



Gwynedd Council Improvement Plan 2018 - 2023



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Gwynedd Council's Improvement Plan 2018-2023 is an introduction to an extended document, the Gwynedd Council Plan 2018-2023.

This Improvement Plan outlines our priorities as a Council and also includes our Well-being Statement and Aims.

To view an electronic version of this document, our Well-being Statement or the complete Gwynedd Council Plan 2018-2023, follow this link -

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 Service on 01766 771000 or e-mail councilplan@gwynedd.llyw.cymru

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FOREWORD TO THE GWYNEDD COUNCIL PLAN 2018 - 2023



It is my pleasure to introduce to you the Gwynedd Council Plan for 2018-2023, which sets out our wishes and priorities for the next five years. Efforts were made to ensure that it is clear and easy to read and understand. This is not a dry document to be shelved and gather dust; rather it is the foundation to the work of fulfilling our desire to improve the lives of our citizens into the future, and we will be returning to it for frequent revision.

In Gwynedd, our ambition as a Council is to achieve the best by delivering essential services for the people of Gwynedd in an innovative and effective way. Where appropriate, we will do this by transforming our ways of working and collaborating with partners on many levels. We will do this despite the extreme and unnecessary financial squeeze imposed on us by the UK Government, which endangers those services to the core. In addition, our Government here in Wales continues to impose further bureaucratic regulations on us; and we will continue to press for greater understanding and trust between local authorities and our Government in Cardiff.

The Plan has been prepared following consultations with our councillors and the public, but I welcome any comment or suggestion to improve its contents.

The first part states the Council's main priorities, identifying the fields that will require change and a definitive effort to deliver them. Yet again, I emphasise that this is a plan that sets out a direction for taking action rather than a list dedicated to aspirations. Nevertheless, a word of warning is needed: the financial squeeze could restrict our ability to deliver some of our plans.

Then, in the second part we will go into detail about services provided by the Council's departments in the Departmental Plans.

This time, in the Council's Departmental Plans, we have set out what they intend to do to respond to the most important issues that became clear from our discussions with councillors from our ten well-being areas. Local requirements can vary considerably and this is our first attempt as a Council to try to respond to local priorities. We intend to extend local engagement over the next few years.

Many aspects of the Council's work touch upon every field of work. One of our main priorities is to promote the use of the Welsh language; and we intend to continue to provide guidance and promote use of the Welsh language everywhere and on every occasion. 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 develop and take action on the Well-being Plan.

Work is already under-way, and my ambition is to see our Plan being carried out for the benefit of the people of Gwynedd.

Councillor Dyfrig Siencyn,

A stylized, handwritten signature in dark ink, appearing to read 'Dyfrig Siencyn'.

Leader of Gwynedd Council



IMPROVEMENT PLAN

Our vision as a Council is to support all the people of Gwynedd to thrive and live full lives in our community, in a county which is one of the best counties to live in.

Our 7 well-being objectives are to ensure that Gwynedd residents can:

Enjoy happy, healthy and safe lives

Live in quality homes within their communities

Receive education of the highest quality which will enable them to do what they want to do

Live in a natural Welsh society

Earn a sufficient salary to be able to support themselves and their families

Live with dignity and independently for as long as possible

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





What does this mean in practice?



The Council provides many services to ensure that we achieve our vision as stated on the page opposite. Details about all of these services can be seen in the Departmental Plans in Appendix I. They all help to achieve one or more of the 7 well-being objectives. Whilst many of them are quality services, we know there is always room for improvement.

However, the cuts to the funding the Council receives means that it will be challenging to maintain these services for the future, and it is inevitable that we will have to consider different means of achieving the 7 well-being objectives noted previously.

It is the objective of each one of the units noted in the appendix to try to continue to maintain or improve the quality of service provided despite the financial downturn.

We are aware of broader social changes (e.g. more older people and fewer young people; Brexit; climate change) which means that we must do things differently in the future. Indeed, it is a characteristic of everything that is included in this plan that we try to ensure that everything we do meets the demands of the future rather than responding to what we see today.

The need for us to re-think how we deliver our services can be an opportunity for us to consider alternative approaches which could lead to better results in the end.

It is possible that some changes will be unpopular in the short-term, but, we must face the need for change. However, we have clearly stated that any changes would be based on one form of measurement - the need to make changes in order to improve the well-being of our residents for the future.

Whilst what the Council is already doing leads to achieving our 7 well-being objectives, of course, there is always room for improvement. Our priorities for improvement in order to achieve the infinite ambition that we have for the people of Gwynedd have been noted on the following pages.



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



Improvement Priority



Improve the conditions to create a viable and prosperous economy whilst aiming towards securing more jobs which offer good salaries

How will we achieve this?

1. Work jointly with Partners across North Wales on matters such as the **North Wales Growth Deal** to create appropriate conditions in order to attract investment to the area to achieve the priority.
2. **Keeping the Benefit Local** of the Council's expenditure where possible.
3. Target efforts in well-paying sectors in order to **Create High Value Jobs (£26,500 + salary)**.
4. Encourage the people of Gwynedd to be innovative in business within the traditional sectors (such as agriculture and tourism) in our rural areas through the **Arloesi Gwynedd Wledig** project.
5. **Increase the Benefits of Major Events** for businesses and local communities by building on past successes to attract a number of national and international high-profile events to the County.
6. Apply for a **World Heritage Site** designation as a tool to regenerate communities and to increase the value of the tourism industry.
7. Look at the possibility of **Benefiting from Tourism** by getting visitors to contribute financially to maintaining and enhancing destinations and raising standards.
8. Review the way in which we provide our services to ensure that **businesses are assisted to thrive**.

More about these can be found in the Economy and Community and Corporate Support Departmental Plans

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

Ensure that every pupil has the opportunity to reach his or her potential by ensuring that we have a sustainable education system, which provides development opportunities relevant to everyone whatever their background or where they live.

How will we achieve this?

1. **Transform the current schools system** in order to create a firm foundation for the education system for the future. Work is currently under-way to improve the education provision and standards in the **Bangor and Berwyn (Bala) catchment areas.**
2. **Strengthening Leadership** in our schools.
3. **Transforming 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 (Also relevant to Improvement Priority 3).

**More about these can be found in the
Education Departmental Plan**

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



Improvement Priority

3



Reduce inequality within the county.

How will we achieve this?

1. Assist more **Gwynedd Residents to play a full part in the World of Work.**
2. We will be reviewing our arrangements in the field of **Poverty** in order to ensure that we are targeting our efforts where it will make the most difference.
3. Redesign and provide support with our key partners to **Support Families** at the time they most need it.
4. As a **Corporate Parent**, ensure that we look for every opportunity to improve the opportunities available to children and young people in our care to achieve their potential.
5. Investigate whether if it is possible to do more within the Council's employment policy to boost the number of women reaching senior jobs which may lead to **Reducing the Gender Pay Gap.**

More about these can be found in the Economy and Community, Children and Supporting Families Departmental Plans, and Corporate Support Departmental Plans

An integral part of prosperity is to ensure that people have a suitable place to live.

Although we do not have any Council houses by now, we have a role to play in trying to work with our partners to identify the barriers that prevent the residents of the county from having a suitable place to live.



Improvement Priority

4



Ensure a greater supply of suitable housing is available to our residents.

How will we achieve this?

1. Ensure that we have a detailed understanding of the need for **Suitable and Affordable Housing** by using the information to try to provide the most suitable homes for the communities who need them most for the future.
2. **Identifying and Promoting Housing Schemes and Initiatives** - Ensure that the people of Gwynedd understand what support is available to them in the housing field.

**More about these can be found in the
Adults, Health and Well-being Departmental Plan**

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

Ensure that we encourage and promote the ability of the people of Gwynedd to live their lives through the medium of Welsh.

How will we achieve this?

1. Work with other public organisations, through the Public Services Board, to ensure a **Bilingual Service**, and then encourage the people of Gwynedd to use the Welsh language when coming into contact with those organisations.
2. Encourage **Gwynedd Businesses to use the Welsh Language** and to discover the benefit of communicating bilingually when providing services.
3. Continue to **Promote the use of the Welsh language within the Council's Services.**
4. Develop the work of the Language Charter for primary schools by extending the support to a **Secondary Schools' Language Charter** in order to promote the use of the Welsh language within the curriculum and socially.

More about these can be found in the Corporate Support and Education Departmental Plans

Another feature of the county 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 all ages who need care, the increase in the number 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) and we must change our services to be more tailored to the true needs of those who need help from us.



Improvement Priority



6

Ensure that we have care services which help people to live their lives as they wish and with dignity.

How will we achieve this?

1. **Community Resilience** - Work with communities to help people live independently in those communities for as long as possible.
2. Work with the Health Boards to **Re-design our Care Services** in order to focus on achieving what matters to the individual and their families.
3. Ensure that we have facilities and a **Workforce within the Care Field** that will support the people of Gwynedd for the future when there will be more demand for intensive and specialist care.

**More about these can be found in the
Adults, Health and Well-being Departmental Plan**

As previously noted, the Council already provides a wide range of activities which seek to ensure that we achieve our vision; however, there's always room for improvement. We recognise that there are examples where we do not always look at things through the eyes of our residents, 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 achieve the most important things.

The Council's Financial Strategy and Budget adopted by the Council at its meeting on the 8 March 2018 sets out the foundation for us to achieve the improvement priorities noted above whilst also trying to meet the continuous increase in demand for our services.

The Financial Strategy is unavoidably dependent upon the prioritisation noted above.

The full Strategy can be seen on the Council's website by following the link given below -

www.gwynedd.llyw.cymru/FinancialStrategy



Improvement Priority

7

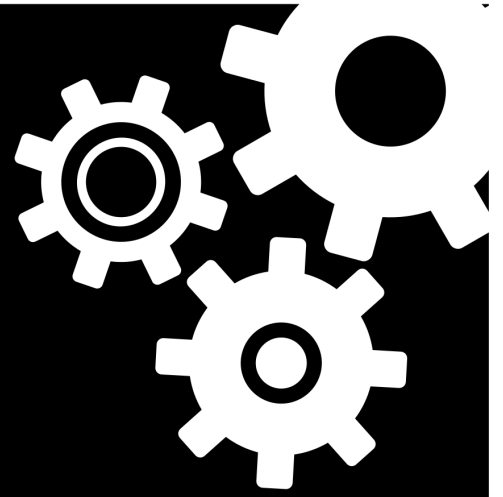


Ensure that the whole Council places the people of Gwynedd at the centre of everything we do.

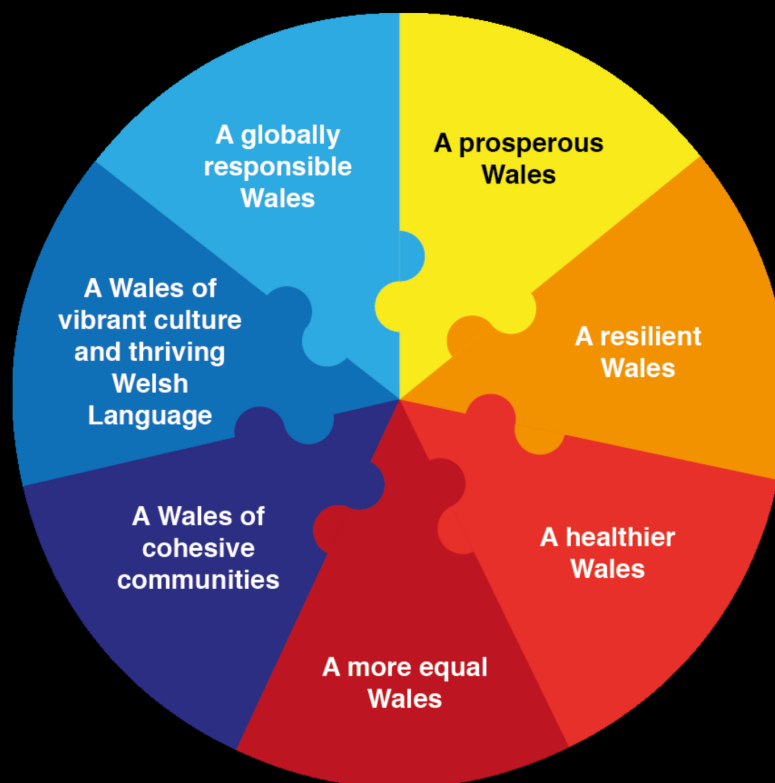
How will we achieve this?

1. **"Ffordd Gwynedd"** - Ensure that the principle of placing the people of Gwynedd at the centre permeates all of the Council's services.
2. Continue to **Achieve Savings** which have already been approved in order to ensure a balanced budget, and ensure that we plan together with the people of Gwynedd to find the savings needed for the future.

**More about these can be found in the
Corporate Support Departmental Plan**



Gwynedd Council Well-being Statement



GWYNEDD COUNCIL WELL-BEING STATEMENT

Introduction

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

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

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

The new set of objectives adopted reflect the main messages which emanated from holding the review.

The Council's Vision

Our vision as a Council is to support all the people of Gwynedd to thrive and live full lives in their community, in a county which is one of the best counties to live in.

The Council's Well-being Objectives

Our well-being objectives are to ensure that Gwynedd residents can –

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

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

National Well-being Goals

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

A PROSPEROUS WALES

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

A RESILIENT WALES

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

A HEALTHIER WALES

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

A MORE EQUAL WALES

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

A WALES OF COHESIVE COMMUNITIES

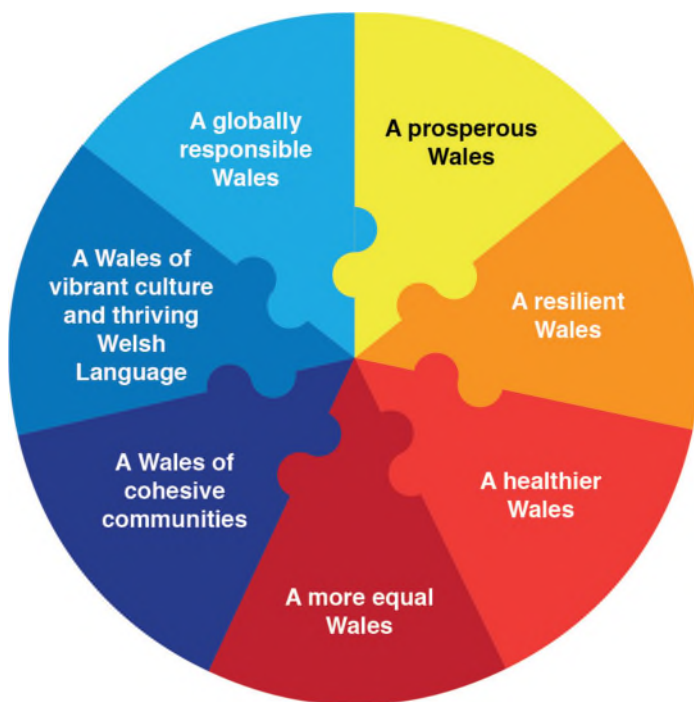
Attractive, viable, safe and well-connected communities.

A WALES OF VIBRANT CULTURE AND THRIVING WELSH LANGUAGE

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

A GLOBALLY RESPONSIBLE WALES

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



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

The Council has adopted seven well-being objectives which contribute to achieving the national well-being goals. The table below outlines the link between our well-being objectives and the national well-being goals. It is also noted that our day-to-day work contributes to the national well-being goals as outlined in our well-being statement for 2017/18.

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

How will we work into the future?

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

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

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

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

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