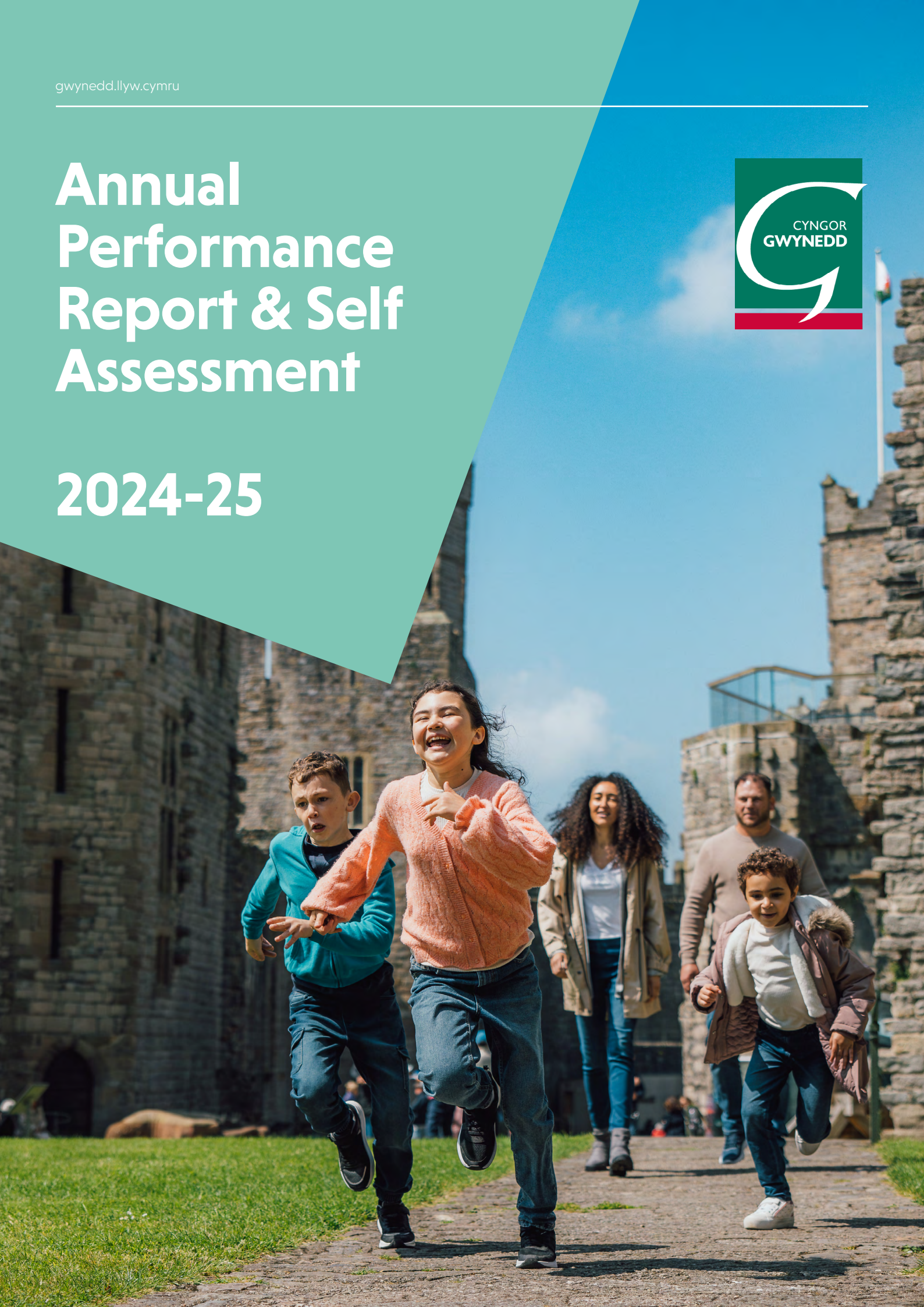


Annual Performance Report & Self Assessment

2024-25



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Leader's Foreword



I am pleased to present the Annual Performance Report 2024-25 which looks at the Council's work over the past year. This is the second performance report of the 2023-28 Council Plan.

It is miraculous that we have been able to achieve so much as a Council given the huge funding gap we were facing as a result of the inadequate settlement by the Welsh Government, which has been the case for many years. I'm extremely pleased that we committed to protecting the most vulnerable among us when setting the budget for this year. I can't help but think of all the extra things that we would have been able to achieve for the people of Gwynedd if they had received an adequate and fair budget.

Reflecting on what has been achieved in the past year there are so many highlights that I could refer to. A priority programme for me is the cross-departmental Supporting People programme which helps those facing permanent hardship. It's nice to be able to report on the progress of this work over the past year. The programme has progressed considerably since it was established in order to tackle poverty and the cost of living crisis and continues to do great work in funding and supporting community hubs, supporting the county's food banks and work to reduce the impact of fuel poverty on the residents of Gwynedd.

Our Housing Action Plan is going from strength to strength with so many county residents having benefited from new homes and practical support. This scheme has brought several empty houses back into use, ensuring that social houses are built, developing Tŷ Gwynedd housing as well as work to mitigate the effects of homelessness.

The past year has seen the opening of the new Ysgol Treferthyr in Cricieth, an eco-friendly school that will provide a first-class learning environment for the children of Cricieth and the surrounding area. Significant investments have also been made to two primary schools in Bangor to ensure a wealth of learning experiences for local children in the area.

We have been able to attract and benefit from several grants here in Gwynedd over the year, one that stands out is the £2 million to Gwynedd's slate communities to fund the innovative LleCHI LleNI project over a five-year period. This funding will raise awareness of the slate heritage of the World Heritage Site areas and celebrate the importance of the Welsh language.

Another source of pride is our investment in young people. I was delighted with the launch of Academi Gofal which tackles staff shortages in the Care sector by attracting and developing individuals to pursue a career in a Welsh environment in this vital field. Increasing the use of the Welsh language is very important to me and the great work of promoting the prosperity of the language continues through significant projects.

Further challenges lie ahead, with the financial situation forcing us to make difficult decisions. Yet I have every faith that we as a Council will continue to do our best for the people of Gwynedd. I, as Leader, will continue to voice my dissatisfaction and lobby the Welsh Government and Westminster about the lack of investment in Local Government, particularly rural areas such as Gwynedd, trying to secure adequate funding for the future.

Councillor Nia Jeffreys
Gynor Gwynedd Leader



Introduction

The 'Cyngor Gwynedd Plan 2023-28' includes a series of ambitious projects which will enable us to develop and improve our services for the residents of the county over a period of five years. The projects are covered under seven priority fields:

- **Tomorrow's Gwynedd**
Giving our children and young people the best possible start in life
- **A Prosperous Gwynedd**
Strengthening the economy and supporting the people of Gwynedd to earn a decent salary
- **A Homely Gwynedd**
Supporting the people of Gwynedd to live in suitable and affordable homes in their communities
- **A Caring Gwynedd**
Supporting the residents of Gwynedd to live full and safe lives in our communities
- **A Welsh Gwynedd**
Ensuring that we give our residents every possible opportunity to use the Welsh language in the community
- **A Green Gwynedd**
Protecting the county's natural beauty, and responding positively to the climate change crisis
- **An Efficient Gwynedd**
Putting the residents of Gwynedd first and treating them fairly and ensuring that the Council performs effectively and efficiently

This report looks back at what was achieved during the second year of the Council's Plan. It is customary to undertake an annual review of the Plan to ensure that the projects remain suitable, and to give the Council the opportunity to adapt them in light of local and national developments over the period of the Plan. This annual report covers the plan as agreed by the Council on the 7 March 2024.

Like last year, the report is divided into chapters that reflect the seven priority areas, describing the progress made during the year along with the main achievements in the day-to-day work of our departments, for example child and adult care, the economy, and housing.

The Priority Areas within this document are our Well-being Objectives under the Well-being of Future Generations (Wales) Act 2015. The Objectives will directly contribute to achieving the seven national well-being goals. As we take action, we will also give appropriate consideration to the five ways of working within the Act by considering the long term, prevention, integration, collaborative working and being inclusive of people of all ages. We will do this by adopting a way of working which focuses on putting the people of Gwynedd at the centre of everything we do. The table at the end of this report outlines the contribution of each priority project towards the five ways of working.

The second part of the performance report is our self-assessment for the year. This is our fourth self-assessment. The Council is expected to submit this annually under the Local Government and Elections (Wales) Act 2021. Also, this year an additional section is appended that outlines how the Council is complying with the Social Partnership Duty which is a new reporting requirement under the Social Partnership and Public Procurement (Wales) Act 2023.

The need to make financial savings is more or less an annual challenge for Local Government by now, and last year was no different. A total of £43 million of savings have been realised since 2015/16, with £5.6 million of this total coming from the 2024/25 financial year. Despite these financial challenges, the Council is constantly innovating and trying to find better and more efficient ways of providing services.

As part of our performance arrangements, a series of departmental performance challenge and support meetings are held on a regular basis to see how the departments are making progress with their day-to-day work as well as Council Plan projects. This Annual Performance Report is based on the findings of these performance challenge and support meetings. The aim of the report is not just to highlight the good things, but to give a fair and honest picture of our performance during the year. In doing so, we can celebrate our successes and see which aspects of our work needs further attention, in order to assist us in providing the best possible service for the residents of the county within the resources we have.

This annual Report is submitted to the Council Cabinet and to the meeting of the Full Council for approval.



Tomorrow's Gwynedd

Our ambition is to ensure that every child educated in Gwynedd gets:

- Treated equally, is encouraged to treat others equally and is assured that we give priority to their happiness and well-being.
- Education of the best possible standard including access to a broad range of academic and vocational subjects to fulfil the requirements of the new 'Curriculum for Wales'.
- Access to Welsh-medium education throughout their time in education.
- Educated in buildings that are in a good state of repair, are safe and fit for purpose to the best of our ability.
- The opportunity to develop into rounded citizens, who are content and confident in the world.
- Tailored support from professional services to meet their additional learning needs.
- The opportunity to have a nutritious meal in school, free of charge to as many pupils as possible.
- Access to equipment and technology that promote modern and effective learning.
- An assurance of suitable facilities and playing fields that are available for children and young people in their leisure time.

Projects

Tomorrow's Gwynedd

Transforming education for children in their early years

Modernising buildings and the learning environment

Promoting the well-being of children and young people
and reducing the cost of sending children to school

Extending opportunities for play and socialising for the
county's children and young people

Review and improve the range of inclusion
provisions in Gwynedd.

Formulate and implement a 10-year strategic direction
for education in Gwynedd

Project Updates

Transforming education for children in their early years

This is what we achieved during the year:

- A new strategy for the early years is being implemented which includes work to provide support to fathers, provide perinatal mental health support, a toileting scheme, and develop speech and language.
- The two-year-olds childcare provision has been extended to a number of new areas in the county, including Abermaw, Bala, Caernarfon, Porthmadog and Bangor.

Modernising buildings and the learning environment

This is what we achieved during the year:

- The construction work commenced on the site of the Bangor Byw'n lach car park to upgrade the area and create parking spaces for Ysgol Hiraël staff, which will make the school a car-free site. The building work on the improvements to Ysgol Hiraël itself will begin in 2025-26.
- The former Ysgol Glanadda building has been demolished and the construction work for the new Our Lady's School has begun. The frame for the new school is already in place, and work will continue over the next few months.
- An Outline Strategic Case has been produced and submitted to the Welsh Government to improve the condition of the buildings and the learning environment at Ysgol Tryfan, Bangor. Discussions are ongoing to ensure that the project can be delivered within the available budget.
- The construction of Ysgol Treferythyr in Cricieth has been completed, and a new school for 150 learners opened its doors in early September 2024.
- An Outline Business Case for a new school in Bontnewydd was approved in July 2024. Work on the creation of a temporary school, which will allow space for the new school to be built, is progressing with the intention of being operational by September 2025.



Promoting the well-being of children and young people and reducing the cost of sending children to school

This is what we achieved during the year:

- Research findings about the financial cost of attending school were shared with schools.
- A work programme was drawn up to respond to the findings of the questionnaires, and as part of this actions will be drawn up, which are unique to each school, which will lead to a reduction in the cost of sending children to school.

Extending opportunities for play and socialising for the county's children and young people

This is what we achieved during the year:

- Young people's views on all the available youth provisions were gathered. The gaps will be addressed in the Youth Service's new strategy.
- We will review the facilities available in the high image playing fields and make improvements within the available funding.

Review and improve the range of inclusion provisions in Gwynedd.

This is what we achieved during the year:

- Following the establishment of a Project Board in March 2024, work was undertaken to map needs and research provisions in other counties to identify good practice. As a result of this work, Cabinet agreed in April 2025 to create a (multi-site) Unit for the provision of support to children with significant behavioural and engagement difficulties. A funding plan was agreed delegating the timetable for implementation and delivery of the plan to the Head of Education in consultation with the Cabinet Member for Education. The main location of the provision is in Llanwnda on the former site of the school, with an investment from the ALN Capital Grant to ensure the building is fit for purpose.

Formulate and implement a 10-year strategic direction for education in Gwynedd

This is what we achieved during the year:

- A draft of the new Education Strategy has been prepared, and we aim to introduce it early in 2025-26.



Some of our key achievements

- There is a Project Boards arrangement in place to ensure that education capital project management is robust. Significant work has been carried out during the year to meet the expenditure requirements of one-off capital grants during the year such as the Additional Learning Needs grant and community schools and Rolling Programme capital projects are now progressing as expected.
- For admission to Primary and Secondary schools in September 2024, 99.5% of parents' first choices were offered.
- We have been successful in offering training and follow-up workshops to EBSA (Emotionally Based School Avoidance) designated persons and support staff in several secondary schools during 2024/25. Thirteen secondary schools attended the initial presentation, and 10 secondary schools were able to attend the following 3 workshops. We will be offering the training to more secondary schools during 2025/26. We will be offering seasonal supervision sessions to these schools, and we hope to train more staff in the following educational year.
- Free school meals are available to all children from reception to year 6 in all primary schools in Gwynedd.
- We provide professional and efficient education transport for eligible learners in line with the Welsh Government's statutory requirements to facilitate access to all educational sites in the county.
- By reducing the number of pupils in the ABC Centres and also ensuring that all pupils have a shared placement with their Mainstream schools, we have improved the quality of the service. The plan allows us to focus more effectively on individual targets and respond appropriately to the needs at the Centres. In addition, the shared placement arrangement ensures that schools have the opportunity to get to know the pupils, enabling them to plan and prepare an appropriate provision for the Reception year. As a result, there are improvements in developmental progress sooner, and the willingness of the intensive pupils to transition to full-time education.
- 97% of school safeguarding designated persons have completed designated person training in the last two years. While the national guidance states that a period of more than three years should not be left between training, we encourage refresher training every two years as a good practice. The figure is not 100% as three new members of staff have started in their roles and have not yet completed the training but have registered to do so.
- The Inclusion Service has been focusing on strengthening the support available to pupils experiencing social, emotional and behavioural difficulties (SEBD). This has included developing more systematic approaches to identifying needs early, ensuring that interventions are provided in a timely and effective manner. We worked closely with schools and other services to co-design a new strategy, with the aim of ensuring that the support offered is inclusive, sustainable and evidence based. As part of the strategy, we will be establishing a new centre which will be operational from September 2025, offering a range of targeted services to support pupils.



A Prosperous Gwynedd

The foundation for enabling the people of Gwynedd to prosper is ensuring that there are suitable jobs available in the county paying salaries that enable them to support themselves and their families. Our ambition is to ensure:

- High-quality jobs.
- Support for businesses to thrive.
- Sustainable tourism for the benefit of communities.
- Strong and resilient communities.
- Prosperous and vibrant town centres.

Projects

A Prosperous Gwynedd

Promoting our culture and a sustainable visitor economy

Regenerating communities and town centres

Creating the best possible circumstances in Gwynedd for businesses and community enterprises to thrive, and support the people of Gwynedd into work

Keeping the Benefit Local

Project Updates

Promoting our culture and a sustainable visitor economy

This is what we achieved during the year:

- A Sustainable Visitor Economy summit was held with over 100 attendees.
- We reviewed our arrangements to support events in Gwynedd.
- Four 'Aros-fan' (stopping places) have been opened across Gwynedd for visitors travelling in motorhomes. We are monitoring the use made of them and will prepare an evaluation report in due course.
- A structure has been established to implement the Gwynedd and Eryri Visitor Economy Plan 2035, and funding has been earmarked to implement the scheme.
- Communities and businesses in Gwynedd were supported to promote and celebrate culture locally through the 'Diwylliesiant' project. £715,553 was invested to support 109 organisations and businesses to carry out various activities, which attracted an additional investment of £5.8m for the County. A lot of activity took place through Storiell, Byw'n Iach, Archives, Libraries and Parc Glynllifon.
- The communities of Gwynedd were supported to take advantage of the slate industry's world heritage designation by securing Heritage Lottery funding for the LleCHI LleNi projects, and funding from the Shared Prosperity Fund and the Levelling-up Fund. Several major projects are underway including the redevelopment of the Slate Museum and Parc Padarn in Llanberis, and town centre improvements and the installation of public art in six towns. In addition, the Aelwyd yr Urdd was upgraded, and works were completed on a connecting route in Blaenau Ffestiniog.



Regenerating communities and town centres

This is what we achieved during the year:

- The Local Regeneration Plans for each of the 13 regeneration areas in the county were published on the Council's website, and a review of the local co-ordination arrangements was undertaken.
- Grants worth £1.8m were offered through the Community Support Key Fund to a range of local regeneration projects.
- Place Making Schemes have been completed for Porthmadog, Pwllheli, Bala and Dolgellau.
- £1.8m of Shared Prosperity Fund grant funding has been invested to upgrade Gwynedd's town centres.
- A number of town centre improvement projects were awarded a Transforming Towns 2024/5 grant, including College Park, Bangor; the vacant property of Galeri Cyf; Menter y Tŵr Pwllheli; Canolfan Bro Tegid, Y Bala; and Bangor Health and Well-being Centre.



Creating the best possible circumstances in Gwynedd for businesses and community enterprises to thrive, and support the people of Gwynedd into work

This is what we achieved during the year:

- 600 businesses and social enterprises received support from the Council through the ARFOR programme and the Shared Prosperity Fund.
- The Gwynedd Business Week was held in October, with a series of events organised for businesses in Dolgellau, Pwllheli and Bangor. A campaign by the Council to encourage residents and visitors to support local businesses managed to reach 50,000 other accounts.
- We continue to support the North Wales Growth Bid schemes, paying particular attention to the schemes that offer the greatest benefit to Gwynedd, including the approved Bryn Cegin Park Scheme, and arrangements are in place to start operating on the redesigned Glynllifon Innovation Hub Project and site.
- 221 people were supported to return to work in 2024/25 and 251 people were assisted to increase their ability to earn a good salary.

Keeping the Benefit Local

This is what we achieved during the year:

- A new procurement strategy has been drawn up which will soon be presented to the Cabinet.
- Our procurement procedure rules were reviewed to ensure compliance with the new Procurement Act.
- We have updated our website and intranet to raise awareness of the new regulations, procurement techniques and the aim of keeping the benefit local in due course.

Some of our key achievements

Developing the economy and regenerating communities

Cyngor Gwynedd provided a wide range of support to sustain and support businesses to thrive during the past year:

- Support was provided to 176 different businesses through Council-led business support schemes. The support was a combination of financial help in the form of a grant to enable businesses to invest in order to reduce costs or take advantage of new opportunities, practical support to help businesses review their activities and plan for the future, and support for businesses to make better use of technology and digital media.
- Following support from the Gwaith Gwynedd team, 221 residents were successful in getting a job. This was an increase of one third on last year's result.
- As a result of being offered financial support from the Council during 2024/25, 54 businesses have committed to paying their employees a real living wage and using more Welsh.
- Completion and publication of Place Making Schemes to improve six towns within the county - Bangor, Caernarfon, Pwllheli, Porthmadog, Dolgellau and Bala.
- Cist Gwynedd, the community grants portal, has allocated over £1.6million of grants to various groups and organisations in the county.
- The Regeneration Programme Service has secured an investment of £8.5m for town centre projects.
- To improve the towns of the county, financial support was given to bring 10 empty properties in town centres back into use, and to renovate and improve a further 26 buildings.

Culture and Leisure

- A new website was launched for Parc Glynllifon www.parcglynllifon.cymru to promote what is available there.
- A bid worth £300,000 for financial support from the Welsh Government was successful. As a result of this, work will take place in 2025-26 to resurface the car park, install charging points for cars and bicycles, solar panels and interpretation/signage works.
- There have been improvements to the infrastructure of leisure centres including the resurfacing of the indoor tennis courts, the installation of a new Padel court – the first public court in North Wales – at Arfon Tennis Centre, and the conversion of the MUGA into a 2G 7v7 pitch at Glan Wnion, Dolgellau.
- A new 3G pitch was opened in Caernarfon by former Wales and Liverpool footballer, Ian Rush.
- Improvements have been made to Porthmadog harbour which included replacing the harbour mooring chains to ensure the safety of boats, and the improvement of the harbour's outer enclosure to provide a more practical and safer site. The CCTV system at Barmouth harbour was upgraded to improve security and improvements to the Compound Road were completed.
- Following a £450,000 upgrade to the car park, a new charging system for parking in Dinas Dinlle was trialled.
- £280,000 has been invested to modernise the exhibitions at the Lloyd George Museum in Llanystumdwy after obtaining a grant from the UK Government's Shared Prosperity Fund.
- The Warm Welcome campaign is active in all of Gwynedd's Libraries with the opportunity to join in activities such as playing chess, making jigsaw puzzles and a dementia choir. Caernarfon Library's Thursday afternoon chess session is growing from strength to strength, with children, young people and older people playing together regularly.

Some of our key achievements

- Our Library system (LMS) was upgraded in December 2024. The LMS Cymru team, led by Cyngor Gwynedd, is working on launching a new app and All Wales book catalogue.
- A varied programme has been developed at Neuadd Dwyfor, with an emphasis on live music evenings by individuals and bands in Welsh, in addition to the usual film and theatre show offerings. As part of this, the 'Gigs Town Hôl' brand was introduced which is going from strength to strength.
- Financial support worth £77,000 was provided to hold 33 different events in the county. 154,000 people attended the events, and it was estimated that this benefited £4,069,561 to the local economy as a result.

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A Homely Gwynedd

Our ambition is to ensure that the people of Gwynedd can access a suitable home of a high standard, that is affordable and improves their quality of life. We will try to achieve this by setting an ambition to:

- Ensure that no-one is homeless in Gwynedd.
- Help the residents of Gwynedd to own an affordable home in their community.
- Ensure that houses in Gwynedd are environmentally friendly.
- Ensure that houses in Gwynedd have a positive influence on the health and well-being of the county's residents.



Projects

A Homely Gwynedd

Dealing with the energy cost crisis and fuel poverty

Increasing the supply of housing for local people

Ensuring that no one is homeless in Gwynedd

Managing second homes and short-term
holiday accommodation

Project Updates

Dealing with the energy cost crisis and fuel poverty

This is what we have achieved during the year:

- The county's residents were supported to make the most of schemes to reduce energy costs such as ECO4, with 216 applications having been approved.
- Ensuring that the residents of Gwynedd are aware of all the benefits available to them by working with internal and external partners.
- We have distributed 656 energy vouchers to residents in need who are on a prepayment meter in Gwynedd with expenditure of £24,719. Since the beginning we have distributed 5,671 vouchers worth £236,055 – money that has gone directly to the county's most vulnerable residents.
- We have referred residents to get additional support from organisations such as the Food Banks, Canllaw, Telecare, the Council's Empty Homes Grants and Council Loans, Gwaith Gwynedd, the Priority Services Register, Welsh Water, Community Hubs and we have also referred to the Smart Energy Meters service.
- Expertise and useful information were shared on Cyngor Gwynedd's Costs of Living website which is available to everyone.
- Community clinics were held to refer people to the services and support available.



Increasing the supply of housing for local people

This is what we have achieved during the year:

- 386 social housing units have now been erected since the start of the Housing Action Plan, and these will help almost 1,300 individuals.
- Construction work has begun on sites in Llanberis and Bangor to create affordable housing under the Tŷ Gwynedd scheme.
- 23 houses were purchased through the Buy to Let Scheme (bringing the total to 46 houses), and these will be let at affordable rent levels.
- 108 vacant properties have been brought back into use through grant aid to renovate empty homes since the start of the Housing Action Plan.
- 62 households have now bought their home through the Homebuy Scheme.

Ensuring that no one is homeless in Gwynedd

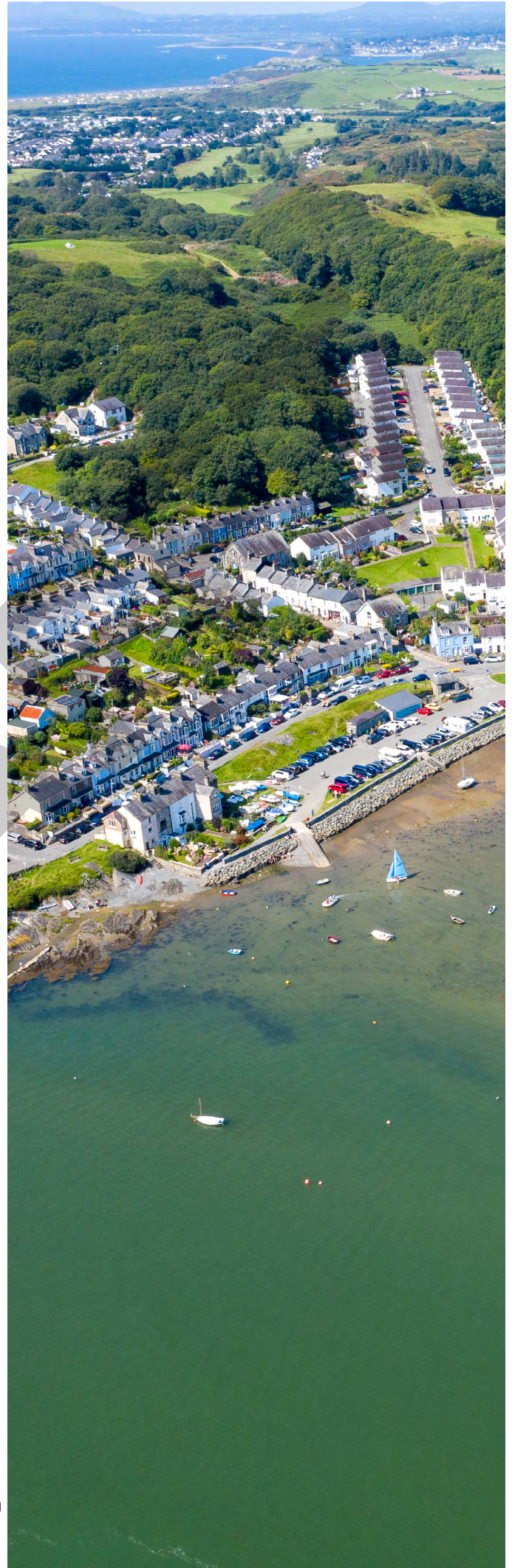
This is what we achieved during the year:

- Developments to accommodate homeless people have been completed in Bangor and Pwllheli, and construction work is ongoing on another development in Bangor.
- The purchase of the former Government offices, Penrallt, Caernarfon, has been completed and substantial background work has taken place, such as structural assessments, feasibility assessments etc, prior to submitting a planning application for conversion into units for local people in need of a home.
- An additional 12 properties were attracted to the Leasing Wales Scheme which enables more people to rent privately in Gwynedd, making it a more affordable option. We will continue to engage with landlords and the Government to look at options to increase opportunities over the life of the scheme. To date 28 properties have been let, helping 65 individuals.
- Our 'One Stop Shop' is almost ready to launch. The 'One Stop Shop' is a new resource to respond to the needs of residents as they submit applications relating to housing in one central location.

Managing second homes and short-term holiday accommodation

This is what we achieved during the year:

- Following a period of public consultation, it was decided to introduce an Article 4 Direction for the Gwynedd planning authority area, to manage the use of homes as second homes and holiday accommodation. This has been implemented and is now in place across the county.
- Research was carried out into the effect of the Council Tax Premium with respect to any change of use of a property. It was found that there had been a decrease in the number of second homes and self-catering holiday units, but there was not enough data available at the time to prove that this was a direct result of the Premium. Following this, the Council decided to keep the Premium at the same level for 2025-26.



Some of our key achievements

- We have set an ambition to create 83 supported accommodation units for our county's homeless people by the end of the Housing Action Plan, to meet the growing demand for the service. Since 2021, 20 units have been created, with a further 62 on the work programme. To date, at least 30 people have received support in the new units, and we will continue to support individuals and families over the next few years.
- In October 2024, Dôl Sadler – a brand-new building for providing supported accommodation to our county's residents – opened on the site of the former Ysgol Glan Wnion in Dolgellau. The development was shortlisted for the Inside Housing Development Awards in the Best Supported Housing Development category: Rural/Suburban.
- There are two Tŷ Gwynedd sites in the construction process – the Llanberis and Coed Mawr, Bangor sites. Another two will start in 2025/26, with more to follow in the coming years. Other sites are being considered across the county to address local needs.
- Through the Buy-to-Let Scheme, the Council buys homes on the open market to let them to residents in housing need. The Council has already purchased 46 houses (exceeding the ambition set for the end of the 2024/25 financial year, which was 43). The Council has let 16 houses and is completing necessary repairs and upgrades on a further 20 houses.
- To bring more empty homes back into use, there are several interventions available to the people of Gwynedd. Through the Housing Action Plan, the Department can offer an additional year's exemption from council tax on empty homes, so that a family or individual can complete key restoration work to bring the house to an acceptable standard of living. To date, 123 exemptions totalling £165,061 have been granted to empty homeowners.
- Grants are available for owners to carry out necessary upgrade work to a house that used to be empty, and to date 108 of these grants have been allocated. The total number of empty homes that have come back into use because of the Council's support is 284. This means, of course, that 284 empty houses have also come back into use for local residents. This meets and exceeds the ambition set to bring 250 empty homes back into use.
- The Housing and Property department is working closely with its housing partners on social and intermediate housing developments to meet the huge demand for housing in Gwynedd. During 2024/25, 90 affordable homes were built across Gwynedd bringing the total number of new homes since the start of the Housing Action Plan to 386.
- The Department has been successful in attracting additional funding from the Welsh Government to deliver more affordable housing developments. In 2024/25, an additional £8m was attracted which will enable our housing partners to build at least an additional 50 units.
- Work on developing the Penrhos, Pwllheli site is underway, after the Council, in partnership with Clwyd Alyn housing association, secured an additional grant of around £7.7m from the Welsh Government to enable the start of phase 1 of the development which will create 44 new homes.
- The Homebuy Scheme has managed to help 62 households to buy a home on the open market in Gwynedd. Another 25 are currently in the process. The Council, in partnership with the Dwyfor Pilot, has succeeded in extending the maximum value of eligible properties in certain areas of Dwyfor to respond to the local situation, meaning that more people can benefit from the Scheme.

Some of our key achievements

- Since October 2022, 753 homes have received grant support to improve their energy performance. This has helped many residents of Gwynedd to live in more cosy homes and to avoid or get out of fuel poverty by providing support to insulate houses, receive effective heating equipment and eco-friendly upgrades such as solar panels and air-source heat pumps.
- During April and May 2024, Taith ar Daith was held, which was the first series of drop-in events for helping the public with housing issues. Three locations were visited – Caernarfon, Pwllheli and Dolgellau, and positive feedback was received at each site from the 158 people who called in. The Department has received several invitations to visit other locations, and these will be visited in the coming years.



A Caring Gwynedd

Looking after vulnerable individuals is one of our main responsibilities, and our ambition is to support the residents of Gwynedd to live full and safe lives in our communities by:

- Safeguarding children, young people and vulnerable adults.
- Supporting residents to participate and engage with their communities, and to reduce poverty and its effects.
- Ensuring that children, young people and their families live happy lives and reach their potential in terms of their education, health and well-being.
- Ensuring there is information available for the residents of Gwynedd to assist them in making informed decisions about their health and physical and mental well-being.
- Enabling the residents of Gwynedd to live independently in suitable accommodation with dignity for as long as possible in their community.
- Supporting unpaid carers.
- Providing high-quality care and support in the right place at the right time.
- Supporting our communities to ensure accessibility and to develop into an Age-Friendly Gwynedd.

Projects

A Caring Gwynedd

Modernising our care resources to meet future needs

Using technology more effectively to improve the ability of Gwynedd residents to access support and care

Working with Health Services to enable people to live their best life in the community

Developing training and employment opportunities for individuals in need of support

Autism Plan

Llechen Lân

Developing a residential provision for looked-after children in small group homes

Supporting People's Well-being

Project Updates

Modernising our care resources to meet future needs

This is what we achieved during the year:

- We have finished upgrading Hafod Mawddach and Cefn Rodyn.
- Dementia units in Bryn Blodau have opened.
- Discussions have begun on the development of Extra Care Housing in Caernarfon.
- We are investigating whether there is a need for additional provision of Care Housing at the Penyberth site, Pwllheli.

Using technology more effectively to improve the ability of Gwynedd residents to access support and care

This is what we achieved during the year:

- The Dewis search tool and AskSara occupational therapy system have been integrated into the social services website pages. This means that people can obtain suitable and timely information and advice to help them remain independent and reduce pressures on traditional services.
- A menu of telecare devices has been created and is being promoted on the website, in the media and through the social work teams to help people remain independent. It will also reduce the pressure on traditional services.

**A Caring
Gwynedd**



Working with Health Services to enable people to live their best life in the community

This is what we achieved during the year:

- Arrangements for regular communication and meetings were established in order to promote collaboration and enable the adult teams to feel more like one. This reduces duplication and improves communication which in turn provides a better service to the individual.
- New joint-working arrangements were developed for the mental health teams, and a review of the arrangements was carried out to ensure they were robust.

Developing training and employment opportunities for individuals in need of support

This is what we achieved during the year:

- A Job Opportunities Co-ordinator and additional Employment Support Officers were appointed, and work was undertaken to identify the type and number of opportunities needed. This meant that individuals with a learning disability were given paid employment (real living wage) and that both the individual and the employer received support from Council officers.

Autism Plan

This is what we achieved during the year:

- A preventative worker has been appointed to the family support team to work with children who are on the diagnosis pathway or who have been diagnosed. The worker works very closely with the autism team and is involved in providing group-based intervention.
- The team is developing parent/carer support programmes to ensure that the support provided at home is effective and appropriate.
- A range of training was provided to professionals and parents/carers including training on awareness and understanding of autism, and training on worrying behaviour.
- The team continues to work on the Llwybrau Ni project, which will provide social opportunities for young people and a break for parents and carers.

Llechen Lân

This is what we achieved during the year:

- An analysis of Gwynedd's demographics, the demand for service, and adult social services best practice was completed in order to understand and highlight the demand for service and the associated resources that will be required for the next twenty years.



Developing a residential provision for looked-after children in small group homes

This is what we achieved during the year:

- A small group home was opened in Morfa Bychan, and two children were welcomed into the home. In addition, two other properties have been purchased and preparatory work is underway for registration.
- A meeting was attended in the area to discuss the plan.
- A 'Statement of Purpose' and policies have been developed for the development as they will be required to register the unit with Care Inspectorate Wales.

Supporting People's Well-being

This is what we achieved during the year:

- Well-being Champions were appointed, and cost-of-living events and various drop-in sessions were held.
- Two Supporting People Hubs have been established in two new areas.
- We worked with Citizens Advice to provide numeracy and budgeting support to residents.
- Practical support was provided for people to learn how to go on-line, and IT equipment was distributed as part of the Digital Inclusion Project.
- The pilot of the Gafael Llaw scheme has been set up which is a scheme across social services and Galw Gwynedd, which proactively reaches out to residents to make sure everyone knows where to go for help and what help is available.
- A Capital and Revenue Fund was established to support community feeding projects, and cookery courses were provided at the hubs in collaboration with Betsi Cadwaladr Health Board.
- Food and Fun sessions were run during the summer holidays where activities were provided for children which included educational sessions, physical activity and food and nutrition education. Four schools signed up to participate.
- Kits were provided to support children's toileting which included real reusable nappies, potties and information packs.
- Hundreds of free period products were distributed through libraries during 2024/25.
- 5,575 food packages were distributed by community food schemes throughout the county and 11,601 meals were provided.
- 3,478 people attended Croeso Cynnes sessions across 25 schemes across the county where wellbeing workshops such as weekly games and creative sessions were provided as well as drop-in sessions on various issues e.g. finance or health.

Some of our key achievements

- The Care Academy, a unique scheme for people to develop a career in the Care sector, has been launched. Practical experiences and opportunities will be provided for staff to build and develop their skills to ensure a long and successful career within Cyngor Gwynedd's Care services.
- Almost two-thirds (about 1000) of Gwynedd's telecare devices have now been transferred to new digital devices.
- Despite the increase in demand, we managed to reduce the waiting lists for assessment. The '50 Day Challenge' funding has enabled us to fund the work of an Occupational Therapist to address waiting lists, as well as up-skilling Practitioners to carry out assessments for equipment.
- Following changes that involve staff working part of the week in hospitals, we saw that individuals have been receiving a timely assessment and response, which has led to a reduction in the number of individuals waiting to return home safely from hospital.
- The waiting list for domiciliary care has reduced significantly over the year.
- The Council's residential homes occupancy rate has increased and reached its highest level for years which means fewer people are staying unnecessarily in hospitals or are at high risk in the community.
- The 'Learning Disability Job Opportunities Scheme' is going from strength to strength. The specialist chair transport scheme has commenced, which employs individuals with a learning disability, and several individuals have completed training on testing electrical equipment with the aim of providing a testing service for Council departments.
- 1183 nights of short break care for children were offered over the year (April 2024 – March 2025). This allows the child to receive care and support and have opportunities and experiences to encourage their development and wellbeing, while parents are able to enjoy periods of respite from their caring role.
- A new information page has been published on the Council's website to promote the 12.5 hours of free childcare available for children after their 2nd birthday.



A Welsh Gwynedd

As a national leader we will promote the growth of the Welsh language in all parts of the county. Our ambition is to:

- Ensure that every child in Gwynedd can use Welsh confidently in school and in their social life.
- Promote the growth of the Welsh language in all parts of the county and ensuring there are sufficient opportunities for everyone to be able to use the Welsh language naturally in their communities.
- Work jointly with our partners to facilitate the ability for Gwynedd residents to have access to all public services through the medium of Welsh.
- Ensure that promoting the Welsh language is a key part of all the Council's work, and any plans that impact the people of Gwynedd.
- Support efforts to create new Welsh-speakers of all ages.
- Ensure access to facilities and information of a good quality in relation to leisure, culture and the arts.

Projects

A Welsh Gwynedd

Modernising and extending the immersion provision to teach Welsh to children

Promoting the use of the Welsh Language by the residents of Gwynedd

Review Gwynedd's Education Language Policy and conduct an evaluation of the Immersion System to ensure that all the education policies and services provided to children and young people in Gwynedd set a firm foundation for the Welsh language

Project Updates

Modernising and extending the immersion provision to teach Welsh to children

This is what we achieved during the year:

- The construction of a Language Unit on the site of Ysgol Uwchradd Tywyn has been completed and the unit opened to learners in January 2025.
- Work to modernise the three Primary immersion units has been completed with improvements made to the Cymerau, Dolgellau and Maesincla units.
- Following a further grant from the Welsh Government, work on the creation of the virtual Aberwla village for Welsh learners has been completed.

Promoting the use of the Welsh Language by the residents of Gwynedd

This is what we achieved during the year:

- Several different projects were developed as part of the Language Strategy 2023-33 including some to promote clear communication and the Welsh language in business.
- An evaluation of the project to Protect Place Names was conducted, and a work programme was established for 2025-26 to ensure that Welsh names are protected and continue to be used.
- 'Project 15' has been further developed to increase the use of the Welsh language by children and young people. The project creates digital content in Welsh for various audiences and in different styles and creates new opportunities for people to use Welsh. A company was commissioned to create content and activities for 2025/2026 as well as produce a report on options for the future.
- We contributed to the work of the Services Board's Welsh Language sub-group which tries to respond to the challenges of recruiting a workforce with Welsh language skills.
- We worked with Bangor University to research the attitudes and language use of residents.



Review Gwynedd's Education Language Policy and conduct an evaluation of the Immersion System to ensure that all the education policies and services provided to children and young people in Gwynedd set a firm foundation for the Welsh language

This is what we achieved during the year:

- Following a period of engagement, a draft Language Policy was submitted to the Education and Economy Scrutiny Committee on 10 April 2025. It will receive further consideration by the Cabinet later in the year.
- An Impact Study of the Immersion System was commissioned and the report, which will include recommendations from the main findings and potential improvements for the future, will be presented to the Education and Economy Scrutiny Committee in the autumn.

Some of our key achievements

- Support has been given to Menter Iaith Gwynedd to establish itself as a sustainable language initiative that will promote the Welsh language in communities across Gwynedd. We managed to keep to the original timetable and completed the work before the end of the financial year, and transfer staff to the independent entity by 1 April 2025.
- The Gwynedd Language Forum was co-ordinated, including an engagement project with young people to understand more about their attitude and use of the Welsh language.
- A pilot was carried out to measure the use of the Welsh language by Gwynedd residents when using some of Cyngor Gwynedd's frontline services including libraries, leisure centres, receptions and the call centre.

DRAFT



A Green Gwynedd

Cyngor Gwynedd has declared a climate emergency, and our aim is to be a net zero carbon Council and ecologically positive by 2030. Our ambition is to ensure:

- Significant reduction in carbon emissions.
- Response to the effects of climate change.
- An increase in biodiversity and nature habitats.
- An excellent network of routes for residents to have the choice of active travel to their place of work, education or leisure.
- A public transport network that meets the needs of Gwynedd's communities.

Projects

A Green Gwynedd

Acting on flood risks

Waste and Recycling

Climate and Nature Emergency Plan

Active Travel

Public Transport

Clean and Tidy Communities

New Local Development Plan

Project Updates

Acting on flood risks

This is what we achieved this year:

- A new Floods Strategy was adopted for the county.
- A project worth nearly £6 million was completed which will protect the Hiracl area of Bangor from the effects of coastal flooding and improve local recreational resources.
- In Barmouth, the detailed design work for the North Promenade is still on the right track and progressing in line with the programme. A physical model of the scheme has been built at Imperial College London and will be used to assess any potential changes to flood risk as a result of our work. The detailed design phase is expected to take about two years to complete.



Waste and Recycling

This is what we achieved during the year:

- A draft Waste and Recycling Strategy has been drawn up which will set a direction for the coming years with the aim of maximising recycling levels and specific actions to transform the waste and recycling services. This will be the subject of public consultation during 2025.
- We have been working with Wrap Cymru to prepare initial plans for modern and purpose-built waste treatment and processing facilities for the Caergyfchu (Caernarfon) and Ffridd Rasus (Harlech) sites.
- A scheme to promote the use of certain recycling services was trialled in the Tanygrisiau and Bangor areas, with the intention of extending it to other areas later in the year.
- Additional focus was given to expenditure management, taking into account the savings schemes as well as aiming to avoid overspending.

Climate and Nature Emergency Plan

This is what we achieved during the year:

- 31% of fleet cars and vans are now electric vehicles.
- 60 charging points were installed in 13 locations for the fleet.
- The Gwynedd Nature Partnership has attracted £2.3 million to Gwynedd for conservation work in the last two years and has received a further £511,000 for the next two years, contributing significantly to national nature and biodiversity targets.
- We managed to attract the following grants in the field of buildings and energy: £300,000 from Energy Wales for installing batteries at Plas Silyn and Plas Ffrancon Leisure Centres, and £1.7M from the Welsh Government through the Low Carbon Heat Grant for Plas Ogwen Bethesda. This is an exciting scheme with the challenge of bringing such a building up to Passivhaus standard.

Active Travel

This is what we achieved during the year:

- After submitting detailed plans to the Welsh Government for Active Travel schemes and Safe Routes in Communities, successful schemes were developed at Penrhos Road Bangor (second phase), Ysgol Rhostryfan and Ysgol Trefferthyr, Cricieth. All the projects will be completed soon in 2025-26.
- Walking and cycling routes were promoted to residents and visitors to the county, drawing particular attention to Gwynedd's active travel network.

Public Transport

This is what we achieved during the year:

- Following a review, a new public buses network was introduced in Meirionnydd and Arfon which will improve provision in the area. A further review will need to be carried out in Dwyfor following the results of a recent tender.



Clean and Tidy Communities

This is what we achieved during the year:

- The Ardal Ni tidying up team has dealt with a significant increase in requests for work which has included cutting urban weed and overgrowth, street washing and removal of gum, cleaning road signs/street names, and cleaning street furniture. They continue to receive very positive feedback from Members, community and town councils and residents.
- There was a 21% reduction in fly-tipping incidents brought to the Council's attention during the year.
- A campaign was undertaken to raise people's awareness to clean up after their dogs, and there has been a reduction in the number of complaints from the public about the problem.

New Local Development Plan

This is what we achieved during the year:

- We have begun implementing the Delivery Agreement to facilitate the arrangements for preparing a new Local Development Plan for Gwynedd. The Delivery Agreement received approval from the Welsh Government.
- The first steps of gathering evidence and calling for development sites have begun. This work will continue during 2025-26.

Some of our key achievements

- Trading Standards successfully met the target of inspecting 100% of high-risk businesses during the year. These include properties licensed to sell explosives and fireworks as well as those related to animal health.
- 82% of local bus journeys managed to arrive on time.
- 38% of the Council's cars or vans are now green (electric or hybrid).
- There was an increase of 0.98% in the number of litres of fuel used by the Council compared to the previous year.
- The vast majority (99%) of food businesses inspected continue to achieve a score of 3+, and a revisit is arranged within 3 months for those with a lower score. However, the Food Standards Agency (FSA) has stated that the Council is not meeting its statutory duties in terms of the frequency of food standards and food hygiene inspections. The service is in the process of addressing the FSA's recommendations to improve the situation.
- Our recycling levels over the last four years have been a consistent 64%. However, because of the increase in the national target to 70%, we are no longer meeting the statutory target. The Waste Strategy will detail plans to address this.
- There was a significant decrease of 44% in the number of complaints about missed waste and recycling collections during the year.

A photograph of a person's hands holding a silver pen over a tablet. The tablet screen displays various business charts, including a green bar chart, a blue bar chart, and a green donut chart. The background is blurred, showing what appears to be a desk with papers and a lamp. The title 'An Efficient Gwynedd' is overlaid on the image. 'An Efficient' is in white, and 'Gwynedd' is in dark grey.

An Efficient Gwynedd

In order to ensure that the residents of Gwynedd receive the best possible services, we have a responsibility to ensure that our internal operational arrangements are always of the highest standard. Our ambition is:

- To promote a culture of open and inclusive working which always puts the needs of the people of Gwynedd at the centre of everything we do.
- To provide adequate and suitable staffing resources for delivering services.
- To be an organisation that looks after our workforce's well-being and embeds the principles of equality naturally in all parts of the organisation.
- To make the best use of all financial resources.

Projects

An Efficient Gwynedd

Workforce Planning

Strategic review of Health and Safety management

Adopting the Property Assets Management Plan to ensure that our estate is fit for purpose for future working.

Developing the Council's culture

Ensuring fairness for all

Women in leadership

Managing the impact of national budgetary cuts

Digital Scheme

Project Updates

Workforce Planning

This is what we achieved during the year:

- Establish a work experiences scheme, as another stream to try and attract people to come and work for the Council in the future.
- A dashboard has been produced which provides information on mandatory staff training.
- A dedicated workforce training scheme for general staff has been set up, to compliment and support plans that are already in place for the wider management and leadership of the Council.
- The Council was successful in achieving Level 2 accreditation in the 'Disability Confident' scheme.
- Establishing a staff forum(s) on equality matters.
- More apprentices and professional trainees were appointed. For 2025, a total of 21 new jobs are available, namely 13 apprentice jobs and 8 graduate jobs.

Strategic review of Health and Safety Management

This is what we achieved during the year:

- Commenced the work of introducing a new Health and Safety IT system across the Council.
- Drew up an action plan for the Council's Management Team on how to achieve an integrated model of health and safety management.

**An Efficient
Gwynedd**



Adopted a Property Assets Management Plan to ensure that our estate is fit for purpose for working in the future

This is what we achieved during the year:

- Work on reviewing policies has been carried out and discussions have taken place with most of the Departments.
- The work of adapting the departmental spaces within the Main Offices has been completed to enable the relocation of staff from the peripheral offices.
- Initial work has been undertaken to identify our need for office space in Ffordd y Cob and Penarlâg, and options were considered for optimising the use of the sites by combining alternative uses.

Developing the Council's culture

This is what we achieved during the year:

- "Ffordd Gwynedd" is the name given to the way of working that we have adopted to put the people of Gwynedd at the centre of everything we do. Changing culture, behaviours and mindsets are at the heart of this, and it happens across all parts of the Council's activity.
- The Practitioners Group was re-established as the Experiment and Improve Group, with the intention of encouraging greater sharing of best practice and lessons learned.
- Reviews of systems and processes were carried out in service units in all departments in the Council.
- Two series of the Managers and Team Leaders Network were held to deal with items such as cross-departmental joint-working, the well-being strategy, celebrating success, understanding and improving performance, managing absences and the practice of conducting reviews of work systems.
- A Forum for Assistant Heads of Services was established for the first time within the Council, as a result of identifying a gap in the opportunities for this cohort of senior managers to share experiences and contribute to the development of the organisation.
- A new Learning and Development Framework has been launched with the programme for the first year focusing on basic training such as financial management, well-being and digital skills.
- A new Well-being Strategy was introduced. The Strategy is based on three pillars, namely leadership and management, sustainable support and a work environment with mental, physical, social and financial well-being at the heart of what we seek to achieve.



Ensuring fairness for all

This is what we achieved during the year:

- We have gathered, analysed and acted on data relating to schools. In particular, cases of bullying and hate crime, the true financial and emotional cost of attending school along with the attendance, punctuality and attainment of various groups of pupils. Work has begun on identifying training needs for school staff and working with welfare officers, the youth service, the police and agencies to be able to act on the data.
- Reviewed the information that is available in the national data dashboard by Data Cymru and decided to create a similar dashboard internally that looks specifically at Gwynedd.
- Continued with the training framework, ensuring that it covers a range of equality characteristics / diverse topics, to give our staff at all levels within the Council the resources and confidence to respect diversity and deal with a range of needs appropriately. The LGBTQ+ training course is up and running and available to all staff since the start of 2025.
- Following the introduction of the new impact assessment system, we have had a chance to improve it through a pilot period. We have also looked at raising staff awareness of the new system and providing support, information and training to ensure the quality of work.
- Establish a staff forum(s) to discuss equality issues, so that our employees can contribute to the area within the Council.

Women in leadership

This is what we achieved during the year:

- Further activities were held that form a foundation for the project's work, such as the Developing Potential Programme and the Sgyrsiau dros Baned.
- Promoted and raised awareness of matters of unconscious bias and self-awareness amongst managers and staff.
- Held events to raise awareness amongst men.
- Continued to consider what Services across the Council are doing to encourage women to apply for senior positions in order to identify and share good practice.
- Continued to pay attention to the constitution of committees and groups to ensure a balance in terms of female and male representation.



Managing the impact of national budgetary cuts

This is what we achieved during the year:

- Total savings of £43 million have been realised since 2015/16, representing 93% of the £46.6m required over the period. £5.6 million of the total savings applies to the savings for the 2024/25 financial year.
- Monitored that the Departments are prioritising the realisation of savings that have slipped from previous financial years.
- Worked with the Chief Executive and Directors and Heads of Department on the 2025/26 savings schemes and cuts, looking at alternative ways of providing services.

Digital Scheme

This is what we achieved during the year:

- We are following a detailed work programme to realise the Digital Plan, and governance arrangements are in place to oversee our progress.
- To support the Council's new "Working for the Future" procedure, a new computer system has been developed to enable staff to book desks.
- Work is underway to redesign the Council's website. It will be tested with the public during 2025-26.
- Improvements are taking place to the Council's telephone provision, with almost 1000 staff now on the new system, including the Contact Centre and some schools, and a comprehensive programme has been prepared for completing the provision.
- Work has been undertaken to reach a conclusion on our options for the organisation's future management systems.

Some of our key achievements

- During 2024-25, 89 proactive press releases were issued by the Communications Service which led to 469 news items, which compares favourably with the previous year. Over the same period, the Service also dealt with 510 queries from the press and media.
- There were 2,790,297 visits to the Council's website during the year.
- 261,549 requests for a service were submitted on-line during 2024-25 which is 4,472 more requests than in 2023-24.
- A new account was launched by the Council on the Bluesky social platform.
- On average, the translation team has translated nearly 400,000 words each month, along with providing simultaneous translation in nearly 60 meetings each month.
- A Staff Voice Survey was carried out during the year, and the results are being used to identify the needs of our employees and how the Council can improve further.
- A review was introduced to improve the collection rate of Council Tax and Non-Domestic Rates.
- A review of polling places in the county was carried out in order to assess the suitability of our stations and consider whether more suitable locations are available.

Contribution to the 5 Ways of Working in the Well-being of Future Generations (Wales) Act 2015

	<i>Long-term</i>	<i>Prevention</i>	<i>Integration</i>	<i>Collaboration</i>	<i>Involvement</i>
TOMORROW'S GWYNEDD					
<i>Transforming education for children in their early years</i>	✓	✓	✓	✓	✓
<i>Modernising buildings and the learning environment</i>	✓	✓	✓	✓	✓
<i>Promoting the well-being of children and young people and reducing the cost of sending children to school</i>	✓	✓	✓	✓	✓
<i>Extending opportunities for play and socialising for the county's children and young people</i>	✓	✓	✓	✓	✓
<i>Review and improve the range of inclusion provisions in Gwynedd</i>	✓	✓	✓	✓	✓
<i>Formulate and implement a 10-year strategic direction for education in Gwynedd</i>	✓	✓	✓	✓	✓
A PROSPEROUS GWYNEDD					
<i>Promoting our culture and a sustainable visitor economy</i>	✓	✓	✓	✓	✓
<i>Regenerating communities and town centres</i>	✓	✓	✓	✓	✓
<i>Creating the best possible circumstances in Gwynedd for businesses and community enterprises to thrive, and support the people of Gwynedd into work</i>	✓	✓	✓	✓	✓
<i>Keeping the Benefit Local</i>	✓	✓	✓	✓	✓
A HOMELY GWYNEDD					
<i>Increasing the supply of housing for local people</i>	✓	✓	✓	✓	
<i>Dealing with the energy cost crisis and fuel poverty</i>	✓	✓		✓	
<i>Ensuring that no one is homeless in Gwynedd</i>	✓	✓		✓	
<i>Managing second homes and short-term holiday accommodation</i>	✓	✓	✓	✓	✓

A CARING GWYNEDD					
<i>Modernising our care resources to meet future needs</i>	✓	✓	✓	✓	✓
<i>Using technology more effectively to improve the ability of Gwynedd residents to access support and care</i>	✓	✓	✓	✓	✓
<i>Working with Health Services to enable people to live their best life in the community</i>	✓	✓	✓	✓	✓
<i>Developing training and employment opportunities for individuals in need of support</i>	✓	✓	✓	✓	✓
<i>Autism Plan</i>	✓	✓		✓	✓
<i>Llechen Lân</i>	✓	✓	✓	✓	✓
<i>Developing a residential provision for looked-after children in small group homes</i>	✓	✓	✓	✓	✓
<i>Supporting People's Well-being</i>		✓	✓	✓	✓
A WELSH GWYNEDD					
<i>Modernising and extending the immersion provision to teach Welsh to children</i>	✓	✓			
<i>Promoting the use of the Welsh Language by the residents of Gwynedd</i>	✓	✓	✓	✓	✓
<i>Review Gwynedd's Education Language Policy and conduct an evaluation of the Immersion System to ensure that all the education policies and services provided to children and young people in Gwynedd set a firm foundation for the Welsh language</i>	✓	✓	✓	✓	✓

A GREEN GWYNEDD					
<i>Acting on flood risks</i>	✓	✓	✓	✓	✓
<i>Waste and Recycling</i>	✓	✓	✓	✓	✓
<i>Climate and Nature Emergency Plan</i>	✓	✓	✓	✓	✓
<i>Active Travel</i>	✓	✓	✓	✓	✓
<i>Public Transport</i>	✓	✓	✓	✓	✓
<i>New Local Development Plan</i>	✓	✓	✓	✓	✓
<i>Clean and Tidy Communities</i>	✓	✓	✓	✓	✓
AN EFFICIENT GWYNEDD					
<i>Workforce Planning</i>	✓	✓	✓	✓	✓
<i>Developing the Council's Culture</i>	✓	✓	✓	✓	✓
<i>Ensuring fairness for all</i>	✓	✓		✓	
<i>Women in Leadership</i>				✓	
<i>Managing the impact of national budgetary cuts</i>	✓	✓	✓	✓	✓
<i>Digital Scheme</i>	✓	✓	✓	✓	✓
<i>Strategic review of Health and Safety management</i>	✓	✓	✓	✓	✓
<i>Adopting a Property Assets Management Plan to ensure that our estate is fit for purpose for future working</i>	✓	✓	✓	✓	✓

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Local Government and Elections (Wales) Act 2021

Cyngor Gwynedd Self-assessment 2024/25

Background and Introduction

This is the fourth self-assessment that Cyngor Gwynedd has undertaken under the Local Government and Elections (Wales) Act 2021.

The Act requires all Councils in Wales to continually review the extent to which it meets the 'performance requirements', i.e. the extent to which:-

- i. it is exercising its functions effectively;
- ii. it is using its resources prudently, efficiently and effectively;
- iii. the Council has robust governance arrangements in place to ensure performance requirements i. and ii.

This year, for the first time, we are considering these three questions in the context of the strengths and weaknesses of each of the priorities in the Council's Plan. The purpose of this 5-year Plan is to set out the Council's vision and priorities for the period from April 2023 to the end of March 2028, so considering the above three questions when detailing our main strengths and weaknesses is a suitable and effective approach to shining a light on the Council's performance.

As part of the development of the Plan we considered a wide range of issues to prioritise and engaged and consulted with local people, elected members, Town and Community Councils and partners. One part of the work that was instrumental in the development of the Council's Plan was the work of *Ardal Ni* which outlines what is good about the area, what is not as good as what needs to be done to create a better area by 2035.

The self-assessment process is intended to encourage honesty, objectivity and transparency about the Council's performance and governance. Although this duty is quite new, the Council is already preparing several documents containing the type of information that we are expected to include within the self-assessment. This includes documents such as Performance, Equality, Director of Social Services' annual reports, Annual Statement of Accounts and the Governance Statement. The Governance Group, which includes officers such as the Corporate Director, Head of Finance, Head of Corporate Services and Head of Legal Service amongst others, has led/taken an overview of this work within the Council. In doing so, the intention is for the work to be owned and led on a strategic level.

It is the Council's intention to undertake a Panel Performance Assessment, which will be made up of independent members. This was originally planned to be done in November last year, but due to the political changes in the Council this was changed to March 2026. A Panel Assessment needs to be carried out at least once within an electoral cycle and is linked to the duty to be carrying out annual self-assessments on performance with these documents forming part of the evidence base.

Our performance challenge and support arrangements have been in place for several years now. These performance challenge and support meetings are held at Departmental level every other month, and focus on the progress of Council Plan projects, service performance (namely the 'day to day' work), and the response to key risks within the Corporate Risk Register. The information then feeds into regular performance reports submitted by each Cabinet Member during the year together with the Annual Performance Report at the end of the financial year. A copy of the Council's Annual Performance Reports can be found on the Council's website here: [Performance Measuring](#). To further strengthen this in the future, there will be adjustments to the performance challenge and support arrangements from April 2025 onwards with an arrangement to report directly to the Scrutiny Committees, which will result in more input into the process from members.

The document includes an assessment of our governance arrangements responding to the 3 performance requirements that Councils are expected to respond to as part of the self-assessment. We have also considered the draft methodology published by the Welsh Local Government Association for Panel Assessments in preparing the self-assessment for 2024/25 and responded to the following questions:

- How well are we doing?
- How do we know that?
- What can we do to improve, and how?

The self-assessment for 2021-22 was our first assessment and steps have been put in place to act on the improvements that had been identified. Some of those improvements were seen to continue in the 2022-23 assessment and in 2023-24 as they are long-term issues, but several additional points were also added. This year, we see the pattern continuing, with the long-term matters re-appearing but with new considerations also being added.

This document is therefore a high-level summary of the Council's performance during 2024/25, categorised as a series of Strengths and Risks under each priority area that align with the priorities set out in the Annual Report and the Council's Plan.

The Strengths are based on:

- highlights of the annual performance report
- feedback received from external audit bodies (e.g. Audit Wales, Care Inspectorate Wales, Estyn etc.)
- issues arising from the internal performance challenge and support process

The Risks are based on:

- our main risks as noted in the corporate risk register
- issues identified by external audit bodies
- other matters we have identified and included in the Council Plan.
- issues arising from the internal performance challenge and support process

It is important to note that many of our strengths are included in the other parts of the annual report, particularly where they relate to the Council's Plan projects and our day-to-day work. To avoid repetition, we (mostly) do not list them in the Self-assessment as well. For the reader, considering the two documents (the Annual Report and the Self-

Assessment) together will give a fuller picture of the Council's performance over the period in question.

While many of the priorities involve cross-departmental responsibilities, it should be noted that 'Efficient Gwynedd' is much more corporate in nature as many of the strengths and weaknesses found here are institutional. This priority is a little different from the rest therefore, which is more inclined to reflect departmental strengths and weaknesses.

An Efficient Gwynedd

Strengths

- The Council has been able to effectively cope with periods of austerity/lack of funding, but the situation is becoming increasingly difficult as the funding provided by the Government has dwindled. The Council is very concerned about the pressure this is putting on the residents of the county to meet the increase in Council Tax, as well as the Council's ability to provide adequate services to the population of Gwynedd within our budget.
- Good corporate Governance Arrangements. To ensure that we deliver our functions effectively, we put performance measures in place to challenge performance across all services. Occasionally, we review these measures to ensure that they continue to be relevant, and we are aware of the need to continuously challenge ourselves and set meaningful measures to allow us to improve consistently. We recognise that there is room for improvement in terms of detailed workflow forward planning over the period of the Council's Plan 2023-28, and as a result we have introduced a series of annual milestones for each of the projects to allow us to measure progress as well as plan work for the future. Work to further improve this continues.
- The Council's Constitution is a public document that sets out the governance arrangements and a Guide to the Constitution is provided to reinforce this. The Governance Group maintains an overview of governance issues within the Council. The Group comprises the Corporate Director, Monitoring Officer, Section 151 Officer, Head of Corporate Support, Assistant Head of Corporate Support, the Risk and Insurance Manager and the Council's Business Support Service Manager.
- The Council publishes an annual Governance Statement outlining our governance arrangements and their effectiveness following the principles of the CIPFA/Solace Delivering Good Governance in Local Government Framework.
- The Council has a process to manage risks by having a Corporate Risk Register in place.
- An annual workshop on assurance and risks will be held with external auditors (Audit Wales, Care Inspectorate Wales and Estyn).
- When recommendations are issued by external audit bodies, an institutional response will be prepared on behalf of the Council and the Governance and Audit Committee is responsible for reviewing and assessing the response along with progress against the recommendations.
- Also, there are appropriate arrangements in place to respond to any reports from the Health and Safety Executive (HSE).

- Principal governance risks are scored corporately and on a Departmental level, since the risk level varies. There is an in-house Governance Group with an overview and responsibility for quality assurance within Cyngor Gwynedd.
- The Council has commissioned *Local Partnerships* to undertake a review of our governance arrangements, with a view to providing the Council with an independent and objective challenge as well as offering any recommendations for improvement. It will pay particular attention to:
 - i. Undertake a rigorous review of our existing arrangements including our governance and financial arrangements.
 - ii. Review our governance arrangements in the context of the current Constitution to assess whether it is fit for purpose.
 - iii. Assess whether the Annual Governance Statement fulfils its purpose.
 - iv. Identify how we meet the full range of statutory requirements in decision-making, e.g. Equality, the Well-being of Future Generations Act, the Welsh language.
 - v. Evaluate how we identify and assess risks and review and monitor them.
 - vi. Evaluate how we monitor and deliver recommendations for improvement from external and internal regulators and learn lessons across the organisation.
 - vii. Identify what we can do to strengthen our governance arrangements for the future.
- We are aware that there is a need to continue reviewing the procedure of identifying and scoring risks, particularly to ensure consistency across the organisation in terms of the assessment and scoring process. As part of this work, we will improve the training offered to managers on risk management. In addition, we are going to review the extent to which specific measures are being introduced to address the risk manage to effectively reduce the risks. We will also consider whether we should add a record of the score that considers any mitigation, as well as the current risk score (which is only a result of the *effect x likelihood*). The work of Audit Wales to undertake a Review of the Council's Risk Management Arrangements during 2025 will feed into this work, along with recommendations from the *Local Partnerships* review.
- The Head of Finance will prepare and promote the authority's risk management policy statement and strategy. The risk management strategy is owned at a corporate level through the Governance Group referred to above and the Governance and Audit Committee which is responsible for challenging the governance risk scores.
- As a part of its service continuity arrangements, the Council has categorised Services from 1 to 4 on the grounds of post-disaster recovery priorities. This enabled the organisation to prioritise during the Covid-19 period and ensured the continuity of 'essential' services. Lessons learned from dealing with the Covid-19 crisis has been valuable in subsequent crises, e.g. the war in Ukraine.
- While the risk management arrangements and strategies for the future are generally improving and strengthening, new arrangements have been put in place to try to standardise and seek to reconcile the scores for very high risks. These are presented to the Corporate Management Team every 3 months. During 2025/26, we will also

report on these risks to the Governance and Audit Committee and the Leadership Team twice a year (in September and February)

- Based on the work of Internal Audit completed during 2024/25, it was considered that Cyngor Gwynedd's internal control framework during that financial year was operating at a level of reasonable assurance on the overall adequacy and effectiveness of the Authority's governance, risk management and internal control framework.
- Gwynedd is a host authority for several different partnerships and provides effective support for them.
- There are robust arrangements in place for supporting Elected Members in Gwynedd, with 97% of Gwynedd Councillors reporting that the service provided by the Democracy Team is good/very good. We will continue to build on these solid foundations in the year ahead.
- The Head of Finance has undertaken a self-assessment of compliance with the CIPFA Financial Management Code and updates it at least once a year and the current assessment shows high compliance across all standards. In 2025, we have commissioned CIPFA to undertake an independent check of the self-assessment, and the results of this work will be considered when designing financial support services for the future.
- The Apprenticeship Scheme has provided an opportunity for **81** apprentices since 2019 (which is one of the highest numbers in Wales compared to the population and size of other Councils). There are numerous examples of the success of the Scheme, with several individuals who have embarked on the Apprenticeship Scheme receiving promotions and permanent positions within the Council. Similarly, the Graduate Scheme ('Cynllun Yfory') has provided an opportunity for **37** professional trainees since 2017 with many of them having been offered a job with the Council. For 2025, a total of 21 new jobs are available, namely 13 apprentice jobs and 8 graduate jobs. The job areas range – from new areas such as Energy and working with Councillors, to established ones such as Software Engineering, Finance and Pensions and Mechanics, to name but a few.
- The 2024 Staff Voice Survey was conducted during a challenging period that included fiscal uncertainty, political changes in the Council, and a period of further changes to our 'working for the future' working arrangements following the pandemic. As a result, there has been a slight decrease in the level of staff satisfaction in response to most of the questions, but the level of satisfaction remains high for some of the key indicators e.g. the score for the statement 'the Council is a good place to work' is 80%, and 87% for "I've been motivated to do my best in my job for the benefit of the people of Gwynedd." As in last year's survey, this year's survey consisted of 4 parts – Me and my Well-being, Me and my job, Me and my service and Me and my Employer.

Some of the themes that emerged last year are repeated, particularly issues around receiving appreciation and recognition, and these remain points for improvement. More staff are also expressing concern about work pressures, which may be a result of the financial squeeze that has faced the council over recent years, and this will also receive further attention.

1,330 staff completed the Staff Voice questionnaire, which is approximately 21.8% of staff who had the opportunity to answer the survey. **50.6%** noted that they agreed or strongly agreed that **the Council is carrying out its duties effectively.**

40.9% agreed or strongly agreed **that the Council made the best use of the resources at its disposal**, and **48.6%** agreed or strongly agreed **that the Council has arrangements in place to ensure that it performs effectively.**

Going forward, awareness-raising meetings for the Staff Voice Survey will be held with representatives from each department, with the main aim of increasing the number of staff participating. We will also work closely with Heads of Department to encourage engagement through regular communication and weekly updates on the number of staff who have completed the survey.

- Trade Unions were consulted and asked for feedback on the following areas:
 - Comments on the authority's performance and areas for improvement
 - Is the Council carrying out its duties effectively?
 - Is the Council making the best use of the resources at its disposal?
 - Does the Council have arrangements in place to ensure it performs effectively?
 - Tips for improving staff engagement and wellbeing

Among the responses, it was noted that there was room for improvement in communication with unions regarding staffing issues in some departments, and there was a recognition that we had some way to go in terms of Social Partnership (when groups such as local government, businesses and trade unions work together to make decisions) because this is a learning process.

- The Council gathers the views of the people of the county in many ways to improve services and to meet the legal requirement for councils to engage with residents under various acts such as the Well-being of Future Generations (Wales) Act 2015 and the Local Government and Elections (Wales) Act 2021. This year, Gwynedd was part of the National Resident Survey, the first of its kind to be conducted in Wales. While we are aware of the limitations of such a survey, it is an additional means of gathering opinions and we will triangulate the findings with other data and information we collect to ensure that we respond appropriately. One particular advantage of this survey is that it allows us to compare our results with other councils, something that has not been possible with internal surveys alone. There were 3,094 responses to the survey and the results include:
 - i. Percentage of respondents who are fairly or very satisfied with how the Council is running things:
Gwynedd: 31% (3rd out of 9 councils that took part in the survey)
 - ii. Percentage of respondents who generally believe that the council provides high quality services (to some extent or to a large extent):
Gwynedd: 55% (3rd out of 9 councils that took part in the survey)
 - iii. Percentage of respondents who generally believe that the council provides services that represent good value for money (to some extent or to a large extent):
Gwynedd: 43% (3rd out of 9 councils that took part in the survey)

Other results seen in the survey include:

- iv. Percentage of respondents who generally believe that the council takes residents' views into account when making a decision (to some extent or to a large extent):

Gwynedd: 27% (2nd out of 9 councils that took part in the survey)

- v. Percentage of respondents who generally believe that the council is acting on the concerns of local residents (to some extent or to a large extent):

Gwynedd: 30% (2nd out of 9 councils that took part in the survey)

- vi. The percentage of respondents who agree somewhat or strongly that contacting the council is simple:

Gwynedd: 50% (1st in Wales of the 9 councils that took part in the survey)

- vii. Percentage of respondents who agree little or strongly that up-to-date information about council services is easy

Gwynedd: 45% (1st in Wales of the 9 councils that took part in the survey)

- viii. Percentage of respondents who trust the council to a large or very large extent

Gwynedd: 37% (joint 3rd of the 9 councils that took part in the survey)

- We also prepare an annual report on complaints and continuously adjust our services when observations or complaints suggest improvements.
The number of Valid Formal Complaints has decreased this year compared to last year, but those that have gone to the Ombudsman have increased. We are still working on reducing the time taken to respond to complaints and aim for the new Customer Contact Charter being developed to have a positive impact on this.
- We are aware of the need to be vigilant to avoid 'consultation fatigue' as we are already seeking the views of our residents on many various topics and schemes, and as a result we have a cross-departmental Engagement Group which meets to gather information on proposed consultations, and to share results and good practice. This helps to ensure that there is sufficient time to plan consultations and avoid duplication.
- The Procurement Team provides advice and support to services, and ensures that the organisation adheres to regulations and best practice in the procurement field. The team's aim is to enable the Council to achieve value for money, strengthen and develop procurement expertise, adopt best practice in the field and support the local market. There are also Category Management arrangements in place, where three Category Teams (Environmental, Corporate and People) are responsible for procurement in specific areas looking at procurement strategically, placing an emphasis on collaboration and carrying out a thorough analysis of the market to try and ensure we get value for money.
- The Council has already adopted the Sustainable Procurement Policy which complies with the principles of the Well-being of Future Generations (Wales) Act 2015. By adopting the Policy, the intention is to consider the possible social, economic and environmental impact that our procurement decisions can have and what steps can be taken to make the best possible use of the Council's expenditure, for the benefit of the county.

- In 2024/25 the Council was shortlisted for the Welsh procurement award (GO Awards). The nomination is for our efforts to seek to gain social value in the procurement of our food provision across the County.
- The Council has also been preparing for the New National Procurement Regulations, known as the Procurement Act 2023. The Corporate Procurement Team and the Category Team have been busy preparing for the new arrangements and work systems. It is expected that the new Procurement Legislation will encourage public institutions to share what they intend to procure soon while also following simpler and more transparent procurement arrangements.
- Ongoing work is underway to support businesses to respond to requirements in tenders as a result of any developments in the field, such as gaining accreditations or responding to the requirements of the new Legislation. We continue to work with the supply chain to assess the environmental impact and seek to reduce the carbon footprint, helping businesses with the new procurement arrangements will be a priority next year.
- Considerable work has been done during the year to ensure/confirm an understanding among our management that the nine work streams within the Ffordd Gwynedd scheme are in fact our organisation development plan. This is the scheme that works towards ensuring that we have a satisfied and healthy workforce, who are given the necessary support and training to enable us to develop the culture to put the people of Gwynedd at the centre of everything we do.
- We have been working on courses/e-modules that managers can use with their teams to ensure their understanding of the culture being sought, and to support them through the process of conducting Ffordd Gwynedd service reviews. We have already started trialling some of the courses with small groups of staff and have received positive feedback.
- In a nutshell, this is the most obvious increase during the second year of the Ffordd Gwynedd Scheme.

Learn, Experiment and Act to Improve - The emphasis in the current Plan on carrying out reviews on smaller pieces of work systems, as well as carrying out reviews on whole systems, has borne fruit and all Departments in the Council are able to provide examples of reviews that have led to improvements during the year.

Leadership - The new Ffordd Gwynedd training programme has been reintroduced for managers during the year while the Manager Development Programme goes from strength to strength with the positive feedback from attendees.

Support and Develop - A new Learning and Development Framework has been launched with the programme for the first year focusing on basic training such as finance management, well-being and digital skills. The Senior Leadership Programme, the Manager Development Programme and the Women in Leadership Programme continue to demonstrate their value with a large number of officers eager to sign up on each occasion when a new series is announced.

Workforce Planning and Talent Development - seven work streams have been identified for driving this work forward. They range from conducting a

"Ffordd Gwynedd" exercise on the whole process of attracting staff to work for the Council, to the need to establish specific training plans that address rare skills and expertise, as well as the appropriate behaviours, that are necessary to the future continuity of service.

A Satisfied and Healthy Workforce - A new Well-being Strategy was approved by Cabinet at its meeting on 17 December 2024. The Strategy is based on three pillars, namely leadership and management, sustainable support, and a work environment with mental, physical, social and financial well-being at the heart of what is sought to be achieved.

Customer Contact - A cross-departmental Group has been established to draw up a Customer Contact Charter. That Charter, in its final draft form, will be submitted to Cabinet for adoption on 8 July 2025. There has been comprehensive consultation on the content of the Charter across Council services, and this is a good example of seeking views on developments with staff.

- From the point of view of the Council's internal activities, we have good engagement and communication arrangements in place and a space with important messages centrally shared with staff in a variety of ways including a weekly staff bulletin, a staff Facebook group, the intranet, staff self-service, the Gair o Gyngor magazine, front-line staff visits and Q&A sessions with the Chief Executive. In addition to this, departmental and managerial communication activities take place on a regular basis.
- An extensive training programme for Elected Members was provided during 2024/25 which included core training in seven specific areas:
 - i. Safe Leadership and Personal Safety
 - ii. Code of Conduct
 - iii. The Well-being of Future Generations Act
 - iv. Safeguarding Children and Adults
 - v. Your Responsibility for Equality
 - vi. Your Responsibility as a Corporate Parent
 - vii. Information about People: Your Responsibility
- In addition to this, training was offered in several other areas as well as the opportunity for each Councillor to receive a personal development interview to identify specific areas of development. There is an offer for councillors to have specific sessions before they undertake roles on different committees, e.g. Cabinet Members, and several other committees such as Planning, Licensing and Governance and Audit. Furthermore, briefings will also be held for members, which are an opportunity to present an update on important issues e.g. when there are changes in legislation etc.
- We as a Council take advantage of opportunities to innovate and embed digital technology to improve the lives of our residents, to work better with partners, and to strengthen and improve the responsiveness of our services to the needs and expectations of our customers. To assist us with this, in 2023 Cyngor Gwynedd's new Digital Plan for the five years from 2023-28 was approved. The period of this Plan coincides with the period of the Council Plan (in the same way as the period of the

Ffordd Gwynedd Plan). Funding has been secured to drive the Digital Plan's first two-year work programme and several further priorities are in place.

- The cyber team was strengthened by the promotion of an apprentice to a permanent role with the Council, two data science degree apprentices were supported, and extensive advances were made on the integrated telephone system, organisation management system and analogue to digital line upgrades projects during 2024/25. Many of these projects will be completed during 2025/26, with the integrated telephone system in full development and already rolled out in various locations. Another project that will see significant growth this year is the organisation management system, and it is expected that a new system for salary payment and the administration of Human Resources matters will be in place during 2026/27. There is constant and ongoing development with the upgrade of our analogue lines, and this will continue until the end of 2026, and we hope to welcome a new Digital Transformation Trainee to the Council during the summer through the Council's trainee and apprenticeship programme.

Risks

- Setting a balanced budget for 25/26 is a challenge, particularly given the need to ensure that departmental budgets are adequate to provide the necessary level of services for the people of Gwynedd, and to avoid overspending as seen in 2024/25. At that time there was a departmental overspend of £6.6m with significant overspend in the Departments of Adults, Health and Well-being, Children and Families, Highways, Engineering and YGC and Environment.
- A new savings programme was introduced as one of the Council's top priorities in responding to the latest financial situation, and the Council agreed a £650,000 savings programme in setting the 2025/26 budget in addition to savings of £6.4million in setting the 2023/24 budget, and a further savings of £5.2million in setting the 2024/25 budget. Cabinet approved a 'Medium Term Financial Plan' for Cyngor Gwynedd up to the 2027/28 financial year in May 2024. As part of this Plan, a range of measures and work packages have been established to prepare for the significant gap in the Council's budget over the next three years, under the guidance of the Chief Executive. An updated version of the Medium-Term Financial Plan (until the end of the 2028/29 financial year) was presented to the Cabinet on the 16th of September 2025.
- During 2024, Audit Wales undertook a review of the Council's financial sustainability including a focus on the actions, plans and arrangements to bridge funding gaps and address financial pressures over the medium term. It found that there had been a significant increase in the number of departments in the Council that overspent in the last two financial years, and that the Council had developed arrangements to review its budgets.
- An internal review is underway to improve our Council Tax collection arrangements, and actions have been introduced to increase collection rates in the future. This work will continue to receive attention over the coming year. We are also eager to ensure that issues such as this receive early attention in the future, and we will look to review our arrangements to ensure that this happens.

- Over the past year, there have been changes in the Council's political leadership, with several new Cabinet Members taking on responsibilities across a range of areas. In addition, appointments to senior officer positions are expected over the coming months. These changes may pose challenges to consistent leadership and cause delays in strategic decision-making, but we recognise this and intend to address the issue appropriately.
- Difficulties in recruiting for jobs in some key areas such as social care and education can jeopardise the continuity of service. The concern about this has led to the creation of a special project in the Council's Plan - 'Workforce Planning' - which will address the challenge and offer a range of solutions. The Governance and Audit Committee has indicated in the past that workforce planning, succession planning and managerial succession should be considered as possible areas for the Panel Performance Assessment. Having rescheduled the date for the Panel Assessment, it is likely that this will be further considered ahead of their March 2026 visit. In addition, Audit Wales will conduct a study on 'Responding to workforce pressures in local government' during 2025/26.
- The Council is part of several local and regional partnerships such as the Gwynedd and Anglesey Public Services Board and the North Wales Economic Ambition Board. It would be fair to note that the effectiveness of these partnerships varies at the moment, and we will continue to work to try to ensure that we benefit from these arrangements. Similarly, our relationship with the third sector continues to evolve and we, with the support of the Third Sector Liaison Group, will be looking at this again during 2025/26.
- The work of ensuring that equality is deeply rooted within the Council's work to improve our services for all the people of Gwynedd continues. A Strategic Equality Plan for 2024-28 was developed to provide a framework to improve fairness within the Council, and to ensure that we treat people according to their needs, and this work continues.
- As has already been noted, the Cyngor Gwynedd Plan 2023-28 was adopted during 2023. The Plan is ambitious in an extremely challenging financial climate. Although consideration has been given to the resources required to deliver what is within the Plan as it is developed, the financial situation has changed significantly since then, and if the financial squeeze continues, it may mean that the Council will have to adjust or reduce our ambitions and as a result the number of projects that we will be able to fully complete within the period.
- The Finance Department, in close contact with the Chief Executive and Directors, undertakes ongoing reviews of the Council's financial forecasts over the next three years, updating the model regularly when new information is received and reporting regularly to Cabinet members and to the Corporate Management Team (Chief Executive, Directors and Department Heads). The corporate planning cycle coincides with the statutory cycle of budget planning, and we aim to present the annual update of the Council Plan to the same meeting of the Full Council as the budget.
- Every year, the Council prepares a Financial Strategy and sets a balanced Budget to ensure continuity of service. The Council also publishes a Statement of Accounts at the end of every financial year, which shows its annual expenditure. The review of expenditure against budgets and monitoring that savings have been achieved by all Council departments, ensures that the services are operating efficiently. However,

as noted earlier, the increasing pressures on the Council's budget are making it harder for departments to maintain the same level of services within the budget provided, which leads to a risk of overspending.

- The Local Government and Elections (Wales) Act 2021 has created new duties for Political Group Leaders to take an element of responsibility over promoting good conduct and collaboration with the Standards Committee. Agreement was reached on a protocol and criteria to assess the discharge of the duty at a workshop between members of the Committee and Leaders. These were adopted by the Standards Committee, and they will contribute towards preparing the Committee's annual report. This work has been supported by meetings and regular communication with the Monitoring Officer.

A Caring Gwynedd

Strengths

- Timely and good quality Statutory Reviews are carried out to ensure that care and support plans remain appropriate.
- An improvement in outcomes for people who receive domiciliary care because of the use of technology and alternative methods of service provision. Almost two-thirds of Gwynedd's telecare devices have now been transferred to new digital devices.
- Strategic planning developments - Llechen Lân has been published and i-Lechen is being implemented.
- As part of the Home Care Work Programme there is particular attention to developing suitable and appropriate information and data systems and ensuring ownership and control of the most relevant and operational roles in the domiciliary care field/system.
- Following the Improvement Check Visit undertaken by Care Inspectorate Wales in October 2024, it was noted that: "The entire professional workforce of the service in terms of social workers and occupational therapists has been employed by the local authority. This means it doesn't rely on agency staff and offers people a more consistent service. People also benefit from a professional workforce that can offer a service through the medium of Welsh."
- We employ a dedicated practitioner to support and train people to set up micro businesses, and Care Inspectorate Wales identifies this as good practice, adding: "The local authority should continue its work to promote the care and support options available including the number of micro-carers available, in line with its duty to provide information, advice and support and preventive services."
- Care Inspectorate Wales stated in their Improvement Check Visit (October 2024):
 - The leaders are experienced and provide stable leadership, and the practitioners say they are visible and easy to approach.
 - The leaders appreciate the dedication of the practitioners. The practitioners are committed and exceed expectations when it comes to supporting people. They obviously know the people they support very well.
 - Positively, as noted in the last performance evaluation inspection, practitioners continue to feel that they are well supported. 94% of practitioners who completed our survey indicated that they 'agreed' or

'strongly agreed' that they were well supported by their colleagues and leaders.

- Departmental budgets were reviewed to consider the additional resources needed to complete any action plans, and to deal with historic budget shortfalls in some departments (e.g. social services). This is intended to ensure that the services provided can be provided within the base budget to support the financial sustainability of the Council. Revision of provisions in budgets will continue over the next year in the preparation of the 2026/27 budget.

Risks

- If there is an insufficient and inefficient provision of domiciliary care, residential homes and nursing, it could lead to harm, increasing needs and additional costs. Among the steps we are taking to deal with this is a new project in the Council's Plan – Llechen Lân – which has analysed the demographics of Gwynedd; the demand for service; and adult social services best practices to understand and highlight the demand for service and associated resources that will be needed for the next twenty years.
- To ensure the highest quality services and effectively manage costs, the teams need to collaborate on a multi-disciplinary level with partners such as health, police, the third sector, and care providers. Steps have already been taken to strengthen these partnerships although there is further work to be done, for example to further develop the collaborative relationship with the Health Board.
- If enough staff cannot be recruited, there is a risk that the best services cannot be provided to the people of Gwynedd. We have therefore recently reviewed salaries and introduced the Llechen Lân project, as well as introducing a Care Academy to try and improve the situation and we intend to take additional steps shortly as well.
- If Business and Care Commissioning services are not effective and efficient, there is a risk to the safety of individuals and staff, as well as a risk that we do not provide quality services to the residents of Gwynedd. Several steps have been taken to respond to this, including the introduction of a new social services recording system. However, even though we are introducing a new system, we will have to work with the existing system without support for a period of several months. This is a very high risk, but it is a national issue, and work is underway to mitigate the risk.
- In certain specific circumstances, the Council can make a DoLS (Deprivation of Liberty Safeguards) authorisation in order to protect a person who lacks the mental capacity to accept care or treatment to keep them safe from harm. The Council has a waiting list for DoLS assessments because a qualified officer is needed to complete them, and they need to be reviewed regularly. There is a legal and financial risk associated with failing to carry out the assessments in a timely manner, and the Council is aware of this and is taking steps to improve the situation.
- A weak relationship with institutional stakeholders could lead to a failure to provide quality services to the people of Gwynedd. Steps are being taken to ensure a good relationship between organisations, as well as to try to simplify the working relationship which can be overly complex due to legislative barriers.
- Failure to have mental health assessments outside of working hours would leave individuals at risk and face mental health distress without proper support.

- An increase in demand for services coupled with an increase in the complexity of needs, leads to budgetary pressures and risk of overspending.
- It is projected that Cyngor Gwynedd's population will increase by 5% between 2024 and 2043 from 125,900 to 132,200, including a projected 3% increase in the number of children, a 1% increase in the number of working age population and a 16% increase in the number of people aged 65 and over.
- The data collected on assessments and support for unpaid carers needs to be improved, as set out by Care Inspectorate Wales in their Improvement Check Visit (October 2024): "This is essential to ensure that it fulfils its statutory duty to assess whether a carer needs care and support (or is likely to need care and support in the future) and if so, what needs they are likely to have."

Tomorrow's Gwynedd

Strengths

- The outcomes of primary and secondary school inspections are generally strong.
- Support to meet the needs of learners/Welsh-language provision - including the Immersion Education system.
- During an inspection in 2023, Estyn found that the authority firmly promotes and supports pupils' well-being. This was further confirmed at Assurance and Risk Assessment meetings in 2024 and 2025.
- We continue to make improvements to schools across the county, and in particular the Bangor, Cricieth and Bontnewydd area and have taken every opportunity to apply for grant aid to enable us to modernise existing buildings and develop new buildings. A new building and campus for Ysgol Trefarthyr in Cricieth has opened its doors to learners in early September 2024. This follows years of work, and an investment of over £8m to secure the highest quality learning environment and resources for up to 150 learners in the area. In addition, there is childcare provision on the site, as well as an ABC Unit.

Risks

- Changes in the county's demographics affect the viability of the current school system and increase the lack of equity that exists due to the significant variation in cost per capita per pupil.
- Arrangements for monitoring, evaluating and promoting pupil attendance need to be improved. Attendance levels remain a concern following the pandemic-induced slump. Attendance is also a priority for the Government and Estyn. We will be introducing an Attendance Strategy in 2025, and we have strengthened our processes by improving the systems for targeting attendance. We have also made use of Welsh Government grants to improve capacity and a campaign to improve attendance.
- We will strengthen provision for pupils with social, emotional and behavioural difficulties, and ensure arrangements for monitoring and improving the quality of

that provision. We have created a new plan for September 2025, which is to create a multi-site Pupil Referral Unit to provide high level support for some pupils and strengthen support for these learners in our schools.

- A fundamental change in school improvement support following the end of GwE. With such a significant change, it is inevitable that it may affect the quality of support in terms of improving schools and standards.
- To provide quality support to schools that are in a follow-up category following Estyn audits.
- During the year, there were serious cases of offences against children, including a high-profile case where the former headteacher of Ysgol Friars, Neil Foden, was arrested and sentenced to 17 years in prison for sexual offences against pupils. This case has highlighted significant failures in the council's safeguarding systems over a number of years.
- In response, the Council has reviewed its safeguarding policies and procedures, commissioned independent reviews, and contributed to a regional Child Practice Review led by an independent chair. The Education Scrutiny Committee has also launched a review of safeguarding arrangements in schools across Gwynedd, with the aim of improving standards and ensuring the safety of children. The formal review is expected to present lessons and recommendations in the autumn of 2025.
- There is a significant risk that failure to ensure safeguarding arrangements in schools meet the highest standards, or failure to implement the lessons from the review, could lead to continued safeguarding failures, harm to children and young people, loss of public trust, legal consequences, and pressure on the Council's resources.

A Prosperous Gwynedd

Strengths

- As part of a new Regeneration Framework, a Local Regeneration Plan has been prepared for each of the 13 regeneration areas in the County. The plans reflect local priorities highlighted during the 'Ardal Ni' consultation with Gwynedd residents. The Local Regeneration Plans incorporate projects that are being developed by a wide range of organisations and groups active in the area and contribute to the economically, environmentally, socially or culturally improvement of areas to create healthy, thriving, dynamic and sustainable communities with a prominent and central place for the Welsh language.
- The 'Gwynedd and Eryri Sustainable Visitor Economy Plan 2035' has been jointly developed by Cyngor Gwynedd and the Eryri National Park Authority. This is a groundbreaking scheme and introduces a new way of operating, supporting and measuring the impact of the entire visitor economy on the area.
- We have been successful in securing significant funding from sources such as the Shared Prosperity Fund and ARFOR to strengthen Gwynedd's economy. Together with our partners we have allocated £24.4 million from the Shared Prosperity Fund to schemes that have contributed towards strengthening Gwynedd's economy, improving skills and creating pride in our communities. Over 960 businesses,

enterprises and organisations have received support creating or safeguarding almost 300 jobs, and over 700 people have gained a new qualification.

- Town Centre Schemes have been created for several towns in Gwynedd. The purpose of these is to identify and agree action plans and set priorities for individual towns. The Town Centre Schemes give particular attention to high street areas, with the intention of making them more attractive places to visit and work, and to encourage people to spend their time and money there.
- A Cross Departmental Vacant Properties Group has been established to co-ordinate the efforts of the various Council Services dealing with vacant properties. The Group has adopted a range of interventions – including the provision of information, technical advice, financial assistance, as well as enforcement arrangements. We intend to develop this work further over the next year.
- Since gaining UNESCO World Heritage Site status for the North West Wales Slate Landscape in 2021, the Council and its partners have been trying to make the most of the designation. This includes the Llewyrch o'r Llechi and LleCHI LleNI project – schemes worth over £30m and supported through Cyngor Gwynedd, UK Government, Welsh Government, Heritage Lottery Fund, Amgueddfa Cymru – Museum Wales and several other partners – which are already underway to improve understanding, pride and economic and social opportunities in our slate valleys and across the area.

Risks

- The ARFOR programme ended at the end of March 2025 and although the SPF programme has been extended for the 2025-26 year, that is on a smaller scale than what has been seen in the past. Significant uncertainty exists regarding the finances and administration of any future economic development programs.
- There is a risk that we may miss an opportunity to secure the best economic benefit for Gwynedd through the Growth Plan (North Wales Ambition).

A Homely Gwynedd

Strengths

- The Housing and Property department is working closely with its housing partners on social and intermediate housing developments to meet the huge demand for housing in Gwynedd.
- Through the Buy-to-Let Scheme, the Council buys homes off the open market to let them to residents in need of housing.
- In order to bring more empty homes back into use, there are a number of interventions available for the people of Gwynedd to take advantage of.
- The Department has been successful in attracting additional funding from the Welsh Government to deliver more affordable housing developments.
- The development of the Penrhos site, Pwllheli, is underway, after the Council, in partnership with Clwyd Alyn housing association, secured an additional grant of

around £7.7m from the Welsh Government to enable the start of phase 1 of the development.

- The Council helps many county residents avoid or get out of fuel poverty by providing support to insulate houses, receive effective heating equipment and eco-friendly upgrades such as solar panels and air source heat pumps.

Risks

- Homelessness remains a challenge even though several new interventions have recently been introduced. We will continue to implement many ambitious schemes including the development of several additional sites across the county.
- Although there is much to welcome in the Homelessness and Social Housing Allocation (Wales) Bill, it may require a lot of additional resources to implement.
- There is concern that the public don't have easy and clear access to an enquiry and advice service on housing matters. As part of the Housing Action Plan, we will soon be launching a Housing 'One Stop Shop' to support residents with their queries.
- Support for planning applications to build social housing.

A Green Gwynedd

Strengths

- Consistently managed to meet statutory recycling targets in the past.
- Have set an ambition of being net zero carbon by 2030 and adopted a 'Climate and Nature Emergency Plan' to meet the ambition.
- A Flood Strategy has been adopted which highlights the current and future risks of flooding and coastal erosion in the county and how the risks will be managed.
- The percentage of respondents to the National Residents' Survey who find it fairly or very easy to book the recycling and waste centre in Gwynedd is 89% (1st in Wales of the 9 councils that took part in the survey).
- A scheme which provides grant support to improve the energy use performance of housing in the county is having a positive impact.
- Attracted significant grants from the Government to fund renewable energy schemes, an electric vehicle fleet and public and fleet charging points.
- Willingness to experiment and innovate – Welsh Government grants and capital from the Council will fund a pilot project to convert a care home to the Passivhaus standard, aiming to reduce carbon emissions by 94%.
- Working with external partners – the Council leads the Gwynedd Nature Partnership.
- In line with the Council's Green Fleet Plan, when vehicles need to be replaced, we have been converting to electric vehicles where possible. 48% of the Council's cars and vans are now electric vehicles.

Risks

- To meet the national recycling target of 70% and avoid a financial penalty, residents' behaviours need to change so that they recycle more and reduce the residual waste that needs to be collected.
- Waste treatment sites need to be modernised as well as improvements made to our recycling centres.
- There is a significant risk of coastal flooding which could have a detrimental impact on many communities such as Fairbourne.
- Failure to meet frequency targets in relation to food hygiene inspections and food standards.
- The Council's 'Climate and Nature Emergency Plan 2022/23 - 2029/30' sets an ambition which notes that "Cyngor Gwynedd will be carbon net zero and ecologically positive by 2030." The Plan includes a broad range of projects to reduce carbon emissions and absorb carbon across many fields: buildings and energy, movement and transportation, waste, procurement, governance, land use, ecology. __ We acknowledge that reaching net zero is a long-term task, but this plan sets several specific milestones for us to measure our annual progress up to 2030. There are so many policy, legislative and budgetary factors that are beyond the Council's control and are having a huge impact on the Council's ability to deliver many of our projects, such as electricity grid network supplies or investment in energy and heating buildings. Nevertheless, the Council has chosen to spend substantial funding from our coffers to deliver many of our projects in our Climate and Nature Emergency Plan, and £3m was earmarked for the work. Despite the investment however, the uncertainty from the perspective of external factors means that meeting the ambition to be ...'net zero carbon and ecologically positive by 2030' remains a practical and financial risk for the Council.
- Although the Council has invested £3M of its own funding since 2022, which is a continuation of significant investment in carbon saving schemes since 2010, there is a real risk to not having the funding or human resources to deliver the Climate and Nature Emergency Plan as a whole.
- Work is ongoing to ensure that the Well-being of Future Generations (Wales) Act 2015 and other statutory requirements are fully integrated within our corporate planning frameworks, rather than in a way that is responsive and fragmented in nature. To assist with this, a new template was introduced to plan reports to the Cabinet, which leads officers to refer to the various statutory requirements, including the Well-being of Future Generations (Wales) Act 2015, when preparing their reports.

A Welsh Gwynedd

Strengths

- The Welsh language is a key part of all the Council's work, and any plans that affect the people of Gwynedd. Welsh is the Council's main administrative language, which means that we are one of the largest employers in the country who use Welsh on a day-to-day basis in the workplace.

- We offer opportunities for staff to develop their language skills including training to learn Welsh and to further develop Welsh language skills across all levels.
- The Council has modernised and expanded the immersion provision for learning Welsh to children and intends to further increase the provision of Welsh-medium education in the county.

Risks

- There may be a perception by some that a 'University standard' Welsh is needed to work for the Council, and while that is not accurate, it may affect recruitment to some posts.
- Welsh-speaking young people are migrating.

Additional improvements identified for 2025-26
<ul style="list-style-type: none"> • In response to the recommendations of a study by Audit Wales we will be looking to improve our service commissioning arrangements.
<ul style="list-style-type: none"> • Manage the impact of the significant changes that have recently taken place in the Council's political leadership and among Heads of Department.
<ul style="list-style-type: none"> • Improve training on risk identification and management.
<ul style="list-style-type: none"> • To act on the relevant recommendations in the Local Partnerships report.
<ul style="list-style-type: none"> • Consider how we can build on the resident survey organised by the Welsh Local Government Association/Data Cymru and obtain more information/evidence to enable us to improve services.
<ul style="list-style-type: none"> • Implement further steps to improve compliance with the Social Partnership Duty.
<ul style="list-style-type: none"> • Act on the findings of the Staff Voice Survey, including staff appreciation and well-being.

Improvements that have been identified within past Self Assessments and will continue into 2025/26.

Improvement	
We will:	Our progress to date
<ul style="list-style-type: none"> Review the procedure of identifying and scoring risks, particularly to ensure consistency across the organisation in terms of the assessment and scoring process. 	<ul style="list-style-type: none"> Over the past few months, the Chief Executive and Corporate Directors have been looking specifically at the very high risks. The intention is to ensure that the right risks are included in the list and to try to ensure consistency in how they are scored.
<ul style="list-style-type: none"> Continue the work to strengthen our internal arrangements to ensure that statutory requirements/guidance or legislation is a core element and better integrated with our corporate planning work. 	<ul style="list-style-type: none"> During 2024/25 it was planned to hold a session with the Leadership Team on the Future Generations Act led by the Office of the Future Generations Commissioner as well as holding further training sessions for the remaining members. The member training sessions were held in the Autumn. It was originally planned to hold a session with the Leadership Team in November, but due to the political changes that have taken place in the Council it has not been possible to hold the session. During June/July 2025 Local Partnerships will be looking at governance arrangements within the Council and as part of this work they will be looking at how we are operating in this area and making recommendations for improvement (if necessary).
<ul style="list-style-type: none"> Continue work on reviewing the Council's Asset Plan to ensure that priorities remain current in light of the experiences and developments of recent years. 	<ul style="list-style-type: none"> Drawing up a new Asset Management Plan is a project in the Council Plan for 2023-28. Policy review work has been carried out and discussions have taken place with a significant number of Departments. A draft Asset Plan is in place but requires modifications and resolution to be adopted. When the Corporate Property Management Strategy is approved, it will be possible to proceed to prepare a Property Asset Action Plan (the timetable of which will be subject to the Corporate Strategy).
<ul style="list-style-type: none"> Looking to develop a way to measure value for money (efficiency) at service level as part of our performance challenge arrangements. 	<ul style="list-style-type: none"> We will collaborate with peers in other councils and professional bodies such as CIPFA to develop a framework to be able to identify value for money. This work commenced in 2023/24 and has continued

	during 2024/25. During 2025/26 we will consider the options available to establish cost-effective benchmarking arrangements with other authorities.
<ul style="list-style-type: none"> Continue to implement a project to address the existing staff recruitment problems that the Council is experiencing. 	<ul style="list-style-type: none"> The 'Workforce Planning' Project, which is a part of the Council Plan for 2023-28, is addressing this. Work to create a matrix of key, risk-assessed posts for the continuity of the Council's key services (particularly in the areas of care and education) has begun but further work remains to be done. There is an intention to carry out a review of the whole process of attracting staff to work for the Council, with the aim of continuing to improve the process for all involved - particularly job applicants.

Completed improvements from 2024/25

Improvement	
We will:	Solution
<ul style="list-style-type: none"> Improve our forward planning over the period of the Council Plan 2023-28, by setting a series of annual milestones for the various projects in the Council Plan. 	<ul style="list-style-type: none"> At the start of 2024/25, milestones were provided by the Project Leaders for every project within the Council Plan. The progress was assessed against these milestones at the performance challenge and support meetings during the year.
<ul style="list-style-type: none"> Participate in a national survey arranged by the WLGA to obtain useful information by the County's residents on our performance. 	<ul style="list-style-type: none"> The Council participated in the national citizens survey arranged by the WLGA and Data Cymru in February/March 2025, with over 3,000 residents responding.
<ul style="list-style-type: none"> Complete the actions to improve scrutiny effectiveness in response to the recommendations of the Audit Wales report. 	<ul style="list-style-type: none"> All actions have been completed after the arrangements for reporting on performance were presented to the Scrutiny Committees at the start of 2025/26.
<ul style="list-style-type: none"> Communicate information about service performance, and the Council generally, more effectively to residents. 	<ul style="list-style-type: none"> Over the past year we have been working on a new performance reporting regime whereby reports will be submitted to the relevant Scrutiny Committees rather than Cabinet meetings. These arrangements are in place from June 2025 and all Council performance measures will now be published rather than a summary of the main ones as in the past.

<ul style="list-style-type: none"> • Improve understanding and raise awareness of the Council's areas of work amongst County residents. 	<ul style="list-style-type: none"> • Substantial communication work is being done on raising awareness of the Council's activities, including press statements, items on our website and social media. In addition, detailed responses are provided to enquiries from the media about the work of the Council and/or committee reports. A response to the national resident survey shows that these works need to be continued. This is ongoing work that will continue to receive the Council's attention.
<ul style="list-style-type: none"> • Conduct a staff voice survey (as has been the case in the past) to engage in constant discussion with the workforce and provide them with the opportunity to say what is working well and the barriers they face. 	<ul style="list-style-type: none"> • A Staff Voice Survey was conducted during November/December 2024, comparing the results with the previous year. • The key findings will be shared with members of the Corporate Management Team, and with each Department's management teams individually. The corporate work plan for action on the main findings will be monitored as part of the work of the Ffordd Gwynedd Officers group.
<ul style="list-style-type: none"> • Conduct an appraisal of the work of the Governance and Audit Committee to establish whether it is effective. 	<ul style="list-style-type: none"> • The Committee has carried out a self-assessment in April 2024 and actions have been identified and acted upon.
<ul style="list-style-type: none"> • Continue to act on the actions already put in place in response to an audit of performance challenge arrangements undertaken by Audit Wales and continue to review the success of those arrangements and review if necessary. 	<ul style="list-style-type: none"> • By the end of 2024/25 we will have acted on all the recommendations made by Audit Wales in their audit of performance challenge arrangements. • The final step in this response will be to submit performance reports to the scrutiny committees rather than the cabinet. This will be operational from the June 2025 round of scrutiny committees.
<ul style="list-style-type: none"> • Implement the Ffordd Gwynedd Plan Work Programme 2023-28 to continue to improve performance and provide the best possible services for the County's residents. 	<ul style="list-style-type: none"> • The Ffordd Gwynedd Plan annual report for 2024/25 shows that the Council is moving in the right direction in terms of culture and working methods. It is also noted that: <ul style="list-style-type: none"> • some departments are showing good leadership, but progress is inconsistent across the organisation. • technology and artificial intelligence are key to improving services. • need to expand training and strengthen ongoing evaluation. • reducing absences and increasing

	<p>ownership of performance are priorities.</p> <ul style="list-style-type: none"> • talent development plans are positive, but workforce planning is still a challenge. • the vision for quality services is clear – the priority now is to speed up work in all departments. <p>Work on the 5-year Plan will continue.</p>
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Further evidence for our findings:

[Strategic Equality Plan 2024-28](#)

[Cyngor Gwynedd Diversity Statement](#)

[Cyngor Gwynedd's Annual Performance Report and Self-Assessment 2023-24](#)

[Annual Report of the Gwynedd and Anglesey Public Services Board 2023-24](#)

[Annual Report of the Director of Social Services 2024-25](#)

[Participation Strategy 2023](#)

[Ffordd Gwynedd Plan 2023-28](#)

Corporate Risk Register

Annual Workshop with the Regulators and Cabinet Members

Performance Reports of individual Cabinet Members

[Statement of the Accounts 2024-25](#)

[Cyngor Gwynedd's Assets Plan 2019/20 - 2028/29](#)

[Audit Wales Annual Audit Summary 2024](#)

[Cyngor Gwynedd's Constitution](#)

Staff surveys

Surveys of residents

[Annual Report Cyngor Gwynedd Standards Committee 2024-25](#)

[Final Accounts 2024/25 – Revenue Out-turn](#)

[Annual Report of the Head of Internal Audit 2024-25](#)

Reports by Audit Wales

Reports by Care Inspectorate Wales

Reports by Estyn

[2024/2025 Governance Statement](#)

[Cyngor Gwynedd's Annual Equality Performance Report 2024-25](#)