

Cyngor Gwynedd Plan 2023-28 - Year 3 Actions

A Prosperous Gwynedd: Strengthening the economy and supporting the residents of Gwynedd to earn a decent wage.

Department and Project	Overview	What we want to achieve during the THIRD year 2025-26 (milestones):	Has the milestone been completed	What has been achieved during the year and the impact (or likely impact) on the people of Gwynedd? Information or evidence should also be included to confirm this (measures or data confirming, etc.)
Corporate Services - Keeping the Benefit Local	<p>The Council is responsible for purchasing a significant amount of goods and services from external companies and we are keen to see local businesses competing and winning these contracts to ensure that as much of the Council's expenditure as possible remains local.</p> <p>This project will ensure that we make every effort to support local businesses to apply for opportunities, within the relevant rules, whilst ensuring at the same time that the Council receives</p>	<p>1.Develop a new procurement strategy to embed the principles and aim of the plan to keep the benefit local.</p>	<p align="center">Yes</p>	<p>A new procurement strategy has been developed and approved by the Cabinet during the year.</p> <p>We took the opportunity to engage with different stakeholders in its development, and the new strategy was scrutinised by the Corporate Committee in the autumn, and was also approved here.</p> <p>The new strategy identifies seven priority areas which include:</p> <p>local benefits, zero carbon, value for money, social value, technology, governance arrangements and the Welsh language.</p> <p>During 2026/27 we will be working on drafting and implementing an action plan.</p>
		<p>2.Report on the Council's procurement performance – local expenditure.</p>	<p align="center">Yes</p>	<p>We have calculated and reported on the Council's procurement expenditure with local businesses over the year.</p> <p>As in the previous year, we see that the main areas where expenditure leaves the County continue to be Specialist Construction schemes, IT Systems and Adult and Children's Residential Care.</p>

	<p>the best possible value for the money that is spent.</p>			<p>Purchases in areas such as Domiciliary Care, Housing and Support, School Transport, Equipment Hire and Recycling is being provided by local companies.</p>
		<p>3. Raise awareness of the project and the objectives of buying locally, gaining social value and reducing carbon (climate) with council officers and County businesses.</p>	<p>Partially</p>	<p>Training sessions were developed and conducted with officers who procure on a regular basis to raise awareness and understanding of the objectives of buying locally, gaining social value and reducing carbon.</p> <p>Officers held 'meet the buyer' events to highlight these procurement arrangements and assessment criteria.</p> <p>We also took part in awareness-raising events for businesses in conjunction with Business Wales and Adra.</p> <p>We have also shared messages through the staff bulletin and supported businesses in relation to transferring to the new national procurement regulations.</p>

Cyngor Gwynedd Plan 2023-28 – Year 3 Actions

Gwynedd Gymraeg (A Welsh Gwynedd): Ensuring that our residents can continue to live in a naturally Welsh speaking community

Department & Project	Overview	What we want to achieve during the THIRD year 2025-26 (milestones):	Has the milestone been completed	What has been achieved during the year and the impact (or likely impact) on the people of Gwynedd? Information or evidence should also be included to confirm this (measures or data confirming, etc)
<p>Corporate Services</p> <p>– Promoting the use of the Welsh language by Gwynedd Residents</p>	<p>We will conduct specific projects that will promote the use of Welsh and increase the opportunities to use the Welsh language in the community. This will include increasing the use of Welsh in engaging with public and community services.</p>	<p>1.Implement the Gwynedd Language Strategy Work Programme 2023-2033.</p> <p>The language strategy is divided into 5 priorities namely: Early years The language of learning Work and Service The community Research and technology</p> <p>Work that promotes the use of the Welsh language by the residents of Gwynedd is reported here by the Welsh Language and Scrutiny team and is primarily relevant to the priority area of Work and Service, Community and Research and Technology and the work done as a result of the grant awarded to Menter Iaith Gwynedd to realise some elements of Gwynedd's language strategy and contribute towards staff costs and projects 2025-2026.</p>	<p align="center">Yes</p>	<p>Work and Service Priority Area</p> <p>We worked with the Welsh Language Sub-group of the Gwynedd and Anglesey Public Services Board to produce digital resources for public organisations that dispel myths about the Welsh language and help to recruit Welsh speakers.</p> <p>Management teams were given training and a video was produced for the welcome workshop to continue trying to improve internal compliance with the Council's language policy and Welsh Language Standards. We continued to collaborate with others and participated in the Welsh Language Commissioner's Increasing Internal Use Group to help promote the Welsh language in workplaces across Wales. A workshop was attended on the formation of the Welsh Government's new language skills framework to provide views on what would be beneficial to assist employers and the public in understanding and using the Welsh language.</p> <p>We worked with officers from Menter Iaith Gwynedd and the Business Support Team, to work towards increasing businesses' use of the Welsh language and to address this during the Gwynedd Business Week, Shwmae's/Su'mae day and Mentrau Iaith Cymru's Happy to Chat Day. Around 200 businesses were targeted to display a poster stating that they are happy</p>

to speak Welsh with customers and support learners to chat in Dolgellau, Blaenau Ffestiniog, Penrhyndeudraeth, Tywyn and Bro Peris. There are plans to target more businesses in the county.

The adoption of Twf – The Welsh at Work Charter in conjunction with the Welsh Trades Union Congress and local representatives from Unison, GMB and Unite unions was given the seal of approval by the Cabinet. The charter supports workers, their trade unions and employers to work together to create bilingual workplaces as well as placing emphasis on increasing the use of Welsh at work and on ensuring that employees have access to representation by trade unions in their chosen language. An officer was also a member of a panel discussing the importance of Welsh in the workplace at the National Eisteddfod and what others can do to increase the use of Welsh in the workplace.

Work began on the establishment of the Welsh Language Project Board to have a better strategic overview of the work being done to promote the Welsh language across all departments and to agree on future priorities.

Early Years Priority Area

Menter Iaith Gwynedd worked with Sesiwn Fawr Dolgellau to organise a Nursery Rhymes Event for parents and children to encourage people to sing traditional nursery rhymes to children. A playlist was also produced which was professionally recorded so that people could listen and sing together at home.

Learning Priority Area

Over the course of the year various activities were carried out by Menter Iaith Gwynedd, in collaboration with the schools and the education department, to promote the Welsh language. This included a schoolyard games play session in Welsh at Ysgol y Garnedd in Bangor and activities for children, with the opportunity to discuss with the parents, at Ysgol y Faenol in Bangor during their summer fair. We worked with officers of the Gwynedd Language Charter to organise a tour by Gareth the Orangutan and Hywel Pitts to 5 secondary schools, with elements of the show discussing which jobs need the Welsh language after leaving school. As well as this, a school music tour was organised, with Ed Holden doing rapping workshops and Mei Emrys conducting commentary workshops with visits to the secondary schools of Brynrefail, Tywyn, Ardudwy, Friars, Moelwyn and Dyffryn Nantlle. An officer also attended a meeting of the schools' Language Council and held a language awareness session and discussed how the initiative can support them to promote the Welsh language at the school.

The 'Arwyr Iaith' project was carried out again this year, in conjunction with the Education Department, at Ysgol Ffridd y Llyn and Ysgol Abererch. The project was led by arts facilitators, and followed the special pack created which focuses on praising individuals who have just returned from the immersion centres to their mother school, and the importance of the children already in school speaking Welsh with new arrivals. Although this is a project in schools, the concluding events are performances for parents, and an opportunity for them to come in and have a performance from the children that is full of positive messages about the Welsh language, its history and the importance of using it. The families of the pupils of the Immersion Units were also spoken to at the end of the children's time at the centres.

The community

In accordance with the terms of the grant, several community activities to promote the use of the Welsh language were provided by Menter Iaith Gwynedd. Several activities and community chat sessions were held for Welsh learners, one in every well-being area in Gwynedd, which gave learners the opportunity to practise their Welsh and gain confidence in an informal atmosphere. Community organisations were supported to increase use of the Welsh language locally, including the Rhiwlas hall committee, a group in Dinas Mawddwy and the Urdd groups for young people in Llanystumdwy and in Penrhosgarnedd. Community events also took place in Bethesda, Bala, Botwnnog and Tywyn about how to increase the use of the Welsh language there.

Music was used to attract adults to the Welsh language, by holding monthly Welsh music evenings at the Nelson pub in Bangor, and a 'Bang Bang Bangor Ucha' night was organised in upper Bangor, which was a series of gigs in several venues. As part of the St David's Day celebrations there was a successful gig by Gwilym Bowen Rhys in Tywyn.

The focus was on attracting families who do not normally use the Welsh language socially to social events e.g. lantern making workshops in Bala, and the band 'Calan's' gig in Llithfaen and a community disco in Llanbedrog as part of the St David's Day celebrations in the area. St David's Day parades were also organised in Tywyn, Llanbedrog and Bangor using match funding from Cyngor Gwynedd (Storiel) and the Lottery to fund the various events.

St David's Day parades were organised by Menter Iaith in Tywyn, Llanbedrog and Bangor using match funding from Cyngor Gwynedd (Storiel) and the Lottery to fund

				<p>the various events as well as running a Young Promoters project which gave groups of young people the opportunity to organise their own gigs in Blaenau Ffestiniog, Tywyn and Dolgellau.</p> <p>A Support for Sports Clubs Project was developed to increase/continue the use of the Welsh language following consultation with sports clubs. Clubs – Felinheli FC, Cae Glyn FC, Bethesda Rugby Club, Caernarfon RFC, Dolgellau FC and Llanystumdwy FC came to a special event to see the contents of the pack and input ideas in Porthmadog in mid-August.</p> <p>See more details about the Gwynedd language forum, the placenames work programme and Project 15 below under 2, 3 and 4.</p> <p>The Council is now a member of the WISERD Network which brings together academics and language planners to discuss research about Welsh and other minority languages and to identify gaps.</p> <p>It is also pleasing to report that departments are now liaising with language advisers in the procurement of large information technology systems to ensure that they comply with the Welsh Language Standards.</p> <p>See more details about this workstream under 4 and 5.</p>
		<p>2.Implement the Place Names Work Programme 2025/26</p>	<p>Yes</p>	<p>During the year attention was paid to increasing the visibility of Welsh names as well as promoting them. We provided advice on house and street names, installed new street signs, held workshops in primary and secondary schools and also advised other bodies and organisations.</p> <p>We worked with Engineers from the Arfon and Dwyfor area to install around 40 new street signs and discussed a list of other street signs to be installed during the next</p>

			<p>financial year. It was also arranged for Welsh language signs to be placed at the beaches of Porth Neigwl (<i>Hell's Mouth</i>) and Porthor (<i>Whistling Sands</i>).</p> <p>Others such as Conwy Council and Monmouth Council were also advised on our internal processes relating to property naming, a digital names map and a names app for staff, and advice was given to Caernarfon Civic Society about promoting a list of old Caernarfon Street Name plaques.</p> <p>There was good feedback from pupils at Ysgol Maenofferen and Ysgol Dyffryn Ogwen to the placenames workshop. More 'Yr Enw a'r Hanes' articles were published on the Intranet to promote Welsh names for staff and a document on Bangor place names was provided to Menter Iaith Gwynedd. We also contributed to the Welsh Government's National Place Names Forum including sharing good practice materials created by the project.</p> <p>Following public enquiries, pressure was put on Natural Resources Wales to change the name of a forest at Braichmelyn in Bethesda and to gather evidence on the use of the name 'Pistyll Dafn' to convince the Ordnance Survey to use the name on official maps. Concern was also expressed to the Welsh Language Commissioner about the lack of use of native Welsh names by the Ordnance Survey.</p> <p>This was the final year of the project and during the lifetime of the project it was possible to address the main objectives of promoting Welsh names on Council properties, individual houses, businesses, streets, villages and destinations, geographical features.</p> <p>It became clear that the main problem is that the Council has no power to change names other than street names. It was decided that it was not feasible to change all street signs to a Welsh language sign and that it would be preferable to change signs to Welsh only</p>
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				<p>when signs need to be replaced, following the completion of a pilot to change street signs in Trefor. The pilot scheme was completed this year and the main lesson learnt was that it is necessary to check in detail if the street/estate has been adopted by the Council in the past as it can greatly affect the location and exact wording of new signs as well as the timetable for the installation of signs.</p> <p>It also became clear that Ordnance Survey wanted to know who has the right or authority over a name and evidence in favour of supporting the name change if name changes were to be made on official Ordnance Survey maps. Without us being an 'authority' (i.e. entitled) on the name it can be difficult to persuade the Ordnance Survey to change names on their maps. From the point of view of protecting geographical names on official maps, it has therefore become clear that the Council can only do anything firm and concrete through political intervention and strong, specific legislation.</p>
		<p>3.Further develop Project 15 to increase the use of Welsh by children and young people</p>	<p>Yes</p>	<p>Mentera was commissioned to manage and create content for Project 15's social media and provide a report on potential future options for the project. It is pleasing to note that there has been growth in the number of followers on all social platforms with special attention given to the main platforms used by young people, namely TikTok and Instagram.</p> <p>Posts were published relating to Caernarfon Food Festival, AI characters, LGBTQ Pride Week, the Gwynedd landscape, the Urdd Eisteddfod, Facts about Gwynedd in 15 seconds, the Royal Welsh Agricultural Show and collaborations with groups such as Bangor Welsh Students' Union and Llŷn Surf Club as well as various influencers. One video clip of Oshi G, a 16-year-old agricultural influencer from Gwynedd, about</p>

				<p>popular clothing in the show attracted over 161,000 viewers.</p> <p>A year-end report was received which stated that Instagram's reach over the year had increased to 42,000 and that 382,000 had viewed the content of a Tik Tok account. The report also noted that the project was not sustainable without adequate investment of around £35,000 a year which would allow content creation and a healthy budget to collaborate with individuals and influencers.</p>
		<p>4.Maintaining and Developing Fforwm Iaith Gwynedd</p>	<p>Yes</p>	<p>This year the Gwynedd Language Forum focused on creating a language strategy for the forum. Although the strategy is not yet finalised, sub-groups have been created to look more closely at challenges facing certain areas. The forum now has 3 sub-groups namely business, communities and young people.</p> <p>The Young People sub-group has been established for some time and has consulted young people aged 16-18 about their attitudes to the Welsh language. There were 200 responses to the questionnaire which was shared among 16–18-year-olds living or working in Gwynedd, and 4 focus groups were held to get more detail on their attitudes. The data highlighted that there is a difference in the use of and confidence to use the Welsh language on social media where the Welsh language is at its weakest, and a dip in those who are confident in writing in Welsh, compared to speaking it.</p> <p>Discussions will continue as a sub-group about the interventions to take on the challenges, with two phases emerging; namely to ensure that there are Welsh medium courses available for young people to follow which will lead to Welsh careers, and raise young</p>

				people's awareness that there is a demand for Welsh by employers.
		5. Investigate the choice of language use by the public when using our services and understand more about people's attitudes towards the Welsh language.	Yes	<p>The analysis of the research was completed, and it was found that the public's use of the Welsh language was highest among children and young people aged between 5 and 15 years. Nevertheless, a pattern was observed that the use of the Welsh language decreased as the residents got older. It was also found that more people use Welsh with frontline staff in places that provide a more informal service such as a library or leisure centre than in places that provide more formal services, e.g. Canolfan Galw Gwynedd. It was concluded that it would be beneficial to carry out the survey again in 3 years' time and extend it to other locations.</p> <p>Council officers led the consultation on the attitudes of young people aged 16-18 towards the Welsh language on behalf of the Gwynedd Language Forum's young people sub-group, including analysing the results towards the Welsh language. It was seen that the young people did not see value in the Welsh language as a skill in the world of work.</p> <p>An online survey carried out by Bangor University in consultation with Cyngor Gwynedd which looked specifically at people's attitudes towards the Welsh language was also discussed. Most respondents, around 900, had a positive attitude towards the Welsh language which is encouraging news.</p>

Cyngor Gwynedd Plan 2023-28 – Year 3 Actions

An Efficient Gwynedd: Putting the people of Gwynedd first and treating them fairly and ensuring that the Council performs effectively

Department and Project	Overview	What we want to achieve during the THIRD year 2025-26 (milestones):	Has the milestone been completed	What has been achieved during the year and the impact (or likely impact) on the people of Gwynedd? Information or evidence should also be included to confirm this (measures or data confirming, etc.)
Corporate Services – Workforce Planning Also Cross-departmental	The main aim of the project is to ensure that the Council has an adequate supply of qualified staff to enable it to provide services to the county's residents, and that we can ensure that the supply is in place for the long term. We will address the specific problems of staff recruitment in key areas such as social care and education.	1. Work with departments and services to produce workforce plans, by advising managers on adhering to the following steps: <ul style="list-style-type: none"> a. Identify key positions, assessed based on the risk to service continuity. b. Analyse the workforce profile of the teams, to identify potential risks to staffing levels / skills needs. c. Produce action plans. ch. Establish arrangements to review plans. 	No – work continues	A draft plan has been produced, and consultation will take place in the near future.
		2. Review the process and methods of attracting staff to work for the Council, in order to continue to improve the experience for job applicants and ensure that the Council attracts the most qualified workforce possible. Steps to include: <ul style="list-style-type: none"> a. Reviewing how we advertise jobs and attract candidates, and introduce new approaches. 	No – work continues	A draft plan has been produced, and consultation will take place in the near future.

		<p>b. Reviewing the process of submitting applications, and amending as necessary.</p> <p>c. Coming to a conclusion on how additions or changes can be introduced to the terms and conditions of employment package, and revise as required.</p>		
<p>Corporate Services – Ensuring Fairness for All</p>	<p>We will continue with the work that is already underway to ensure that the Council, in all its actions, gives due regard to equality. We will identify the work that is required to ensure that the Council treats everyone fairly, regardless of their equality characteristics, background and needs.</p>	<p>1. Review and change our approaches to recruiting people into the workforce, to ensure we give potential candidates the best possible experience but also position ourselves as a leading employer for everyone from all parts of society.</p>	No	<p>This milestone is tied to workforce planning and has slipped into the year 2026-27 due to capacity challenges. Work has taken place to produce a draft strategic plan that will set direction moving forward, and this will be led by a cross-departmental group of officers.</p>
		<p>2. Create a dashboard of data about Gwynedd to be used to produce evidence-based impact assessments and improve our services.</p>	Yes	<p>A core dashboard has been created but is not yet live and the work of adding to it will be long-term. The information will be used in carrying out impact assessments etc., to ensure that we are acting on the basis of sound evidence. This will enable us to ensure that our policies and procedures are fair to all.</p>
		<p>3. Continue to raise awareness with managers of the importance of using equality impact assessments effectively.</p>	Partially	<p>The electronic system (PowerApp) is now ready to be promoted and we have started visiting Management Teams. Raising managers' awareness of the need to undertake an assessment will ensure that we comply with the Equality Act 2010 in order to improve our policies and procedures and ensure that equality issues are duly addressed when making any changes.</p>
		<p>4. Carry out an Equal Pay Assessment on the Council's pay systems and respond to any messages arising from the results.</p>	No	<p>This has not happened in the last year (2025-26) and will slip into next year. We will be commissioning an independent consultant over the next few months to undertake the work, with a view to producing the report by March 2026 - the</p>

				exact timetable for completing the assessment is yet to be confirmed, depending on the consultant.
<p>Corporate Services</p> <p>–</p> <p>Women in Leadership</p>	<p>The number of women in managerial roles within the Council does not correlate with the split of the entire workforce. We will therefore carry on with a developing potential programme for women, conduct an audit of our recruitment and appointment methods for managerial positions, and create a forum for female leaders and prospective leaders as part of the programme to encourage more women to apply for senior positions within the Council.</p>	<p>1. Continue to run and develop the activities that form the basis for the project's work, such as the Developing Potential Programme, 'Sgyrsiau dros Baned' (A cuppa and a chat);</p>	<p>Yes</p>	<p>'Sgyrsiau dros Baned' – Two series of the popular "A Cuppa and a Chat" sessions have been held with in-house speakers. Conversations with Keira Sweeney, Planning Manager, and Councillor Nia Jeffreys, Leader of the Council, took place over the summer period. Conversations with Llinos Rowlands, Assistant Head of Adults, Health and Well-being Department, and Delyth Jones-Thomas, Investment Manager for the Finance Department, took place over the winter.</p> <p>There are arrangements in place to arrange further talks for the period ahead. The ongoing intention is to target a greater range of job levels among speakers, to include Managers and Team Leaders, with the aim of targeting young women to take the first step.</p> <p>Developmental Programme – The sixth series of the Developmental Programme came to an end in mid-December. There were 13 deserving women, from various Council departments, involved in the series.</p> <p>One woman who was part of the last series has already applied and</p>

				<p>accepted a higher position, with a few others having applied for a higher position / preparing to apply for a higher position.</p> <p>Since establishing the Developmental Programme, 71 women have participated to date.</p>
		2.Stage interventions to raise awareness among men;	No	<p>A specific event directly for men has not been held. However, every opportunity is used to promote the work of the project in various networks and meetings.</p>
		3.Continue to build on the statistical basis already established for the purpose of measuring the success of the project;	Yes	<p>This is ongoing work that takes place throughout the year. The hope is that live reports can be produced once the Human Resources system has been installed.</p> <p>Data on the progress and impact of the project is being updated continually. The figure for women in managerial positions is currently 46%. There are differences between Departments and differences between job tiers as well.</p> <p>A questionnaire was drawn up to be sent out to the women of the Council in early January. The purpose of the questionnaire is to find out women's views on different aspects to be able to identify how to move forward with the project.</p> <p>Ongoing work will take place over the year to update the data.</p>

		<p>4.Continue with the work of finding out what Services across the Council are doing to encourage women to apply for senior positions in order to identify and share good practice, and tailor according to Departments' requirements where necessary</p>	<p>Yes</p>	<p>Work continues. A task has now been incorporated into the developmental programme which requires women who follow the programme to identify one piece of work to do in that area in their Department.</p>
		<p>5.Organise an event to celebrate the success of the project's work to date</p>	<p>Yes</p>	<p>This year a short video was created for International Women's Day which took place on 8.3.26. The successes of women who attended the women in leadership developmental programme and who have been promoted to senior positions as well as other key appointments, were celebrated during the year. The video was shared internally with staff via the intranet and <i>Gair Wythnosol</i>. In addition, the video was shown to members at the beginning of the Full Council meeting in March and the video was shared via the bulletin to members.</p>
		<p>6.Use networks such as the 'Managers' Network', 'Live Session with the Chief Executive' to raise further awareness of the project's work.</p>	<p>Yes</p>	<p>During the Chief Executive's 'Live Session' in July he drew attention to the video produced for International Women's Day 2025, and the link to the video was shared in the chat panel.</p> <p>In the October staff bulletin, it was pointed out that the sixth series of the Women in Leadership Developmental Programme had begun. In addition, discussions are being held with the Leader of the Council.</p> <p>Continue to take advantage of opportunities to raise awareness of the project's work.</p>

<p>Corporate Services – Strategic Review of Health and Safety Management</p>	<p>This project looks at the strategic management of health and safety within the Council and how that ties into overall performance and governance systems. It involves conducting a full review of the management system as a whole.</p>	<p>1. Continue to roll out the new IT system for Health and Safety across the Council. The work has been structured into three phases, with the first phase – the development of the electronic accident form – nearing completion.</p>	<p>Part 1 has been completed. Parts 2 and 3 are delayed because of the corporate digital system</p>	<p>Over the past year, significant progress has been made in introducing a new IT system for health and safety across the Council, with a clear focus on delivering the first phase of the programme, which is the implementation of an electronic form for reporting accidents, incidents and near misses. This has involved extensive development, testing, co-ordination and planning work, delivered through close collaboration between the Health and Safety Service, IT and managers across services.</p> <p>Although IT resources were re-prioritised during the year to support wider corporate work, which limited the ability to progress with phases two and three for now, we managed to keep the momentum of the programme and successfully completed the first phase of the system. A planned pilot was carried out, alongside a structured training programme for managers, adopting a 'train the trainer' approach. Over 450 managers have now received training, with feedback being very positive, highlighting efficiency, consistency and improved reporting quality.</p> <p>During the last quarter, additional emphasis was placed on internal communication activities to support the full implementation of the new system. Key messages were shared widely through corporate channels, and posters were sent to work sites to raise awareness</p>
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				<p>among employees of the changes to the reporting system. This approach reinforced corporate expectations and supported the process of sharing of information locally, contributing to clear progress in terms of understanding and engagement across a number of services.</p> <p>As a result of the ongoing work, the significant effort of the team, and the clear focus on embedding the new arrangements, a strategic decision was made to change the operational procedure. From 1 April 2026, the Service now accepts all reports of accidents, incidents and near misses through the electronic system only. This marks an important milestone in modernising the Council's health and safety arrangements and shows how a combination of systems, training and effective communication can drive practical change across the organisation.</p> <p>Although a new corporate IT system is about to begin, which could have an impact on further developments in the future, it is not yet clear what the nature or scale of that impact will be. The situation will continue to be monitored in cooperation with IT, with the focus remaining on maintaining the current arrangements and sustaining the progress achieved.</p>
		2.Continue to introduce the detailed (draft) action plan to the Council's Management Team, which outlines the	Yes – introduced to the departments	Over the past year, significant progress has been made in developing and advancing the detailed action plan to

steps towards achieving an integrated model for Health and Safety management.

and continues to be implemented.

support the implementation of an integrated model for Health and Safety management across the Council. Although the plan has not yet been formally presented to the Council's Management Team, strategic momentum was maintained by using the findings of the Safety Models questionnaire as a basis for corporate and departmental discussions, enabling a common understanding and a decisive movement towards practical action.

During the latter part of the year, most departments have discussed Safety Models through their departmental forums and have begun implementing related work programmes. To support implementation and monitor progress, a centralised system has been established to record, prioritise and track actions, providing a structured and proportionate approach to managing activities and maintaining a strategic overview. This work, alongside the ongoing development of the Health and Safety IT system, and the need to complete phases two and three in order to strengthen the infrastructure and management arrangements, places Cyngor Gwynedd in a strong position to create a robust, sustainable and integrated system. This supports not only statutory compliance, but also the development of a positive culture that reduces risks, improves the health, safety and well-being of the workforce, and contributes to better long-

				term management of associated financial pressures.
		3.Develop a five-year audit programme, based on the data collected through the Safety Model Questionnaires.	No	<p>Over the past year, significant work has been undertaken to lay solid foundations for the development of a risk-based five-year audit programme, using data from the Safety Model Questionnaires. Although a formal audit programme has not yet been completed, a conscious and strategic decision was made to ensure that the process is established properly. Moving forward too soon without the proper data and a clear procedure for prioritisation would have been ineffective and reduced the value of the audits. Given that audits are a significant resource for the Health and Safety Service and for the departments being audited, a clear emphasis has been placed on ensuring that the audit model is robust, consistent and adds real value.</p> <p>Although there have been some barriers which have extended the original timetable, decisive steps have been taken to move the work forward in a sustainable way. Significant work has gone into developing and strengthening a corporate risk register that maps the legislative requirements across the Council. This register is maintained and reviewed continually to reflect changes to the law and HSE requirements, providing a robust and flexible foundation for prioritising future audits based on actual risk. As the implementation of the Safety Models continues, we anticipate that this</p>

				<p>information can be combined with the results of the questionnaires to form a five-year corporate audit programme that is integrated and reflects real risks across the organisation.</p> <p>In addition, work has begun to strengthen the operational arrangements of the audits themselves. This includes investing in digital equipment to support consultants on site and developing more effective methods of recording and managing information during audits. The time given to establish the infrastructure and these processes and systems is considered critical to the programme's long-term success. In this context, it is recognised that delivering a full audit programme within one year has been deliberately ambitious, and that allowing fair time to establish a robust system lays a much stronger foundation for an effective, valuable and sustainable audit programme in the future.</p>
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