



Gwynedd Council Summary Plan 2018 - 2023

2019/20 Review





Contents



	Page
The Council Leader's Foreword	3
Reviewing the Plan	4
Summary Plan	6

Mae 'Gwynedd Council Summary Plan 2018-2023: 2019/20 Revision' is an introduction to an extended document, the 'Gwynedd Council Plan 2018-2023: 2019/20 Revision'.

The 'Summary Plan' outlines our main objectives for 2019/20, whilst the Plan in its entirety also gives information about the full breadth of the Council's work, our budgets and our Well-being Statement.

To view electronic versions of any of these documents, follow this link to the Council's website -

www.gwynedd.llyw.cymru/CouncilPlan

If you would like to receive this document in a different language or format please phone 01766 771000 or e-mail equality@gwynedd.llyw.cymru

If you would like further information about this Plan please contact the Council Business Support Team on 01766 771000

Or visit the website - www.gwynedd.llyw.cymru/CouncilPlan

Or e-mail – councilplan@gwynedd.llyw.cymru

Graphics "designed by Freepik"

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



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

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

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

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

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

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

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

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

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

Councillor Dyfrig Siencyn,

A handwritten signature in black ink, appearing to read "Dyfrig Siencyn".

Leader of Gwynedd Council

REVIEWING THE PLAN

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

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

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

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

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

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

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

The following projects have been added:

- **Post-16 provision**
- **Treforthery CATCHMENT-area**
- **Promoting Town Centres**
- **Apprenticeships Plan**

In addition, the following projects have changed:

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

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

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

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

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

Enjoy happy, healthy and safe lives

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

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

Live in quality homes within our communities

Live in a natural Welsh society

Live with dignity and independently for as long as possible

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

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

Creating a viable and prosperous economy

Every pupil having the opportunity to reach his or her potential

Reducing inequality within the county

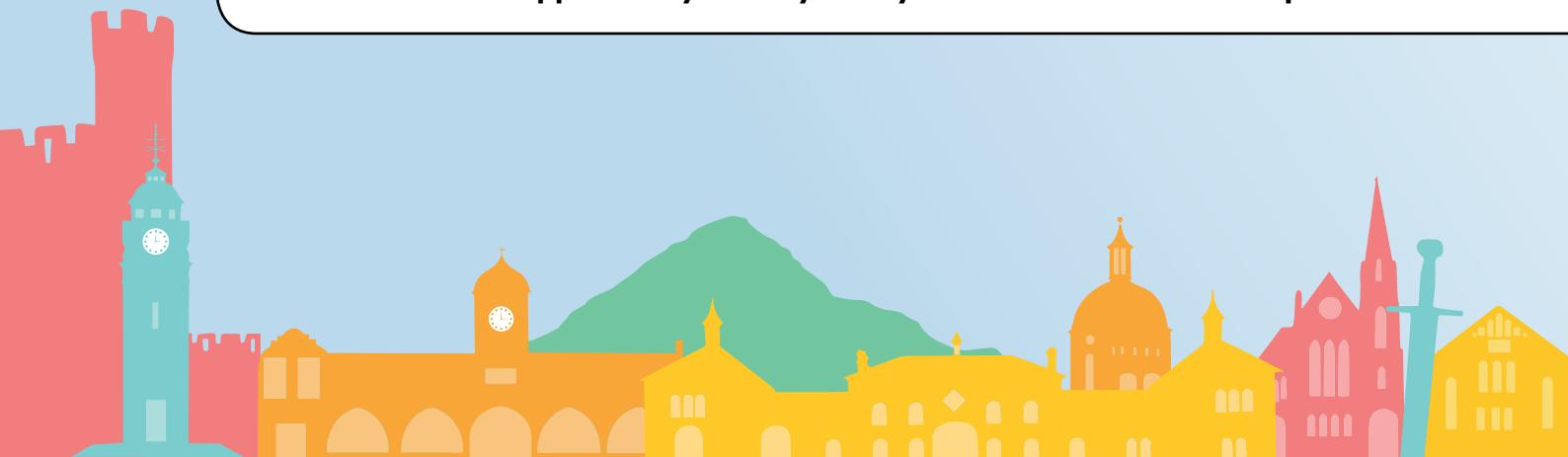
Ensuring access to suitable housing

Assisting people to live their lives through the medium of Welsh

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

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

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



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

The things we want to do better:



Improvement Priority



Create a viable and prosperous economy.

How will we achieve this?

I. Growth Vision for North Wales



**Economy and
Community
Department**

At the end of 2017 a partnership of the six North Wales Councils, business partners, colleges and universities formally launched the North Wales Growth Bid. The aim of the bid is to attract business investment in North Wales, helping local companies to take advantage of supply chain opportunities, and encourage work-related skills in the region. Over 5,000 jobs could be created, together with new businesses and housing (including affordable housing).

As a Council, we are an active member of the North Wales Economic Ambition Board which leads on the **Growth Vision for North Wales**. In future, we will continue with our work with the Board in order to ensure that Gwynedd benefits fairly from investment in the North Wales region, and that we work together with our partners in order to maximise that investment.

2. Keeping the Benefit Local



**Corporate Support
Department**

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

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



**Economy and
Community
Department**

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

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

4. Arloesi Gwynedd Wledig



**Economy and
Community
Department**

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

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

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

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

5. Increase the Benefits from Major Events



**Economy and
Community
Department**

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

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

6. Promoting Town Centres



**Economy and
Community
Department**

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

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

7. Implementing the Gwynedd Slate Heritage



**Economy and
Community
Department**

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

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

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

8. Benefiting from Tourism



**Economy and
Community
Department**

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

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

9. Businesses Receiving Support to Prosper



**Economy and
Community
Department**

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

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

10. Apprenticeships Plan



**Corporate Support
Department**

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

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

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

Improvement Priority 2

Every pupil is given the opportunity to achieve their potential.

How will we achieve this?

I. Bangor catchment area, Berwyn (Y Bala) catchment area, Trefortheryr (Cricieth) catchment area, Post-16 provision



Education Department

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

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

2. Strengthening Leadership



Education Department

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

3. Transforming the Provision of Additional Learning Needs and Inclusion



Education Department

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

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

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

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



Improvement Priority 3



Reduce inequality within the county

How will we achieve this?

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



Economy and Community Department

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

2. Supporting People's Well-being



Children and Supporting Families Department

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

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

3. Supporting Families Strategy



Children and Supporting Families Department

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

4. Women in Leadership



Corporate Support Department

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

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

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



Improvement Priority

4



Access to a suitable home.

How will we achieve this?

I. Housing Strategy for the People of Gwynedd 2019-24



Adults, Health and Well-being Department

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

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



Improvement Priority

5



Living lives through the medium of Welsh.

How will we achieve this?

I. The Welsh Language in Public Services



**Corporate
Support
Department**

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

2. Gwynedd Businesses to use the Welsh Language



**Corporate
Support
Department**

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

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



Corporate Support Department

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

4. Secondary Sector Language Strategy



Education Department

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

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

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

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



Improvement Priority

6



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

How will we achieve this?

I. Re-design our Care Services



Adults, Health and Well-being Department

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

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

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

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



2. Community Resilience

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

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

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



3. The Workforce and Recruitment within the Care Field

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

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

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

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

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

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



Improvement Priority

7



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

How will we achieve this?

I. Empowering Units to Implement "Ffordd Gwynedd"



Corporate Support Department

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

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

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



2. Developing Leadership

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

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

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

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

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

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

www.gwynedd.llyw.cymru/financialstrategy