arrangements, in the 12 months up to 31 March	22.8%	18.7%	18.1%	17.1%	10%
Children	Percentage of children who are looked-after on 31 March and who have had three or more placements during the year	4.9%	6.2%	7.7%	6%	7.5%
Children	Percentage reviews of looked-after children held within the statutory timetable during the year	94.3%	93.8%	91%	91%	89%
Children	Percentage of child protection reviews held within the statutory timetable during the year			85.5%	92.0%	90%
Children	Percentage statutory visits to looked-after children that should have been held during the year and were held in accordance with regulations	83.7%	89%	86.9%	90%	92%
Children	Percentage of eligible and relevant children, and children who were relevant and who have pathway plans in place according to need	100%	100%	100%	100%	100%

Children	Percentage of eligible and relevant children, and children who were relevant and who have been allocated a personal councillor	100%	100%	100%	100%	100%
Children	Percentage of case conferences where the voice/opinion of the child was heard (except children under 7 years of age)	81%	83%	85%	84%	92%
Children?	Rate of children discussed in supervision, where consideration was given to significant harm (and the answer recorded)	100	100	100	100	100%
Children?	Rate of risk assessments presented to Case Conferences that were considered to demonstrate high quality decision-making	95	98	97	94	96%

### Economy and Community Department

Economy and Community	Number of accreditations young people have received through the youth service	2,323	2,049	2,807	4,051	508 (end of March but reporting cycle runs July to July)
Economy and Community	Percentage children attending 20 or more extracurricular sports sessions (arranged by the Sports for Life team).	22.6%	19.2%	21.5%	20.7%	18.7%
Economy and Community	Number of leisure centre visits per 1,000 head of population	12,906	13,790	10,278	11,010	9,968
Economy and Community	% who have an improved quality of life score with support from the Dementia Go Team	–	–	–	63%	68%
Economy and Community	% who have an improved quality of life score with the support of the Exercise Referral Team	62%	62%	59%	66%	68%
Economy and Community	Percentage of 11 year old children who have reached the National Curriculum Standard for swimming	79%	82%	78%	79%	81%
Economy and Community	Percentage of new jobs created by enterprises supported by the Council and are high value jobs	–	15.4%	43.2%	45.7%	35.1%
Economy and Community	Percentage of jobs safeguarded within enterprises that receive Council support and are high value jobs (slide 10)	–	–	–	–	73.5%
Economy and Community	Number of businesses receiving Council support	–	–	–	–	394
Economy and Community	Total public and private investment funds obtained for Gwynedd as a result of Council support	–	£1.3m	£3.2m	£6.6m	£10.4m
Economy and Community	Percentage of properties receiving superfast broadband - Gwynedd/Wales	52.2 / 17.6	66.6 / 55.4	76 / 75.9	84.2 / 84.1	87.2 / 87.0

Economy and Community	Percentage of properties that subscribes to superfast broadband - Gwynedd/Wales	–	–	–	39.3 / 34.5	42.1 / 40.3 (Rhag '17)
Economy and Community	Benefit to the economy from supporting high profile and strategic events	£4,666,662	£4,814,867	£5,928,034	£6,764,860	£5,300,000
Economy and Community	Percentage who have benefited from the Information Literacy sessions	–	–	–	100%	98%
Economy and Community	Number of visits to public libraries during the year per 1,000 head of population	-	376,713	384,722	375,009	346,567
Economy and Community	Percentage of library users (adults) who say they found the information they were seeking	85%	90.7%	–	89%	98.3%

### Highways and Municipal Department

Highways & Municipal	Percentage of graffiti/posters that hide traffic signs and cause danger and were cleaned/cleared within 24 hours from the time of reporting	100%	100%	100%	100%	100%
Highways & Municipal	Percentage of racist/offensive graffiti/posters on Council property that were cleaned/cleared within 5 working days from the time of reporting	100%	100%	100%	100%	100%
Highways & Municipal	Percentage level of commercial recycling/composting	30.79%	35.45%	41.44%	40.55%	44.34%
Highways & Municipal	Percentage of incidents of dangerous damage to roads and pavements that were repaired or made safe within 24 hours from the time of reporting	97.2%	97%	97.8%	98%	98%
Highways & Municipal	Measure of Street Cleanliness and Appearance	73.50	70.65	76.26	75.70	71.95
Highways & Municipal	Percentage of relevant highways and land inspected that have a high or acceptable standard of cleanliness	93.5%	94.3%	96.7%	96.55%	94.10%
Highways & Municipal	Percentage of incidents of fly tipping on relevant land that were cleared within 5 working days from the time of reporting	97.3%	96.50%	96.50%	97.90%	97%
Highways & Municipal	Number of calendar days taken on average during the year to repair all street lamp faults	2.70	3.50	2.76	2.52	2.77
Highways & Municipal	Percentage of highways (Class A) in poor condition	4.4%	3.5%	3.1%	3.5%	3.2%
Highways & Municipal	Percentage of roads (Class B) in poor condition	4.7%	3.7%	3.4%	3.9%	3.8%
Highways & Municipal	Percentage of roads (Class C) in poor condition	14.7%	14.2%	15.8%	15.2%	14.1%
Highways & Municipal	Percentage of urban waste collected by local authorities and are sent to landfill	45.94%	43.33%	34.34%	30.62%	24.33%

Highways & Municipal	Percentage of urban waste collected by local authorities and treated to be reused and recycled/or recycled, including bio-waste material separated at source and composted and treated biologically in a different way	54.3%	55.25%	58.7%	61.08%	60.28%
Highways & Municipal	Percentage of missed collections during the year	-	-	-	-	0.23%

### Environment Department

Environment	Number of complaints received for public transport services under contract with the Council	-	-	-	10	27*(*not including complaints for lack of service following the collapse of Express Motors)
Environment	Percentage customers stating that they were satisfied or very satisfied with the level of service in the Planning Department	-	-	88.9%	94.4%	90.48%
Environment	Percentage attendees learning to be safer on roads as a result of the lesson/training	-	-	99%	100%	100%
Environment	Percentage food establishments that 'loosely comply' with food hygiene standards	97.49%	97.2%	97.95%	98.61%	98.83%
Environment	Percentage of all material planning applications determined within 56 days	72.86%	76.44%	82.3%	81.18%	76.03%
Environment	Average number of days it takes to reach a decision on material planning applications	-	-	60.00	59.26	59.0
Environment	Percentage of adults who are 60 years of age or over who hold discount travel cards for buses	84.6%	80.3%	79%	80%	Data no longer collected
Environment	How quickly all enforcement cases are resolved (days)	-	-	-	-	88.8
Environment	Percentage of affordable houses approved	-	-	-	-	38%
Environment	Percentage of high risk food establishments inspected in accordance with the programme	-	-	-	-	98.60%
Environment	Percentage of Air Pollution Processes businesses inspected in accordance with the plan	-	-	-	-	100%
Environment	Percentage of animal feed establishments inspected in accordance with the programme	-	-	100%	100%	100%

Environment	Percentage of crimes solved through Public Protection intervention	-	-	-	-	89%
Environment	Time taken on average to determine a Taxi Licence (days)	-	-	-	-	10
Environment	Number of days taken to process stay and parking notices	-	-	-	-	457
Environment	Number of days taken to process speed restriction notices	-	-	-	-	541
Environment	Percentage of customer satisfaction of the Maintenance Unit	-	97.50%	98.10%	99.40%	95.30%
Environment	Percentage of Council buildings in the good or acceptable condition category	95.80%	96.30%	97%	97.35%	97.73%
Environment	Percentage of buildings with appropriate safety systems in place	-	-	66%	81.27%	92.70%
Environment	Percentage of customer satisfaction of the Pest Control Unit	-	-	-	-	99.00%
Environment	Feedback from new buildings users, two years after opening (average score out of 10)	-	-	10	10	9
Environment	Number of parking fine appeals to the independent adjudicator that are approved	-	-	10	5	1
	<b>YGC (Gwynedd Consultancy)</b>					
YGC	Profit (£) against the target - Gwynedd Consultancy Department	£ 120,000.00	£ 21,000.00	-£ 34,000.00	£ 95,619.50	£ 81,695.00
YGC	Customer Satisfaction Survey - figure given by clients of the Building Control Department's service (maximum score of 10)	8.7	8.7	9.1	9.3	9.6
YGC	Average number of days taken to check full planning application (initial decision)	12.9	15.2	17.2	15.0	16.1

### Finance Department (and Information Technology)

Finance	Percentage of invoices paid within 30 days (across the Council)	94%	94%	91%	90%	89%
Finance	Total efficiency savings delivered as a percentage of all savings	100%	100%	100%	71%	71%
Finance	Council Tax Collection Rate for the Current Year	96.98	97.20	97.29	97.35	97.13
Finance	Rate of Collection for Non-domestic Tax for the Current Year	97.79	98.20	98.13	97.91	98.54
Finance	Assessment of the security of the Council's financial investments (Security of the Council's money when depositing funds in banks - quarterly analysis of the credit score by Arlingclose (1 being the best, which is the AAA credit status, 2 is AA+, 3 is AA-, 5 is A+, 6 is A, 7 is A-))	5.80	3.62	3.57	3.27	3.96
Finance	Success in keeping within budget (%)	-0.14	-0.18	-0.13	-0.28	-0.36
Finance	Rate of various debt collection within the quarter - Value	67.84	87.47	86.91	89.56	89.39
Finance	Total savings achieved	£3,439,940	£ 4,765,850.00	£ 7,618,820.00	£ 9,162,730.00	£ 5,996,890.00

### Corporate Support Department

Corporate Support	Percentage of all Gwynedd staff who have received Level 1 training in protection and safeguarding	-	-	Corporate Arrangements being developed	12%	44%
Corporate Support	Percentage of all staff working directly with children, young people and vulnerable adults that have an up-to-date Disclosure and Barring Service (DBS) check	-	100%	100%	100%	100%
Corporate Support	Total annual procurement savings		£657,278	£1,563,120	£1,002,500	£326,500
Corporate Support	Percentage of the Council's procurement revenue spending that goes to companies whose headquarters or a branch are in Gwynedd and local spending through sub-contracts	56%	57%	56%	58%	62%
Corporate Support	Total annual procurement savings	-	£657,278	£1,563,120	£1,002,500	£326,500
Corporate Support	Percentage of procurement savings target of the business case management category that has been fulfilled (£2.3m targeted over the 2014/15 - 2018/19 period)	-	-	-	44% (£1.01m)	150% (£3.55m)
Corporate Support	Percentage that gave a score of less than 10 for the service provided when contacting the Council through Galw Gwynedd	-	-	-	-	30%
Corporate Support	Percentage that gave a score of less than 10 for the service provided when contacting the Council through Siopau Gwynedd	-	-	-	-	11%
Corporate Support	Percentage of satisfaction surveys that rate the Registration of Births, Deaths and Marriages service as very good (a score of 10 out of 10)	-	-	-	-	86.34%
Corporate Support	Number of faults found in health, safety and well-being inspections					75
Corporate Support	Users' opinion about written translations	-	-	-	-	100%
Corporate Support	Users' opinion about simultaneous translation	-	-	-	-	100%
Corporate Support	Number and percentage of users reporting that they are dissatisfied or very dissatisfied with the Council's website	-	-	-	-	22%
Corporate Support	Number of formal complaints received under the Council's Corporate Arrangement	-	-	28	24	27
Corporate Support	Number of information incidents - where information about an individual has been stolen/lost/been sent to the wrong address	15	10	9	4	13
Corporate Support	Percentage of Freedom of Information requests responded to within 20 working days	91%	91%	86%	87%	89%
Corporate Support	Number of working days/shifts lost because of sickness, per local authority worker equivalent to full time / OR - number of sickness absence days per head on average	8.20	8.62	8.44	9.00	8.72

Corporate Support

Number of employment cases referred to the attention of the Employment Appeal Committee, and the number of decisions that go against the employer's original decisions			4 cases / 3 appeals refused / 1 appeal approved	7 cases / 6 appeals refused / 1 appeal approved	3 cases / 2 appeals refused / 1 appeal partly approved
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APPENDIX 2 – CONTRIBUTIONS OF THE GWYNEDD COUNCIL WELLBEING OBJECTIVES TOWARDS DELIVERING THE NATIONAL WELLBEING GOALS.

<b>We will support the residents of Gwynedd by:</b>		<b>Prosperous</b>	<b>Resilient</b>	<b>Healthier</b>	<b>Equal</b>	<b>Cohesive Communities</b>	<b>A vibrant culture and thriving Welsh Language</b>	<b>Globally responsibility</b>
1	Ensure that every pupil has the necessary skills to succeed							
2	Create the conditions for enterprises to prosper across Gwynedd							
3	Create the conditions for businesses to create and sustain high-value jobs							
4	Increase recycling							
5	Reduce flood risk							
6	Promote wildlife							
7	Keep towns and villages tidy and safe							
8	Protect and manage the quality of the Llŷn Area of Outstanding Natural Beauty							
9	Facilitate and manage sustainable development							
10	Ensure that pupils with emotional and behavioural needs are fully included within Gwynedd schools							
11	Ensure that children and young people are stable and are protected from harm							
12	Enable the residents of Gwynedd to be energetic and live healthy lives							
13	Safeguarding the health and wellbeing of the public							
14	Provide the right assistance to individuals at the right time							

<b>We will support the residents of Gwynedd by:</b>		<b>Prosperous</b>	<b>Resilient</b>	<b>Healthier</b>	<b>Equal</b>	<b>Cohesive Communities</b>	<b>A vibrant culture and thriving Welsh Language</b>	<b>Global responsibility</b>
15	Prevent the escalation of people's needs							
16	Support people in difficult financial circumstances							
17	Tackle poverty							
18	Provide travel opportunities for everyone across the county							
19	Ensure that construction work is safe, sustainable and energy-efficient							
20	Strengthening and regenerating communities							
21	Safeguard children and adults from harm							
22	Collaborate with partners to reduce crime and disorder							
23	Maintain public footpaths and playing fields							
24	Promote the use of the Welsh language							
25	Promote our culture, heritage and the arts							
26	Provide a library service							
27	Reduce energy costs, carbon emissions and prevent light pollution							
28	Provide rehabilitation opportunities for the most vulnerable people from Syria							
29	Educate and raise awareness among children about recycling and preventing litter and graffiti							