



Gwynedd Council Summary Plan 2018-2023: 2020/21 Revision



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The 'Gwynedd Council Summary Plan 2018-2023: 2020/21 Revision' is an introduction to an extended document, the 'Gwynedd Council Plan 2018-2023: 2020/21 Revision'.

The 'Summary Plan' outlines our main objectives for 2020/21, whilst the Plan in its entirety also gives information about the full breadth of the Council's work and our budgets.

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



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Gwynedd Council Leaders' Foreword



The Gwynedd Council Plan 2018-2023 has been reviewed and adapted to reflect the achievements to date and to include new priorities for 2020/21. I will refer to one or two of those changes.

Following the proposal to declare a climate change emergency adopted by the Council, a cross-departmental taskforce has been set up to prepare an Action Plan to build on the good work already done and to look for new and innovative ways of operating. This is an area of significant concern for our citizens with far-reaching implications for our communities.



In line with our ambition to prioritise housing and make a difference to the residents of Gwynedd, the Housing and Property Department was established. We will extend the work of the Gwynedd Housing Strategy by publishing an Action Plan to provide quality housing in response to need. To assist with this work, the fund deriving from the second home premium will provide an additional financial basis and allow us to deliver bold and innovative schemes. In this respect, we continue to press on the Welsh government to modify legislation to prevent owners from avoiding paying any tax at all. The increase in the number of second homes in our communities is a significant concern and we are investigating whether there are ways, within our ability, to manage it.

Caring for our vulnerable people, both children and adults, is one of the Council's most important responsibilities. The pressures on those services as a result of social changes are beyond our control, and although we have received a better financial settlement by the Welsh Government this year it is not enough to fill the funding gap needed. I hope that the Welsh Government will prioritise the underpinning work here, and in future adequately fund councils so that they can provide the services that our people really need. Our commitment to serving the people of Gwynedd and to providing services effectively, is robust and unyielding.

The Deputy Leader and I are on a journey to visit all wards within the county to get to know our communities and to hear from our Councillors about what is important to them and their constituents. We have reached halfway so far but it has been a worthwhile experience to see those parts of the county that are not so familiar to us. It has also been an opportunity for us to hear about the work of our Councillors, from all parties, in their wards. I have great appreciation for the thorough knowledge they have of their communities and their tireless work in supporting all the various activities locally. This is the day-to-day work that is not given the attention that it is due, and I thank all our Councillors for their work on behalf of their constituents.

Finally, our workforce who work sternly every day to ensure that our people receive the service that they need, often under pressure and in difficult circumstances. Many thanks to them for their dedication – hearing about the work of our services is often inspiring.

Councillor Dyfrig Siencyn,
Leader of Gwynedd Council

Introduction to the Summary Plan



The Gwynedd Council Plan 2018-23 was adopted by the Council in March 2018. It was produced based on evidence within the well-being assessment conducted by the Gwynedd and Anglesey Public Services Board, and feedback from engagement sessions held with communities, elected members, staff and partners.

The aim of the Plan is to declare our priorities as a Council; what we intend to do in response to those priorities in order to improve the lives of the people of Gwynedd; and describe the breadth of the Council's 'day to day' work.

Since 2018 we have been conducting yearly reviews to ensure that we as a Council continue to prioritise our work according to the needs of the people of Gwynedd. This review states what we intend to achieve during 2020/21, the third year of the five year plan. It also supersedes the current version of the Plan.

This Summary Plan includes information about those areas where we believe there is a need for specific change and action in order to improve, and these are our Improvement Priorities. There is a summarised description of the projects that have been shaped to respond to these. Further information about the projects, and all the Council's day to day work can be seen in the full version of the Plan which can be viewed by following this link -

www.gwynedd.llyw.cymru/CouncilPlan



The Council's ambition is to see every community in Gwynedd thriving, with Gwynedd's residents able to:

- Enjoy happy, healthy and safe lives
- Receive education of the highest quality which will enable them to do what they want to do
- Earn a sufficient salary to be able to support themselves and their families
- Live in quality homes within their 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

In accordance with the [Well-being of Future Generations \(Wales\) Act 2015](#), these are our well-being objectives. The Plan notes what we are already doing to contribute to the delivery of these well-being objectives.

As part of this action we will also give appropriate consideration to the sustainable development principles by considering the long-term, prevention, integration, collaborative working and being inclusive of people of all ages.

We will do this by adopting the "Ffordd Gwynedd" approach of working, which focuses on placing the people of Gwynedd at the heart of everything we do.

Although steps have already been taken to show how we contribute to the principles of the Act, we recognise that further work is needed to evidence this and the impact on the residents of the County. Consequently, we intend to strengthen our arrangements to challenge and report on performance in order to highlight our contribution to the Act.

As we reviewed the Plan ready for implementation in 2020/21 we needed to consider what had changed since last year, and examine the social, economic, environmental and policy issues which influence the Council, and which are likely to influence the well-being of the people of Gwynedd in the future. The following is a list of the main amendments made to the plan following the review:

In response to the Full Council's decision at its meeting on 7 March 2019, to do our utmost to ensure that the county remains a vibrant, viable and sustainable home for our children and their children for generations to come, a new improvement priority has been added.

- **Respond to the Climate Change emergency**

The following projects have either been completed or transferred to become part of the day to day work during 2019/20:

- **Strengthening Leadership**
- **Berwyn Catchment Area, Y Bala**
- **Supporting Families Strategy**
- **Increase the Benefits from Major Events**
- **Leadership Development**

The following projects have been added:

- **Climate Change Action Plan**
- **Meirionnydd Collaboration**
- **Ensuring Fairness for Everyone**

In addition, the following projects have changed:

- **Secondary Sector Language Strategy** has changed its title to **Promoting the Use of Welsh by Children and Young People**

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. Insufficient increases to our budgets from the Government 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](#) during the spring of 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. 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.



Summary Plan

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

Well-being Objectives

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...

Improvement Priorities

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

Responding to the climate change emergency

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

Improvement Priority 1

Create a viable and prosperous economy.

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

How will we achieve this?

1. Growth Vision for North Wales

Economy and Community Department

A lack of growth is a weakness in the economy of the whole of north Wales, and particularly the north-west. In an attempt to overturn the situation, the six counties in north Wales, and other stakeholders such as education establishments in the region and the private sector came together to establish the North Wales Economic Ambition Board.

The Board's main plan is '**The North Wales Growth Bid**' and in November 2019 an initial agreement was signed between the Ambition Board, Welsh Government and UK Government which are preparing the realisation of the Growth Bid. The bid will lead to an investment of £945m in the north Wales region over the next 15 years and create up to 4,000 jobs across north Wales.

As a member of the Ambition Board, our aim as a Council is to ensure that the people and businesses of Gwynedd maximise the benefits from this financial investment, especially at a time when there will be a need to respond to the side-effects of Brexit.

In future, we will continue to contribute to the Ambition Board's work programme, including improving the availability of fast broadband, developing the Trawsfynydd Power Station site, and developing a Rural Innovation Centre in Glynllifon. We will also contribute to the development of the North Wales Economic Framework which is being prepared by Welsh Government to identify the main regional investment programmes in the future.

This work contributes to the following Well-being Objectives -

- 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 their communities
- Live in natural Welsh society.

2. Keeping the Benefit Local

Corporate Support Department

The Council is responsible for purchasing 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**.

We have already introduced new arrangements to attempt to purchase goods and services in more innovative and efficient ways, and steps were taken to facilitate the ability of businesses to compete for contracts. In 2018/2019, we succeeded to increase the percentage of local expenditure to 63% compared with 62% the previous year.

In future, we will engage with local businesses in order to assess what would make procurement opportunities more attractive to them and what further support they need. We will also review our procurement arrangements in order to ensure that the balance between keeping the benefit local and getting value for money is appropriate.

This work contributes to the following Well-being Objectives -

- Earn a sufficient salary to be able to support ourselves and our families
- Live in a natural Welsh society.

3. Create High Value Jobs (£28,500 + salary)

Economy and Community Department

Salaries in Gwynedd are among the lowest anywhere in Britain. Weekly pay in the county was the lowest in Wales in 2019 (£459 on average) and low pay was at its worst in our rural communities (£423). Low salaries will inevitably lead to higher levels of poverty and rural depopulation, which in turn affects our communities, the future of our young people, and the Welsh language as a healthy community language.

The **Create High Value Jobs** project has already taken steps to improve the situation, such as securing European funding to realise a scheme to develop space for businesses to locate themselves in the Snowdonia Aerospace Centre in Llanbedr, and a scheme to increase the number of school pupils who study the subjects desired by businesses within well-paid sectors.

In future, we will continue with the above-mentioned schemes, and we will also lead on other schemes such as developing a scheme by the North Wales Economic Ambition Board to prepare the Trawsfynydd Power Station site in order to attract investment to generate low-carbon energy. Such schemes will ensure the continuation of high-value local jobs.

This work contributes to the following Well-being Objectives -

- Earn a sufficient salary to be able to support ourselves and our families
- Live in a natural Welsh society.

4. Arloesi Gwynedd Wledig

Economy and Community Department

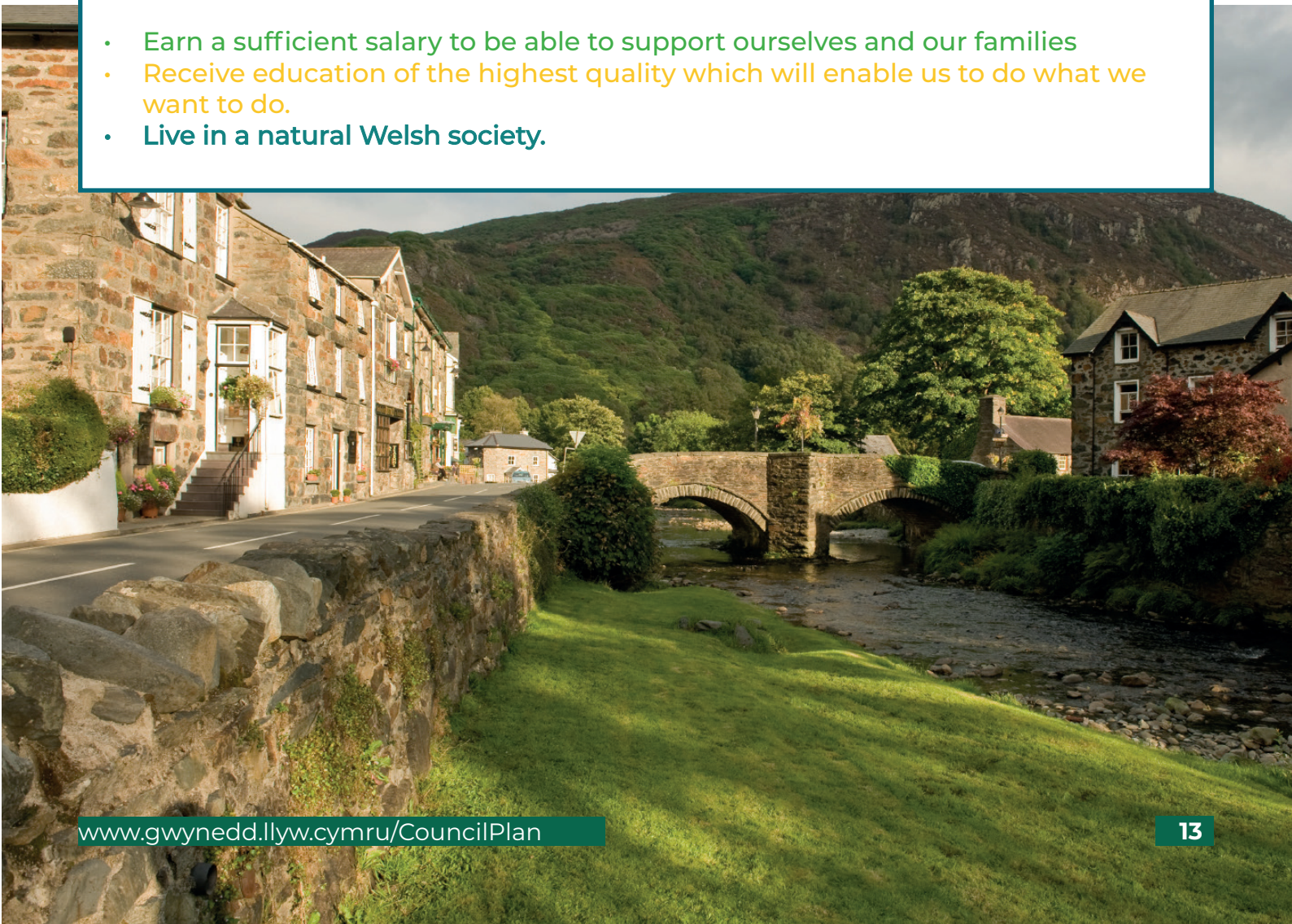
The nature of our rural economy means that 79% of Gwynedd businesses do not employ more than one person and there are too many jobs within sectors which don't pay well. This leads to threats in terms of **the sustainability of our rural communities**.

Ensuring digital connectivity for our rural communities, and that the workforce and rural businesses have the skills to take advantage of them, are matters that have already received attention. We have held a pilot scheme to provide public WiFi in eight rural towns, and to increase access to computer equipment. We are also a part of the ARFOR programme, a Welsh Government investment to create more and better jobs in areas in west Wales where a high percentage of the population speaks Welsh.

In the future, we will continue to act as part of the ARFOR programme, to extend the digital provision in communities and it will work with Grŵp Llandrillo Menai and the private sector to establish a rural innovation hub in Glynllifon, giving particular attention to the food and drink sector.

This work contributes to the following Well-being Objectives -

- Earn a sufficient salary to be able to support ourselves and our families
- Receive education of the highest quality which will enable us to do what we want to do.
- Live in a natural Welsh society.



5. 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 have already been collaborating with businesses in Bangor and Caernarfon to promote the Business Improvement Districts (BIDs) and to attract resources from Welsh Government's Regional Regeneration Programme. We successfully established a loans programme for the upgrading of redundant buildings in the areas of Caernarfon, Bangor, Bethesda and Penygroes, and we are also collaborating with partners in Harlech to establish a town centre regeneration programme.

In future, we will continue with the above-mentioned work, and will prepare plans for 13 catchment areas in Gwynedd, based on what matters to the residents within these communities.

This work contributes to the following Well-being Objectives -

- Earn a sufficient salary to be able to support ourselves and our families
- Live in a natural Welsh society.



6. Implementing the Gwynedd Slate Heritage Economy and Community Department

In 2019-20, a full nomination from Gwynedd was presented to the UK Government and to Unesco for a **World Heritage Site** designation. The nomination gives us an opportunity to acknowledge the contribution of the traditional slate industry on an international platform, and to celebrate and protect the Welsh culture associated with those areas.

We have already used the World Heritage Site nomination as a tool to regenerate our slate communities and to increase the value of the tourist industry. £1m of additional resources have been attracted to the county through the Heritage Fund, Welsh Government, the European Union and Snowdonia National Park through the LleCHI project.

In future, we will collaborate with the slate communities, via the LleCHI project, to create a programme of regeneration activities in these areas that will improve the appearance and look of communities, improve the quality of the visitor's experience, and will lead to an increase in residents' ownership of their heritage, language and culture.

This work contributes to the following Well-being Objectives -

- Earn a sufficient salary to be able to support ourselves and our families
- Live in a natural Welsh society
- Take advantage of the beauty of the county's natural environment.

Image: Royal Commission on the Ancient and Historic Monuments of Wales

7. Benefiting from Tourism

Economy and Community Department

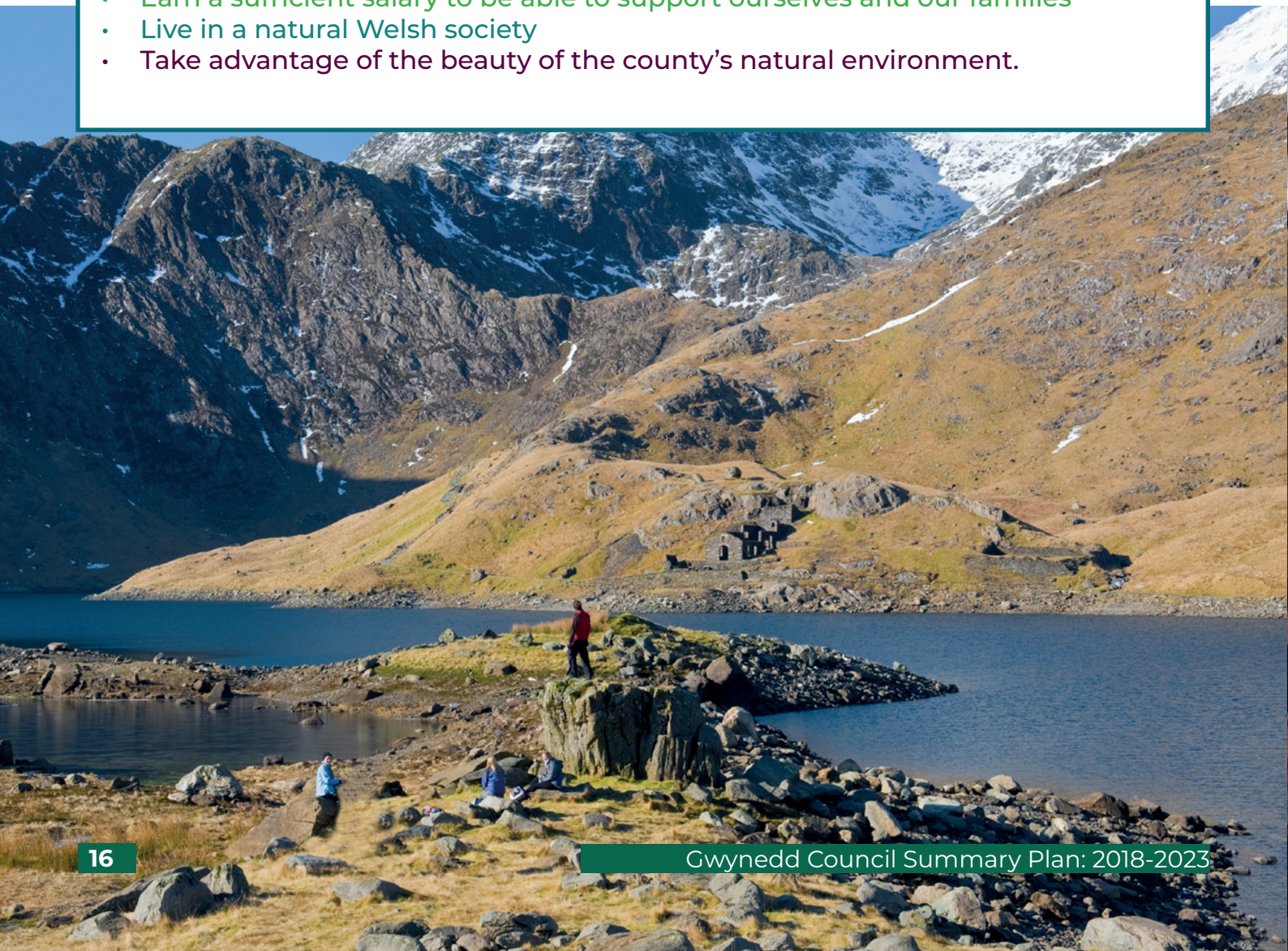
Tourism is one of Gwynedd's main economic sectors and it is an important employer. However, the increase in tourist numbers is making a significant contribution to the pressure on the infrastructure of the county's destinations; a cost that is mainly shouldered by the residents of Gwynedd.

We have already consulted with representatives from the sector and Snowdonia National Park Authority in order to look at how we can attract income to support the industry, and what the priorities are for the future.

In future, we will look to continue to collaborate with the tourism industry and our partners to create a new Tourism Management Plan for Gwynedd that will consider the best way of getting the greatest benefit to the industry and for the residents of Gwynedd. In doing so, we will seek to improve the sector's contribution to the communities and economy of Gwynedd, improve the provision of the county's destinations and increase the industry's provision for tourists and for the people of Gwynedd.

This work contributes to the following Well-being Objectives -

- Earn a sufficient salary to be able to support ourselves and our families
- Live in a natural Welsh society
- Take advantage of the beauty of the county's natural environment.



8. Businesses Receiving Support to Prosper Economy and Community Department

It is currently an uncertain time for businesses as a result of Brexit and changes in trading and competition arrangements. Gwynedd Council is determined to help local enterprises to adapt and respond to the challenge and we have already played a proactive part in the discussions regarding the future of business support in North Wales and the future of money to support the economy post-Brexit.

The county's businesses also work with many Council Departments or receive a service from them, including rates, planning, trading standards, building control and procurement. We have already consulted with the county's businesses to see whether the assistance and support they receive from the Council is the best it can be.

In future, we will respond to the views of businesses about the support they receive from the Council and ensure that every part of the Council considers how they can offer assistance to support businesses. We will also encourage Gwynedd businesses to make the most of the support available from others, and to powerfully convey the needs of Gwynedd businesses when discussing with our partners, particularly in light of Brexit.

This work contributes to the following Well-being Objectives -

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





9. Apprenticeships Scheme

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 deliver these schemes for the next two years. 17 apprentices had been appointed to work in the Council by the end of December 2019.

In future, we will proceed to appoint more apprentices in priority fields during 2020/21, considering the practicality of the scheme's continuation beyond the current commitment.

This work contributes to the following Well-being Objectives -

- 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.

Improvement Priority 2

Every pupil is given the opportunity to achieve their potential.

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.

How will we achieve this?

1. Post-16 provision, Bangor Catchment Area, Trefferthyr Catchment Area (Cricieth), Meirionnydd Collaboration Education Department

As a number of our schools are old and unsuitable to address future learning and educating needs, and as there are challenges associated with the provision of secondary and post-16 education in the county, we are planning and realising innovative projects to ensure that the children and young people of Gwynedd are educated in the best possible learning environment.

We have completed the work of establishing Ysgol Godre'r Berwyn, in the **Bala Catchment Area**. The school opened to pupils aged 3-19 years in September 2019, along with services for the local community such as a library and theatre. We have commenced work to improve the provision in the **Bangor catchment area and Trefferthyr catchment area**. We have also been **Collaborating with Meirionnydd secondary schools** to look at the system of providing secondary education for the area, and carrying out field work with key stakeholders to consider the current **Post-16 Provision** across the county.

We will aim to complete Ysgol y Garnedd in Bangor by September 2020, Ysgol y Faenol in Bangor by January 2021 and Ysgol Trefferthyr in Cricieth by September 2021. We will continue to collaborate in order to identify creative solutions to the secondary provision in Meirionnydd and we will draw up a report on the current post-16 provision that will form the basis to future developments.

This work contributes to the following Well-being Objectives -

- Enjoy happy, healthy and safe lives
- Receive education of the highest quality which will enable us to do what we want to do
- Live in a natural Welsh society.

2. Transforming the provision of Additional Educational Needs and Inclusion

Education Department

Work has already been completed on transforming the **additional learning needs and inclusion** service, 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.

This service is now provided throughout Gwynedd and Anglesey, and it focuses on training and equipping our schools to support our most vulnerable children and young people to fulfil their potential.

In the future, we will continue to develop the service in some fields such as the early years, post-16 and special schools. We will also build on the existing partnership work between our special schools and with the authority's mainstream schools in order to improve the learning experiences of children with severe and complex needs.

This work contributes to the following Well-being Objectives -

- Enjoy happy, healthy and safe lives
- Receive education of the highest quality which will enable us to do what we want to do
- Live with dignity and independently for as long as possible.

Improvement Priority 3

Reduce inequality within the county.

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. Ultimately, none of them wants to be in such a situation.

How will we achieve this?

1. More Gwynedd Residents Playing a Full Part in the World of Work

Economy and Community Department

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

We have already been working with employers, especially within the tourism industry, to ensure that more Gwynedd residents benefit from the employment opportunities available, and support the residents of Gwynedd to foster the digital skills required to access work.

In future, we will continue with the above plans and develop further plans such as close collaboration with our partners across North Wales and with the UK Government's Department for Work and Pensions, to improve the coordination of our services.

This work contributes to the following Well-being Objectives -

- Enjoy happy, healthy and safe lives
- Earn a sufficient salary to be able to support ourselves and our families
- Live in a natural Welsh society.

2. Supporting People's Well-being

Children and Supporting Families Department

Some residents need more support to deal with life's challenges, and the Council invests in, provides and plans many services and interventions to support people to face and attempt to overcome their problems. These can vary from parenting difficulties to substance misuse to the impact of loneliness.

We have drawn services from across the Council together to form the **Supporting People Programme** and to date we have focused our work on identifying barriers and improving our understanding of how our services are currently provided.

In future, we will continue to carry out mapping work to understand needs in specific communities and areas, look at whether grant schemes are used for the most effective purpose, and continue to build on the Children First Programme in the Maesgeirchen area.

This work contributes to the following Well-being Objectives -

- 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 a natural Welsh society.



3. 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.

An internal Project Group has carried out a consultation with staff during 2019/20 and in future, we will implement a work programme that will include a programme to develop potential for women, carrying out an audit of our recruitment and appointment methods for managerial posts and creating a forum for female leaders and prospective leaders within

This work contributes to the following Well-being Objectives -

- Earn a sufficient salary to be able to support ourselves and our families
- Cael byw gydag urddas ac yn annibynnol gyhyd ag sy'n bosib.





4. Ensuring Fairness for Everyone

Corporate Support Department

In order to put the people of Gwynedd at the centre of everything we do, we must first identify any barriers that some people face when looking for, or receiving services from the Council. Therefore, our intention is to undertake a thorough investigation of the opinion of Gwynedd residents who have protected characteristics (as noted in the Equality Act 2010) about the services offered by the Council.

This engagement will happen in 2020-21 as part of the Strategic Equality Plan 2020-24. We will create a further Action Plan based on the evidence we receive.

This work contributes to the following Well-being Objectives -

- Earn a sufficient salary to be able to support ourselves and our families
- Live with dignity and independently for as long as possible.

Improvement Priority 4

Access to suitable homes.

The Housing field has a vital role in helping the Council to deliver its ambition. We know that having a suitable, quality home leads to better health, more resilient communities and a population that can contribute fully to society. It is important that we develop varied, innovative and green housing proposals that promote lifelong solutions as well as offering early support to those in need. As a Local Authority, we will intervene to encourage a range of support and accommodation options to respond 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.

How will we achieve this?

1. Homes for the People of Gwynedd Strategy 2019-24 Housing and Property Department

The demand for social and affordable housing to home the residents of Gwynedd is currently higher than the supply available. In response to this challenge we have already drawn up a Housing Strategy which aims to optimize our supply of housing in Gwynedd, to improve their standards and also improve access to housing by strengthening the support that is available to people to enable them to live independently in their communities.

We have developed an Action Plan during 2019/20 in order to implement this strategy, and in future we will develop specific projects included in that plan. We will also investigate our ability as a Council to meet the challenge of providing suitable homes for our residents in Gwynedd.

The fact that 10% of the housing stock in our county are second homes doesn't help with the situation of a lack of housing supply. Since April 2018 second home owners pay a 50% premium on their Council Tax, but some owners use the provision in the current tax law to move homes into the business rates bracket which means that the Council loses an opportunity to use the Premium to try and make a difference about the deficit in supply. We lead on the work of drawing the Government's attention to this problem and call for a change in the law in order to prevent the same problem arising in the future.

This work contributes to the following Well-being Objectives -

- Enjoy happy, healthy and safe lives
- Live in quality homes within their communities
- Live with dignity and independently for as long as possible
- Live in a natural Welsh society.

Improvement Priority 5

Living lives through the medium of Welsh.

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.

How will we achieve this?

1. 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 we are aware that there is a need to continue to maintain our staff's language skills.

To date, we have been successful in reviewing the language requirements of all posts and in assessing the linguistic ability of 40% of our officers against those requirements. This has all been supported by a language improvement and learning programme.

In future, we will focus on working with the rest of the Council services - especially front-line services - to complete the assessment and develop the skills of new and existing staff and to take up new opportunities to ensure that we offer a fully bilingual provision for all aspects of our services.

This work contributes to the following Well-being Objectives -

- Live in a natural Welsh society.

2. The Welsh Language in Public Services

Corporate Support Department

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

We will collaborate with other public organisations, 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.

In future, we will contribute to a work programme that will draw together the Council's Adults, Health and Well-being Department, the Health Board and Anglesey Council to establish working arrangements in a bilingual situation for the Community Resources Teams, namely the teams that will provide care and support for the people who need it.

This work contributes to the following Well-being Objectives -

- Live in a natural Welsh society.

3. Gwynedd Businesses to use the Welsh Language

Corporate Support Department

The Council has direct contact with Gwynedd businesses in order to encourage **Gwynedd Businesses to use the Welsh Language**. Hunaniaith officers, as well as officers within the Economy and Community Department, encourage businesses to increase the use of the language through their work in the communities.

In future, we will continue with this work, and we will also work with external partners such as Welsh in Business and the Welsh Language Commissioner to ensure that everyone contributes to planning the provision required by Gwynedd businesses.

This work contributes to the following Well-being Objectives -

- Live in a natural Welsh society.



4. Promoting the Use of Welsh by Children and Young People

Education Department

In order to promote and increase the use of the Welsh language among young people within the curriculum and socially, we have led on the Welsh Language Charter in order to influence children's social use of the Welsh language in primary schools and there have been calls to ensure its progression in the secondary schools.

We have been working in collaboration with secondary schools to produce an individual action plan in order to increase the opportunities for children and young people to use the Welsh language in formal and informal situations, and have given specific attention to the language medium of the provision across the curriculum in Key Stages 3, 4 and 5. In future, we will continue to collaborate on these issues and will support the schools to complete and implement their plans.

We will also support schools to act in accordance with the new national requirements of the Welsh Government's Welsh Language Charter Framework that is coming into force during 2020-21.

This work contributes to the following Well-being Objectives -

- Receive education of the highest quality which will enable us to do what we want to do.
- Live in a natural Welsh society.

Improvement Priority 6

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

Another feature of Gwynedd is the fact that we have a higher percentage of older people residing here compared with other counties in Wales. Whilst the Council has been very good at 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 individuals. We need to change our services to be more tailored to the actual needs of those who need our support.

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.

How will we achieve this?

1. Re-design our Care Services

Adults, Health and Well-being Department

The county's care needs are changing, and we have been collaborating with the Health Board to ensure easy and direct access to services that support what matters to Gwynedd adults. A working method that places more emphasis on health and well-being and prevention work will ensure better outcomes for individuals, enable them to live independently for as long as possible and reduce the need for intensive care.

We have established 5 Local Area Teams that provide a seamless service and build on the strengths of the individual and the community. They also ensure that our arrangements for hospital discharge are effective and correspond to what matters to the individual. In 2020/21, we will work to identify and remove further barriers to integrated working, such as improving and smoothing out the process of referring to services and strengthening the arrangements for sharing information.

We have extended a pilot for a new way of providing home care across the county, and we have also worked to develop and improve the provision in our residential homes, including opening Dementia Units in Tywyn and Bangor.

In future, we will prepare to implement the new method of providing home care by Summer 2020 and will work to develop the dementia provision, extra care housing, severe physical needs care and suitable accommodation for individuals with learning disabilities. We will also work on developing the mental health services available in the county with a focus on early intervention and support.

This work contributes to the following Well-being Objectives -

- **Enjoy happy, healthy and safe lives**
- **Live in quality homes within their communities**
- **Live with dignity and independently for as long as possible.**

2. Community Resilience

Adults, Health and Well-being Department

In order to help people maintain contacts, reduce loneliness and sustain mental and physical health, there is a need to go further than providing support services in the home or residential care. We have been encouraging and supporting **communities in Gwynedd to be more resilient** in order to identify preventative solutions that increase local care options for people.

We have mapped the services and groups that exist in communities in order to identify gaps, link individuals who require support with those services, and promote community initiatives. New resources have been created, such as the Dyffryn Nantlle Community Transport Scheme and Pwllheli Men's Shed.

In future, we will continue to identify gaps in provision in our communities, with the aim of reaching agreement on local priorities with those communities. By March 2021, we will be clear on the well-being priorities for each of the Council's areas and will begin to consider how we will shape our services in the future. We will also continue to develop the community hub model across the county in order to provide a broad range of well-being opportunities for adults with learning disabilities in our local communities.

This work contributes to the following Well-being Objectives -

- **Enjoy happy, healthy and safe lives**
- **Live with dignity and independently for as long as possible.**





3. The Workforce and Recruitment within the Care Field Adults, Health and Well-being Department

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

We have been striving to try to better understand the challenge that exists across the field, and in response to this a work programme has been developed in an attempt to address some of the concerns. The work of establishing a new home care provision system will have a positive impact on elements such as salaries of front line staff in the private sector, lengths of work contracts and career pathways in the field.

The themes that will be addressed over the coming year are Terms and Conditions of Work, Workforce Planning and Development, the Image and Profile of Care Posts, Communication and Marketing.

This work contributes to the following Well-being Objectives -

- Enjoy happy, healthy and safe lives
- Receive education of the highest quality which will enable us to do what we want to do
- Live in quality homes within their communities
- Live with dignity and independently for as long as possible.

Improvement Priority 7

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

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.

How will we achieve this?

1. Empowering Units to Implement “Ffordd Gwynedd” Corporate Support Department

As a Council, it is our responsibility to ensure, as we provide our services that the **needs of the people of Gwynedd** steer how we will offer that service. In doing so, we should avoid any unnecessary working arrangements. The purpose of this project will be to lead service teams to reflect on their current working arrangements, to challenge whether they are placing the people of Gwynedd centrally and whether there is room for improvement.

The original Ffordd Gwynedd Strategy published in October 2015 has now ended. The Ffordd Gwynedd Plan in its new form was approved during 2019/20.

In future, we will implement the Ffordd Gwynedd Plan work programme, which includes workforce planning, customer contact, working conditions and performance challenging as some of its main priorities.

This work contributes to the following Well-being Objectives -

- This project changes the way that Council staff plan and provide services for the people of Gwynedd, and therefore contributes to all well-being objectives.



Improvement Priority 8

Respond to the Climate Change emergency.

At its meeting on 7 March 2019, the Council considered a motion relating to climate change and it was resolved to do our utmost to ensure that the county remains a vibrant, viable and sustainable home for our children and their children for generations to come. We will do this by means of:

- Declaring a Climate Emergency;
- Committing to taking decisive action to reduce carbon emissions and strive for a zero-carbon future;
- Looking for innovative means to achieve zero carbon targets;
- Reporting back within 6 months on positive steps the Council has taken to reduce carbon emissions;
- Calling on Welsh Government and the Westminster Government to provide the requisite powers and resources to achieve the target of a carbon-free Gwynedd by 2030.

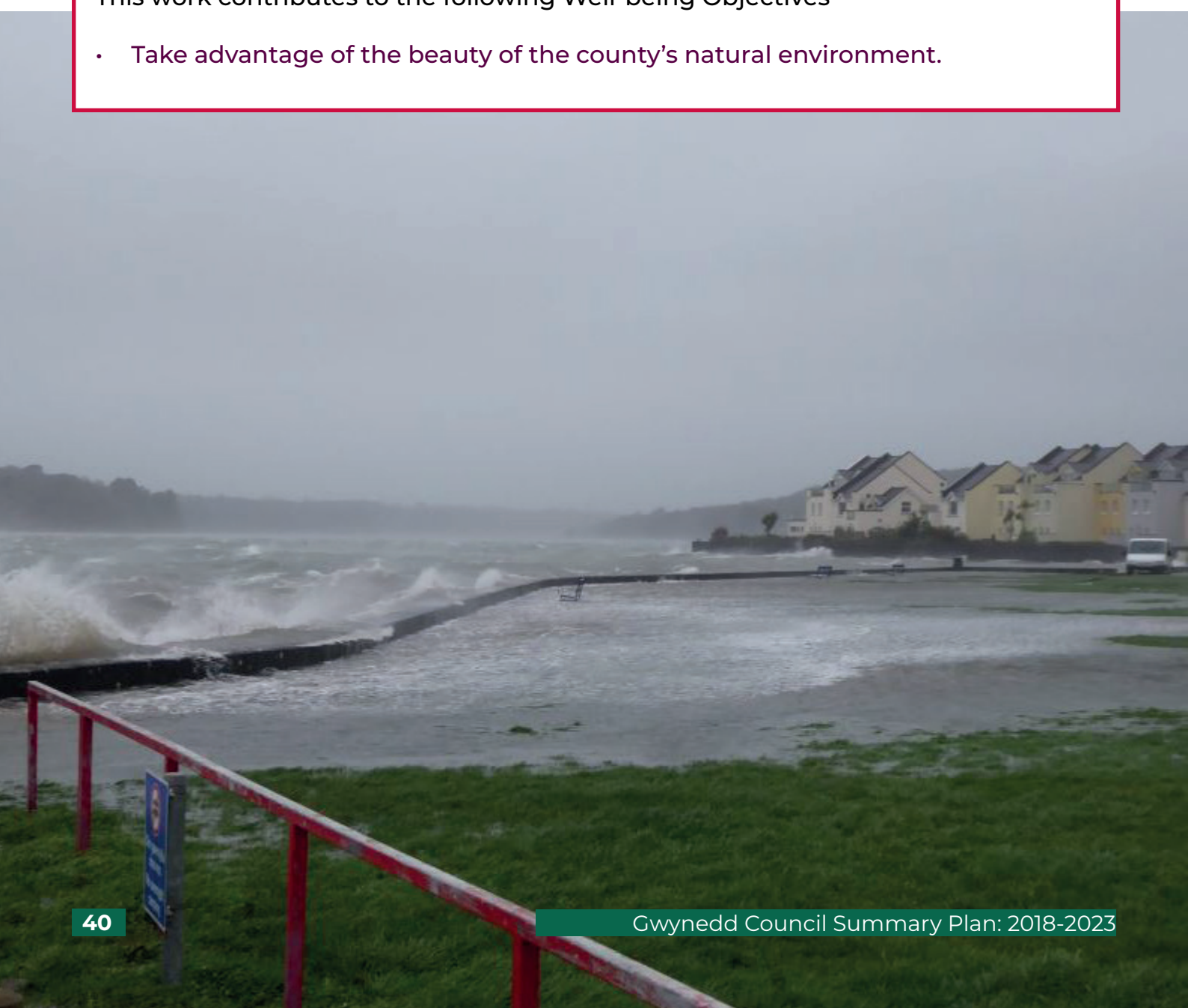
1. Climate Change Action Plan

Since March 2019, the Council has been measuring all steps we have already taken to reduce our carbon footprint and to prepare our communities to respond to future changes in the climate. We also investigated new and innovative methods we can adopt for the future, not only as a Council but across Gwynedd communities, and commence the process of consulting on those ideas and any other ideas that we could have missed.

In 2020/21, we will publish and implement a Climate Change Response Plan that will build on the steps that we are already taking to reduce our carbon footprint to ensure that we maximise the contribution of the Council and the county when responding to the emergency. Realising the **Climate Change Action Plan** will be a responsibility for all Council departments and we will need to ensure that our own internal arrangements are robustly in place before we proceed to see how we can collaborate with other partners.

This work contributes to the following Well-being Objectives -

- Take advantage of the beauty of the county's natural environment.





The Budget adopted by the Council at its meeting on 5 March 2020 is 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 settlement we receive from the Welsh Government for 2020/21 is fairer than in previous years, and meets the inflation increase of around £8m, but it doesn't contribute towards the substantial increase in the demand for our services which account for around an additional £5m, mainly in social services provision.

After having to find £65m of savings over the past 12 year period (2008-2020), by a combination of achieving £2m of additional efficiency savings and raising the Council Tax by 3.9% for 2020/21, we are protecting the services for the people of Gwynedd while also aiming to meet those new priorities that are important to our residents.

By agreeing the Council's Budget for 2020/21, and the mid-term financial strategy for 2020/21 – 2022/23 which will be agreed during the summer of 2020, we will consider the above priorities.

The full Council Budget is available on the Council's website by following this link –

www.gwynedd.llyw.cymru/financialstrategy