



Gwynedd Council Plan

2018 - 2023

2019/20 Revision





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FORWARD TO THE GWYNEDD COUNCIL PLAN 2018-2023 – 2019/20 REVISION



It is my pleasure to introduce the Gwynedd Council Plan for 2018 – 2023, which has been revised and amended to reflect the achievements of the past year. Some new projects that are in the pipeline have also been included.

Its format is clear and easy to read, and it will form the basis of our work and our desire to improve the lives of this county's citizens.

In Gwynedd, our ambition is to be innovative and effective in succeeding to deliver essential services to the people of Gwynedd. A central part of this is our determination to transform our working methods, and to collaborate with partners on a number of levels. We will do this despite the financial squeeze imposed by the UK Government and an extremely disappointing financial settlement from the Welsh Government, which shows a lack of understanding and a lack of respect towards the work of local government. Once again, we have been forced to seek substantial savings, and we have made all possible efforts, and have succeeded in protecting those services that are important to the people of Gwynedd.

This Plan has been prepared following consultations with our councillors and the public, but I welcome any comments or suggestions to improve its content.

The first part, the Summary Plan, is a statement of the Council's main priorities. It identifies the areas where change is needed and notes our specific action steps. Again, I emphasise that this is a Plan that sets out a direction for taking action, rather than a list of aspirations. Nevertheless, a word of warning is needed: financial pressures could restrict our ability to deliver some of our plans.

The second part details the services provided by all the Council's departments in their Departmental Plans. When reading these, it is worth reflecting on the wide range of areas in which the Council provides services, and the importance of these services to our society.

Our commitment to lead, and to be at the forefront of promoting the use of the Welsh language everywhere and on all occasions continues to be one of our main priorities. This is in keeping with our commitment to the principles of the Well-being of Future Generations Act. We will collaborate with our partners through the Gwynedd and Anglesey Public Services Board to implement our well-being plans.

Our ambition for the people of Gwynedd is clear and robust. However, there is great uncertainty facing us over the next year due to the current disarray in Westminster and the potential severe impacts that could affect our citizens here.

Nevertheless, we will continue to implement our Plan and to protect the interests of our people and communities here in Gwynedd.

Councillor Dyfrig Siencyn,

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

Leader of Gwynedd Council

REVIEWING THE PLAN

The Gwynedd Council Plan 2018-2023 was adopted by the Council in March 2018. The purpose of the Plan is to share the Council's ambition of seeing every community in Gwynedd thriving, by stating what work we will prioritise in order to realise that ambition.

We have described the projects we wish to focus on in order to make a difference to the communities of Gwynedd in the first part of the Plan. These are our Improvement Priorities. The second part of the Plan, namely the Departmental Plans, provides more details about the Improvement Priorities as well as describing how the rest of our day to day work contributes to realising the ambition.

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

As a Council, we regularly review our work in order to ensure that we are on the right tracks. This Plan's Improvement Priorities, together with the day to day work of the Council have been addressed in the Cabinet Members' Performance Challenge Reports which are discussed at regular meetings of the Cabinet. If more, or less, needs to be done or if any project needs to be changed, we will do so.

This version of the Plan, the 2019/20 Revision, will supersede the original version and the following is a list of the main amendments made to the Plan following the review:

The following projects have either been completed or transferred to become part of the day to day work during 2018/19:

- **Transforming the schools system**
- **Corporate Parenting**

The following projects have been added:

- **Post-16 provision**
- **Trefferthyr Catchment-area**
- **Promoting Town Centres**
- **Apprenticeships Plan**

In addition, the following projects have changed:

- **Suitable and Affordable Housing and Identifying and Promoting Housing Schemes and Initiatives** - work is continuing as part of the project **Housing Strategy for the People of Gwynedd**
- **Tackling Poverty** - the emphasis will change to focus on the preventative field and the support offered with the title changing to **Supporting People's Well-being**
- **Reducing the Pay Gap between Women and Men** - title changed to **Women in Leadership**

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

Since the original Plan was adopted, the Gwynedd and Anglesey Public Services Board adopted its Well-being Plan in spring 2018. The well-being goals and the priorities highlighted within the Well-being Plan are consistent with the ones in the Gwynedd Council Plan 2018-2023, with one exception, namely the effect of climate change.

The Council Plan focuses on the day to day services and the matters that the Council has prioritised while the Well-being Plan will focus on the fields where it is felt that public organisations could make more of a difference to the well-being of the people of the area by working together.

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

Enjoy happy, healthy and safe lives

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

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

Live in quality homes within our communities

Live in a natural Welsh society

Live with dignity and independently for as long as possible

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

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

Creating a viable and prosperous economy

Every pupil having the opportunity to reach his or her potential

Reducing inequality within the county

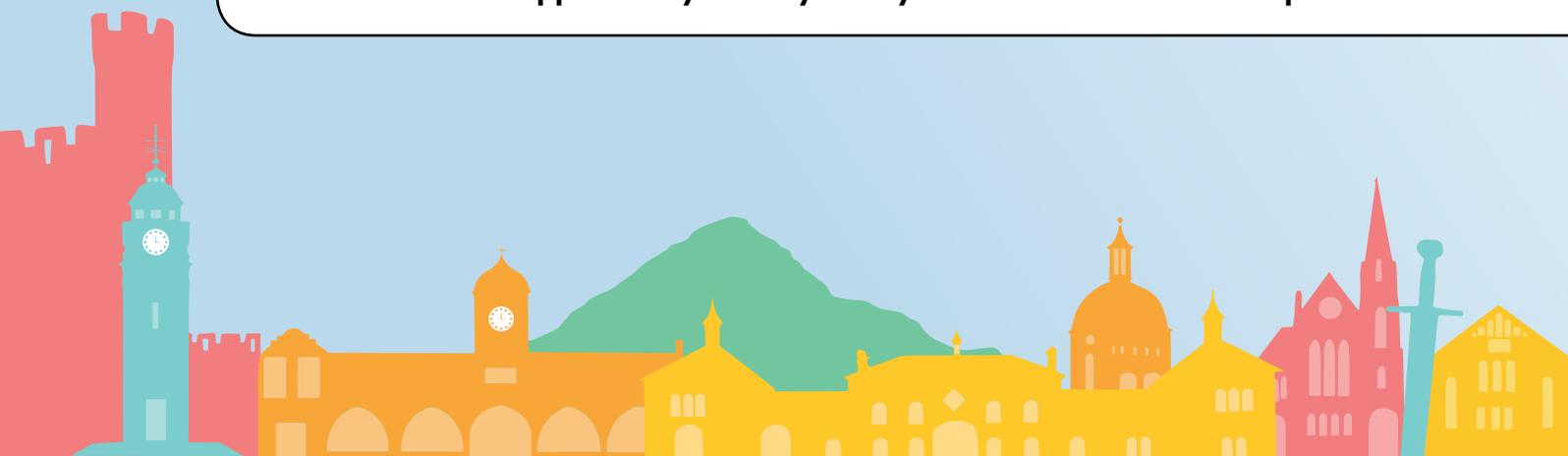
Ensuring access to suitable housing

Assisting people to live their lives through the medium of Welsh

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

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

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



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

The things we want to do better:

	Improvement Priority I	
Create a viable and prosperous economy.		

How will we achieve this?

I. Growth Vision for North Wales		Economy and Community Department
<p>At the end of 2017 a partnership of the six North Wales Councils, business partners, colleges and universities formally launched the North Wales Growth Bid. The aim of the bid is to attract business investment in North Wales, helping local companies to take advantage of supply chain opportunities, and encourage work-related skills in the region. Over 5,000 jobs could be created, together with new businesses and housing (including affordable housing).</p> <p>As a Council, we are an active member of the North Wales Economic Ambition Board which leads on the Growth Vision for North Wales. In future, we will continue with our work with the Board in order to ensure that Gwynedd benefits fairly from investment in the North Wales region, and that we work together with our partners in order to maximise that investment.</p>		

2. Keeping the Benefit Local		Corporate Support Department
<p>The Council is responsible for buying a number of goods and services and is eager to try to ensure that local businesses can compete and win these contracts in order to ensure that as much of the Council's expenditure as possible remains local. In 2017/2018, we succeeded to increase the percentage of local expenditure to 62% compared with 58% the previous year. In future, we will continue with that work to raise awareness and understanding among businesses of the Council's procurement procedures and find other ways of supporting them further to deliver the services we need.</p>		

3. Create High Value Jobs (£26,500 + salary)



Economy and
Community
Department

Low salaries are an obvious feature of Gwynedd, with the weekly pay of Gwynedd residents (£478) amongst the lowest in Wales, and the low pay at its worst in our rural communities (£418), namely the second lowest in the UK.

In order to address this, one of the Council's main priorities is working with partners within the public and private sectors to create more **high value jobs**. In future, we will continue to seek to create conditions to attract investment in strategic sites such as the Trawsfynydd Power Station, Llanbedr Airfield and Parc Bryn Cegin/ Parc Menai. We are targeting sectors that pay well by creating an environment which supports new businesses and grows existing businesses and ensures that the local workforce is able to take advantage of the opportunities.

4. Arloesi Gwynedd Wledig



Economy and
Community
Department

The nature of our rural economy means that 78% of Gwynedd businesses do not employ more than one person and there are too many jobs within sectors which don't pay well. This leads to threats in terms of the sustainability of our rural communities.

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

We have already attracted £4million from the Wales Rural Development Programme to develop innovative working approaches and to trial a number of new and exciting ideas. We can now move on to develop our projects which will encourage innovation in the traditional sectors (such as agriculture and tourism) and improve digital infrastructure in our rural communities.

We will continue to collaborate with Grŵp Llandrillo Menai and the private sector to establish a rural innovation hub in Glynllifon to lead on the work. We will also continue to work with the counties of Anglesey, Ceredigion and Carmarthenshire to learn how to develop the rural economy and also sustain the Welsh language. We also influence and lobby regionally and nationally on behalf of the needs of rural Gwynedd.

5. Increase the Benefits from Major Events



Economy and
Community
Department

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

In future, we will continue to work to ensure that local businesses benefit from high-profile events, which brought in an investment of £5.3m to Gwynedd in 2017/18. This will lead to an increase in the number of opportunities to promote the County, an increase in the number of visitors to the County and increase in the number of opportunities for local companies to work at or offer services to the events.

6. Promoting Town Centres



**Economy and
Community
Department**

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

The "high streets" of a number of Gwynedd towns need support to ensure that they thrive by maintaining and creating work and providing a range of goods and services that residents and visitors need. We will, therefore, continue to work as a Council to look at how we could support and facilitate town centre regeneration to maintain a range of services for local residents and visitors within a lively environment with a Welsh atmosphere.

7. Implementing the Gwynedd Slate Heritage



**Economy and
Community
Department**

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

During 2018/19 the slate areas were selected by the Westminster Government as the UK's next nomination to UNESCO for a World Heritage Site designation. Also, more than £60,000 in lottery funding was secured to support communities to benefit from the designation.

In future, we will continue to work to secure the World Heritage Site status for the slate industry in Gwynedd. This work will include programme of regeneration activities in these areas which will lead to an increase in residents' ownership of their heritage, an improvement in the form and appearance of communities and in the quality of tourists' experience.

8. Benefiting from Tourism



**Economy and
Community
Department**

Tourism is one of the main economic sectors in Gwynedd, nevertheless visitors put a significant added pressure on the infrastructure of the county's destinations, a cost which is mainly shouldered by Gwynedd residents.

In future, we will collaborate with the industry to consider the possibility of getting visitors to contribute financially to maintaining and enhancing Gwynedd destinations and raising the standards of the tourism sector. In doing so, we will improve the provision of the county's destinations and increase the standard of industry provision for visitors.

9. Businesses Receiving Support to Prosper



**Economy and
Community
Department**

The county's businesses work with many Council Departments and they receive a service from them, including rates, planning, trading standards, building control and procurement. By adopting an operational approach which places the needs of businesses at the centre, and makes it easier for businesses to contact and collaborate with the Council, businesses can be supported and encouraged to establish and grow in the county. Following research we have identified examples of good practice including the "Better Business for All" programme by Denbighshire County Council.

In future, we will continue with the work of reviewing how Council services are provided to businesses to consider whether there is room for improvement and will implement any lessons which become apparent to ensure that businesses are assisted to prosper. We will also support the development of the North Wales Business Network collaborating with partners in the public and private sector across the region.

10. Apprenticeships Plan



**Corporate Support
Department**

Welsh Government has outlined its national vision to address the need to develop vital skills in Wales and the broader economy to identify the priority fields and how apprenticeships will be an integral part of fulfilling this.

The Council has already identified appropriate fields for establishing apprenticeships and has allocated funding to realise these schemes for the next two years. We will establish an Apprenticeships Scheme that will employ at least 20 new apprentices during 2019/20.

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



Improvement Priority

2



Every pupil is given the opportunity to achieve their potential.

How will we achieve this?

1. Bangor catchment area, Berwyn (Y Bala) catchment area, Trefferthyr (Cricieth) catchment area, Post-16 provision



Education Department

In order for Gwynedd's children and young people to be educated in the best possible learning environment we are planning and realising innovative projects to adapt or build new schools.

We will continue, or start work to improve the learning provision and its standards in the **Bangor catchment area, Berwyn catchment area, Trefferthyr catchment area**. We will also consider the merits of the current Post-16 Provision across the county in order to see how it can face the opportunities and challenges of the future.

2. Strengthening Leadership



Education Department

We need to **Strengthen Leadership** in our schools in order to create the best circumstances for our learners to have the best possible learning experience. We will develop clear directions and plans for each tier of leadership needed in our education system in Gwynedd now and in future and encourage and promote leaders' professional learning on every level within our schools. We will also identify and target future leaders, ensuring that they follow an appropriate programme of professional teaching.

3. Transforming the Provision of Additional Learning Needs and Inclusion



Education Department

We have identified that we need to **Transform the Provision of Additional Learning Needs and Inclusion**, in order to ensure that children and young people who need support have access to the most suitable support to enable them to fulfil their potential. We will continue to develop the support in the classroom and how it is organised, pre-school provision, post-18 provision and Special Schools.

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

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

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



Improvement Priority

3



Reduce inequality within the county

How will we achieve this?

1. Gwynedd Residents to play a full part in the World of Work



**Economy and
Community
Department**

We will assist more **Gwynedd Residents to play a full part in the World of Work** which could lead to benefits to health, life opportunities for children and a pride in communities, as well as increasing their earnings. Being outside the world of work and unemployment is higher in Arfon than the county average, but we will continue to focus on a series of activities in order to get more Gwynedd residents into employment.

2. Supporting People's Well-being



**Children and
Supporting Families
Department**

The purpose of this project is to ensure that support is available for people to address their own well-being needs in an easy, co-ordinated way that is available locally.

We will help with various issues such as: difficulties with parenting and raising a family, having and maintaining a home, maintaining healthy relationships, dealing with substance misuse, alcohol, violence, crime and the effects they have, living healthy and active lives, insufficient income and lack of work, inability to stay in education, lack of qualifications and basic skills, care, ageing, loneliness and lack of social contacts.

3. Supporting Families Strategy



Children and Supporting Families Department

Offering support to some families before matters escalate will be essential to help children and families prosper and to reduce the need for more intensive services. We have already mapped the provision and support available to families, and in future we will continue to develop the **Supporting Families Strategy** together with our key partners, such as the Health Board, third sector services and the communities of Gwynedd.

4. Women in Leadership



Corporate Support Department

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

The Housing field has a vital role in helping the Council to deliver its ambition. We know that a suitable, good quality home leads to better health, more resilient communities and a population which can contribute fully to society. It is important that we develop our various, innovative and green housing offers, providing housing in which people can live throughout their lives as well as offer early support to those who need it. As a Local Authority, we will intervene to encourage a range of support and accommodation options in response to the needs of the population today, and for future generations.

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

	Improvement Priority 4	
Access to a suitable home.		

How will we achieve this?

I. Housing Strategy for the People of Gwynedd 2019-24		Adults, Health and Well-being Department
<p>We will implement the Housing Strategy for the People of Gwynedd 2019-24 by taking action to ensure that the people of Gwynedd are able to find a suitable home, that nobody is homeless, and that health and well-being needs are addressed. We will also ensure that these homes are environmentally-friendly and that we offer seamless preventative services at a local level.</p>		

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



Improvement Priority

5



Living lives through the medium of Welsh.

How will we achieve this?

1. The Welsh Language in Public Services



**Corporate
Support
Department**

We will collaborate with other public services, through the Gwynedd and Anglesey Public Services Board, to ensure that we innovate in the provision of **The Welsh Language in Public Services** in the county. We will also encourage the people of Gwynedd to use the Welsh language when coming into contact with those organisations.

2. Gwynedd Businesses to use the Welsh Language



**Corporate
Support
Department**

We will encourage **Gwynedd Businesses to use the Welsh Language**, and to discover the benefit of communicating bilingually when providing services. We will need to consider how the Council will be able to promote this and how we and other organisations can influence the use made by businesses and their customers of the Welsh language most effectively.

3. Promote the use of the Welsh language within the Council's services



**Corporate
Support
Department**

Gwynedd Council has been prominent in terms of ensuring that services for residents are available through the medium of Welsh as we operate through the medium of Welsh internally. It is continual work to **Promote the use of the Welsh language within the Council's Services**, and the emphasis over the next phase will be on working with front-line services to develop the skills of new and existing staff to ensure that we continue to offer a fully bilingual provision for all aspects of our services.

4. Secondary Sector Language Strategy



**Education
Department**

We will develop the pioneering work of the Language Charter for primary schools by extending the support to the **Secondary Sector Language Strategy**. The aim of the strategy is to promote and increase the use of the Welsh language among young people within the curriculum and socially. Every secondary school will have an individual and unique action plan which will reflect the linguistic context of the school and the surrounding community.

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

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

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



Improvement Priority

6



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

How will we achieve this?

1. Re-design our Care Services



Adults, Health and Well-being Department

We will **Re-design our Care Services** jointly with the Health Board to ensure that adults living in Gwynedd have easy and direct access to the services that are important to them.

Five Areal Teams have been established across the county bringing together workers and providers of care and health services in order to work together to respond to the needs of the local population. So far this collaboration has been very encouraging and therefore we will continue with work to transform community services to enable more early and preventative responses at a local level in the future.

In future, we will continue to experiment with new ways of providing home care packages and look at collaboration and joint-planning in the field of learning disabilities. We will want to see that our arrangements for leaving hospital are effective and fit with what is important to the individual.

We will also continue with work to invest in our residential homes and ensure suitable care for individuals in crisis in the mental health field.

2. Community Resilience



Adults, Health and
Well-being
Department

We will work with communities to help people live independently in their communities for as long as possible.

Work is underway to increase the care options for people within their communities linking those needing help with services, building on individuals' strengths, identifying gaps that exist and thereby promoting community activity.

In future, we will continue with this work and seek to improve our understanding of the needs of our population at a local level and how best to respond.

3. The Workforce and Recruitment within the Care Field



Adults, Health and
Well-being
Department

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

Work is currently under way to try to understand what the problem is in Gwynedd in terms of recruiting in the field. After publishing the findings, we will consider whether anything different or additional needs to be done. The initial findings of the investigation show that we are on the right track in terms of our efforts to re-design the Domiciliary Care business model.

We will also work to raise the profile and status of care workers by promoting career paths in the field and reviewing our apprenticeship scheme within the Council,

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

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

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



Improvement Priority

7



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

How will we achieve this?

I. Empowering Units to Implement "Ffordd Gwynedd"



**Corporate
Support
Department**

As a Council, it is our responsibility to ensure that it is the needs of the people of Gwynedd that steer how we offer the services that we provide. In doing so, we should avoid any unnecessary working arrangements.

We will review our existing work arrangements, to challenge whether or not they place the people of Gwynedd centrally, and to consider whether or not there is room for improvement. Work is already underway to train heads, senior managers and managers in the principles of Ffordd Gwynedd, and a number of service reviews have been undertaken, or are underway within the Council.

In future, we will continue to offer training to new managers and support services to hold reviews in order to ensure that they place the people of Gwynedd at the centre of their activities.

2. Developing Leadership



**Corporate
Support
Department**

We will Develop Leadership by being progressive in empowering and honing the skills of leaders across the Council in order to reach the aim of placing the people of Gwynedd at the centre of everything. All Cabinet Members have developed their leadership skills as individuals and jointly during the last year, whilst the majority of Council managers have completed the development programme that concentrates on leaders' behaviours.

We will continue to offer development opportunities for Members and managers with a focus on leading people rather than merely managing people. The Managers Network has also been established and this will give managers across the Council the opportunity to share good practice and receive training.

The Council's Financial Strategy and the budget adopted by the Council at its meeting on 7 March 2019 are the foundation to attempting to deliver the aforementioned Improvement Priorities, while also trying to cope with the continued increase in the demand for our services.

The financial pressures on the Council are continuing, with a further reduction in the grant that we receive from Welsh Government in 2019/20. At the same time, the additional demands for services and inflation increase our costs by £13m. If we are to continue to be able to address the matters which are important to the people of Gwynedd, we will need to add to the £51m savings that we have already been forced to make over the last eight years, with the delivery of a further £5.5m in savings. Even so, the Council Tax will also have to be increased further.

The Financial Strategy will, unavoidably, be dependent on the priorities noted above.

The full Strategy is available on the Council website by following this link:

www.gwynedd.llyw.cymru/financialstrategy



Departmental Plans



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

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

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

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

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

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

	Head of Department	Page
1. Education Department <ul style="list-style-type: none"> ▪ Support the daily running of Gwynedd Schools ▪ Support, maintain and improve educational standards within modern facilities ▪ Provide support and a service for Additional Learning Needs ▪ Lead the implementation of the Siarter Iaith within Gwynedd and across Wales 	Garem Jackson Contact Details	23
2. Adults, Health and Wellbeing Department <ul style="list-style-type: none"> ▪ Enabling the adults of Gwynedd to “Live my life as I wish” ▪ Provide care services through partnerships and collaboration ▪ Provide home care, day care and residential care ▪ Support homeless families and identify priorities for social housing and affordable homes 	Aled Davies Contact Details	31
3. Highways and Municipal Department <ul style="list-style-type: none"> ▪ Collect the recycling, food and residual waste of Gwynedd residents ▪ Highways and street maintenance ▪ Grass cutting and play and leisure grounds maintenance 	Steffan Jones Contact Details	41

4. Children and Supporting Families Department	Marian Parry Hughes Contact Details	48
<ul style="list-style-type: none"> ▪ Safeguarding children and Young people from harm ▪ Working to provide stability to families, children and young people 		
5. Environment Department	Dafydd Wyn Williams Contact Details	56
<ul style="list-style-type: none"> ▪ Licensing and Planning Services ▪ Food hygiene and trading standards inspections ▪ Council property inspections ▪ Parking management service and pest control ▪ Protect and promote access to the countryside 		
6. Economy and Community Department	Sioned E Williams Contact Details	66
<ul style="list-style-type: none"> ▪ Develop Gwynedd's economy by supporting businesses, tourism, marketing and regenerating communities ▪ Libraries, Museums and Archives ▪ Youth Services ▪ Leisure Centres 		
7. Ymgynghoriaeth Gwynedd Consultancy	Huw Williams Contact Details	78
<ul style="list-style-type: none"> ▪ Commercial consultative service which provides planning and management of infrastructure projects ▪ Building management service ▪ Local flood lead Authority 		
8. Corporate Support Department	Geraint Owen Contact Details	83
<ul style="list-style-type: none"> ▪ Galw Gwynedd contact centre and Siopau Gwynedd ▪ Human Resources, Registration, Communication and Training support ▪ Administrative and Support services 		
9. Finance (and Information Technology) Department	Dafydd L Edwards Contact Details	95
<ul style="list-style-type: none"> ▪ Financial support to all the Council's services ▪ Council Tax and Gwynedd Pension Fund ▪ Support and develop the Council's information technology provision 		
10. Legal Services	Iwan Evans Contact Details	101
<ul style="list-style-type: none"> ▪ Legal support for all the Council's services ▪ Administration of Gwynedd elections ▪ Support the work of the Coroner for north west Wales 		
11. Financial Information		103



Education Department



Education Department



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

SCHOOLS IMPROVEMENT SERVICE

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

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

In Gwynedd, there are 83 primary schools, 13 secondary schools, 2 special schools and 1 lifelong school.

Summer Performance - Secondary

Percentage of Key Stage 3 (14 years old) who reach the expected level in Welsh or English, Mathematics and Science



Summer
2016
92.0%



Summer
2017
92.8%



Summer 2018
92.8%

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

54.6%

The schools provide inclusive education for children and young people up to 16 years old, and 43.8% of the pupils eligible for free school meals (FSM) in 2018 gained 5 A*-C GCSE grades, including Welsh (language) or English (language), and Mathematics or Mathematics (numeracy) (TL2+). In Gwynedd, post-16 education is provided in partnership with the colleges and the secondary schools in Arfon, by Coleg Meirion-Dwyfor (Grŵp Llandrillo Menai) in Dwyfor and Meirionnydd and Ysgol y Berwyn, in the Bala area.

Percentage of Key Stage 2 (11 years old) who reach the expected level in Welsh or English, Mathematics and Science.



Summer
2016
89.8%



Summer
2017
92.1%



Summer 2018
91.2%

Summer 2018 Performance - Primary

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



81.7%

Transforming the schools system

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

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

In light of adopting the principles, this field will transfer to the Department's day-to-day work, as it is anticipated that there is no swift process that would enable the implementation of the principles across the system during the period of this Council, but rather, a cautious action, within context, and in a way that will enable the system to respond to the enormous changes on the horizon, such as changes to the schools inspection procedure (Estyn), along with very significant changes to the curriculum and the organisation of our schools in light of the recommendations of Professor Donaldson.

Strengthening Leadership

Improvement Priority 2



The importance of leadership, in order to ensure the best outcomes for learners, is acknowledged as a priority, and in Gwynedd we ensure that our plans to develop leadership support and enable the intention to transform the education system in Gwynedd in future based on these principles, and to also consider the local, regional, national and international context.

We will develop clear directions and plans for each tier of leadership needed in our education system in Gwynedd now and in future and encourage and promote leaders' professional learning on every level within our schools. We will also continue to develop and assist the system to ensure the best conditions for educational leadership to thrive. We will also identify and target future leaders, ensuring that they follow an appropriate programme of professional teaching.

EDUCATION MODERNISATION TEAM

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

During 2012-2021, the Council will have invested £69 million to improve the condition and learning environment of schools in the interests of the County's children.

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

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



Post-16 provision

Improvement Priority 2



Post-16 education provision varies across the county. Post-16 education is provided in partnership with the secondary schools and the colleges in Arfon, by Coleg Meirion-Dwyfor (Grw p Llandrillo Menai) in Dwyfor and Meirionnydd and Ysgol y Berwyn, in the Bala area.

We will consider the merits of the various provisions currently operational, along with future opportunities and challenges. This will include research and a report on the current provision across the county that will form a basis for considering whether or not there is a case to change the provision in future.

Bangor Catchment Area

Improvement Priority 2



A number of primary schools in the Bangor catchment area (and in particular the Penrhosgarnedd area) are full to bursting. We have managed to attract funding from Welsh Government to invest in education provision in the catchment area, with the Council also providing half the money and contributions made in conjunction with planning permission to develop new housing in the area.

We have reviewed the primary education provision in Bangor, and the Cabinet has approved a plan worth £12.7m. As part of the scheme, a new school will be built for Ysgol y Garnedd for 420 learners and will be completed by September 2020. We will also commence the work of adapting the existing site and building of Ysgol y Faenol for 315 learners that will also include a communal space and will be completed by January 2021.

Y Berwyn (Y Bala) Catchment Area

Improvement Priority 2



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

The construction work has now ended, and we have opened a Library, Theatre, Sports Hall and an all-weather football pitch which is a resource for all schools in the catchment area as well as the wider community.

We will complete the work of establishing Ysgol Godre'r Berwyn, a provision for 3-19 year olds on the Ysgol y Berwyn site, Bala that will also offer services for the local community, by September 2019. This involves completing the process of establishing the governing body, and assisting with arrangements for opening the new Learning Campus.

Treforthyr (Cricieth) Catchment Area

Improvement Priority 2



The Council has decided to build a new school in the Treforthyr catchment-area, in Cricieth, in light of the poor condition of the existing building.

We will complete the work of planning and building the new building by September 2021. The school will include facilities for the early years along with space for the Cylch Meithrin.

ADDITIONAL LEARNING NEEDS SERVICE (ALN)

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

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

Transforming the Additional Learning Needs and Inclusion provision

Improvement Priority 2



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

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

WELFARE AND INCLUSION SERVICE

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

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

	Percentage of pupil attendance in schools			
Primary	95.4%	95.3%	94.8%	
	2015/16	2016/17	2017/18	
Secondary	95.0%	95.2%	94.7%	
	2015/16	2016/17	2017/18	

Number of permanent exclusions in schools (2017/18 academic year)

Primary – 5.2%

Secondary – 5.3%

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

As a basis for all of this, the service provides specialist guidance in the safeguarding field. Specialist training and advice is provided to schools across the authority.

THE WELSH LANGUAGE

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

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



Secondary Sector Language Strategy

Improvement Priority 5



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

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

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

THE SERVICE OF THE AREA OFFICES

Area Education Offices

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

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

RESOURCES SERVICE

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



Adults, Health and Wellbeing Department



Adults, Health and Well-being Department



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

The Department's main principles are:

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

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



Housing

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

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

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

Housing Strategy for the People of Improvement Priority Gwynedd 2019-24

4



One of the largest challenges for Gwynedd is to ensure sufficient suitable and high quality homes to meet the needs of a changing population. During 2018/19 we concentrated on implementing two projects to improve access to suitable housing for the people of Gwynedd. Both projects, namely **'Suitable and Affordable Housing'** and **'Identifying and Promoting Housing Schemes and Initiatives'** assessed the current situation and in looking at the results of the assessments it became apparent that we need to re-plan our provision for the future.

The current demand for social and affordable housing in Gwynedd is greater than the available supply, and an increasing number of people are homeless or at risk of being homeless in Gwynedd. Our response so far does not meet the existing need of the local population, or their future needs. Using this information, we have created a Housing Strategy that aims to make the best of our housing supply in Gwynedd, improve their standard and improve access to housing by strengthening the support that is available for people to enable them to independently in their own community. This will include supporting individuals who suffer from Domestic Violence, mental health or substance misuse problems along with those who demonstrate threatening/antisocial behaviour and are at risk of losing their tenancy.

From 2019/20 onwards we will take action to deliver the priorities of the Housing Strategy (2019-24) to:

- Ensure that the people of Gwynedd are able to find a suitable home
- Ensure that no one is homeless in Gwynedd
- Address the health and well-being needs of the people of Gwynedd
- Ensure that homes are environmentally friendly
- Offer preventative and seamless services on a local level.

Local Priority

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

These matters are addressed within the Housing Strategy for the People of Gwynedd 2019-2024



Well-being

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

We promote preventative services within communities and promote well-being elements in Care and Support Plans. In terms of the Department's duty to provide "information, advice and support" under The Act, we will develop resources such as Dewis Wales and establish local information hubs, by developing a "community co-ordinator" role, and collaborate closely with third sector organisations, social enterprises, community groups and with residents themselves.

We work with partners to support informal carers and raise their profile amongst the workforce to increase the understanding and support available to carers. We collaborate closely with other

services within the Council by establishing the Gwynedd Mental Health Learning Partnership and working with Libraries, Healthy Living Programmes, the Arts Unit and the Area Regeneration Team. We also work with external partners who provide emotional and social well-being services to Gwynedd residents. Through the Gwynedd Ageing Well Plan 2017-18 a Bridging the Generations project was developed which brought young and old people together and which has proven success in different areas of Gwynedd. The project is now being evaluated by the Bangor University Ageing and Dementia Research Centre. It will be important to collaborate with Gwynedd communities to promote dementia friendly communities that build on the success of the Dementia Go project. We will continue to promote community resilience that will build on the strengths of Gwynedd communities to prevent demand for Care and Support services.

Re-designing Care Services

Improvement Priority 6



We have been collaborating with the Health Board to ensure that adults living in Gwynedd have easy and direct access to the services that are important to them. To this end, jointly with the Health Board, we have established five Local Area Teams that provide a seamless service. These teams build on the strengths of the individual and the community and ensure that our arrangements for leaving hospital are effective and are in keeping with what matters to the individual.

We have been working with our care services providers and experimenting with new ways of commissioning home care packages. The results of this experiment have been very positive and we will proceed to recommission using this new method.

The Learning Disabilities Transformation Board is evolving and advancing. There has been good collaboration and joint planning across the field during the last year, and we are confident that opportunities to work more with our local providers will become apparent in the coming year. The preventative intervention offer is driving the field with a focus on developing community services.

We will continue with the work of transforming community services to enable more early and preventative responses on a local level and jointly with our key partners, such as health, the third sector and carers. Our Area Teams will be co-located in a wider cluster of providers and primary and community services, as the image below demonstrates. This will include developing health and care hubs in the areas of Bangor and Dyffryn Nantlle. Our population and well-being assessments will enable us to ensure that the services within the clusters coincide with the needs of the local population, are provided by different providers and are coordinated seamlessly around the needs of the individual.



We are moving to an approach that places a greater emphasis on health and well-being and preventative work. With this approach, we will see better outcomes for individuals, enabling people to live independently within their communities for as long as possible and there will be less need for intensive care. We will invest in our buildings across our services, we have already invested in our Residential Homes in Tywyn, Nefyn, Llan Ffestiniog and Bangor. In the coming year, we will continue with the work programme in terms of improving our intensive care provision, this will mean developing Dementia Units in the homes of Cefn Rodyn, Hafod Mawddach and Plas Hedd.

We will continue with our Domiciliary Care project which has been trialling new and innovative ways of providing health and care services that focus on what matters to people who receive health and care services. It also responds to problems such as the lack of care and health service in some areas of the County, which could lead to people having to remain in hospital for a longer period than they should. Our work programme is about changing culture and the early findings of the project are very promising and will influence how we will commission domiciliary care in future.

The Mental Health Service works with the Health Board and other partners to implement the Mental Health Strategy. The initial priority is to ensure that suitable care is available when individuals are in an emergency. As part of this work, we are looking at developing a service that responds to the needs of individuals on a 7 days a week, 9am to 7pm basis. The intention is to ensure that individuals have timely access to suitable services.

In addition, we will collaborate with the Health Board in order to strengthen mental health services locally and will look at innovative ways of improving learning disability services.



A whole-system approach of providing health and well-being as described in 'Re-designing Care Services' above will go beyond providing domiciliary care or residential care services. Community activities and having regular contact with friends and family will assist people to maintain contacts, reduce loneliness and maintain their mental and physical health. Working within a 'Clusters' arrangement will enable all community assets to work together seamlessly all in the interests of the individual.

We have been encouraging and supporting Gwynedd communities to be more resilient. This work has led to preventative solutions which have increased the care options for local people. The Community Connectors Scheme started in September 2017 and individuals from the third sector work within our Area Teams. They map services and groups within communities and link individuals requiring assistance with those services. They also identify gaps in the service and promote community enterprises. We will expand this scheme in order to ensure that it is an integral part of our services' day-to-day work. This is crucial to assess the needs of our population on a local level in a continuous way.

Our intention over the coming years is to continue to look at opportunities to build on the strengths within our communities and try to co-produce a full range of preventative support in order to make it easier for people to continue to live independently in their communities. This will include working closely with carers to try to reach the right solutions in the interests of those who need care. On a regional level we have developed and co-produced an 'offer' for carers, which includes the service standards that we are committing to deliver. In coming months, we ensure that we commit in full to the standards.

A key part of community resilience is how different generations co-habit and socialise and an innovative project, 'Bridging the Generations' commenced in May 2018. Its purpose is to prevent loneliness between children, young people and older people by bringing them together for fun and interesting activities.

We will continue to develop preventative services which are aimed at supporting residents, linking people with support within their communities focusing on the five Areas.

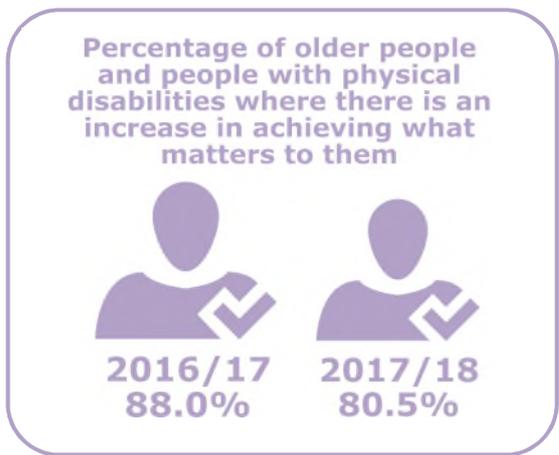
The Learning Partnership has been established within the Mental Health Service to look at preventative work and the well-being of individuals based on the 'Five ways to well-being'. The Partnership is developing a booklet that notes what support is available within different areas in the County. Our intention is to develop groups that will support this work.

Adults



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

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



Learning Disabilities



As a Learning Disabilities service, we provide active support based on the principles of Active Support and Positive Behaviour Support in a 'person centred' approach which focuses on positive well-being outputs for the individual. We assess in accordance with the principles of the Social Services and Well-being Act (2014) and in a manner that builds on individuals' strengths. The service promotes integrated services and continues to develop the positive relationship with partners and other agencies, including health, statutory agencies and the third sector, in order to address the wide range of needs of people with learning disabilities.

Our vision focuses on developing preventative services across the county which will include focusing on the needs of adults on the autistic spectrum. In addition, we want to concentrate on a provision that focuses on developing opportunities for people with learning disabilities to develop relationships. As a way forward to address this objective, we will continue the work of developing community hubs around the county.

We will aim to develop a Respite care framework during 2019. Also, we are aiming to develop a Respite care provision in the Pwllheli area.

The work of the Active Support and Positive Behaviour Support team over the last year has led to positive developments for the county's residents. The main focus of this team's work over the coming years will be to concentrate specifically on preventative work.

Another core objective of the service is continuing to develop daily opportunities for people with intensive and complex needs. We are aiming to plan services for the future in order to ensure that local opportunities are available for these adults, so that they can live, receive support and attend daily opportunities in their area. As part of this work, we will work to develop the opportunities that are available as part of the Arfon Community Scheme. It is essentially important that we collaborate with all local providers and continue to develop the work of the Transforming Learning Disabilities Group.



Mental Health

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

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

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



Safeguarding Unit

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

There is regular communication with providers, health and the Care and Social Services Inspectorate for Wales in order to share concerns and good practice. The Unit is responsible for monitoring internal and external providers to ensure that the services and care provided and commissioned are of high standard. The Unit also undertakes investigations of service users' experiences in order to learn about bad experiences and good practice. We set consistency in terms of what is deemed to be a safeguarding case or not, lead on cases of escalating concerns, Deprivation of Liberty Safeguards arrangements (a procedure that supports and protects adults who are unable to make decisions themselves or unable to grant permission for their care) and respond to complaints and concerns on a timely basis.





Provider

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

The Service is responsible for the fields below:

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

Local Priority

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

The Workforce and Recruitment within the Care Field

Improvement Priority 6



Our success in realising Improvement Priority 6 in its entirety, namely to 'Ensure that we have care services which help people to live their lives as they wish' is dependent on securing a workforce for the Care field. Recruiting to the Care field is challenging for various reasons and while we have an effective and committed workforce, we must ensure that we have enough workers with the necessary skills to meet the increasing need.

Before being able to establish an action plan to resolve the problem, we need to ensure that we really understand the problem, and we have commissioned an independent investigation into the current situation in Gwynedd, the pressure on our workforce and on the Council.

During 2019/20 we will consider the findings of the investigation and any recommendations made by a scrutiny review, and determine what should be done differently or in addition to what is currently operational. The initial findings of the investigation have highlights many key factors that confirm we are on the right track in terms of our efforts to re-design the Domiciliary Care business model.

We also acknowledge, in addition to having the right skills mix, there will be a need to change cultures and behaviours and to promote taking positive risks; and we will work with partners and academic institutions to develop and deliver this.

We will also work on raising the profile and status of care workers by reviewing existing career paths, so that a career in social care work is a positive career choice and we will promote the care field as a career by disseminating appropriate information to local organisations. We will also review our Apprenticeship scheme within the Council to seek to influence the number of apprentices within the care field.

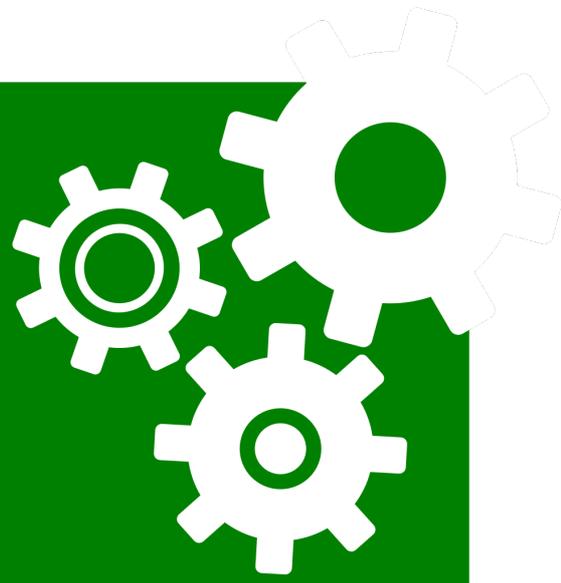


Business Service

The Business Service provides support to the front line teams of the Adults, Health and Well-being Department and the Children and Supporting Families Department, in order to enable them to achieve their purpose for the benefit of Gwynedd residents. In order to facilitate efficient work arrangements specifically, management and support in terms of information technology systems, along with administrative support, is provided for the Teams in question. A variety of training opportunities are also offered to employees across the care field in order to ensure that we have the most suitable workforce to care for the County's residents for the future.

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

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



Highways and Municipal Department



Highways and Municipal Department



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

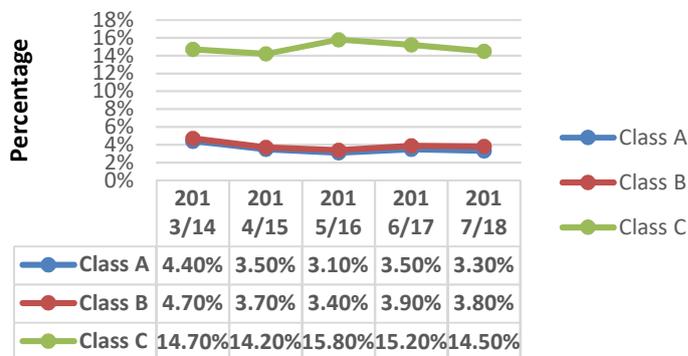
Highway Maintenance



It is important that Gwynedd 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). At present, our highways in Gwynedd, namely Class A and B roads, are in a good condition with less than 4% defective and in need of attention.

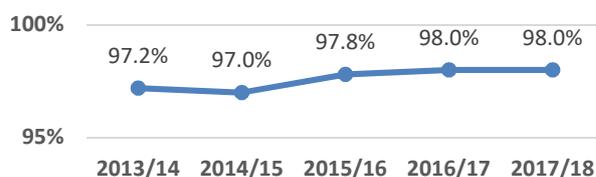
With a reduction in the relevant budget, the deterioration in the condition of our Class C and unclassified roads continues. As a result of the financial pressures on the Council, it is inevitable that there will be further pressures on road maintenance, and it will be challenging to prevent deterioration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

Percentage of Defective Highways



There is now a new national Code of Practice in force which emphasises risk management. By now, work is afoot across Wales to develop consistent action plans when inspecting the condition of roads. As part of this work, we are in the process of reviewing and updating our Highways Assets Maintenance Plan.

Percentage of incidents of dangerous damage to roads and pavements which were repaired or made safe within 24 hours of the time that they were...



In future, we will seek to prevent a sudden decline in the quality of our roads.

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



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

Our Highways Works Service is responsible for the maintenance work along with dealing with accidents and incidents because of severe weather.

Street Lighting



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

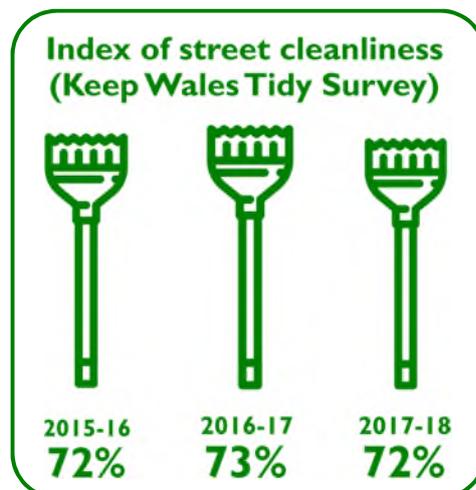
Over the last three years we have been changing street lights and signs to LED (light emitting diode) technology with the majority of them dimming or switching off when appropriate. This is for the purpose of reducing energy costs, carbon emissions and preventing light pollution today and for the future.

In terms of the local environment, it is extremely important that our **streets are clean and safe**; streets must therefore be cleaned regularly. The appearance of streets and public spaces is important to the residents of Gwynedd, and there is a small team of officers responsible for dealing with environmental crimes such as fly-tipping, graffiti and dog fouling. On average, we take 1.76 days to clear items of fly tipping after receiving notice of them. The Cleanliness Index is used to assess the cleanliness and appearance of streets.

Street Cleaning



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





Percentage of graffiti and posters which hide traffic signs and cause hazards which are cleaned/cleared within 24 hours of the time that they are reported
100%

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

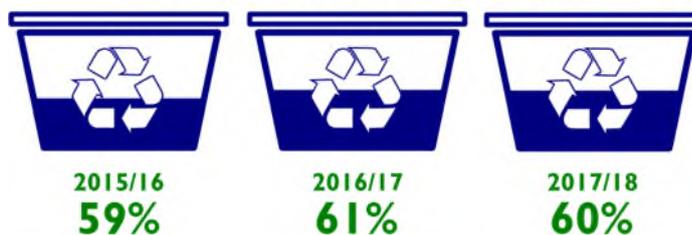
98.5%



Waste Collection and Recycling

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

Gwynedd Recycling



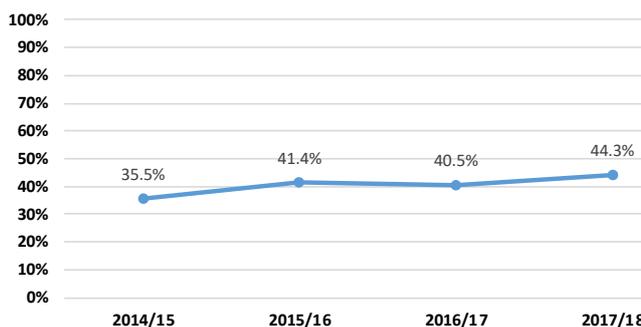
The changes to refuse collection arrangements every three weeks and collecting food waste and recycling materials weekly, has led to an increase in recycling. Changes to garden waste collection arrangements and to collection vehicles which are less harmful to the environment have also been implemented.



We have completed over a million waste collection from Gwynedd houses within a period of three months. From these collections, some are missed, and although the figure is low (less than 1%) we recognise that this failure is important to the resident. The Department now collects information to understand why this happens and to ensure new arrangements for improving performance and responding to problems relevant to waste collection. Welsh Government has set ambitious targets for the purpose of reducing landfill and increasing recycling. The Council would incur significant fines if the targets are not reached.

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

Percentage of commercial recycling / composting levels



In response to complaints about mess and rubbish falling from/being left by waste and recycling collection vehicles, a number of steps have been put in place to try to improve the situation. This includes using Romaquip vehicles rather than Kerbside vehicles, which means that there is no tipping above the height of the vehicles and they are therefore safer for the workforce. Using these new vehicles also means a reduction in the number of materials falling from the vehicles as materials are not stored freely when moving from property to property which leads to better arrangements when serving the cartgylchu. We will continue to respond to our residents' concerns and ensure an improvement in the situation by focusing on the smaller vehicles.

We also continue to work on the Bangor Image project which is progressing well. This is a partnership with representatives from the City Council, BID Bangor, Bangor University and several other organisations. The group's main focus is to improve the City's image. We will learn from this work in Bangor and will then introduce it in other areas. We also work with a group in Dyffryn Nantlle to improve the area's appearance. We will learn from our experiences of working with Bangor project as we continue with this work.

Municipal Assets



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

The bereavement service is crucial to residents, and it is our aim to ensure a bereavement service which is appropriate and respectful.

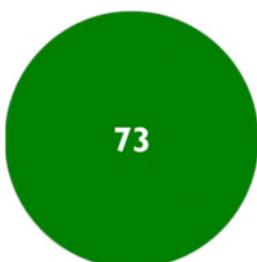
CCTV

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



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

It is our aim to continue with the work of safeguarding the community



Public Toilets



Community Toilets

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

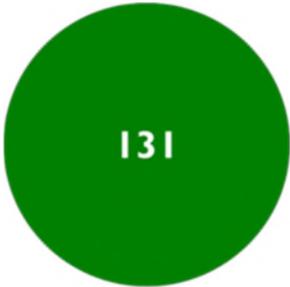


By creating partnerships, we will seek to keep public toilets open throughout the county.



The Department is responsible for maintaining **roadside and open spaces** in order to improve the environmental quality of our towns and villages and to make it safer for residents. Although grass is cut less often, public safety must be ensured. The Department cuts grass for other Council Departments, and for other establishments e.g. schools, leisure centres, residential homes and Cartrefi Cymunedol Gwynedd.

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



Playgrounds with equipment for young children



Playgrounds which have equipment older children

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



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

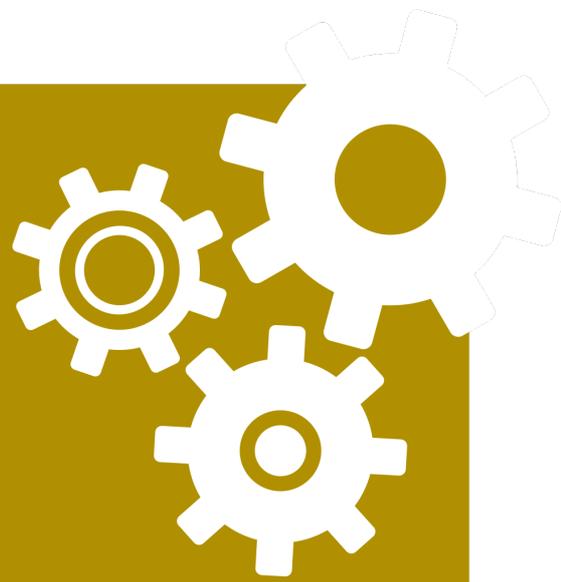
2017/18 Events Programme

- 16 Litter / fly-tipping cleaning campaigns with the community**
- 11 Clean environment road shows in schools**
- 8 Dog fouling prevention projects in the community or in schools**
- 22 Visits to promote recycling in schools**

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



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



Children and Supporting Families Department



Children and Supporting Families Department



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

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

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

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

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

The Supporting Families Strategy

Improvement Priority 3



The purpose of the Supporting Families Strategy is to develop much more integrated services within the Council and with our partners, focusing our interventions on the early identification of needs, targeting families correctly, and providing services that reduce the need for more serious interventions.

Further work has taken place to identify the demand for support for families across the Council's departments, in addition to mapping out the provisions that are already available to support families across Gwynedd, and the way people gain access to these services. This work will improve our understanding of the current situation and will guide the way we plan our response to the needs, jointly with our partners.

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

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

Supporting People's Well-being

Improvement Priority 3



In the Gwynedd Council Plan 2018-2023 published in March 2018 we planned for the **'Tackling Poverty' project** in order to support the people of Gwynedd to cope with changes to welfare and benefits (in particular Universal Credit) and to give opportunities to people who are not part of the labour market. This project succeeded to increase the income levels of a number of families and campaigns such as 'Look after the Pennies' helped to alleviate some of the impact of moving to new benefit payment arrangements.

The Universal Credit has now been operational in Gwynedd since December 2018, therefore there is no need to place as much focus on our response to that change. There is so much work that needs to be done in the field of tackling poverty to try to alleviate the impact of poverty on the people of Gwynedd, therefore from 2019 onwards we will be throwing the net wider and concentrating on the preventative field and the support that all Council services offer to the county's residents in order to address some of the obstacles they face.

Some residents need more support, and the Council invests in, provides and plans many services and interventions that tackle various issues such as: difficulties with parenting and raising a family, obtaining and maintaining a home, maintaining healthy relationships, dealing with substance misuse and alcohol, violence, crime and the effects they have, living healthy and active lives, insufficient income and lack of work, inability to stay in education, lack of qualifications and basic skills, care, ageing, loneliness and lack of social contacts; and supports people to deal with them.

During the next period of the Council Plan, we will reach an agreement on the direction, scope and a work programme. **'Supporting People's Well-being'** to ensure that the best use is made of the available resources to meet needs without delay, jointly plan services and appropriate interventions, and consider the efficiency of our current provision arrangements.

Early Intervention

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

Flying Start

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

During the 2017-18 year, the Flying Start referral panel dealt with 437 service referrals. This compares to 350 complaints during 2016/17. A number of the intervention packs were delivered to the multi-agency teams to be implemented, including health, child care, supporting families, or early language development staff.



Percentage of families that have reported progress after receiving a service from the Team Around the Family

**2015/16
25%**

**2016/17
95%**

**2017/18
92%**



Team Around the Family

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

We received 649 referrals to the Team Around the Family in 2017/18 and a high percentage of families noted a positive difference in their lives following the intervention.

'Children First' Areas

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

Youth services

The opportunity to socialise, take part in activities and continue to learn and develop new skills outside school is very important to the County's young people. However, due to pressure on Council resources and the need to modernise to coincide with the aspirations of the County's young people, we have changed how the Council provides their youth service. Therefore in 2017/18 we have established a new youth service across Gwynedd.

Our aim is to continue to support young people to learn and develop skills for personal, emotional, social and educational purposes.

Care and support, safeguarding, and care needs

Most children and young people in Gwynedd live happy, safe lives and enjoy opportunities to learn and play. However, some children and families need more formal advice and support at times.

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

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

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



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

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



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

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



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

The Specialist Teams

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



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

The Integrated Family Support Service (IFSS) offers specialise intervention for families where the misuse of alcohol and drugs by parent and carers is a risk factor for children. Because of the intensive nature of the intervention, the service has prioritised it for families where the risk to children is high.



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



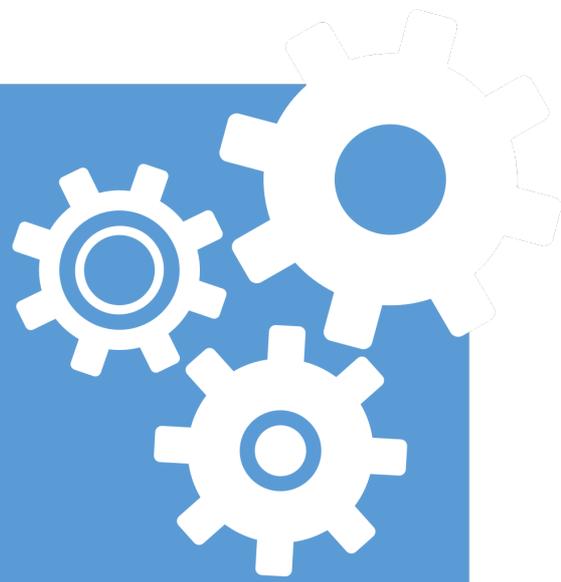
How we ensure the quality of Safeguarding

In order assure the Council that our safeguarding arrangements are robust, we have a Safeguarding and Quality Assurance Unit that focuses on different aspects of this important field. **The Safeguarding and Quality Assurance Unit concentrates on different aspects in this important field.** We implement the statutory duties to review cases of Looked After Children, and provide guidance on child protection, and chair Case Conferences and Strategic Meetings where allegations have been made about professionals.

We hold child protection conferences in partnership with the families and other workers. Intervening with a family to safeguard the child can be very difficult for them. Often, they do not welcome this support and often cooperation is often through enforcement. Our aim is to ensure that the child's voice is more prominent in these discussions and that families take a more effective part in their safeguarding plan.

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





Environment Department



Environment Department



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

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

Planning Service

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

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

Since adopting the Joint Local Development Plan (Gwynedd and Anglesey), the work of preparing 8 (of a series of 17) Supplementary Planning Guidance documents is ongoing. The guidance will add details to the planning policies, and strengthen the Plan's ability to provide firm grounds to make decisions on planning applications in the future. The arrangements for monitoring the Plan every year are also prepared to assess whether or not the Plan's strategy and policies are working.

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

During 2017-18, over 2,300 general planning enquiries / pre-application enquiries were received.

We make decisions on **planning permissions** to develop land and deal with approximately 1,100 planning applications annually and, on average, over 85% of applications are granted permission.

On average, it takes 64 days to make a decision on applications, with a decision made on approximately 82% within the required timeframe.

Major developments have recently been approved including new schools, an electricity sub-station and poultry units. A very large number of applications for developments providing existing businesses with opportunities to expand and for new businesses to be established have also been approved, especially in the field of tourism attractions and associated businesses. The Planning Service is also a key part of the Wylfa Newydd Development Consent Order applications process and the National Grid's North Wales Connection Scheme, along with advising on a number of other large National Grid projects within the county.



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

We take **enforcement steps** against developments that have not received planning permission and we deal with approximately 400 cases every year. We investigated 75% of the enforcement cases within 84 days and a number of enforcement notices have been issued.

The Department is responsible for monitoring the expenditure of Planning financial contributions [106 agreements] within the LPA which can be significant amounts.

The Department also undertakes an annual programme of proactive work in accordance with the objectives of the Enforcement Strategy, which includes proactive monitoring, in addition to administering, maintaining, updating and reviewing the Council's register of Tree Preservation Orders

Public Protection

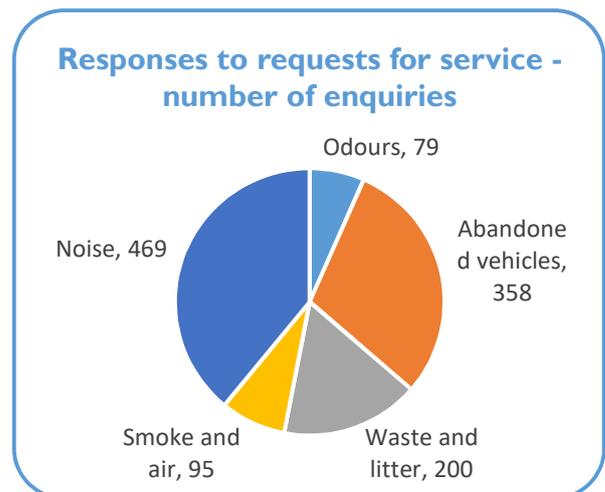
The purpose of the Public Protection Service is to protect the public in relation to a range of environmental and health matters - such as air quality, noise, the food chain and alcohol as well as fake businesses and traders that unintentionally or intentionally breach the acceptable standards noted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

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

Pollution Control

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

We also assess the safety of private drinking water supplies and the quality of bathing water and enforce improvements as required - 730 drinking water samples and 35 bathing water samples were taken over the past year.



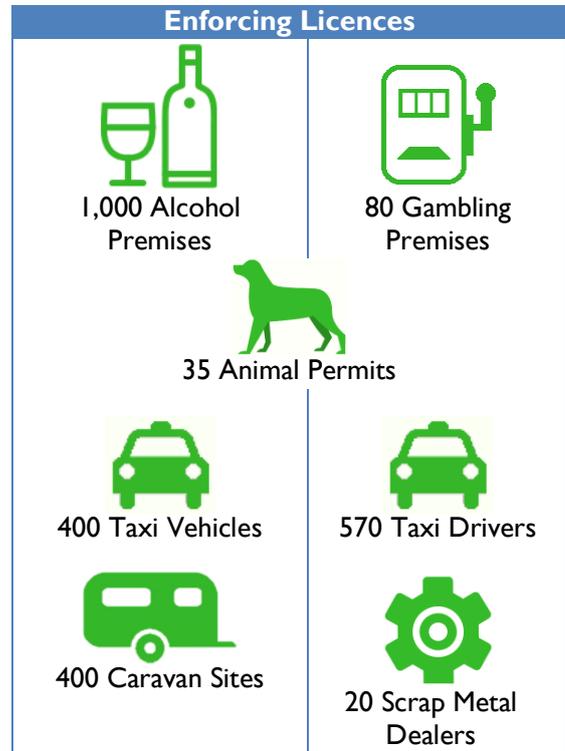
We investigate and monitor **industrial processes** on 47 sites and regulate industrial airborne emissions (oil waste burners, mobile crushers, cement machinery).

We also carry out **burials** in cases where there are no family members - we had 5 cases during the past year.

Licensing

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

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



Welfare

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

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

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



Trading Standards

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

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



Property Service

The purpose of the Property Service is to ensure that we have property that is suitable to Council services and to manage those property assets.

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

Property Safety and Maintenance

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



The New Ysgol Bro Llifon

Property Development

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

During 2017-18, 97% of our customers were happy with the work provided by the Property Development Team.



Estates and Facilities

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



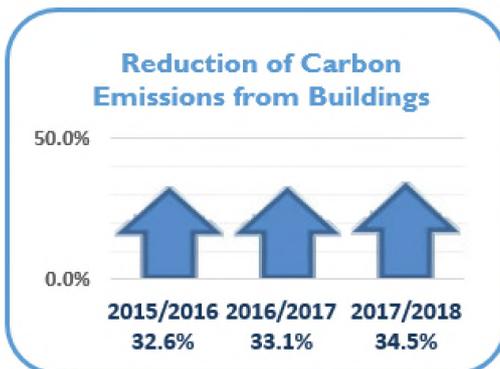
Office Service

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

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



Energy Conservation Unit



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

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

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



Parking Management and Enforcement

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

There is concern in the Caernarfon and Ogwen Valley area about the lack of public car parking for local people. The residents of the Penllyn area had concerns about the lack of parking spaces for workers on Bala Industrial Estate, which have now been resolved. We did not succeed in responding to these concerns in the Caernarfon and Dyffryn Ogwen areas in 2018, and we will investigate and consider options to address the problem.

Pest Control

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



Transportation and Countryside Service

There are four fields of work within the Service:

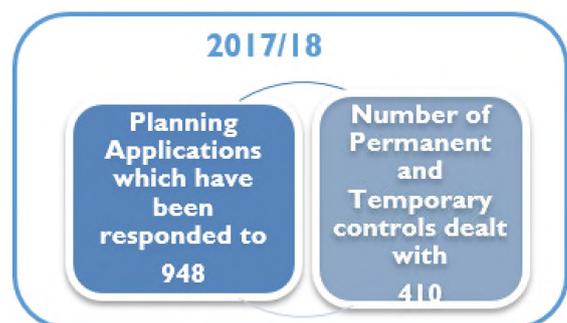
- Traffic, Projects and Street Works
- Integrated Transport
- Road Safety
- The Countryside

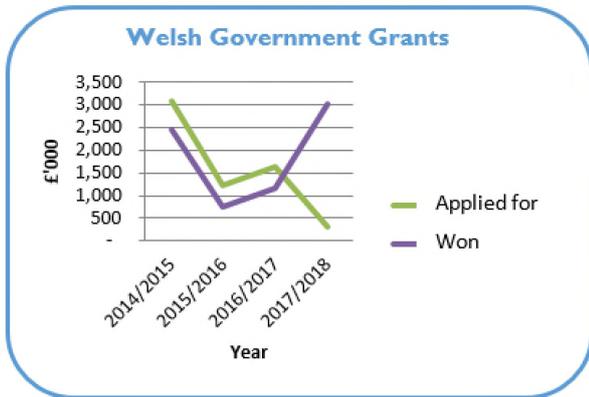
Traffic, Projects and Street Works

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

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

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





We also manage various road improvement projects across the County.

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

Road Safety

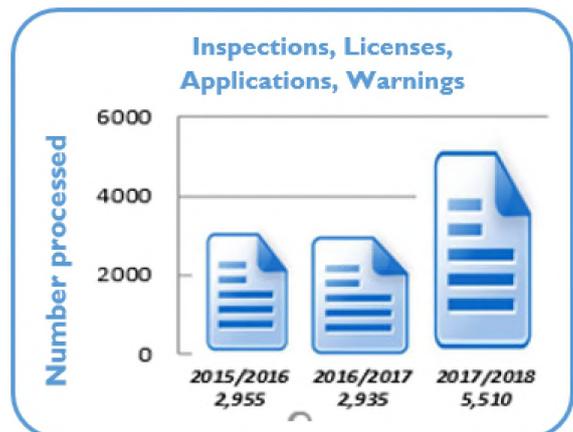
We attempt **to reduce injuries and accidents** on our roads by undertaking appropriate initiatives (local, regional and national), including engineering measures, educational programmes, training, publicity and enforcement.

Concerns were raised regarding road safety outside primary and secondary schools in Penygroes which serve the Dyffryn Nantlle area. In the same manner, concerns were raised regarding road safety outside some of the schools in Caernarfon. We have already visited the schools to discuss their concerns with them and we are currently assessing the sites in order to try to find different options to help to reduce risks for users.

Street Works

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

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



Integrated Transport

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

We do this by securing a network of public transport.

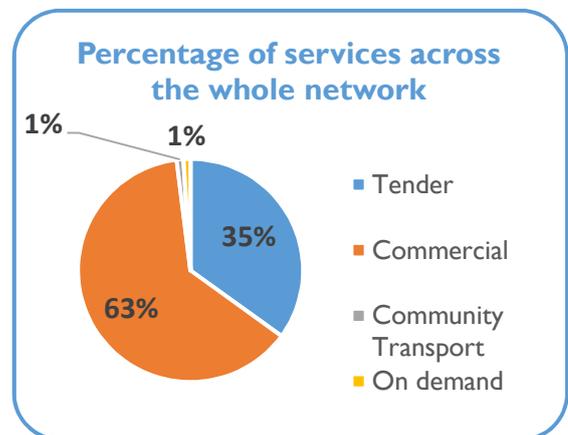
Public Transport

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

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

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

In future we will consult with our communities to understand how we can use the resources we have to better serve our residents. We will also seek to innovate to meet with the requirement in the most cost effective way possible while ensuring quality and reliable services.



The Countryside

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

Biodiversity



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

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

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

Access to the Countryside

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



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

A scheme has already been realised near Ty Moelwyn in Porthmadog which assists in improving the Coastal Path provision in the town. We will look at opportunities to improve the condition of other paths in the area in due course. There has been demand locally to complete the cycle path between Tywyn and Aberdyfi and it is already one of the Council's priorities. There has been progress on this scheme and we will be submitting a bid to the Welsh Government's Active Travel Fund in order to develop the scheme further. Calls are also being made to build a multi-use path between Pwllheli and Llanbedrog that would enable users to have easy access along Pen Llŷn's southern coast. We will also submit a bid to Welsh Government to further develop the plan



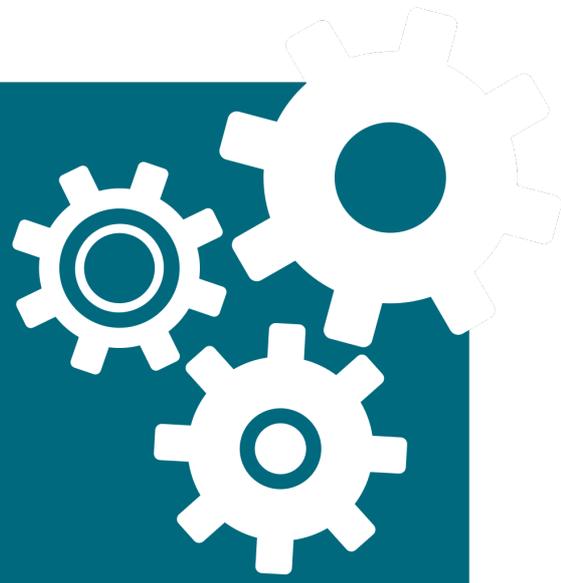
We deal with applications to divert and create paths and maintain and update the definitive map which shows the **county's rights of way network**.

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

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



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



Economy and Community Department



Economy and Community Department



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



Developing Gwynedd's Economy

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

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

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

This is a brief outline of the Department's work in 2019/20:

Business Support

There are 15,100 businesses, enterprises and community companies in Gwynedd. The Department provides information, advice and practical support to assist them to establish and develop in order to support and create jobs. The Service places a particular focus on supporting Gwynedd businesses to succeed when tendering for work and to keep the



394

**of businesses have
received support in
2017/18**

benefits of public and private sector contracts local by collaborating with Gwynedd Council's Procurement Team and the North Wales Economic Ambition Board. The Department also provides 87 work units throughout the county to enable businesses to be competitive and in the coming year we will include new management arrangements for these units. During the next year we will seek to ascertain the impact of Brexit on Gwynedd businesses and raise awareness of business support sources to enable businesses to cope with change.

Our improvement priority in 2019/20 will be:

Businesses Receiving Support to Prosper

Improvement Priority 1



The county's businesses work with many Council Departments and they receive a service from them, including rates, planning, trading standards, building control and procurement.

By adopting an operational approach which places the needs of businesses at the centre, and makes it easier for businesses to contact and collaborate with the Council, businesses can be supported and encouraged to establish and grow in the county. Following research we have identified examples of good practice including the "Better Business for All" programme.

In future, we will continue with the work of reviewing how Council services are provided to businesses to consider whether there is room for improvement and will implement any lessons which become apparent to ensure that businesses are assisted to prosper. We will also support the development of the North Wales Business Network collaborating with partners in the public and private sector across the region.

Economic Development Programmes

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



320 million

of investment by projects in
the economy since 2000



Our improvement priorities in 2019/20 will be:

Growth Vision for North Wales

Improvement Priority 1



The North Wales Economic Ambition Board is leading on the growth vision. The growth deal is based on seven programmes namely the Low Carbon Energy Programme; Advanced Manufacturing Programme; Land Industries and Tourism; Land and Property Programme; Skills and Employment Programme; Digital Programme; Strategic Transport Programme.

Over the coming year we will contribute towards the work of the North Wales Ambition Board to ensure that Gwynedd benefits from the investments associated with the Growth Vision.

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

Improvement Priority I



Low salaries are an obvious feature of Gwynedd, with the weekly pay of Gwynedd residents (£478) amongst the lowest in Wales, and the low pay is at its worst in our rural communities (£418), namely the second lowest in the UK.

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

Among the highlights of 2018/29 was securing £7.5m in European funding to develop the infrastructure of the Llanbedr Airspace Centre to attract businesses to the site, and the Trawsfynydd Power-station site's profile received a significant boost when the British Government's nuclear sector deal was launched there.

We will continue to target sectors that pay well by creating an environment which supports new businesses and grows existing businesses and ensures that the local workforce is able to take advantage of the opportunities. We will also continue to seek to create conditions to attract investment in strategic sites such as the Trawsfynydd Power Station, Llanbedr Airfield and Parc Bryn Cegin/ Parc Menai.

Arloesi Gwynedd Wledig project

Improvement Priority I



The nature of our rural economy means that 78% of Gwynedd businesses do not employ more than one person and there are too many jobs within sectors which don't pay well. This leads to undermining the sustainability of our rural communities.

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

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

During 2018/19 we secured money to support 10 rural towns and villages in the county to develop a WiFi service for the public. A range of ideas was trialled through Arloesi Gwynedd Wledig, including launching the digital playground in Glynllifon, that offers exiting opportunities to experiment with the Internet to respond to the challenges of rural areas.

We will build on the work which has already been done to transform the rural economy by introducing innovation within traditional sectors (such as agriculture and tourism) and support investment in the digital infrastructure of our rural communities through Digital Gwynedd giving particular attention to the Dwyfor and Meirionnydd areas. We collaborate with Grw p Llandrillo Menai and the private sector to establish a rural innovation hub in Glynllifon to lead on the work.

We will also continue to work with the counties of Anglesey, Ceredigion and Carmarthenshire to learn how to develop the rural economy and also sustain the Welsh language. We also influence and lobby regionally and nationally on behalf of the needs of rural Gwynedd.

Implementing the Gwynedd Slate Heritage

Improvement Priority 1



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

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

During 2018-19 the slate areas were selected by the Westminster Government as the UK's next nomination to UNESCO for a World Heritage Site designation. Also, more than £60,000 in lottery funding was secured to support communities to benefit from the designation.

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

Promoting Town Centres

Improvement Priority 1



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

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

We will continue to work as a Council to look at how we could support and facilitate town centre regeneration to maintain a range of services for local residents and visitors within a lively environment with a Welsh atmosphere.

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

Improvement Priority 3



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

In 2018/19, money from the Communities for Work fund and more was secured for the County, which will address any gaps in the current provision and offer support to individuals who are unemployed or underemployed.

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

Tourism, Marketing and Events

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

37,439

of followers on
Snowdonia, Mountains
and Coast's social
..



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

We also support event organisers to create vibrancy within communities across the county.

Our improvement priorities in 2019/20 will be:

Increase the Benefits from Major Events

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

We have already been successful in attracting a number of national and international high-profile events to the County which brought in an investment of £5.3m in 2017/18.

We are eager to continue with this in 2019/20 and to ensure that local businesses benefit from the events. This will lead to an increase in the number of opportunities to promote the County, an increase in the number of visitors to the County and increase in the number of opportunities for local companies to work at or offer services to the events.

Improvement Priority I



Benefiting from Tourism

Tourism is one of the main economic sectors in Gwynedd, nevertheless visitors put a significant added pressure on the infrastructure of the county's destinations, a cost which is mainly shouldered by Gwynedd residents.

We are looking to collaborate with the industry to consider the possibility of getting visitors to contribute financially to maintaining and enhancing Gwynedd destinations and raising the standards of the tourism sector. In doing so, we will improve the provision of the county's destinations and increase the standard of industry provision for visitors.

Improvement Priority I



Maritime and Country Parks

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



2,700
boats annually use our
harbours

In 2019/20 we will:

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

Our local priorities will be:

In consultation with local councillors in the Porthmadog, Ffestiniog and Penllyn areas in the summer of 2017, an aspiration was noted to attract more long-term good salary jobs to improve the economic situation of local residents. The Create High Value Jobs priority is developing new opportunities in Trawsfynydd and Llanbedr that will benefit these communities. In the Porthmadog area, it was also noted that the local councillors were concerned about the condition of some dormant sites in the area and in response we will be looking at opportunities to support, improve or reuse the sites.

When we consulted councillors in the Dolgellau area it became evident that the poor connectivity of mobile phones and broadband hinder residents and the area's businesses. We are seeking for Welsh Government to prioritise the County for its schemes in relation to this field by following the principles of Digital Gwynedd.

In the areas of Dyffryn Ogwen and Dyffryn Nantlle, local councillors noted that the promotion and regeneration of the high street was a local priority and we have made outline applications for some regeneration activities in the areas.

In consultation with Bangor area councillors, their wish to improve the appearance of the local area was noted and to respond to empty shops, noting a wish to work with partners such as local businesses and Town and Community Councils to generate an income to contribute to the work. This, in turn, would support local businesses and tradespeople. We are considering the opportunities to build on existing work jointly with the Bangor Business Improvement District and out partners locally and regionally to plan a response. Additional grant funding to maximise the benefit of the interest free Loans Scheme has been secured.

There is also a link to the county level priority to Implement the Gwynedd Slate Heritage plan, as noted above. The regeneration of these areas should improve any negative image that stems from being post-industrialised areas and release their potential.



Support Strong Communities

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

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

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

This is a brief outline of the Department's work in 2019/20:

Supporting Communities

It is important that Voluntary Groups and Local Enterprises are supported to respond to local opportunities and needs. The Council has a network of area regeneration officers and 'CIST' grants to support community projects.



72

of projects that are developing a new service / safeguarding access to a service

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

In 2019/20 we will:

- Relaunch our Community Support service across Gwynedd
- Measure the size and nature of the demand for support from communities and consider options to provide the service in future

Libraries Service

The Council provides a service in nine main libraries, four community libraries and three library click and collect links across the county. It is important for Gwynedd residents to be able to borrow books, e-books, audio books or DVDs of their choice. However, not all Gwynedd residents can reach their local library and therefore the Council also provides a mobile library that visits 129 stops in towns and villages as well as the homes of 87 individuals, (home service for those who are confined to their homes).

Gwynedd Libraries are commissioned by the Education Department to provide the Lori Ni Service, which visits every Primary School, Special School and Language Centre twice a year to lend reading books for 3-11 year olds. Gwynedd residents borrowed 491,275 books in 2017/18.

30,283

of Gwynedd residents are Library members



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

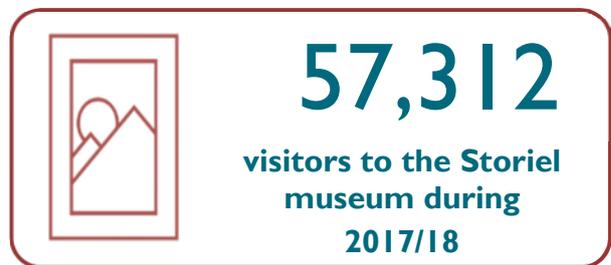
In 2019/20 we will:

- Prepare a business case for resources to upgrade the facilities at Pwllheli Library
- Introduce self-service arrangements in every library across the county
- Continue to work with communities and promote access to the new service
- Consider the role of Libraries within communities in future

Museums and Arts Service

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

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



The Service support various arts programmes to ensure that arts are alive in our communities and there is access to the arts in our rural areas.

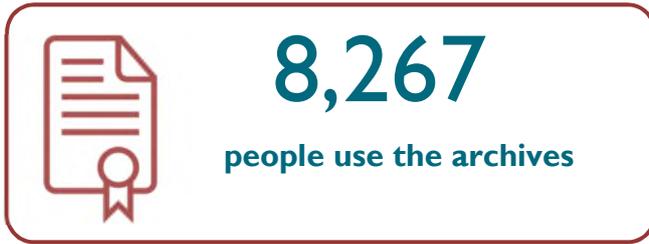
Our aim will be to continue enrich the lives of Gwynedd residents by promoting an understanding of our unique heritage and culture.

In 2019/20 we will:

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

Archives Service

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



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

In 2019/20 we will:

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

Our local priorities will be:

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

Improving the Health of Gwynedd's Residents

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

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

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

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

Healthy Living Programmes

Sports for Life Team

The Department organises and supports a range of sports activities in schools, the community and outdoors to inspire children and young people to participate and enjoy sport.

The percentage of Gwynedd children who participate in sport at least three

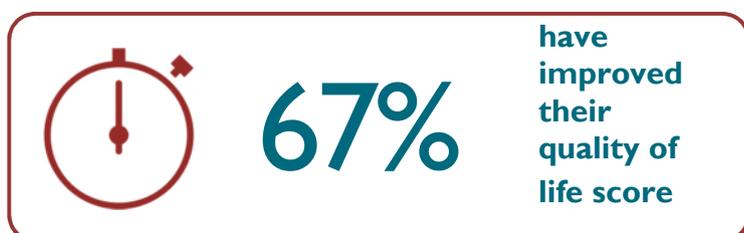
times a week has increased from 43% in 2013 to 49% in 2018, and we aim to increase this in 2020. However, due to the national uncertainty regarding the arrangements to fund future sports programmes it will be a challenge to support some activities. In order to get the best impact with the available resources, we are looking at different ways to provide programmes to inspire young people to be active in the future.



In 2019/20 we will:

- Work jointly with partners to develop a new model to provide a service across north Wales.
- Collaborate with Sport Governing Bodies to offer a range of activities that respond to the demand and opportunities that are available in the County.

Exercise Referral Scheme



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

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

In 2019/20 we will:

- Respond appropriately to the reduction in the financial investment in order to try and support a county service.
- Agreements with the Byw'n lach company to provide the service on behalf of the Council in future.

Healthy Living Centres

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

In a recent satisfaction survey it was shown that 90% of our users are very satisfied with what is on offer and this feedback has been crucial in enabling the Council to plan future improvements.



81%

of 11 year
old children
could swim
in 2017/18

Gwynedd Council is committed to continuing to provide Healthy Living Centres in future, however, in order to deliver financial savings, it has established the Byw'n lach company to run the centres on its behalf in future. The Department will establish a contract with

the Byw'n lach company to manage the service from 1 April 2019 and the staff of every centre will be transferred to the Company by that date.

In 2019/20 our priority will be:

- Supporting the Byw'n lach company to establish and provide the service to Gwynedd residents in accordance with the agreement.
- Establish arrangements to monitor the performance of the Byw'n lach company in accordance with the agreement.
- Establish arrangements to upgrade and invest in the facilities in accordance with the agreement



Ymgynghoriaeth Gwynedd Consultancy Department



Ymgynghoriaeth Gwynedd Consultancy (YGC) Department



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

Flood Risk



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

In the future we will develop our work further in these 3 critical areas:

Planning for Investment

A duty under the Flood and Water Management Act (FWMA) is to investigate flood events which are reported to us – since the implementation of the Act in 2010 Gwynedd Council have investigated on average 42 incidents of internal flooding a year.

We also keep a database of near-misses and any flood related concerns raised by the residents of Gwynedd, where we aim to assist with solutions. We aim to respond to these in the shortest possible timeframe.

Collecting this information enables us to build a picture of local flood risk across Gwynedd, which is the basis of our flood risk management plan. Grant aid applications are subsequently made to Welsh Government to investigate and manage flood risk in the areas of most concern.

Similarly, we invest in the coastal areas that are most under threat of coastal erosion in order to try to manage the risks that face them. Current investment includes coastal defence in Borth y Gest, river defence works in Llanberis, and these schemes will reduce the risk to approximately 150 people.

Asset Maintenance

We are responsible for the upkeep of 129 coastal structures extending along 19km of defended coastline and, and also 40 structures which control the risk of flooding from ordinary watercourses.



19 km
coastal defences are
maintained

The inspection and maintenance of these assets is essential in protecting hundreds of homes, businesses and critical infrastructure in communities throughout Gwynedd. We are able to give a snap shot at any one time of the most vulnerable areas in Gwynedd.

We also maintain a coastal monitoring programme to identify changes to the coastline as a consequence of climate change, which could affect our coastal communities in years to come. Each asset is given a condition score between 1 and 5, and a target condition is set for each asset, our aim is that every asset in Gwynedd is to meet its target condition score.

Regulation

As LLFA Gwynedd Council have a regulatory role to prevent development and activities that could contribute to flood risk. These primarily include:

- Approving and adopting sustainable drainage systems for new developments that will control the risk of surface water from new developments. This is a new statutory duty that will be developed over the next few years, adopting and approving applications in a timely manner will assist the applicant and the planning process.
- Ensuring that any work carried out within an ordinary watercourse has the least possible impact on flood risk and the environment. We respond to 40 construction applications per year on average, with the statutory response time being 28 days, however we aim to approve these as soon as possible.

Building Control Unit



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

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

Customer Satisfaction (score out of 10)

2014-15	2015-16	2016-17	2017-18
			
8.7	9.1	9.3	9.6

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

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

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

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

- Customer satisfaction survey questionnaire.
- Number of days to check full planning applications
- Percentage of full plans approved/conditionally approved (First Decision).
- Dangerous Structures – time taken to make building/site safe to members of the Public.

Consultancy Services



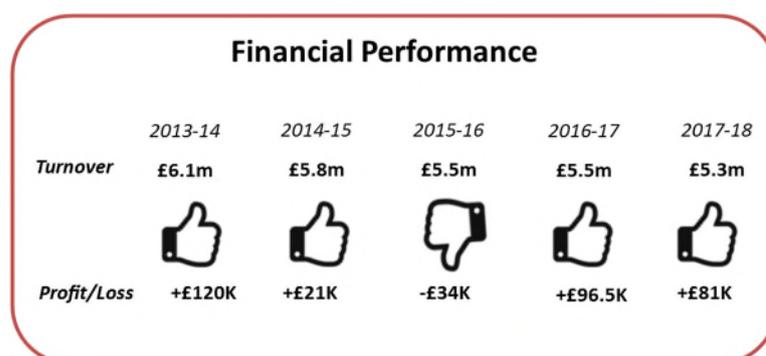
We design and manage projects relating to roads, structures, buildings, etc. in Gwynedd and throughout Wales, creating and maintaining quality jobs across the County, and contributing towards Gwynedd Council costs.

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

Consultancy Services Operational Structure

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

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



Highways, Construction and Building Units

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

Water and Environment Unit

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

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

Business Unit

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

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

- Continue to compete for work in 2019/20 in designing roads, bridges and projects in order to support the Council's financial benefit and maximise the profit by £107k.
- Assist AECOM to deliver the upgraded A5025 from Valley to Wylfa Newydd.
- Employ six new staff members.



Corporate Support Department



Corporate Support Department



The Department reinforces the Council's ability to provide the best services to Gwynedd's residents through a combination of support, specialist and front-line services. This provides an opportunity for the remainder of the Council to focus on the other services that are provided directly to the public.

Customer Contact



Galw Gwynedd, from its centre in Penrhyndeudraeth, responds to telephone calls, e-mail messages and on-line service requests on behalf of Council services. Siop Gwynedd in Dolgellau, Pwllheli and Caernarfon operate as a combined one-stop shop and reception for the same purpose, along with operating as a first point of contact for the Tax and Benefits Services.

Answer phone calls, on average within 40 seconds



Galw Gwynedd receives approximately 200,000 telephone calls annually, and the Gwynedd Shops receive at least 20,000 visitors each year.

In future, we will:

- provide on-line self-service for an increasing amount of enquiries and service requests. As a Council, we want Gwynedd's residents to be able to access services or information at times which are convenient for them
- review Blue Badge and Switchboard arrangements to improve customer services
- introduce alternative contact arrangements e.g. "web-chat".

Registration

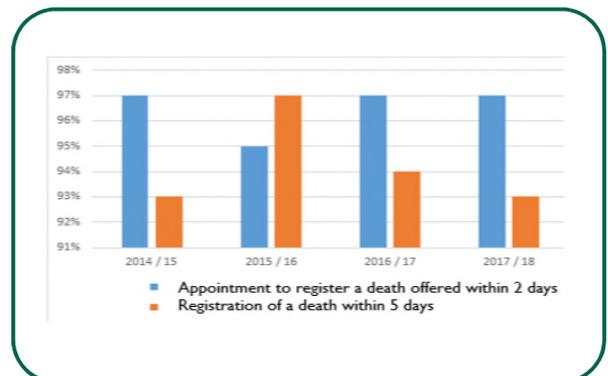


The Council provides a registration service from four locations across the county, including Ysbyty Gwynedd.

During the past year, 5,600 marriages, civic partnerships, births and deaths were

In future, we will:

- undertake detailed assessments on the work of Registrars to ensure that we comply with the requirements on all occasions.
- review work arrangements in relation to Weddings, to develop the service to be available through self-service
- strengthen our service continuation plans.



registered and more than 3,000 requests for certificates.

Communication and Engagement



The Communication and Engagement Service facilitates a two-way dialogue with the residents of Gwynedd, staff and councillors.

This communication includes maintaining a proactive relationship with the media, maintaining the Council's website and social media accounts, publishing Newyddion Gwynedd and coordinating opportunities for Gwynedd's residents to give their views on the Council's work.

In future we will:

- further strengthen the internal communication system and concentrate on establishing a procedure to identify and communicate a limited number of key messages and measure the extent to which these messages permeate through the workforce;
- provide more services that are available 24 hours a day on the Council's website;
- complete the work of strengthening the visual "brand" to ensure that Gwynedd's residents are aware of the services and support provided by the Council.

The Council's Social Website's followers



14,454 ↑ 609
growth in 2018



10,493 ↑ 2,057
growth in 2018

Council Business Support



This Service coordinates arrangements for publishing the Council's business plan, equality plan and performance reports in addition to advising and supporting project work, service reviews and scrutiny investigations. We will assist Council services to give fair consideration to the equality and rights of each individual and assist officers and councillors to challenge plans and working practices.

In future, we will:

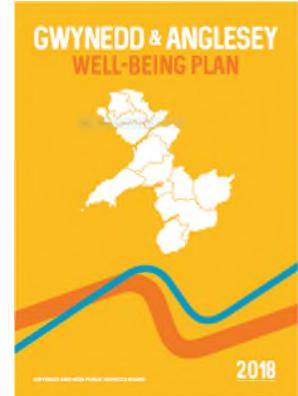
- implement the aims of the current Strategic Equality Plan and develop and publish the new plan for 2020-24.
- develop and introduce a series of Project Management workshops for Council staff to introduce them to the key principles of project management.

The Service is also responsible for leading on partnership work between Gwynedd Council and Isle of Anglesey County Council:

Gwynedd and Anglesey Public Services Board



Gwynedd and Anglesey Councils, with the Health Board, Natural Resources Wales and the Fire and Rescue Service, collaborate closely on the form of the Public Services Board in order to improve the well-being of residents in several fields.



The Board published its Well-being Plan in June 2018, with the aim of ensuring that public service providers work together to deliver positive changes in communities across the two counties.

In future, we will:

- confirm arrangements to deliver and monitor the well-being objectives and the priority areas within the Well-being Plan.

Community Safety



We will lead on both Council's work along with the Police, the Fire Service, the Probation Service and the Health Board to tackle and reduce crime and disorder to improve the safety and welfare of the residents of both counties.

In future, we will:

- develop and implement a new plan to respond to the identified crime and disorder priorities in both counties.

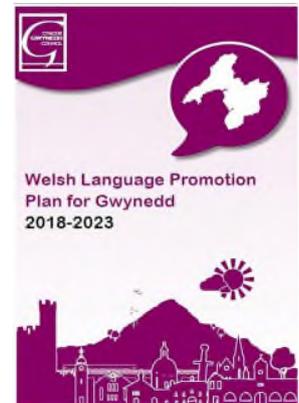
Promoting the Welsh Language



All the Council's services are available to the public in Welsh and English, but the Council's administrative language is Welsh and we therefore promote and enable the use of the Welsh language in all our services. The Council wishes to see a situation where Gwynedd continues to be a stronghold for the Welsh language, and that it is an everyday language that is heard and spoken naturally by children, young people and adults across the county.

In future, we will:

- Implement the initial work programme of the Welsh Language Promotion Plan for Gwynedd 2018-2023 and develop collaboration projects across the fields in question.
- Promote and facilitate the use of the Welsh language as a natural social medium in the County's communities through the work of the language enterprise, Hunaniaith.



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

Improvement Priority 5



Gwynedd Council has been at the forefront in terms of ensuring that services are available through the medium of Welsh and ensuring that the Council's internal work happens through the medium of Welsh. Nevertheless, we acknowledge that we are in a challenging period and that we need to work continually to push the boundaries to make sure that the services utilise every opportunity to promote the use of the Welsh language and to enable the public to use it in all contexts.

We will continue to work with services - especially front-line services - to develop the skills of new and existing staff and to take up new opportunities to ensure that we offer a fully bilingual provision for all aspects of our services

The Welsh Language in Public Services

Improvement Priority 5



At present there is inconsistency in the provision of bilingual services by public bodies in Gwynedd which means that it is not always possible for residents to use the Welsh language naturally when communicating with public bodies.

Now that a work programme has been signed off, and as part of the Public Services Board's Welsh Language Sub-group, we will continue to drive forward projects that seek to set the expected and consistent standard across the public bodies - with the aim of encouraging a greater use of the Welsh language at first contact with services.

Gwynedd Businesses using the Welsh language

Improvement Priority 5



Gwynedd businesses have a role to play in promoting and using the Welsh language and our intention will be to encourage businesses to use the language when offering services.

Agree on and coordinate a tailored work programme.

Research and Information

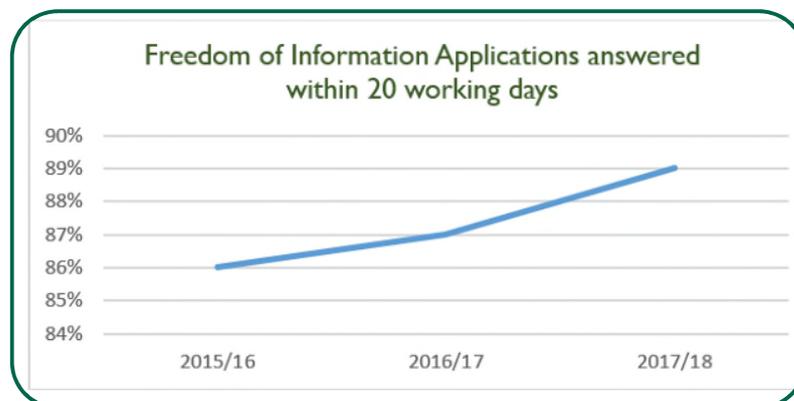


In order for all Council services to work successfully in accordance with the Ffordd Gwynedd principles, they need to understand the needs of their customers, to be able to measure whether or not they are delivering what's important to their customers, and to make decisions based on the evidence of the impact on the people of Gwynedd. To achieve this, gathering, recording and analysing information is vital. We are here to support the Council's services to do this.

As so much information is kept to provide Council services, including information about people, we need to ensure that the arrangements for creating, retaining, sharing and using this information are working correctly and that they comply with legislation.

In future, we will:

- review how staff and managers across the Council are able to obtain information and evidence, and improve the form and contents of what is available to them and how easy it is to access it (e.g. via the intranet)
- contribute to the development of the Council's human resources systems, to specifically improve the type of information and analyses managers are able to easily access about their workforce. This will be crucial to the success of developments such as workforce planning and managing talent within the Council, and will enable us as a Service to focus on more specialist work that will provide business solutions in the field of human resources information.
- make the most of the potential of the Council's new document and records management system (iGwynedd) and help services to develop things that facilitate ways of working and reduce unnecessary steps.
- ensure that new work arrangements and practices that have been introduced across the Council to comply with new information legislation (GDPR) by 2018, are embedded and are robust.
- review the arrangements of the Council's Records Centre to see how arrangements can be improved without affecting the resource available to the Service's other priorities.

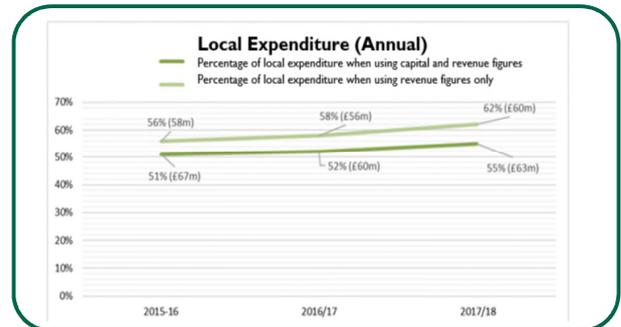


Procurement



The Council spends over £97m annually on procuring, or purchasing, various goods and services from revenue budgets. In 2017/18, the Council purchased goods and services which were worth over £60 million to the local economy.

In future, we will:



- **Strengthen and develop the procurement expertise within the Council and review what we are currently purchasing** - we will assess the category management arrangements to ensure that the arrangements are implemented and that the tools and arrangements are fit for purpose. We will also ensure that the principles of the Well-being of Future Generations Act Wales are adopted in their procurement activities by ensuring that environmental, social and financial aspects receive appropriate consideration.
- **Adopt best practice in the field** - we will be reviewing our electronic purchasing systems in order to ensure that our arrangements are effective and efficient. As our ability to manage contracts is essential to ensure value for money, we will also seek to develop our arrangements for analysing the Council's expenditure. In doing so, we aim to ensure that our buyers make informed and smart decisions when procuring.
- **Plans to support the market** - for every contract, we will identify any deficiencies in the market that prevent companies from bidding for work and offer them appropriate support to be able to bid to deliver the services we need in future

Keeping the Benefit Local

Improvement Priority 1



The Council is responsible for buying a number of goods and services and is eager to try to ensure that local businesses can compete and win these contracts in order to ensure that as much of the Council's expenditure as possible remains local. In 2017/2018, we succeeded to increase the percentage of local expenditure to 62% compared with 58% the previous year. New arrangements were introduced to seek to purchase goods and services in more innovative and efficient ways and steps have been taken in order to facilitate the businesses' ability to compete for contracts.

In 2019/20 we will continue with that work to raise awareness and understanding among businesses of the Council's procurement procedures and find other ways of supporting them further to deliver the services we need.

Democracy and Translation



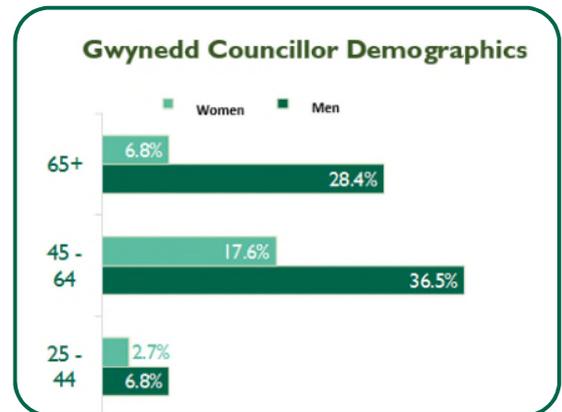
The Democracy Service

- maintains the committee arrangements and supports councillors in their work.
- provides written and oral Welsh and English translations to staff, members and residents

Varied support is offered to 75 councillors in their various functions, so that they can make decisions and act in the interests of the residents of Gwynedd.

In future, we will:

- Develop regional scrutiny arrangements with other authorities
- Prepare for the draft Local Government measure by developing web-casting and remote attendance arrangements
- Implement the conclusions of the review of our scrutiny arrangements to contribute more to improve services



Emergency Plans

The Council has a role in preparing plans for dealing with emergencies and to collaborate with the emergency services, agencies and volunteers when caring for the public's well-being.

The provision of food and rest facilities, temporary accommodation and road safety are prominent examples of the specific responsibilities that the Council has in responding to emergencies.

Human Resources Advisory Service



The team of human resources advisers and officers are responsible for advising managers and headteachers on staff employment matters. This includes working conditions, equal opportunities issues, restructuring or service cuts, dealing with disciplinary matters and complaints, managing absences and recruitment and appointments. The Service also leads on the work of reviewing and developing local working conditions and promoting good employment practices.

This year, the team has already dealt with 130 individual cases. It is also currently advising on staffing matters related to projects such as establishing the Byw'n lach company and the schools reorganisation agenda.

In future, we will:

- Establish an understanding of collaboration with every department, as a basis to develop a business model that supports Council managers to take ownership of day-to-day human resources issues.
- Collaborate with every department within the Council to consider and establish their workforce planning needs, and assist and support them to begin addressing any matters that arise from this
- Review each of the Council's present local working conditions, including developing new ones, to reflect and support the way in which the Council wants its staff to work
- Implement the 2019/20 pay settlement for local government workers and introduce a new pay structure that forms part of the national pay agreement.

Women in Leadership

Improvement Priority 3



The Council is firm that it adheres to equal pay, however the Council acknowledges that the number of women who deliver a managerial function within the Council is disproportionate with the division within the entire workforce i.e. 70% women 30% men

The main purpose of this project therefore is to boost the number of women who apply for and attain higher positions within the Council by reviewing the conditions and the working environment to attract more women to undertake the work in future. We will consult widely within the Council with women and draw on work that has already been carried out by other organisations.

Support Service



The Support Services provide administrative support such as arranging appointments, ordering goods, printing, bill payments and post distribution for Council staff.

In 2017/18, the Service focused on rationalising the administrative arrangements, reducing superfluous paperwork, and enabling staff and managers to access service and information directly and promptly.

In future, we will:

- introduce on-line access to services to be able to check criminal records
- input recruitment and appointment arrangements, in an effort to reduce internal bureaucracy and to facilitate the task for individuals when applying for a post in the Council.
- change the procedure of communication and administration from paper to electronic means

Health, Safety and Well-being Advisory Service



The Service provides advice and training on health and safety matters, investigates accidents and incidents and verifies standards in terms of health and safety arrangements across the Council.

In addition to this, we support staff through periods of absences, provide advice to managers on the health of their staff and assess suitability to return to work following an injury or illness, screen the health of workers and carry out staff medical checks.

A review of the mental well-being support was conducted in 2017/28 and a number of aspects to improve were identified recognising that this is the main reason for sickness among Council staff

In future, we will:

- Reduce absences, and focus specifically on the priorities of the mental well-being work programme on how to cope best with stress
- Continue to promote a new business model for the Service in order to encourage the services' ownership of day-to-day health and safety matters within the Council
- Ensure that every cohort of the workforce has been assessed for the need for health checks.



Organisational Learning and Development



The Service provides relevant learning and development support, consults and responds to the needs of individuals and teams, helps to develop a beneficial working environment so that everyone gives their best, helps services to identify opportunities to improve and develops talent to fill gaps in the future.

This involves providing *Learning and Development programmes* for staff (on all levels) and Elected Members, and review them continuously to ensure relevance, We work with teams and officers to 'fill gaps' in the provision and tailor titles to meet their needs.

We will promote and support individuals to take ownership of their own learning, and offer a range of learning methods that include the 'traditional' along with innovative methods such as *coaching and mentoring*, learning through experience and using technology. Our intention is to develop and extend the e-learning provision.

We will Develop the Organisation by assisting the Council to establish and develop a working environment that allows staff to be at their best by putting the people of Gwynedd at the centre of what they do. This includes developing appropriate behaviours and culture and following the principles of

Investors in People, develop alternative working arrangements and ensuring a voice for staff. Alongside this, we will continue to extend the current benefits that are available to staff.

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

In future, we will:

- Introduce the MoDS (Staff Development Module) on-line Learning and Development service
- Develop Future Workforce Development plans (including Identifying and Managing Talent)
- Establish a culture of Continuous Appraisal that links directly to the principles of Ffordd Gwynedd

Developing Leadership

Improvement Priority 7



Establishing leadership that sets a direction, motivates others and creates an appropriate environment for prosperity are central in enabling the Council to achieve the aim of placing the people of Gwynedd at the heart of everything we do. The development programme for honing the leadership skills of Elected Members and officers is moving forward promisingly. All Cabinet Members have developed their leadership skills as individuals and jointly during the last year, whilst the majority of Council managers have completed the development programme that concentrates on leaders' behaviours and on the understanding of the implementation principles that are part of establishing and maintaining the new culture.

We will continue to maintain development opportunities for Members and managers with a focus on a culture of leading people rather than merely managing people. We will re-establish the Managers Network and this will be an opportunity for managers across the Council to share good practice and receive training.

Empowering Units to Implement Ffordd Gwynedd

Improvement Priority 7



Establishing a consistent culture will not happen in isolation, and the purpose of this project is to lead service teams to reflect on their current working arrangements, to challenge whether they are placing the people of Gwynedd centrally and whether there is room for improvement.

In doing so, we will ensure that every service unit within the Council places the people of Gwynedd at the centre of everything they do. This will also ensure that we consider alternative methods of implementation (including collaboration with others) and measure those ideas against a single yardstick – namely to what extent does it increase the benefit for the people of Gwynedd.

We have already created a development programme based on learning in the workplace and have held training on the Ffordd Gwynedd principles for Heads of Department, Senior Managers and the

majority of Managers. Additionally, a number of service reviews have been undertaken, or are underway within the Council.

The original Ffordd Gwynedd Strategy published in October 2015 has now ended. Following consultation, we will publish a new strategy during 2019/20 whilst continuing to provide training for new managers and support services with reviews across the Council in order to ensure that we put the people of Gwynedd at the centre of any activities we undertake.

Apprenticeships Plan

Improvement Priority 1



Welsh Government has outlined its national vision to address the need to develop vital skills in Wales and the broader economy to identify the priority fields and how apprenticeships will be an integral part of fulfilling this.

The Council has already identified appropriate fields for establishing apprenticeships and has allocated funding to realise these schemes for the next two years.

We will establish an Apprenticeships Scheme that will employ at least 20 new apprentices during 2019/20.



Finance (and Information Technology) Department



Finance Department (and Information Technology)



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

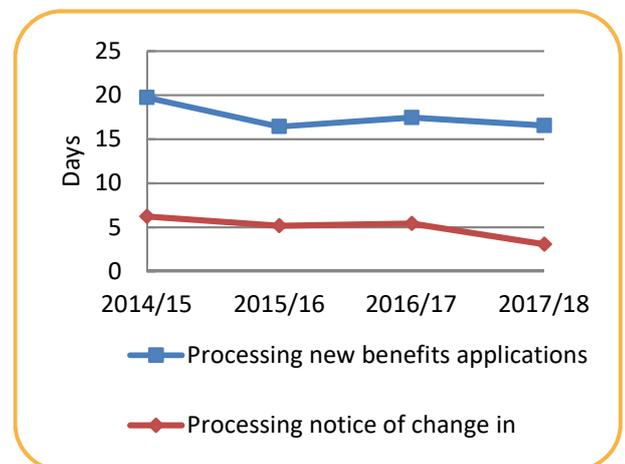
- Ensuring the appropriate support to the Council's business operation and its services when managing, safeguarding and developing its financial position, in order to establish a sustainable community in an open, accountable and prominent manner.
- Ensuring professional supportive guidance and technology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

Benefits Service

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

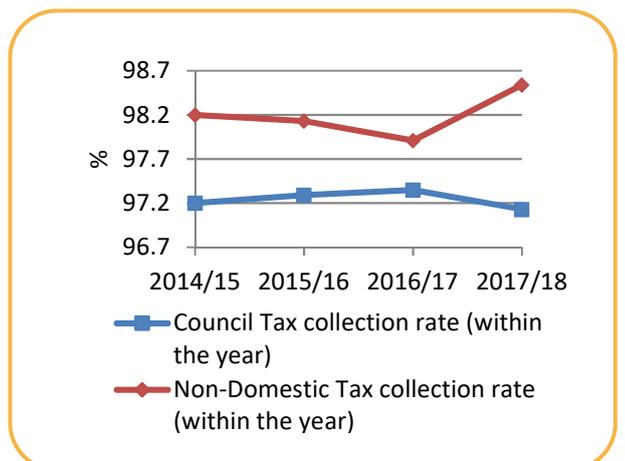
It can be seen from the graph that the number of days it takes us to pay has reduced up to 2017, and we will attempt to reduce the time further in future.

During 2019/20 we will continue to help the people of Gwynedd as required following the introduction of Universal Credit full service in October and December 2018.



Tax Service

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



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

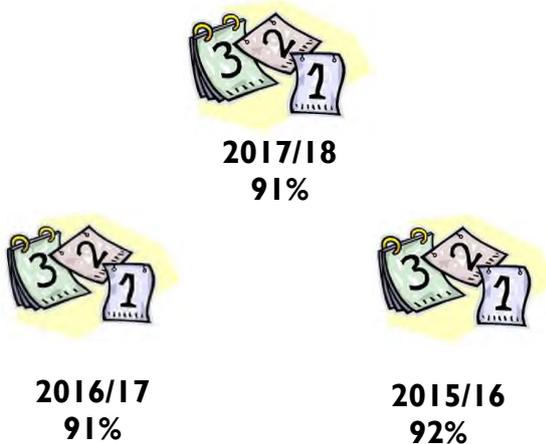
Income Service

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

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



% of invoices paid within 30 days



Payments Service

We are responsible for paying the Council's and GwE creditors in an accurate and timely manner. We pay over 105,267 invoices annually, with 91% of the invoices paid within 30 days on average, aiming to prioritise paying local suppliers promptly.

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

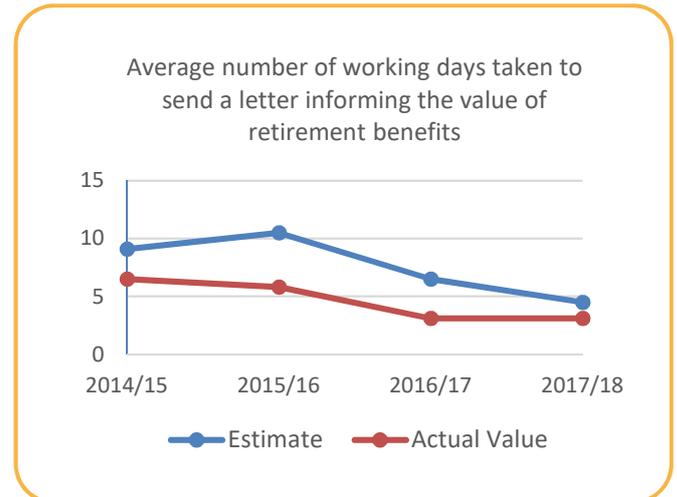
Payroll Service

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

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

Pensions Service

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



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

Investment and Treasury Management Service

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

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

During 2017/18, the Council's borrowing activity remained within the constraints originally set. The total interest received on investments was £211,000 which was higher than the £173,000 in the budget. None of the banks the Council had used to invest failed to pay.

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

Finance and Accounting Service (including devolved Units)

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

- Regularly monitors and reports on the Council's financial performance.
- Provides financial support with a gross budget of over £405 million
- Is responsible for producing final calculations for the accounts of Gwynedd Council, two Joint Committees and the Harbour's accounts.
- Is supporting the Departments to realise over £48.5 million in savings and cuts since 2010/11 which is 96% of the savings target, with a slight slippage on the rest. The work of supporting the savings arrangement is ongoing.



**Success in staying
within the budget
-0.36%**

The Auditor General for Wales has published an unconditional audit report on the 2017/18 financial statements, namely that the accounts had been appropriately prepared and provide an accurate and fair picture of the financial situation. ***We will provide more financial advice to all Council budget holders. "Business" advice for departments and provide support to assist with the savings.***

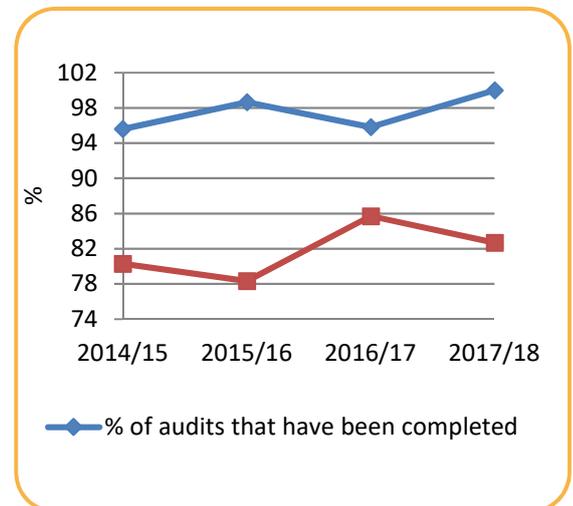
The finance the Council receives from the Welsh Government isn't sufficient to pay for the key services the Council provides. Therefore, in order to ensure a balanced budget we will also continue to realise the savings already approved, and we will plan together with the people of Gwynedd to find and select the savings needed to respond to the financial challenge facing the Council in the future.

Internal Audit Service

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

For 2018/19, a new arrangement was introduced where Internal Audit reports are placed in one of four categories of overall assurance. Initial feedback has been very positive.

The move towards developing "agreed actions", which is an agreement between us and managers across the Council on how to improve management and reduce risks, has been completed.



Risk and Insurance Service

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

Information Technology Service

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

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

The Information Technology Strategy ensures that our technology services are presented on firm foundations that are supported by the *Infrastructure, Telephone and Network Service*, spreading to 250 buildings, 1,400 wireless access points and 2,370 phone connections, and support all systems in our data centres on 440 servers and 880TB storage.

% of network availability

2017/18 – 99.98%
2016/17 – 99.94%
2015/16 – 99.95%



% of Public Website availability

2017/18 – 99.41%
2016/17 – 99.98%
2015/16 – 99.62%



Despite these firm foundations, we need to introduce improvements to strengthen its durability, and this work will continue through the first half of 2019/20.

The current Strategy will be succeeded by a new Digital Strategy during 2019/20, which will transform our services further.

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

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

During 2019/20 will be conduct further exercises to strengthen the durability of our provision and the increasing calls to support services 24/7.



Legal Services



Legal Services



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

LEGAL

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

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

2017/18 Indicators

Percentage of customer satisfaction questionnaires scoring 10/10



PROPRIETY

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

We continue to support Gwynedd Council's propriety system along with the ethical system for the County's Town and Community Councils.

ELECTIONS

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

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

Projects

The service is implementing a project to improve the use of time and resources to make the best use of the capacity that is available to increase registration amongst cohorts where levels are lower than average, and also to promote it among the secondary sector age.

CORONER

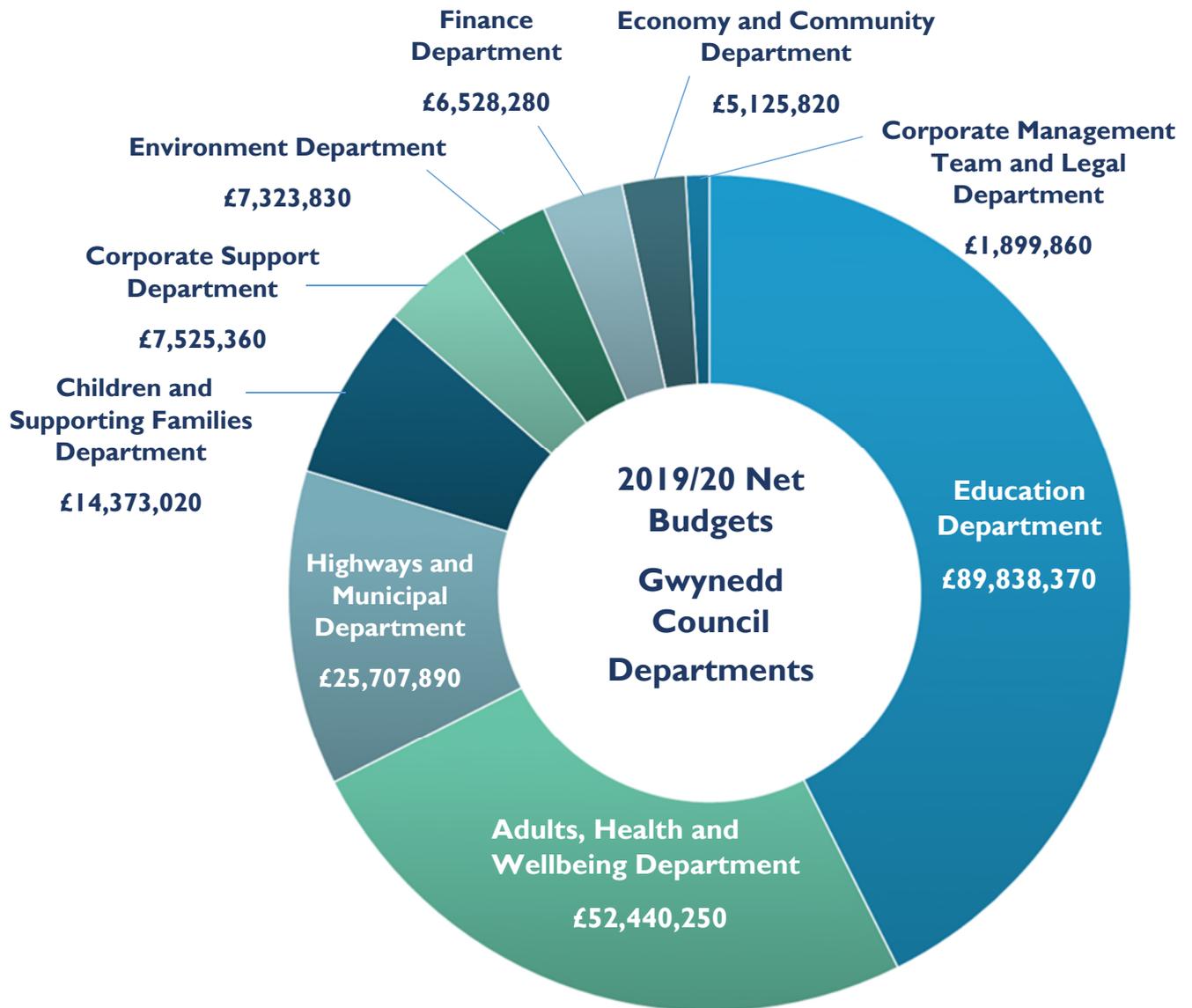
The Legal Service provides support to the Coroner's Service for North West Wales.

We support and administer Coroner arrangements for North West Wales.



Financial Information

Financial Information 2019/2020



Education Department 2019/20	
Area	Net Budget £
Schools - Devolved	72,854,050
Quality of Education Services	2,579,130
Infrastructure and Support Services	7,849,600
Additional Learning Needs and Inclusion and Welfare	4,334,040
Leadership and Management	2,221,550
Total	89,838,370

Adults, Health and Wellbeing Department 2019/20

Area	Net Budget £
Older People	22,350,700
Physical Disability	3,507,340
Learning Disability	18,166,330
Mental Health	3,598,790
Housing Services	1,859,920
Management, Administration and Other Services	2,957,170
Total	52,440,250

Highways and Municipal Department 2019/20

Area	Net Budget £
Waste and Recycling	11,446,440
Road Maintenance	8,202,750
Street Cleaning	2,467,620
Street Lighting	1,768,850
Public Toilets	706,290
Grounds Maintenance	462,170
Crematorium and Cemeteries	-36,890*
CCTV	174,020
Fleet Management	308,470
Other	208,170
Total	25,707,890

Children and Supporting Families Department 2019/20

Area	Net Budget £
Children and Supporting Families Management	580,530
Operational Services	2,210,350
Placement Services	6,946,910
Derwen Services	1,793,610
Youth Justice Services	280,220
Edge of Care Team, Out of Hours Team and Other Services	1,563,770
Early Years Unit	144,050
Youth Services	853,580
Total	14,373,020

Environment Department 2019/20	
Area	Net Budget £
Corporate Category and Management	453,740
Planning Services	196,650
Joint Planning Policy Unit	214,370
Pest Control and Dog Management Services	36,180
Safety, Cleanliness and Food Standards	728,130
Environmental Health	478,210
Trading Standards	500,220
Traffic, Road Safety and Enforcement	544,160
Forward Planning	75,910
Transport	1,712,420
Countryside Services	762,900
Corporate Property Services	1,432,500
Offices, Caretakers, Catering, Cleaning and Maintenance	2,193,280
Energy	-130,290*
Community Centres, Miscellaneous Buildings and Smallholdings	-155,060*
Public Protection Client Services	-37,540*
Parking and Enforcement	-1,681,950*
Total	7,323,830

Economy and Community Department 2019/20	
Area	Net Budget £
Community Regeneration	300,254
Museums and the Arts	563,334
Archives	389,364
Commissioning Leisure Services	1,550,962
Business Support	-23,297
Libraries	1,634,474
Maritime and Country Parks	105,923
Economic Development Programmes	291,993
Tourism and Marketing	312,814
Total	5,125,820

Ymgynghoriaeth Gwynedd Consultancy Department 2019/20

Area	Net Budget £
Engineering	-557,300*
Water and Environment Unit	-40,350*
Building Unit	-22,210*
Flood Risk Management	570,710
Building Control	70,170
Total	21,020

Corporate Support Department 2019/20

Area	Net Budget £
Departmental Management	504,160
The Council's Business Support Unit	649,670
Communication and Engagement	450,280
Research and Information	401,970
Democratic Service and Democracy	2,204,670
Welsh Language Services	276,110
Procurement	259,730
Human Resources Advisory Service	615,150
Health, Safety and Wellbeing	468,780
Support Service	585,990
Learning and Organisational Development	402,080
Siop Gwynedd, Galw Gwynedd, Blue Badges, Registrar	706,770
Total	7,525,360

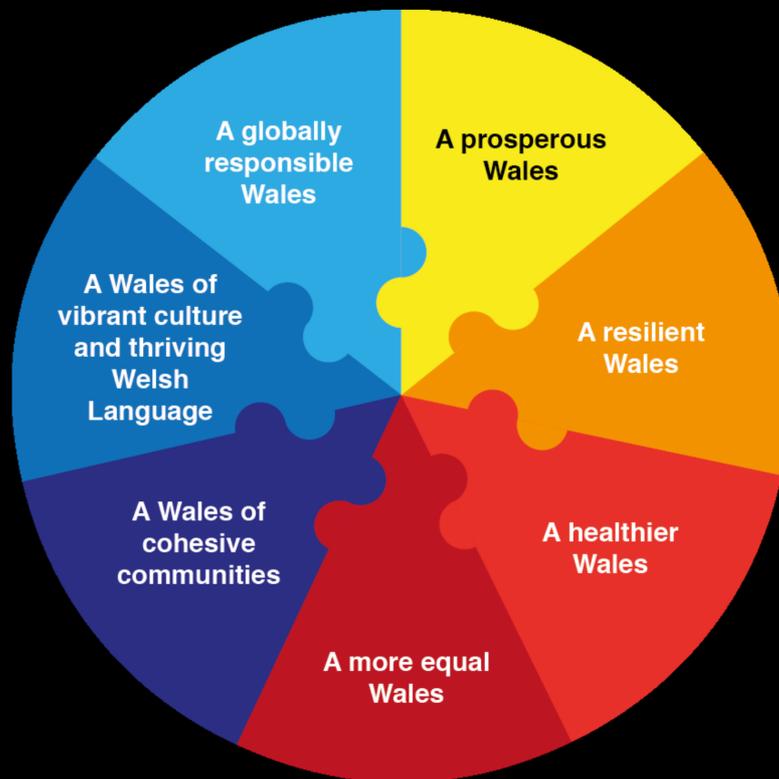
Finance Department (and Information Technology) 2019/20	
Area	Net Budget £
Departmental Management	364,730
Finance and Accounting	1,193,870
Treasury Investment and Management	122,010
Internal Audit	278,120
Pay-roll	347,270
Payments	176,040
Income	433,110
Revenue Systems Unit	278,040
Taxes	181,350
Benefits	389,630
Information Technology – Corporate	814,800
Information Technology – Programme Management	265,750
Information Technology – Development	655,080
Information Technology – Infrastructure	652,400
Information Technology – Support Service	376,080
Total	6,528,280

Corporate Management Team and Legal Department 2019/20	
Area	Net Budget £
Chief Executive, Corporate Directors and specific projects budgets	571,190
Emergency Plans (<i>features in the Corporate Support departmental plan</i>)	111,040
Monitoring and Propriety Officer	131,470
Legal Service	623,770
Register of Electors	157,640
Coroner	281,790
Elections	22,960
Total	1,899,860

* *negative figures where income exceeds expenditure.*



Gwynedd Council Well-being Statement



GWYNEDD COUNCIL WELL-BEING STATEMENT 2019/20

Introduction

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

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

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

This information was used to develop the new suite of well-being objectives for 2018/19 and we also looked to summarise, refine and improve on the original set of objectives adopted. In reviewing our well-being objectives for 2019/20 it is felt that the above evidence remains current and therefore our well-being objectives will remain as they were.

The Council's Ambition and Well-being Objectives

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

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

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

National Well-being Goals

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

A PROSPEROUS WALES

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

A RESILIENT WALES

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

A HEALTHIER WALES

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

A MORE EQUAL WALES

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

A WALES OF COHESIVE COMMUNITIES

Attractive, viable, safe and well-connected communities.

A WALES OF VIBRANT CULTURE AND THRIVING WELSH LANGUAGE

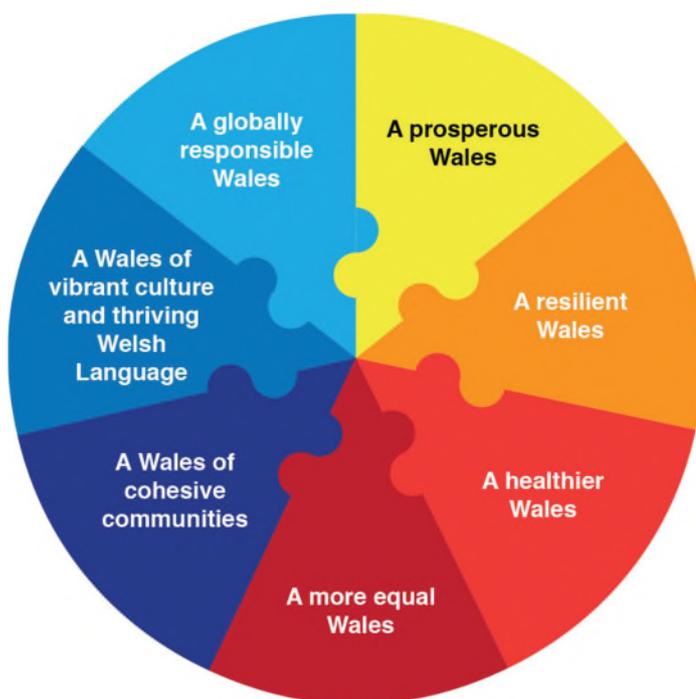
A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

A GLOBALLY RESPONSIBLE WALES

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

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

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



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

How will we work into the future?

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

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

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

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

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