



Gwynedd Council Annual Performance Report 2018/19



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Foreword of the Leader of Gwynedd Council



It is my pleasure to present this report which describes and measures the work that we as a Council have achieved during 2018/19 in order to endeavour to realise the aspirations of the 2018-2023 Gwynedd Council Plan.

This Performance Report reflects the format and content of the 2018-2023 Gwynedd Council Plan in order to make it easier to follow the progress made against the priorities of the Plan. We aim to provide a clear, accurate and fair illustration of the Council's achievements over the year, but we will also highlight the fields where we were not as successful. It is just as important for us to learn and change our arrangements for the future, where needed, for the benefit of our residents.

Unfortunately, 2018/19 was another year of financial hardship. It was another year of cuts to our budget as a result of the financial policies of Westminster and a disappointing financial settlement from Welsh Government, and another year of attempting to discover every possible way of continuing to maintain the necessary services without sufficient funding.

Thanks to the creativity and perseverance of our staff and members, we as a Council have been able to adapt a number of our services to cope with a decreasing budget whilst, simultaneously, ensuring that the needs of our residents are at the centre of every decision and action. This mindset – Ffordd Gwynedd – is what has helped us to create five Local Teams, where a cross-section of employees from the Council, the Health Board, the voluntary sector and others have worked together in order to

provide the care and welfare services that our residents need, in the most convenient ways and locations possible. This new way of working will succeed because we as service providers stop thinking about ourselves as individual organisations, and come together to collaborate for the benefit of the individual or family who need support. Therefore, I am very grateful to all our partners who are involved with this innovative work.

In order to continue to support the most vulnerable people in our society, both adults and children, we have set up a Supporting People Board that will co-ordinate the work that is in the pipeline across Council departments to assist people with issues such as unemployment, obtaining and maintaining a home, difficulties with raising a family, loneliness, or substance and alcohol misuse.

It is clear that sufficiently supporting our residents is paying dividends. The educational results of summer 2018 demonstrated that 43.8% of our learners who had access to free school meals had gained five GCSE grades A*-C, and we will continue to endeavour to increase this figure in future.

We also continue to make it easier for our residents to contact us at any time by extending the on-line self-service provision. Over 9,000 new accounts have been created in 2018/19 which makes it possible to arrange all kinds of services, such as paying for school meals or ordering an annual parking ticket.

In looking back at the 2018/19 achievements, I am confident that we have continued to maintain the services that the residents of Gwynedd need and deserve, and that we will be building on this hard work in future.

Gwynedd Council's Journey 2018/19

2018/19

Extra Care Housing at Hafod y Gest, Porthmadog opens - 40 flats where people can continue to live independently, or receive 24-hour care.

Further extend specialist dementia care by developing provision in our care homes at Plas Hafan, Nefyn and Plas Hedd, Bangor in partnership with the Health Board.

Approve grants worth £1.5m to first time buyers which will house almost 200 individuals and families.

Ffordd Gwynedd

New financial support packages launched for businesses in the Penygroes, Bethesda and Bangor City Centre areas.

Care Inspectorate Wales state that 'Gwynedd childrens services have significant strengths, and a strong and committed workforce'.

2 strategic regeneration projects completed in Caernarfon - a new station building for Ffestiniog and Welsh Highland Railways, and Galeri2.

By working with town and community councils, we have been able to maintain a high number of toilets for public use here in Gwynedd

The people of Gwynedd participate in a public consultation to find which local services were most important to them, in order to help the Council decide where to search for savings.

By the end of 18/19, 63.3% of Gwynedd household waste was recycled, reused or composted, which is an increase of 8% since 2014/15.

9,129 new customers created a self-service account www.gwynedd.llyw/myaccount in order to gain access to numerous Council services.

Introduction

The Council published its 'Gwynedd Council Plan for 2018-2023' in March 2018, in which our ambition and priorities were set for the period in question. This report, therefore, looks specifically at what the Plan has so far achieved.

This year, the report is in two parts. The first part concentrates what we achieved through the projects we chose to focus on in order to make a difference for the Communities of Gwynedd (our Improvement Priorities). This part has been structured according to the Improvement Priorities.

The second part of the report concentrates on the performance of the day to day work carried out on behalf of the people of Gwynedd by the different Council Departments. We will also report on the Local Priorities identified by elected members.



*2018/19 figure adapted to give a true reflection when taking inflation and transfers into consideration

As we have previously reported, our financial situation as a Council has changed significantly over recent years and it will continue to challenge us as we plan our services for the future. We have delivered our projects and have provided our services despite facing substantial cuts of £27m in grants from the Government since 2013/14.

Progress in the Gwynedd Council Plan is monitored consistently during the year at Departmental performance challenge meetings. At these meetings, the Cabinet Member, with the support of the Chief Executive or the Corporate Directors, reviews

the progress of the Department's improvement priorities projects and its day to day work. Furthermore, members of the relevant Scrutiny Committee attend so that they can report the achievements to the rest of the members.

Following the performance challenge meetings, Cabinet Members prepare individual reports in which they summarise the current performance of the fields for which they are responsible. These reports are discussed at regular meetings of the Cabinet in order to consistently review our work and ensure we are on the right track.

At the end of each financial year, the Annual Performance Report is prepared, which reports on the progress of the Gwynedd Council Plan. The report is presented to the Cabinet and the Full Council for approval at its July meeting.

With the introduction of the **Well-being of Future Generations Act (2015)** (the Act) designated public bodies are required to work individually and collectively to improve well-being in Wales.

In line with the requirements of the Act, the Council adopted seven Well-being Aims for 2018/19, which contribute to the seven national well-being aims. The aims are based on the well-being assessment carried out by the Gwynedd and Anglesey Public Services Board and engagement sessions held when developing the Plan.

The need to act in accordance with the five sustainable development principles has also been noted, through:

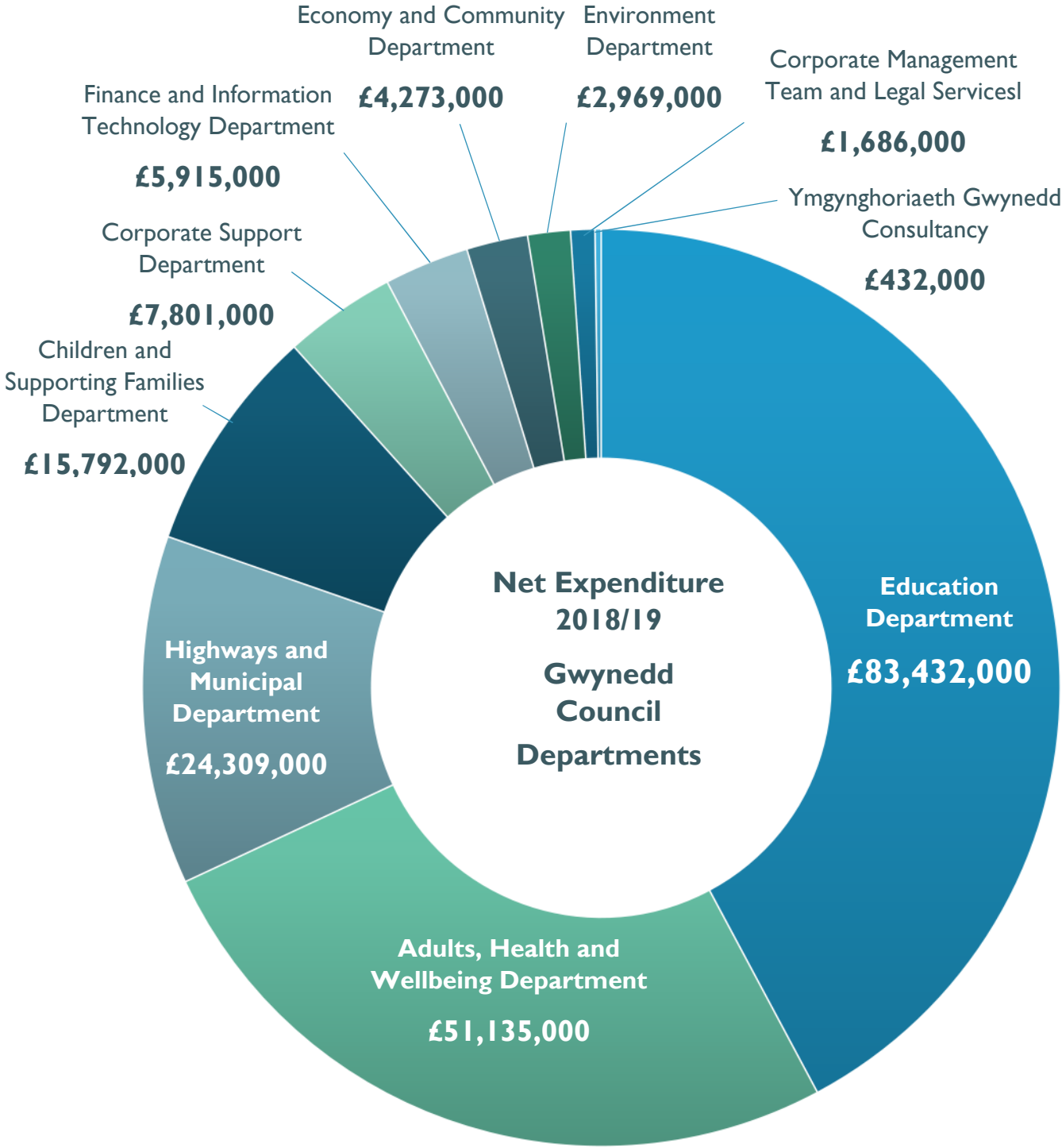
- considering the long-term
- prevention
- integrated working
- working collaboratively
- and being inclusive of people of all ages.

We are expected to report on our contribution to the principles of the Act, and information about many of these activities can be found in the bulk of the report. In addition, the Well-being Objectives, to which each individual project contributes, and the Departments' day-to-day work are noted at the end of each chapter.

We have agreed that the best way to embed the responsibility for acting in accordance with the five sustainable development principles is for the Department Management Teams to pay attention to the principles when forward planning. There is some evidence to suggest that this does happen, but the need to assess whether this method is successful has been recognised. In order to get a better picture of the true situation, we will assess how the five ways of working have been embedded within individual Departments over the coming year before we reach a conclusion about the steps that need to be taken to improve the situation.

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

Our Expenditure



Improvement Priorities

7 Improvement Priorities have been identified within the Council's Plan with projects that we will focus upon in order to realise the ambition of seeing every community in Gwynedd thrive. On the following pages, a report is provided on the progress of those projects during 2018/19 which also notes the well-being objectives that they contribute towards.

Further information on what we will do in the future in Gwynedd Council's Plan 2018- 2023 can be obtained by visiting www.gwynedd.llyw.cymru/councilplan



Improvement Priority 1



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

North Wales Growth Deal

Improvement Priority 1



What did we promise to do?

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.

What progress was made in 2018/19?

During 2018/19, Gwynedd Council has worked jointly with partners across north Wales ensuring a contribution of £120 million each from Welsh Government and the UK Government for the Growth Deal, which includes seven strategic programmes and 14 projects. The North Wales Economic Ambition Board was established as a Joint Committee during February 2019.

The Economy and Community Department has lead on developing an outline business case for a Trawsfynydd Power Station site plan, and has also contributed towards other schemes including the Digital Connectivity project and the Skills and Employment programme.

Well-being Objectives -

- Enjoy happy, healthy and safe lives.
- Earn a sufficient salary to be able to maintain ourselves and our families.
- Live in quality homes within their communities.
- Live in natural Welsh society.
- Receive education of the highest quality which will enable us to do what we want to do.

Keeping the Benefit Local

Improvement Priority 1



What did we promise to do?

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.

We are eager to build on this work, to attempt to increase the Council's expenditure with local businesses and to raise the businesses' awareness and understanding of the Council's procurement process, supporting them to compete and win contracts within the Council and beyond.

What progress was made in 2018/19?

Using capital and revenue figures, the percentage of the Council's local expenditure is consistent with 2017/18, namely 62%. On the other hand, when using revenue figures alone, the percentage of expenditure with local companies has increased by 4% to 59%, namely a total of £62m.

As a Council, we have focused on helping local companies to be aware of existing opportunities to apply for contracts with the Council, to offer them training on how to submit a tender and to assist them to be able to apply for any professional accreditations they could require to apply for work (e.g. health and safety). During the year, we supported the market in the following fields:

- Adult care
- Transportation
- Maintenance
- Equipment hire
- Protective clothing
- Cleaning goods

We are awaiting to see whether or not the support provided will lead to an increased number of local companies in Gwynedd securing work contracts with the Council in future.

Well-being Objectives -

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

Create High Value Jobs

(£26,500 + salary)

Improvement Priority 1



What did we promise to do?

We will seek to target sectors that pay well by creating an environment which supports new businesses and grows existing businesses, by promoting the county and attracting additional investment, and ensures that the local workforce is able to take advantage of the opportunities. We will lobby and facilitate by creating conditions to attract investment in

strategic sites such as the Trawsfynydd Power Station, Llanbedr Airfield and Parc Bryn Cegin / Parc Menai. Good work has already started to attract investments to sites at Trawsfynydd and Llanbedr, but this momentum needs to be sustained.

What progress was made in 2018/19?

During the year, 57 high value jobs have been created and 29 high value jobs have been protected as a result of the intensive support work being done to attract investors and businesses to the area.

£7.5 million of European funding contribution was confirmed towards the work of developing the Llanbedr site that will include improving site facilities and creating a space for aerospace business and creating a new access.

The UK Government's Nuclear Sector Deal was officially launched in Trawsfynydd in September 2018, noting that the site was ideal for a Small Reactor development.

Well-being Objectives -

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

Arloesi Gwynedd Wledig

Improvement Priority I



What did we promise to do?

We intend to build on the good work that has already been done to transform the rural economy by introducing innovation within traditional sectors (such as agriculture and tourism) and support investment in the digital infrastructure of our rural communities, giving particular attention to the Dwyfor and Meirionnydd areas. We will also influence and lobby regionally and nationally on behalf of the needs of rural Gwynedd.

What progress was made in 2018/19?

We have already attracted £4 million from the Rural Development Programme to Gwynedd to develop innovative working approaches and a range of exciting developments in order to target the rural communities. During 2018/19, 18 exciting innovative developments were trialled, with examples such as:

- A Digital Playground was launched in Glynllifon, which offers opportunities to experiment with the Internet to respond to the challenges of rural areas.
- The Drone School gave 25 young people an opportunity to attend activities over six weekends to learn about flying drones at the Llanbedr Aerospace Centre.
- Local schools participated in the Solar System Snowdonia project to recreate the Solar System within the boundaries of Gwynedd.
- A community transport plan for visitors in Harlech.

Some of the trialled schemes are being developed further; during 2018/19 we secured funding from Welsh Government to support 10 rural towns and villages in the county to develop a WiFi service for the public.

The Arfor programme was approved, securing £523k for Gwynedd in order to create employment to support the Welsh language.

Well-being Objectives -

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

Increase the Benefits from Major Events

Improvement Priority I



What did we promise to do?

We have already been successful in attracting a number of national and international high-profile events to the county which brought in an investment of £6.7m in 2016/17. We are eager to continue with this and ensure that local businesses benefit from the events. 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 an increase in the number of opportunities for local companies to work at or offer services to the events.

What progress was made in 2018/19?

A support package was promoted for the 2018/19 term. 23 events were supported during the year, including Zip World Rocks, Festival Number 6, and welcoming the final stage of the women's Tour of Britain cycle race to Dolgellau which was the first time for the event to come to Wales. During the year, it was managed to generate an economic benefit of £5.7 million in the county. 2,776 young people had an opportunity to either participate, volunteer or attend events.

Well-being Objectives -

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

World Heritage Site

Improvement Priority I



What did we promise to do?

We are looking to realise a programme of regeneration activities in these areas which will lead to an increase in residents' ownership of their heritage, the form and appearance of communities and the quality of tourists' experience, along with continuing to work to secure a World Heritage Site status for the slate industry in Gwynedd.

What progress was made in 2018/19?

We have also continued to work on obtaining a World Heritage Site designation for the slate areas, it was announced that the Slate Landscape of North West Wales would be the next nomination submitted to the World Heritage Committee by the British Government.

We have managed to attract nearly £1m in grant investment and loans to the Slate areas in order to realise engagement and regeneration activities. A Wales Slate Co-ordinator has been appointed to lead on the work.

During the year, commissioning work has been undertaken, which includes a commission to create Habitat Schemes in the Slate areas, these schemes will steer the priorities of the communities over the next 5-10 years.

Well-being Objectives -

- Enjoy happy, healthy and safe lives.
- Earn a sufficient salary to be able to maintain ourselves and our families.
- Live in natural Welsh society.
- Take advantage of the beauty of the county's natural environment.

Benefiting from Tourism

Improvement Priority 1



What did we promise to do?

Our intention is to look at the possibility of getting visitors to contribute financially to maintaining and enhancing Gwynedd's 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.

What progress was made in 2018/19?

This project remains in its early days, a workshop was held with the sector during the year with the intention to seek opinions and contribute towards setting the foundation for the business plan, the Benefiting from Tourism Scheme. The project board was established which has supported with the initial work. Experts were commissioned to undertake further work to identify potential models for implementation, a report will soon be submitted to the project Board in 2019/20.

Well-being Objectives -

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

Businesses Receiving Support to Prosper

Improvement Priority 1



What did we promise to do?

Over the coming years, we will review how these services are provided in order to consider whether there is room for improvement and will implement any lessons which emerge to ensure that businesses are assisted to thrive.

What progress was made in 2018/19?

This is a new project, and therefore, it remains in its early days. During 2018/19, the work of scoping and holding cross-departmental discussions in relation to adopting the 'Better Business for All' has been undertaken. A brief and project plan was completed in order to steer the work for the future.

Well-being Objectives -

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



Improvement Priority 2



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.

Transforming the Schools System

Improvement Priority 2



What did we promise to do?

We have consulted on a series of principles which should be a basis for any future changes and we will establish a scheme to embed those principles in order to ensure a viable education system which will ensure that every child in the county is given a fair opportunity to develop his or her potential.

What progress was made in 2018/19?

Following general concerns that the current schools system is not sustainable, the Council Cabinet adopted the fit for purpose education principles:

- A system of viable secondary schools;
- No more than two age ranges within the same class in the primary sector;

- Approximately 80% of non-contact time for the Headteacher to focus on leadership issues in the primary sector.

The principles consider sustainable models for the county's primary and secondary schools, along with the leadership models for our schools. The principles are already being considered in the delivery of the Band A and Band B C2I Schools projects, and these will be the fundamental principles for consideration when we respond to any opportunities for the future.

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 natural Welsh society.

Strengthening Leadership

Improvement Priority 2



What did we promise to do?

We will continue to encourage and promote the professional development of existing leaders in our schools, while committing to the available leadership development programmes. We will also identify and target future leaders, ensuring that they have access to these programmes.

What progress was made in 2018/19?

In collaboration with GwE, the Authority has planned to put relevant training arrangements in place to develop future leaders, and to promote the professional development of the existing leaders in our schools.

Well-being Objectives -

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

Bangor Catchment Area

Improvement Priority 2



What did we promise to do?

We will review the education provision in Bangor while looking to put a new scheme in place which will improve the provision in the future.

What progress was made in 2018/19?

Following a review of the education provision in Bangor, the Cabinet has approved a plan worth £12.7 million in order to construct a new school in the catchment area and to increase the capacity of Ysgol y Faenol. Work to construct the new school building has

commenced and a turf cutting ceremony was held on 7 March 2019 with children from the three schools that will merge.

Well-being Objectives -

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

Y Berwyn Catchment Area

Improvement Priority 2



What did we promise to do?

We will complete the work of establishing the Welsh-medium Learning Campus for pupils aged 3-19 on the Ysgol y Berwyn site, Bala which will also offer services for the local community, by September 2019. This involves completing the process of establishing the governing body, completing the construction work and assisting with arrangements for opening the new Learning Campus.

What progress was made in 2018/19?

As the construction work has come to an end, the School has now been named Ysgol Godre'r Berwyn. The Headteacher commenced in post in January and work is continuing to appoint to the structure. Work on the community elements is progressing well and a local group of people is busy arranging use of the social space in future.

Well-being Objectives -

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

Transforming the Provision of Additional Learning Needs and Inclusion

Improvement Priority 2



What did we promise to do?

We will develop the support in the classroom, pre-school provision, post-16 provision 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.

What progress was made in 2018/19?

Work was completed to restructure the additional learning needs and inclusion service which enables a more effective strategic direction with better connection between both fields.

A new website was launched for the ALN&I Service on 5 November 2018, www.adyach.cymru

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.

Gwynedd Residents to Play a Full Part in the World of Work

Improvement Priority 3



What did we promise to do?

We will be looking at focusing on a series of activities in order to get more Gwynedd residents into full-time work thereby reducing inactivity and unemployment.

What progress was made in 2018/19?

During 2018/19, Gwynedd Council received £300k of funding from Welsh Government. The package of employment projects was launched as "Gwaith Gwynedd (Gwynedd Work)". The package includes five projects that collaborate in order to support Gwynedd residents into employment. To date, schemes such as ADTRAC, OPUS, Communities for Work and Communities for Work+ have supported nearly 350 individuals, supporting nearly 60 into employment and 80 to obtain a qualification. TRAC has supported over 600 children to reduce the risk of being NEET.

Well-being Objectives -

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

Supporting Families Strategy

Improvement Priority 3



What did we promise to do?

We will review our existing arrangements in this field in order to do more of what works to meet the needs of children and their families. 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 will ensure a clear vision with key partners such as the Health Board, together with our communities and the Third Sector, to provide the best outcomes for those children, young people, and families who need our help.

What progress was made in 2018/19?

The work programme on the agenda has moved forward during the year. We have updated needs assessments and analysed them at local levels for the Gwynedd population assessment. Further work has taken place to identify the demand for support for families across the Council's departments, in addition to mapping out the provisions that are already available to support Families across Gwynedd, and the way people gain access to these services. This work has led to improving our understanding of the current situation and will guide the way we plan our response to the needs in the future, jointly with our partners.

The work of developing the Supporting Families Strategy and Welsh Government's recent announcement to merge their preventative grants has given us an opportunity to reflect on our direction. As a Council, we are eager to look more broadly at the preventative field and the support we provide the residents of the county, across all our services, in order to tackle some of the barriers they face.

Some residents need more support, and the Council invests in, provides and plans many services and interventions that tackle 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, healthy and active lifestyles, insufficient income and lack of work, inability to stay in education, lack of qualifications and basic skills, caring, ageing, loneliness and lack of social contacts. Therefore, we intend to establish a 'Supporting People Board' in order to bring all of the above elements together with the intention of providing better support for people.

Well-being Objectives -

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

Working Together against Poverty

Improvement Priority 3



What did we promise to do?

We will continue with the work to help residents gain skills and cope with managing household income and debts, to access on-line information and services, and implement schemes that will provide employment opportunities for people who are not part of the labour market. We will also provide support for people to cope with changes in the welfare and benefits field.

What progress was made in 2018/19?

In order to support Gwynedd residents with the changes to their benefits, the Gwynedd Welfare Reform Group was established on a joint basis with partners. During the year, the

Group has developed and lead on an Action Plan and has launched a marketing campaign, "Your benefits are changing", on a joint basis across Gwynedd. We have continued to co-ordinate and hold 'Pennywise' events across Gwynedd on a joint basis with Job Centre Plus, offering access to information and support for Gwynedd residents.

The Digital Gwynedd project has continued to offer Digital Drop-in sessions across the county, and 3,000 residents have been supported to nurture digital skills to date.

For the future this work will be incorporated within the work programme of the Supporting People Board that is referred to above.

Well-being Objectives -

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

Corporate Parent

Improvement Priority 3



What did we promise to do?

As corporate parents, we will aim to improve the opportunities for our children in all aspects of their lives. By listening to and seeking the views of children in our care, we will ensure that the support we provide meets their needs and that we take action to close any gaps. We will also ensure that those leaving our care are prepared and empowered for life as adults, ensuring that they receive suitable support to assist them to fulfil their potential.

What progress was made in 2018/19?

Considerable work has taken place during the period to try to identify where we need to improve and to identify good practice through the task groups that have already been established. We are of the opinion that this improvement priority has now been completed. The Panel has identified fields that require attention and a work programme is in place to address this. This was reflected in the Care Inspectorate Wales report, which described the Corporate Parent Panel as 'ambitious for looked-after children'.

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 natural Welsh society.

Reducing the Pay Gap between Women and Men and Men / Women in Leadership

Improvement Priority 3



What did we promise to do?

Although the Council is firm that it adheres to equal pay, it acknowledges that a pay gap exists between men and women.

We will research how this pay gap could be reduced with the intention of promoting the number of women who reach high level jobs within the Council.

What progress was made in 2018/19?

At the end of March 2018, 71% of the Council's entire workforce were women, and 63% of this percentage worked part time, of which a substantial number were in jobs that paid lower salary levels such as care or cleaning jobs. Consequently, the salaries women received as an entire cohort was 9.9% lower than the entire cohort of men who worked for the Council.

Should the current situation continue, appointing women to every post on the senior manager level within the Council would not ensure a significant reduction in the pay gap. Therefore, it became apparent that the project focus needed to shift, and we now focus on eliminating any element of the work conditions and environment within the Council that is a barrier to women applying for leadership and management posts in future. With 50% fewer women than men believing that they can apply for leadership or management posts, the focus of this project is now on 'Women in Leadership'.

Well-being Objectives -

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



Improvement Priority 4



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

Suitable and Affordable Housing

Improvement Priority 4



What did we promise to do?

The purpose of the **Suitable and Affordable Housing** project is to ensure that we have a detailed understanding of the nature of the demand for housing within our communities so that we can plan for the future and make a difference.

What progress was made in 2018/19?

The Housing Department has been working on assessing Housing needs in Gwynedd and has consulted on the findings during the year. The work of completing the Housing Needs Assessment is a strong foundation for the Housing Strategy for the People of Gwynedd (2019-2024) that has been completed during the year and is about to be submitted to the Cabinet. The Strategy sets a clear goal for the field of Housing in its entirety, with affordable and suitable housing driving our plans for the future.

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 natural Welsh society.

Identify and Promote Housing Schemes and Initiatives

Improvement Priority 4



What did we promise to do?

Our intention is to improve residents' access to support in relation to housing needs while identifying schemes and initiatives that are available to assist them. We will also reach a decision on the best way of promoting these schemes and initiatives and regarding the need to develop further specific support.

What progress was made in 2018/19?

The work of assessing the Housing needs of Gwynedd residents, and to draw up the Housing Strategy for the People of Gwynedd, has improved our understanding of the challenges that face people within the Housing field. Addressing the challenges that face people when trying to find a suitable home is central to the Housing Strategy for the People of Gwynedd.

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 natural Welsh society.



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.

The Welsh Language in Public Services

Improvement Priority 5



What did we promise to do?

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 be looking at improving the situation by collaborating with public organisations in Gwynedd in order to enable and encourage Gwynedd residents to use the Welsh language when contacting the organisations and ensuring consistency in the provision.

What progress was made in 2018/19?

The main public bodies that provide a service in Gwynedd are members of the Gwynedd and Anglesey Public Services Board. Therefore, we have collaborated with fellow members of the Board to see how we can share good practice and help each other to implement the Language Commissioner's Language Standards, for the benefit of our residents. Although there are a number of examples of maintaining high standard Welsh services, unfortunately we do not believe that work on this important matter has progressed swiftly enough over the year.

Well-being Objectives -

- [Live in natural Welsh society.](#)

Gwynedd Businesses using the Welsh language

Improvement Priority 5



What did we promise to do?

Gwynedd businesses have a role to play in promoting and using the Welsh language and our intention will be to encourage businesses to use the language when offering services. We will need to consider how the Council will be able to promote this and what activities are likely to be most effective in the field.

What progress was made in 2018/19?

The Council comes into contact with businesses in the county in several ways - our work to support local businesses in order to improve the local economy, our planning processes and our procurement processes (the purchase of goods or services). Therefore, the year was spent examining how we can influence and help businesses to offer a Welsh or bilingual service to our customers. Conditions have now been set in agreements for the business loans fund, and we have collaborated with the Welsh in Business project which is funded by Welsh Government in order to increase businesses' use of the Welsh language. Similarly, we have also started to collaborate with other counties in west Wales through the Arfor project, to support businesses to develop a Welsh service.

Well-being Objectives -

- [Live in natural Welsh society.](#)

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

Improvement Priority 5



What did we promise to do?

Gwynedd Council has been prominent in terms of ensuring that services are available through the medium of Welsh and ensuring that the Council's internal work happens through the medium of Welsh. Nevertheless, we acknowledge that we are in a challenging period and that we need to work continually to push the boundaries and make sure that the provision is consistent across all our services.

We will continue to collaborate with departments to look at the way they respond to the public's demand for Welsh-language services, to consider their success in normalising the Welsh language and the ways they could be promoting the use of the Welsh language amongst their users.

What progress was made in 2018/19?

Focus was placed on working with front-line services, completing work in nine Services, and the work continues in seven others. The Welsh language skills of front-line staff were assessed to examine whether there were any gaps in skills and further support or training was offered if it was necessary. All of this in order to maintain or improve the Welsh service for residents.

Holding one-to-one language training and mentoring sessions have led to individuals using the Welsh language in the workplace and with the public, something that they did not do previously. Using technology - e.g. Facebook, Whatsapp groups etc. extensively to share ideas and to practise the Welsh language has helped staff. Residents in care homes also help staff at the homes to practise their use of Welsh.

86% of staff questioned felt that the training provided had had 'a lot' of impact on them in the workplace, with 79% of staff questioned believing that the service user had benefited from the fact that staff received the training.

Well-being Objectives -

- [Live in natural Welsh society.](#)

Secondary Sector Language Strategy/Charter

Improvement Priority 5



What did we promise to do?

We will continue to employ a Secondary Sector Language Strategy Co-ordinator who will provide the appropriate challenge and support to our secondary schools. Every secondary

school will have an individual and unique action plan which will reflect the linguistic context of the school and the surrounding community. The young people themselves will also develop a programme of informal and exciting activities for their peers, in order to raise the status and increase the informal opportunities for young people to use the Welsh language socially.

What progress was made in 2018/19?

Each secondary school has received support to implement the main priorities of the Language Strategy and to review their individual Action Plans. Also, every secondary school received support to implement the language web with Years 7 and 8 during the Autumn term.

Well-being Objectives -

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



Improvement Priority 6



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

Community Resilience

Improvement Priority 6



What did we promise to do?

We will develop preventative services which are aimed at supporting residents, linking people with support within their communities and focusing on five areas during the first year and making them Dementia Friendly. A key part of community resilience is how different generations co-habit and socialise and we will build on the success of the work behind the 'Hen Blant Bach' programme which was an opportunity to look at how bringing nursery-aged children and older people together would work.

What progress was made in 2018/19?

One of the requirements of the Act* is to ensure that we provide information, advice and assistance to people in a simple and accessible way. To this end, we have incorporated this within the five community teams. This involves simple arrangements for the residents of Gwynedd, and also ensures that individuals remain in control whilst seeking information about what they need.

The Community Connectors Scheme has been established and has placed individuals sponsored by a third sector agency within three of the TAC. They map services and groups within communities and link individuals requiring assistance with those services. It also identifies gaps in the service and promotes community enterprises.

Following two successful six-week series of Bridging the Generations in Bangor and Nefyn, the Well-being Unit has arranged activities between tenants of Sheltered Housing in Barmouth and children at Ysgol y Traeth. The Well-being Unit is also working with the Head of Grŵp Llandrillo Menai Site in Dolgellau on creating links between the students and older people, and it is anticipated that this could help with recruiting more young people to the social care field.

The "Dementia Go Scheme" is going from strength to strength and they now hold 14 classes across the county. The scheme has also been extended and developed to offer experiences to residents within our care homes. We have held workforce training sessions at 11 residential homes in the county. The scheme will ensure that residents have the opportunity to be as active as possible to reduce the risk of falling, reduce depression and increase the quality of life.

Well-being Objectives -

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

Re-designing Care Services

Improvement Priority 6



What did we promise to do?

We will continue with this work and establish five local teams jointly with our partners which will ensure effective services focused on the individual and ensure that our hospital discharge arrangements are effective and are in keeping with what matters to that individual.

As part of our work with our care services providers, we will experiment with new ways of commissioning home care packages and will also invest in our care homes in order to improve our more acute care provision. In addition, we will collaborate with the Health Board in order to strengthen mental health services locally and will look at innovative ways of improving learning disability services.

What progress was made in 2018/19?

Five locality teams (TAC) have been located in the Llŷn, Caernarfon, Bangor, Eifionydd/North Meirionnydd and South Meirionnydd areas. These are integrated multi-disciplinary teams of health and social care services. This change means that the people who require a service, and their families, can make direct contact with the relevant officers. Having smaller areas also means that it is easier for staff to gain a better understanding of

what is happening within local communities, and in turn, this will improve the individuals' experience.

We have also been working on improving the flow of patients through the care and health system, by following cases from end to end and attempting to remove any obstructions arising. This work also keeps to the principles of doing what matters to the individual and is based on the same principles as the work of the integrated teams. An experiment on Ogwen Ward, Ysbyty Gwynedd has attempted to identify methods to improve the patient transfer system and, although it is early days, initial work indicates very interesting and positive signs.

The Council has prioritised the development of specialist dementia provision within the Council's in-house homes in partnership with the Health Board. Construction work has been completed to develop the specialist units at Llys Cadfan in Tywyn; Plas Hafan in Nefyn and Plas Hedd in Bangor thanks to funding through Welsh Government's Integrated Care Fund; it is expected that the unit at the Council's Bryn Blodau Home in Llan Ffestiniog will be completed by the end of June 2019.

The first tenants of the Hafod y Gest Extra Care Housing in Porthmadog moved in during January. Hafod y Gest is a partnership between Gwynedd Council and Grŵp Cynefin and the scheme was developed by 'Anwyl Construction'. It is located in the centre of the town and community of Porthmadog, and is closely located to the town's shops and facilities. The response of residents to the development has been very positive.

The Council has taken advantage of funding from Welsh Government's Intermediate Care Fund to create a new model of service provision that will benefit adults with learning disabilities located in Caernarfon. The funding has been used to restore a café area and to upgrade the communal room. The café provides opportunities for work experience and training for adults who are known to the Learning Disability Team in the area so that they can develop important practical life skills, along with providing a new service for the broader community.

Well-being Objectives -

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

The Workforce and Recruitment within the Care Field

Improvement Priority 6



What did we promise to do?

Before being able to establish an action plan to resolve the problem, we need to ensure that we really understand the problem, and we will investigate the existing situation in Gwynedd, the pressures on our workforce and for the Council and will look at implementing the solutions which become apparent. We will also work on raising the profile and status of care workers by reviewing existing career paths, so that a career in social care work is a positive career choice, and we will promote the care field as a career by disseminating appropriate information to local organisations. We will also review our

Apprenticeship scheme within the Council to seek to influence the number of apprentices within the care field.

What progress was made in 2018/19?

A lot is happening within the project with various plans attempting to address different aspects in an attempt to better understand the problem. The Domiciliary Care Project in Bethesda is attempting to address the problem within the domiciliary care field and has led on a substantial change in the way we provide domiciliary care in Gwynedd. Similar projects are also taking place in the Tywyn area.

Work has also been commissioned to improve our understanding and identify main messages in the older people field. A session was held in September to improve members' understanding of the recruitment challenges that exist and ascertain their views and opinion on future opportunities.

In addition, the Area Teams are conducting a joint-exercise with our partners to gather information about cases in one specific area. The team will scrutinise cases in detail in order to better understand the need within one small area. Conclusions can, thereafter, be reached on possible solutions.

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 maintain ourselves and our families.
- Live with dignity and independently for as long as possible.



Improvement Priority 7



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

Empowering Units to Implement Ffordd Gwynedd

Improvement Priority 7



What did we promise to do?

Establishing a consistent culture will not happen in isolation, and the purpose of this project is to lead service teams to reflect on their current working arrangements, to challenge whether they are putting the people of Gwynedd at the centre and whether there is room for improvement.

We will continue to hold intensive reviews within a number of services to ensure that they place the people of Gwynedd at the centre of their work. Also, the training programme for Service Managers on the principles of Ffordd Gwynedd (including robust performance

management principles) will continue, and support will be available for them to undertake their own reviews.

What progress was made in 2018/19?

As noted when describing the 'Developing Leadership' project, officers within the Council, who are managers, have completed a training course on how to implement Ffordd Gwynedd. They have then progressed to hold their own reviews on how their services place the people of Gwynedd at the centre of their work.

In the meantime, the work of holding intensive service reviews with support from specialist officers continues, and working methods have changed during the year as a result of this support. For example, teams of highway workers use mobile electronic tools to record and arrange highway repair work which has reduced the time of the whole process.

Realising Savings



What did we promise to do?

The cuts in funding that the Council receives from the Government means that we must cope with receiving less money to maintain our services. Over the last eight years, we have had to cut £48m from the Council's budget.

We will, therefore, continue with the work of ensuring that we realise those savings which have already been approved and ensure that we plan to find savings in the future. During 2018/19, we will develop savings options for 2019/20 onwards in order to respond to the financial challenges facing the Council. Naturally, we will consult with the residents of Gwynedd on those options.

What progress was made in 2018/19?

Public consultations were held to ascertain the priorities of Gwynedd Residents, along with a public consultation on proposed savings schemes in order to assist Councillors when making a decision. The Council adopted a budget on 7/3/19 which incorporated savings of £5.2m. This was in addition to the £48m we already had to cut from Council budgets.

In terms of realising those savings, 96% of savings schemes for the period 2015/16 - 2017/18 have been realised, with an element of concern regarding plans to increase income within the Education Department, where projected income has not emerged. The Department will seek methods to compensate for the deficit. In terms of 2018/19 savings, 73% of savings have been realised and seven out of a total 28 schemes have slipped. However, it is expected that most of these will be delivered in due course. There is concern regarding one scheme only within the Children field where a scheme that had to find savings by reviewing how we met the needs of looked after children had to be delivered; however, it did not generate as much savings as expected. Further work will be carried out during the coming year to examine what else is possible to do.



Education Department



In addition to the work that this Department is doing to deliver the Improvement Priorities in Part I, the remainder of the ' day-to-day ' work also contributes to the Council's ambitions.

One of the Council's main priorities is to ensure that the children and young people of Gwynedd are all given the same opportunities and have the best possible education and experiences.

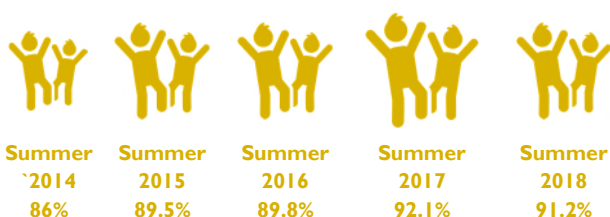
The results of the Foundation Phase (7 years) for this year are lower than in previous years, and the main reason for this is the use of brand new outcomes in language and mathematics for assessment purposes. This nationwide fall in results is reflected in Gwynedd results. Therefore, comparisons between the results of the Foundation Phase with previous years should be avoided as they are not measured on a comparative basis. 81.7% of learners assessed at the end of the Foundation Phase reached the Foundation Phase Indicator (FPI), which is below the national percentage of 82.6%.

Percentage of pupils assessed at the end of the Foundation Phase (7 years old) that reach the expected standard (Foundation Phase Indicator (FPI))



Our children and young people's educational attainment in the Summer 2018 results, in Key

Percentage of pupils who reached the Core Subject Indicator (CSI) at the end of Key Stage 2 (11 years old)



Stage 2 (11 years old) and Key Stage 3 (14 years old), remains positive and strong.

Key Stage 2 performance at the highest level was very positive; 91.2% of learners achieved the Core Subject Indicator (CSI) - either Welsh or English, and Mathematics and Science, which is above the national percentage of 89.5%.

The performance of learners in Key Stage 3 was 92.8%, which is strong and has remained consistent, and is above the national average of

Percentage of pupils who have achieved the Core Subjects Indicator (CSI) at the end of Key Stage 3: (14 years old)



Summer 2014	Summer 2015	Summer 2016	Summer 2017	Summer 2018
89.11%	91.3%	92.0%	92.8%	92.8%

88.1%. Nevertheless, there was a fall in the percentage of free school meal (FSM) learners that achieved Core Subject Indicators (CSI) at the end of Key Stage 3.

After reaching Key Stage 4 (14-16 years old - GCSE) there was a fall in each of the main indicators compared to the previous year. 15 subjects were updated and were sat for the first time this year, and significant changes were made to the boundaries of grades, especially grade C in English and Mathematics. That had a substantial impact on English results. Nevertheless, the performance in Welsh first language was consistently high.

43.8% of learners who have access to free school meals (FSM) in 2018 gained five GCSEs grades A*-C, including Welsh (language) or

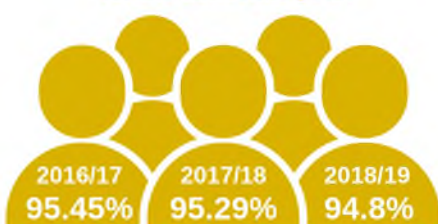
English (language), and Mathematics or Mathematics (numeracy) TL2+).

There was an improvement in the performance of two of the three Key Stage 5 indicators. 60.4% of learners gained three grades A*-C, and surpassed the Wales-wide performance of 58.1%.

Estyn continues to inspect our schools, and the inspection profile across the sectors in Gwynedd is excellent. During the 2017-18 year, Estyn held inspections at 19 schools in Gwynedd and no follow up action was deemed necessary at 16 of the schools inspected, and the least intensive follow up category was awarded at the three other schools.

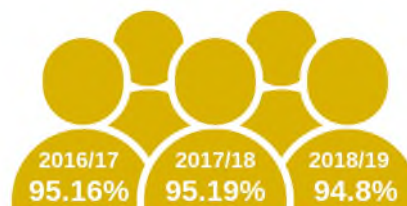
There is a national matrix process for school categorisation. The category colour notes the level of assistance the school needs - green, yellow, amber or red (the schools in the green category need the lowest level of assistance, and those in the red category need the most intensive assistance). In 2017/18, 91% of our schools were in the green or yellow category, which is an increase of 24% since 2014-15.

Primary school attendance percentage
for the academic year:



The welfare service supports schools to promote attendance, positive behaviour and support for children and young people who experience behavioural, emotional and/or social development difficulties. Learners' attendance at secondary schools in Gwynedd in 2018/19 was at 94.8%, which remains consistently good.

Secondary school attendance percentage
for the academic year:



Gwynedd Council is part of the Gwynedd and Anglesey post-16 Consortium, which sets the direction for the area's post-16 provision. In 2018-19, 846 learners attended one of the 14-16 partnership courses in Gwynedd.

This Department's day-to-day work contributes towards the Gwynedd Well-being Objectives, ensuring that Gwynedd residents can:

- **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 natural Welsh society.**
- **Live with dignity and independently for as long as possible.**

Adults, Health and Social Care Department

In addition to the work that this Department is doing to deliver the Improvement Priorities in Part I, the remainder of the ' day-to-day ' work also contributes to the Council's ambitions.

The performance of the Adults, Health and Well-being Department for the past year has been positive and a great deal has been achieved. We have much to be proud of in Gwynedd, and to an extent, this is a reflection of the good relationship we have with our key partner within the field, namely the Health Board. For many years now, we have noted that we are on a journey of transformation, and it is important to note that Welsh Government published 'A Healthier Wales' in May 2018, and that this document responded to the Parliamentary Review of January 2018. The direction set out by the Government is consistent with the direction we have agreed upon as a County and our local transformation work is consistent with that which is noted as best practice.

Five Local Teams have been established within the older people field, and everyone within the teams shares the same principles, providing the individual with a lead person who will facilitate their journey through the health and care system. The change in the way of working has meant that staff naturally pursue "what matters" to individuals as the main driver for the decisions they make. This way of working is proving to be highly successful. This is a huge change, and is based on a

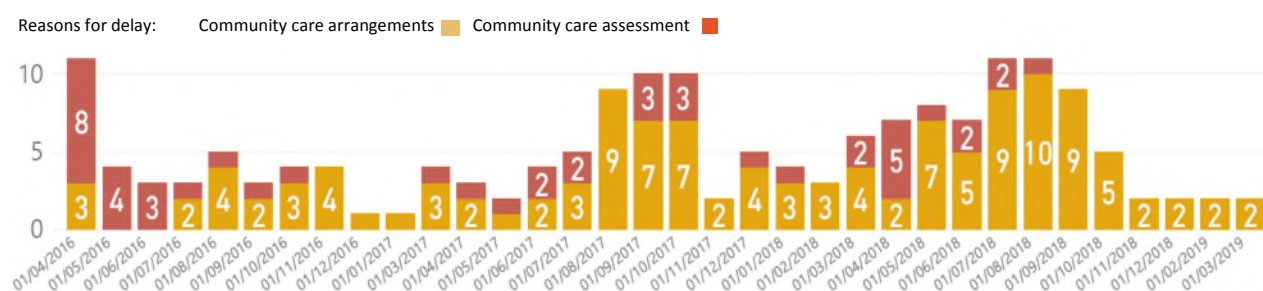
fundamental change in the way we all work. These are early days, but is evident that this is the way forward in terms of obtaining the best results for the people of Gwynedd.



The way we report on measuring our purpose needs to be reviewed, and this is acknowledged. Current statistics show that **100%** of people assessed who have physical disabilities are **able to achieve what is important to them.**

Although only a small number of cases have been reported to date it shows encouraging signs. A task group has been reviewing and amending the assessment documents; and the new documentation is being trialled at present. It will be possible to generate more accurate reports from the new documents, and generate detailed information about any needs that are not being met. This information will help leaders develop and improve support in

Gwynedd Monthly Social Care Reason



Data wedi ei dynnu allan o [Stats Wales](#) - Mai 2019

the local teams and will feed into the population needs assessment for commissioning suitable services locally.

Work is also taking place to improve people's experience when transferring from hospital back into the community. Our vision for the future is to strengthen our community teams in order to improve our ability to respond and provide support as people transfer from hospital to the community. The number of individuals unable to be discharged from hospital on time because of social reasons has fallen over the final quarter of the year but we continue to face a challenge to provide care services within some communities within the county.

The development of the Community Resource Teams (CRT) and the development of home care plans in the Tywyn and Bethesda areas have contributed to the reduction. An experiment on Ogwen Ward, Ysbyty Gwynedd, which aims to improve the patient transfer system, although in its infancy, has also shown interesting and highly positive signs. We will update you on this experiment in future.

The preventative intervention offer drives the field of Learning Disabilities, with its focus being on developing social services. The performance measure within the Learning Disabilities Team is naturally developmental, but it shows a positive performance with 97% reporting that we had achieved what mattered. The Team will be considering and developing its performance measures in future in order to generate a fuller picture.

We are endeavouring to provide information, advice and support to people in a simple and accessible way. The purpose of the new service is to provide accurate and timely information for the people of Gwynedd about the resources, contacts and networks available to them locally.

Work is ongoing to update information to ensure that the information given to the public is clear and up to date, and we have also been



working very closely with DEWIS Cymru to update the website and promote its use. This website gives information to residents and staff about the range of services/clubs and activities happening within their area.

Within the carers field, the North Wales Regional Partnership Board has created a strategy that acknowledges the importance of working in partnership with carers of all ages. The strategy has led to developing and co-producing an 'offer' for carers, which includes the service standards that partners are committing to deliver. Over the coming months, we will consider the strategy and create an action plan to ensure that we commit in full to the standards and develop considerate measures against the offer.

The Adults Department has put robust arrangements in place during the year in order to ensure expertise and a full understanding of all the issues involving safeguarding. There has been a general increase in cases involving safeguarding issues recently; however, from discussions with other Authorities within the region, it is clear that we are all in a similar situation. In response to the increase in safeguarding referrals, the Unit has developed a 'Safeguarding Hub' as a first point of contact for all Adult Safeguarding before they are passed on for appropriate intervention. 400 safeguarding enquiries were made during a 12 month period, and 363 enquiries were completed in seven days (91%).

Our adult safeguarding measures suggest a strong performance yet again in 2018/19.

of all the adults
protection referrals
completed during
the year, we
managed to
control the danger
92% of the time



Gwynedd faces several challenges in the housing field including an ageing population and changes in benefits, but opportunities also exist. Our intention is to ensure that we have a detailed understanding of the nature of the demand for housing within our communities in order to prioritise our efforts to generate the greatest social benefits.

The Empty Houses Team has had great success with its 'Grants for first time buyers' scheme. During 2018-19, the Team received 115 applications for this grant, and has already approved £1.5 million of the grant to 85 of these applications. This will assist in housing almost 200 individuals and families. Since its inception, the Team has seen an increase in the number of applications for mortgage deposits, which are available to help first-time buyers gain access to the housing market.

There is a high number of empty houses around the County and the Housing Service has been working to bring some of these houses back into use for the residents of Gwynedd. There are approximately 1300 empty houses across the County. Progress against the measure has been positive.

PSR/004 Percentage of private sector dwellings that had lain empty for more than six months on 1 April and that were occupied again during the year as a result of direct action by the local authority. By the end of this performance period, 61 houses have come back into use, with 141 people from Gwynedd being housed.

The Housing Service has been operating in order to prevent homelessness but also to provide support for families or individuals who find themselves homeless. An increase of 35% was seen in the number of people who present themselves as homeless or under threat of becoming homeless over the past five years. There was substantial increase in the demand last year, and 768 individuals were provided with a service. The Unit's performance is amongst the best in Wales in homelessness prevention, and supports the emphasis placed on prevention.

With Government grant funds, the Homelessness Service has also financed a project to co-ordinate a service for prison leavers. One officer in the team takes responsibility for people who return to Gwynedd to live following a period of imprisonment and attempts to identify and arrange accommodation for them to avoid homelessness as they are released from prison. The project has developed a good relationship with the prisons, the Probation Service, and a number of other agencies who work with the individuals. We have supported 120 individuals, of whom 41% were given accommodation. The greatest obstacle for the majority of this group of individuals is the shortage of one-bedroom properties with support for vulnerable single people leaving prison.

In responding to this barrier, the service works jointly with the third sector agency, Cais, to find property for single, vulnerable people in the Bangor Area. This scheme being developed will provide accommodation and intensive support, with an emphasis on developing the skills of the person to enable him/her to live independently.

Another development in the field of homelessness, is the 'intensive support for rough sleepers'. The Service collaborates with North Wales Housing and, with the aid of a Welsh Government grant, a support officer has been appointed to encourage people to work together to help solve their problems,

and to support them to move on to stable accommodation.

To this end, the Department has submitted an application for funding from Welsh Government's Innovative Housing Fund, and has been successful in attracting funds to develop flexible 'pod' units. These units will provide homes with support for the most vulnerable people in our society for whom it is difficult to find placements. The aim is to develop four pods for four individuals. Work will commence early in the new financial year.

The Supporting People programme provides support for vulnerable people to manage or retain their tenancy and live independently. During 2018/19, the programme in Gwynedd has supported 2,286 people to gain access to and maintain permanent or temporary tenancies and prevent homelessness. Due to the change in legislation and the conditions of the supporting people grant, more emphasis is now placed on homelessness prevention by means of earlier and more creative intervention. We have developed a drop-in service in two areas that offers support for local people before the need for accommodation or more specialist support is reached. Since the projects began in 2016, we have supported 449 young people.

Local Priorities

There is concern about the high number of houses in multiple occupation (HMOs) in Bangor, which negatively affect the city's appearance. There is also concern that the situation leads to a higher than usual number of empty homes, resulting in a shrinkage of the housing market for local residents.

These matters are addressed within the Housing Strategy for the People of Gwynedd 2019-2024.

It has been suggested that purpose built care provision needs to be developed in the Dolgellau and Pen Llŷn areas, and that we can measure the exact provision required and how best to fund it by collaborating with others.

This will be addressed in the Re-designing Care Services project.

This Department's day-to-day work contributes towards the Gwynedd Well-being Objectives, ensuring that Gwynedd residents can:

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



Children and Supporting Families Department



In addition to the work that this Department is doing to deliver the Improvement Priorities in Part 1, the remainder of the 'day-to-day' work also contributes to the Council's ambitions.

I can confirm that practice and performance throughout the Children's Field is generally strong. This was confirmed in a Full Inspection Report by Care Inspectorate Wales on 28 August 2018. The Inspectors noted that 'the Gwynedd children's services had significant strengths and they had a committed and strong workforce'. The Inspectorate identified many fields for further development, and these fields are in-keeping with the priorities already identified in the Council's improvement Plan.

To ensure that services are provided as locally as possible, three Families First Family Support Teams will be established in the areas of Arfon, Meirion and Dwyfor, with Barnardo's leading the Team in Meirionnydd. The Teams have family support workers who offer direct support with the development of parenting skills and support for young people, as well as practical support. A Youth Worker will be attached to each team and will be able to focus on improving results for young people aged between 11-25. Families will also be able to gain access to a wide range of therapeutic and support services in order to meet their individual needs. We have also commissioned 'Y Bont' to provide an advocacy service.

The Information, Advice and Support Service has also been established and it offers a wide range of information about activities and organisations within communities that could meet individuals' needs. This service will be

developed further in future and there are plans to have Community Connectors as part of the service.

The Children's Referrals Team is now part of the above service and, despite the change, it has maintained their high standards this year once again through promptly responding to referrals.

Similarly, the Social Work Teams have offered prompt support and intervention for children and their families.

94% Percentage of child protection reviews held within the statutory timetable during 2018/19



We are very fortunate in Gwynedd that our Social Work Teams are stable and experienced and that staff turnover is very low. The percentage of our staff who are Welsh-speakers is 84%, and the highest in Wales, and the rest are keen learners.

As part of the day-to-day work of operational teams within the department, workers offer professional support and intervention. In addition, they have the option to request more specialist interventions such as those offered by the Edge of Care Team. The Team became operational in 2015 and it has been an exciting

and important development as we transformed experiences for children and families. The purpose of the team is to work intensively with vulnerable children and families, and children who are about to be taken into care. The Edge of Care team shows satisfactory performance with interventions seemingly having a positive effect on the lives of children receiving a service and their families.

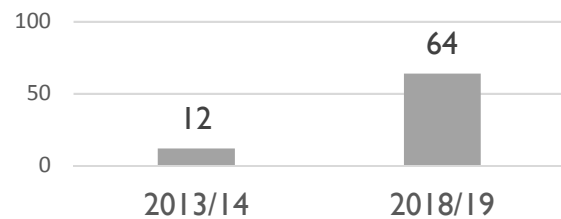
The success of collaboration between families and the team means that several children have been able to stay at home with their families, some have been able to return home from foster and residential care, and it has ensured that vulnerable foster placements have been greatly stabilised. Although the number of looked after children increased during the team's period of operation, the number of children in foster or residential placements has remained stable.

We are statutorily required to establish an IFSS service (Integrated Family Support Service) that provides intensive intervention for families facing difficulties with substance misuse and domestic violence. We have been providing this service jointly with Anglesey County Council. Following a full appraisal, in order to generate better results for families and avoid duplication, the service underwent a restructure during the year. The service is now provided within our operational teams and the Edge of Care Team.

At the end of March 2019, we had 247 children in our care. Compared with the number of looked after children over a five-year period, the total has increased from 185 to 247, which is almost a 27% increase. Nevertheless, the number of children who are either in residential or foster placements has remained consistent or has fallen.

There has been an increase in the number of looked after children who have been placed at home with their parents under a Care Order from the Council, from 12 to 64 over the last five years.

Children placed at home with their parents under a Protection Order to the Council



The profile of the population of looked-after children has changed, the average cost of residential placements has increased, and so has the complexity and profundity of cases. The lack of more specialist residential placements is also an enormous challenge for the Department. The lack of available residential placements and the increased costs associated with them is a matter receiving national and regional attention. The matter was recently the subject of a discussion by the Welsh Government Public Accounts Committee. On a regional level, under the leadership of the North Wales Heads of Children's Departments, work is taking place on a regional feasibility assessment to run a residential placement jointly, or to look at options with current providers for children and young people in north Wales.

Children and young people come into our care under highly challenging circumstances, but we are as ambitious for these children as we would be for our own children. We have Independent Reviewing Officers (IRO) who monitor the care plans of each child and young person we look after, and they assure us as a

Council that the interests of the child are safeguarded throughout their time in care.

According to our Independent Reviewing Officers 94% of reviews are ambitious for Children in Care.



Improving the experience of children and families going through the Safeguarding procedure is something that the Department is looking into. Less emphasis is placed on the timetable set and more on the quality of the contact the children and young people have with our officers. This is something that the inspectorate recently highlighted. Our Independent Review Officers are looking at the way they work and the way we can improve and develop practice.

Our ability as a Council to place children with foster parents is a key part of the service for children. We as a Council are extremely proud of our foster parents, and the Fostering Team continues to ensure that we have enough foster parents to meet the needs of children who cannot reside at home. However, ensuring the capacity and availability of foster parents is a challenge. We held several recruitment drives over the past five years in an attempt to encourage more people to become foster parents. On a national level, again, the lack of fostering placements is being acknowledged. The Outcomes for Children Ministerial Advisory Group will publish the 2017-2020 Action Framework which aims to reduce the number of looked after children, improve care experiences and outcomes, provide better support for young people leaving care, and tackle the care emergency.

As part of the National Fostering Framework, a detailed work programme is in place to try to deal with the matter. The regional project manager leads on the work of analysing the needs of local authorities, care pathways, the profile of the care cohort, the outcomes of court proceedings and placements, the levels of placement breakdowns in North Wales. On a local level, work is ongoing to improve the marketing work to attract foster carers, improve recruitment and the profile of Gwynedd as a fostering agent. As corporate parents, we need to be cognisant of this challenge and support this work wherever we can.

One of the highlights for the Department in 2013-18 was witnessing the Hafan y Sêr Short Respite Unit opening its doors for the first time in April 2018 to disabled children and young people. The unit opened in April 2018 and this new service offers a short respite provision that gives disabled children and their families care and support by specialist staff. This provision addresses the need that families have expressed to the Derwen Team for some time. The Unit is located on the Ysgol Hafod Lon site in Penrhyndeudraeth.



Furthermore, the Children and Supporting Families Department has a Safeguarding and Quality Assurance Unit that assures the Council that our safeguarding arrangements are robust.

The reasons for any slippage in performance have been challenged and are mostly related to staff sickness, availability of colleagues from other statutory bodies, and families' availability. On the whole, the delay is short (days) and longer delays have been carefully assessed and have not led to an unacceptable impact on the child.

The Department has been successful in attracting a regional grant to move forward with the pioneering scheme of 'Safeguarding Children Effectively'. The plan attempts to respond to the practice needs of workers in the challenging field of child protection. In brief, it has been developed in order to prevent

abuse as effectively as possible, thus leading to timely decisions in which safeguarding services can take a step back. The aim is to collaborate with the University in order to review and appraise the plan and, if successful, extend it across the region as a model of good practice.

This Department's day-to-day work contributes towards the Gwynedd Well-being Objectives, ensuring that Gwynedd residents can:

- Enjoy happy, healthy and safe lives
- Live in a naturally Welsh society.
- Live with dignity and independently for as long as possible.



Economy and Community Department



In addition to the work that this Department is doing to deliver the Improvement Priorities in Part I, the remainder of the ' day-to-day ' work also contributes to the Council's ambitions.



Developing Gwynedd's Economy

Gwynedd's economy is performing fairly well at a Wales level but not in comparison with other regions of Britain and Europe. Wage levels in Gwynedd are much lower than in other parts of Wales and the productivity value of Gwynedd businesses is low compared to other areas. It is therefore important that Gwynedd Council takes proactive measures to create the conditions that enable businesses to grow and stimulate economic growth at a time of economic uncertainty as Britain leaves the European Union.

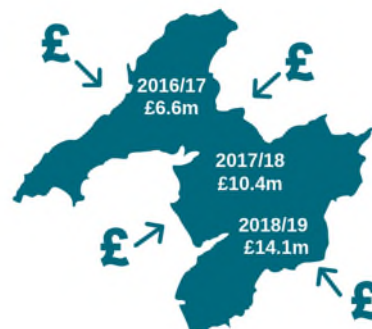
We are working to target the highly paid sectors by creating the conditions that support new businesses and that grow existing businesses. During 2018/19, 57 high value jobs (with salaries of £26,500 or more) have been created, the most over the past four years, and 29 jobs have been safeguarded as a direct result of our activities. We have worked with partners by leading on the STEM North project, securing £1.9 million to coordinate the STEM extra curricular provision for pupils, in order to secure a local workforce that will be able to capitalise on development that will lead to high value jobs.

Number of high value jobs created



During 2018/19, £14.1 million in grant funding or joint funding was brought into the County, the highest in the last five years.

Funding or co-financing brought into the County



Rental income levels have increased as the Council's industrial / enterprise spaces are 96% full. There is still demand for empty units across the County, and there is a shortage of spaces for businesses that wish to expand or move into the area.

During 2018/19, 213 businesses were given support. This is a fall on previous years, as a result of a more restrictive definition of the measure.

Businesses receiving support



The Department acted on 202 business enquiries over the year. The number has fallen compared with previous years due to a lack of financial support schemes.

As part of the work to regenerate Caernarfon town centre to improve quality, visitors' experience of the area, and the appearance of the town, two strategic regeneration schemes were completed: Ffestiniog Railway building and the Galeri2 Scheme.

The tourism industry is a key employer in Gwynedd. With an economic value of nearly £1 billion, over 15,000 people work in this sector. During the year, the new Snowdonia Mountains and Coast website was completed, and this attracted over 1 million visitors, an increase of 29,000 on the previous year. Funding from Visit Wales was secured to fund activities to promote the Coast Path outside the main visitor season, jointly with Ceredigion and Pembrokeshire.

The Department manages 301km of the Gwynedd coastline, concentrating on eight blue flag beaches, four harbours and two marinas. During the year, attention was given to reviewing the management arrangements for the marina and harbour for the future and to programme detailed dredging work at Pwllheli Harbour.

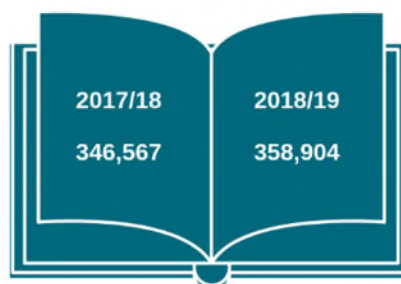


Supporting Strong and Healthy Communities

Area Regeneration Officers continue to support voluntary groups and local enterprises to respond to local opportunities and needs. 65 projects were supported to develop a new service or to safeguard access to a service in 2018/19. Over £500,000 of match funding was invested in Cist Gwynedd projects.

The Libraries Service has continued to ensure that the people of Gwynedd have access to support, resources and information, with over 300,000 people visiting Gwynedd Libraries during the year. 96% of users reported that they were satisfied with the service they received. A new self service system was introduced in libraries in 2018/19 and 2,422 Gwynedd children participated in the Summer Reading Challenge; a total of 46,851 children's books were read during the period.

People visiting Gwynedd libraries



The Council continues to maintain galleries, museums and archives in Gwynedd, with almost 60,000 visitors to the galleries and museums in 2018/19. Neuadd Buddug closed in December 2018 and transferred to the Derek Williams Theatre, which is the new centre at Ysgol Godre'r Berwyn. A national campaign, Explore Your Archive, was launched at the Caernarfon Record Office. Many people reported that their experience of visiting the record office was good and 94% were satisfied with the service.

Our Youth Service was remodelled during the year and the new structure is now in place. The service in its new form offers a range of activities including engagement work, volunteering in the community, cookery skills and sports.

The department is responsible for a network of 12 Healthy Living Centres, with 89% of customers expressing satisfaction with the service in 2018/19. Intensive work was carried out during the year to establish the Byw'n Iach Cyf. company and on 1 April 2019, management of the centres was transferred to the new company through agreement.

The Department organises and supports a range of sports activities in schools, the community and outdoors including Active Family, triathlon, squash and badminton sessions. The Future Leaders scheme proved a success this year, with many gaining volunteering prizes during the year.

The Exercise Referral team supports Gwynedd residents to improve their health, with 65% reporting that their quality of life has improved after receiving the support, and 80% saw an increase in their fitness level.

Local Priorities - The Council's Plan

One of the local priorities noted in the Council's Plan is the desire to attract more long term, highly paid jobs to the areas of Porthmadog, Ffestiniog and Penllyn; the Creating High Value Jobs project developed new opportunities in Trawsfynydd and Llanbedr that will benefit those communities.

Improving the poor connectivity of mobile phones and broadband in the Dolgellau area is another local priority. We are pressing on Welsh Government to prioritise the County for plans in the field, thus adhering to the principles of Digital Gwynedd.

New financial assistance packages for local businesses were launched during the year. These are the Penygroes and Bethesda Interest Free Loans Fund, and the Bangor City Centre Regeneration and Investment Fund, which respond to the local priorities for the regeneration of the areas of Dyffryn Ogwen, Dyffryn Nantlle and Bangor. During the year, four empty properties have been returned to use after receiving support.

Because of concerns around the future of the Ffestiniog Community Centre, the regeneration team recently conducted a review of public buildings throughout Gwynedd. This review showed that public buildings in Blaenau Ffestiniog, including the Community Centre, were used ineffectively and this identified an opportunity to improve resource sharing in future.

This Department's day-to-day work contributes towards the Gwynedd Well-being Objectives, ensuring that Gwynedd residents can:

- **Enjoy happy, healthy and safe lives.**
- **Earn a sufficient salary to be able to support ourselves and our families.**
- **Live in quality homes within their communities.**
- **Live in a naturally Welsh society.**
- **Make the most of the beauty of the county's natural environment.**

Highways and Municipal Department

Street Cleaning

Maintaining a high quality local environment and the appearance of streets and public places is important to the residents of Gwynedd. In terms of the local environment, it is very important that our streets are clean and safe. The Cleanliness and Street Appearance Measure this year to date was at 74.1% which showed an improvement on the end of year performance for 2017/18 (71.95%).



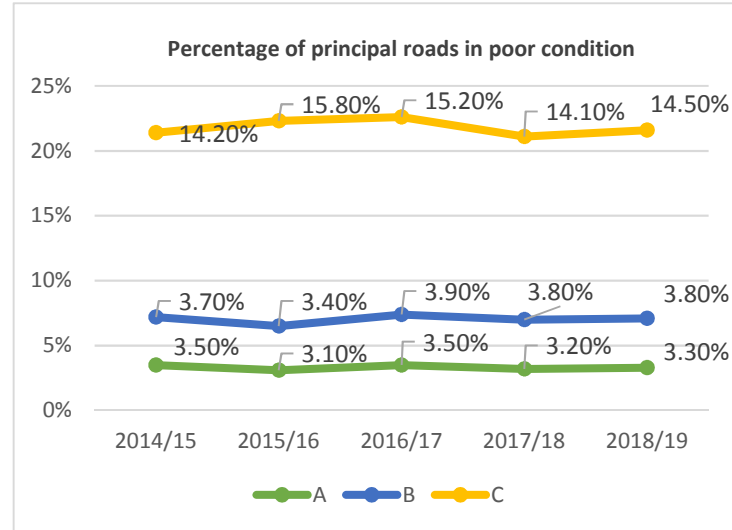
Keep Wales Tidy carries out a survey to assess how many 'defects' such as rubbish, weeds, dog fouling, chewing gum and cigarette stumps can be found on our streets. According to the independent survey, the cleanliness and appearance of Gwynedd streets continues to be of a good standard, and it appears that a recent improvement in behaviour is likely to prevent untidiness.

Roads

It is important that businesses and residents are able to move safely and with ease within the county and, in order to ensure this, the Council ensures the upkeep of 2,697km of county roads and 199km of Trunk Roads (highways of national importance) on behalf of Welsh Government. At present, our highways in Gwynedd, the Class A and B roads, are in a good condition and fewer than 4% are defective and need attention. Due to a reduction in the funds available for Local Government, it has been more difficult for us to maintain the class C and unclassified roads to the same standard.

As a result of the financial pressures on the Council, further pressures on the Council's road maintenance budgets are inevitable, and preventing the deterioration in the quality of our roads, particularly the lower priority roads, the Class C and unclassified roads, will be a challenge.

Whilst the condition remains stable, with 14.5% deficient and in need of attention, our reduced budget will make it difficult to maintain our current performance.



Waste

It is vital that we deal with waste appropriately in order to protect our environment and avoid creating problems for future generations.

By the end of 2018/19, 63.3% of waste from Gwynedd homes was recycled, reused or composted, which is an increase of 8% in the rate since 2014/15.

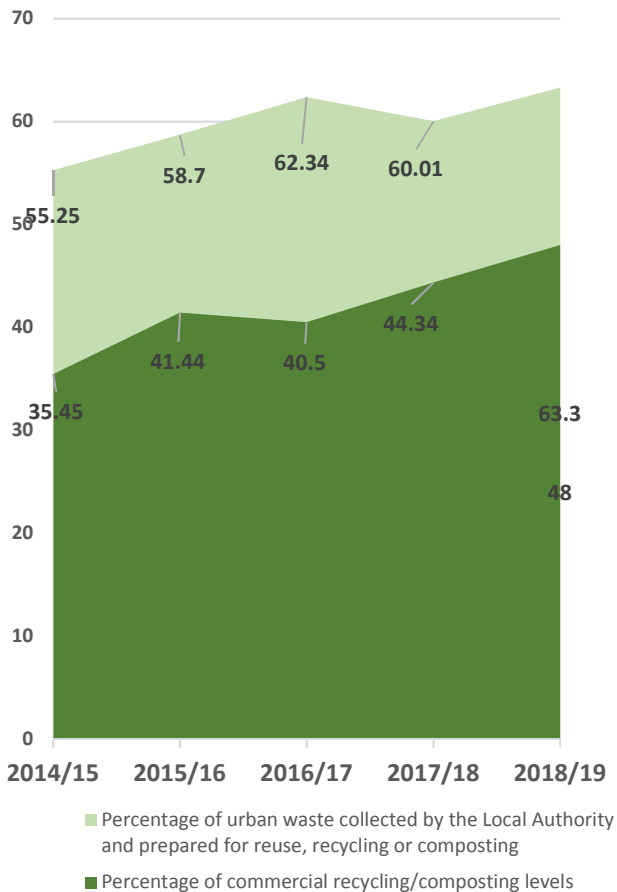
Through the commitment of the county's residents and businesses to reducing their over-dependence on the disposal of waste to landfill, this change in the system has been crucial in improving our performance.



The County's businesses have also contributed to improvements and, by the end of 2018/19, 48% of commercial waste had been composted or recycled, which is a substantial increase compared with 35.45% in 2014/15.

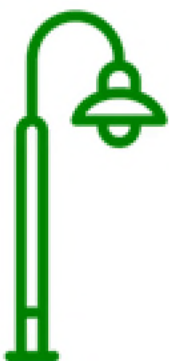
It also matters to the people of Gwynedd that their waste is collected when we say we will collect it. During 2018/19, we made a total of 4,556,708 refuse collections, and we received 12,314 complaints about missed collections (or 0.27%). Some of these failures were due to severe weather and others because of shortcomings on our part. In order to improve the service we provide the people of Gwynedd, we have been reviewing our work practices. The changes will gradually come into force in 2019/20.

The performance measure for the percentage of urban waste sent to landfill was lower in 2018/19 at 18%, compared with 43.33% in 2014/15. This improvement could be attributed to the fact that more residual waste had been treated through the incineration process and, consequently, had not been sent to landfill.



Street Lighting

We continue to fix street lights promptly and it takes two and a half days on average - a figure that has remained broadly constant over the past five years.



As part of the Council's "invest to save" programme, our substantial programme to change street lights to LED has been implemented over recent years. During 2018/19, 1,680 street light units and LED signs were changed and, since 2015/16, we have changed over 10,000 street lights and signs to LED technology. As a result of these changes, it is anticipated that we

will save £260,000 a year and will reduce carbon emissions (414 CO₂). A new three year programme to change the remaining lights to LED will begin in April 2019 and we will save £185,000 and will reduce carbon emissions (572 CO₂).

Public Toilets

There are 62 public toilets in the County, together with 35 community toilets in places such as cafés, pubs etc, and 17 public toilets owned by Snowdonia National Park Authority.

As with other counties throughout Wales, Gwynedd has faced a period of substantial budgetary cuts, which has meant finding savings in the public toilets' expenditure over recent years. But through collaborating with community and town councils and community groups, we have been able to maintain a high number of toilets for public use in Gwynedd. We have also created a Public Toilet strategy which is a statutory requirement on all authorities, this work was completed very recently.

Local Priorities

In response to complaints about mess and rubbish falling from/being left by refuse and recycling collection vehicles, a number of steps have been put in place over the past year to try to improve the situation. This includes using Romaquip vehicles rather than Kerbside vehicles, which means that no tipping takes place above the height of the vehicles and they are, therefore, safer for the workforce. Using these new vehicles also means a reduction in the number of materials falling from the vehicles as materials are not stored freely when moving from property to property, which leads to greater organisation when serving the cartgylchu. Over the coming year, we will continue to respond to our residents' concerns and ensure an improvement in the situation by focusing on the smaller vehicles.

In 2018/19, we continued to collaborate on the Delwedd Bangor project which is a partnership comprising of representatives from the City Council, BID Bangor, Bangor University and several other organisations, and this work is proceeding well. The group's main focus is to improve the City's image. We will learn from this work in Bangor and will then introduce it in other areas. We also work with a group in Dyffryn Nantlle to improve the area's appearance. We will learn from our experiences of working with Bangor project as we continue with this work.

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- Enjoy happy, healthy and safe lives
- Make the most of the beauty of the County's natural environment

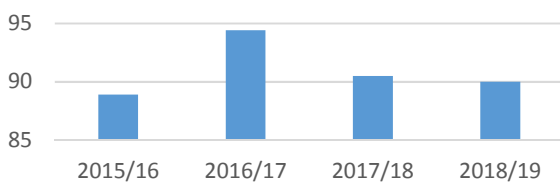
Environment Department

The main areas of responsibility of the Environment Department are Planning, Public Protection, Transportation and the Countryside, and the Corporate Property Service.

Planning

The Planning Service facilitates and manage sustainable developments for the benefit of communities, the economy and the environment within the Gwynedd planning authority area (which does not include the National Park area), with 90% of the service's customers being satisfied with the service.

Percentage of Customers who said they were satisfied or very satisfied with the level of service from the Planning Unit

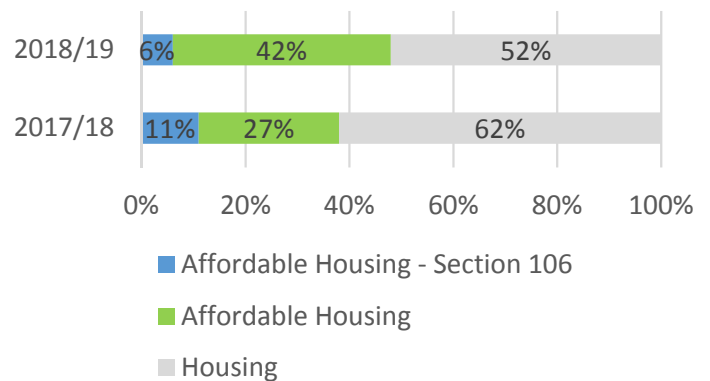


Of those who are unsatisfied, the observations received state dissatisfaction with arrangements to contact the service, with communication difficulties noted in the observations received by happy, as well as unhappy customers. The service will work to improve the situation in 2019/20.

In 2018/19, on average, planning applications took 63 days to be determined by an officer, with applications determined by a Committee taking 149 days, on average to receive a decision. The performance reflects the fact that applications that are submitted to the Committee tend to be complex or contentious applications, and it is not unusual for decisions to be deferred in order to provide an opportunity to receive more information or to hold discussions.

Affordable housing is a matter of priority for the Council, with 48% of the housing approved through the planning system in 2018/19 being affordable housing, either through a 106 agreement or because they are housing built by registered social landlords. This figure is an increase of the 38% recorded in 2017/18, and it is still higher than the highest target in the Joint Local Development Plan, namely that developments include 30% affordable housing. This means that the Planning Service contributes directly towards the affordable housing provision in Gwynedd in a significant way.

Percentage of Affordable Housing

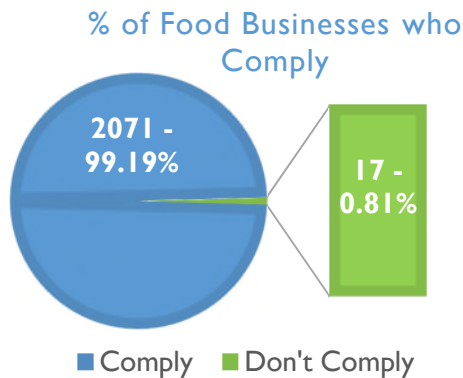


The Planning Service also deals with planning enforcement, by taking enforcement action on developments that have not been given planning permission. In 2018-19, they dealt with approximately 218 cases. For 2018-19, 61% of cases were investigated, which took 37 days, on average, to do so. During the year, 40 cases that required remedial action were recorded, with 35% completing remedial action and the other 65% under way. The process of taking enforcement action is lengthy due to the nature of investigation requirements, statutory requirements and legal processes, but it should be noted that a satisfactory solution to the case is often more important to the customer than the time it took to deliver on it.

Food Hygiene



99.19% of Gwynedd food establishments roughly comply with food hygiene standards, namely 2,071 out of 2,088 establishments.



Over the last few years, the Public Protection Service has found it very difficult to cope with the number of required inspections, and additional resources had to be obtained to clear the backlog of inspections that had developed. For 2018/19, there was a backlog of 17 food hygiene inspections, along with a backlog of 152 Food Standards inspections. This backlog is in the low risk food establishment category, but in July 2018, the Cabinet resolved to allocate more resources to the service in order to provide them with resources to be able to cope with the work, thus enabling the service to appoint two additional officers. However, it takes time to become fully qualified to undertake food hygiene inspections and, therefore, we will not see the full impact of the additional resources for some time.

Otherwise, encouraging performance is seen in the field of Public Protection with all air pollution inspections and animal food organisations being inspected in accordance with the programme. It was managed to resolve 698 offences during the year by means of intervention by the Public Protection service and another 49 are waiting to be resolved.

Traffic and Street Works

Seeing an order being enforced is important to the person requesting traffic orders, and the practice we had of advertising the number of applications in one pack has come to an end as it would often be possible for one contentious order to hold back a number of other orders. This change in the process has led to a reduction in the average time it takes to put a Traffic Order in place from 519 to 297 days.



Public Transport

The public transport sector in Gwynedd has been faced with a turbulent period over the last few years, with the service having to respond swiftly to major changes in terms of available providers in the field. The Transportation and Countryside Service has now commenced the work of undertaking a comprehensive survey of the public transport network. The Service is collaborating with Bangor University in order to plan a network that will be based on social value rather than cost and the number of passengers. It will also consider innovative methods of offering a public transport network. The review is expected to be completed by September 2019, becoming operational in April 2020.



In the meantime, the service continues to deal with complaints submitted by the public and collaborates with the industry to maintain services that meet the needs of Gwynedd Residents. The Service is monitoring the punctuality of bus companies, with 83% of services arriving on time in 2018/19. Of the services that were not on time, the majority had arrived within 5 minutes of the time on the timetable.

Property

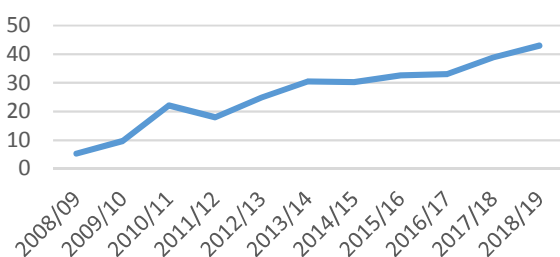
Telecare, or assistive technology, assists with reducing risks within the home by enabling vulnerable individuals to live an independent life. In January 2018, the Council's Property Service took responsibility for the service of installing telecare equipment in Gwynedd. The time it took to install Telecare equipment decreased from 53 days to 5 days following its transition under the care of the Property Service. By becoming more accustomed with the work, the service has managed to improve gradually, taking 4.5 days, on average, by the end of 2018/19.

Carbon emissions

In order to respond to the challenges that arise from climate change, and ensuring that Gwynedd communities are prepared for the future, the Council adopted a Carbon Management Plan in May 2010. The plan has been a substantial investment of £3,750,170 in order to reduce carbon emission activities of the Council, in addition to contributing towards the wider aim of a low carbon Gwynedd.

The nature of such plans is integrally measured over a long period of time, with small differences between monitoring periods having a cumulative impact over a more extensive period. Since the baseline was established in 2005/06, the Council's carbon emissions have reduced by 43%, with a further reduction of 4.1% in 2018-19, and this has led to a cumulative financial saving of £4,062,958 since the plan was rolled-out.

Percentage of reduction in carbon emissions from Council buildings



During 2018/19, the importance of the successes of the carbon management plan became apparent as the Council (7/3/19), Welsh Government (29/4/19) and the Westminster Government (1/5/19) declared a climate emergency. The statement means that the Council intends to take further action and be innovative as it strives for a zero-carbon future.

Local Priorities

It was noted there was concern in the Caernarfon and Dyffryn Ogwen area about the lack of public car parking for local people. The residents of the Penllyn area had concerns about the lack of parking spaces for workers on Bala Industrial Estate, which have now been resolved. The department did not succeed in responding to these concerns in the Caernarfon and Dyffryn Ogwen areas in 2018, and we will investigate and consider options to address the problem.

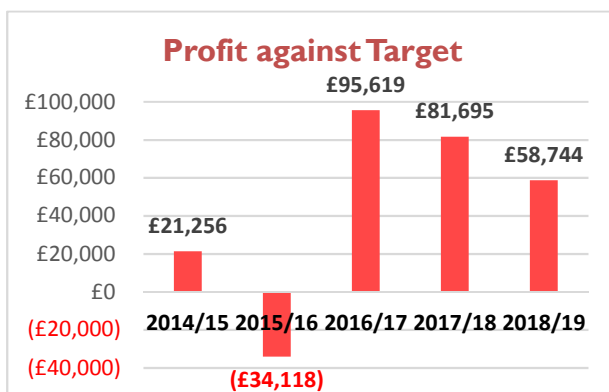
This Department's day-to-day work contributes towards the Gwynedd well-being objectives, ensuring that Gwynedd residents can:

- Enjoy happy, healthy and safe lives
- Live in quality homes within their communities
- Take advantage of the natural beauty of the County

**Ymgynghoriaeth Gwynedd Consultancy (YGC)
Department**

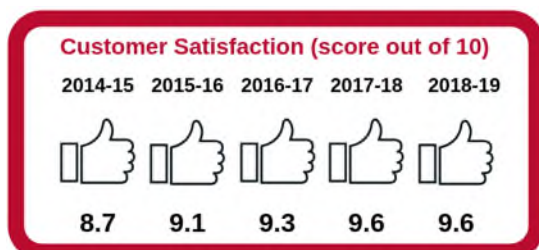
Ymgynghoriaeth Gwynedd Consultancy (YGC) operates commercially in the engineering and construction fields to secure high quality employment in the County and generate profit to help the Council's financial position.

For 2018/19, a profit of £58,744 was generated, which was above the target set.



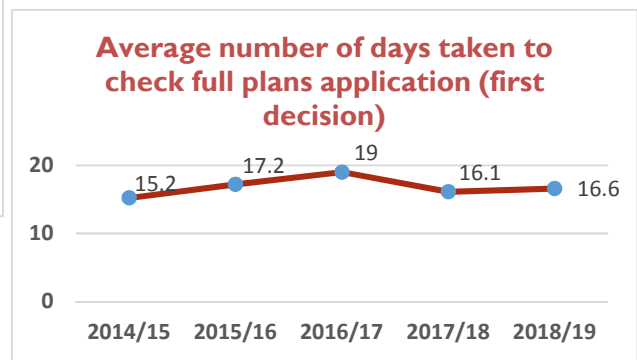
The Building Control Unit collaborates with the public and partners to ensure safe buildings for our communities that are in line with the latest technical requirements. This Unit is responsible for ensuring that construction work meets building standards. This is important and valuable to the people of Gwynedd, as it will ensure that any building work is safe and is of the required standard.

The Building Control Unit continues to provide a good service for residents and the satisfaction score has remained high and stable over recent years. In a customer satisfaction survey in 2018/19, an average score of 9.6 out of 10 was given. Work is



underway to establish the reason for any dissatisfaction.

One of the Building Control Unit's duties is to process applications for Full Plans. The Unit aims to inspect the plans within 15 days, and release decisions on the applications as soon as possible. During 2018/19, it took 16 days on average to check applications for full plans (initial decision), which is the same number of days as in 2017/18. However, this is one day more than the 15 day target.



As with other coastal areas in Wales, some coastal areas in Gwynedd are at higher risk of flooding. We collaborate with our local and regional partners to identify and reduce Flood Risk to Gwynedd communities.

During 2018/19 the Unit attracted grant funding to undertake case studies on how the risk of flooding could be reduced in the Aberdyfi area; Barmouth: Y Felinheli; Hirael Bay, Bangor; Tremadog; and Rhostryfan. Furthermore, improvements were made during the year in Llanberis; Borth-y-gest; Abererch; Tal y Bont; and Pwllheli. Over the past year, 176 residential properties have benefited directly in relation to flood risk, thanks to grant funded improvements.



The Council cannot fight nature at every turn, of course, and we continue in our endeavours to assist the residents of Y Friog to plan for the future, where the forces of nature will inevitably defeat us.

We continue to collaborate with the public sector, and other bodies, by raising awareness of flood risk and coastal erosion.

During 2018/19, we completed work on inspecting the condition of our assets and on ensuring that these assessments remain current. This first inspection showed that three out of 183 of our assets require urgent attention, and a further 21 will require attention before long. These assets will be attended to over the coming years.

This Department's day-to-day work contributes towards the Gwynedd Well-being Objectives, ensuring that Gwynedd residents can:

- Enjoy happy, healthy and safe lives
- Live in quality homes within their communities
- Benefit from the beauty of the County's natural environment.



Finance and Information Technology Department



The Finance Department ensures the appropriate support for the Council in managing, safeguarding and developing its financial position in addition to providing services, such as collecting revenue and paying benefits, in a fair manner. The Council's Information Technology services are also part of the Finance Department and they offer high quality technical guidance and support which promotes the Council's basic values.

Financial Management and Savings

Since 2015, the Council's budget has reduced, with a total of £25 million of savings having been realised over the past four years. This means that the Finance Department's financial management work and responsible support is an asset to the Council's departments when achieving for the people of Gwynedd at a financially difficult time. Through conscientious financial management, the Department has helped the Council manage to keep within its budget every year between 2015/16 and 2018/19.

In the financial climate where the Council is required to reduce its budgets every year due to continuous restrictions on public expenditure, as well as reliable financial estimates and accurate and fair accounts, the Finance department is responsible for the Council's robust arrangements to ensure that all departments realise what is expected of them.

The latest information shows that 96% of schemes programmed for delivery by the end of 2018/19 have been realised, a value of £23 million in savings. In terms of 2018/19 schemes, 73% of the £2.5 million of planned savings have been realised during the year and it is expected that 1 scheme will be delivered on time and that seven schemes will slip.

The rest of the Finance Department's support units are performing well, with the measures used showing that the performance is maintained or improved. The satisfaction of other departments with the services of the Department remains high, which gives assurance that high quality support is provided.

Council Departments and Services' satisfaction with the service and support received (score 0-5)

Accounting and Finance 4.75	Internal Audit 4.93
Information Technology 4.38	Compound Score 4.5

Internal Audit

The Council's Internal Audit service gives confidence to the citizen and the Council on the Council's control environment and governance arrangements through independent and objective reporting to the Head of Finance and the Audit and Governance Committee.

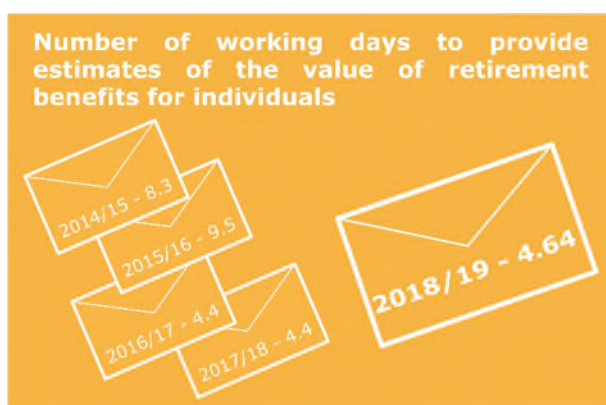
During 2018/19, the service undertook 58 audits, with the majority either being awarded a 'high' or 'adequate' assurance level, but 6 inspections received a 'limited' opinion.

In addition to the Internal Audit work, the service has offered an internal audit service to 67 town and community councils in Gwynedd and Anglesey. Very positive observations were received from the councils that collaborated with the Service, which in turn has led to invitations to fulfil the same role again.

The Auditor General for Wales used the Gwynedd Internal Audit report on Holyhead Town Council as an example of good practice, and CIPFA also referred to the innovation of Gwynedd Internal Audit in a leading document, which is another sign of the high standard service provision.

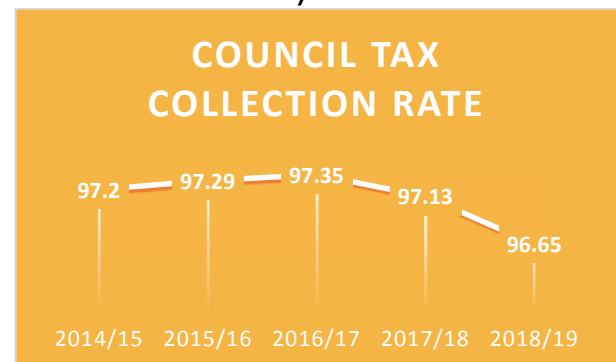
Pensions

The Pensions Service administrates the Local Government Pension Scheme on behalf of over 40 employers, including Gwynedd, Anglesey and Conwy councils. The service focuses on operating accurately and promptly on behalf of its members. During 2018/19, service performance slowed down slightly, taking 4.64 working days to send a letter informing individuals of the value of their retirement benefits but, on the whole, the general performance of the service was stable when dealing with considerable staff turnover. However, the performance is a substantial improvement from the 9.5 days that was recorded for 2015/16. The work of improving systems and communication with other organisations that are part of the Gwynedd Pension Fund is coming to fruition in order to automate the task of gathering the required information earlier and ensuring that information about scheme members is up to date.



Taxes

On 1 April 2018, the 50% Premium came into force on the Council Tax of second homes and long-term empty properties. This resulted in additional work pressures on the service in dealing with enquiries, and a small reduction was seen in the Council Tax collection rate during the year (96.65% in 2018/19 compared to 97.13% in 2017/18). Despite the reduction in the collection rate during the year, the vast majority of the money that is due continues to be collected eventually.



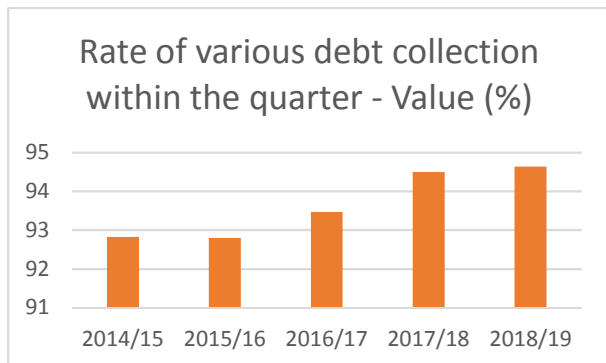
Benefits

2018/19 was a transitional year with the DWP's Universal Credit commencing in Gwynedd in December 2018. The impact of Universal Credit on work to process Housing Benefit and Council Tax Reductions will increase in 2019/20. In 2018/19, the average time taken to process a new benefit application was 19.62 days, and 5.51 days to process a change in circumstances, compared to 18.51 and 5.65 days in 2017/18. We continue to compare favourable with the latest national processing figures of 20 and 8 days, which were published by the DWP.

Income

The Income service processes cash receipts and collects the Council's debts promptly and efficiently. The service had managed to collect 94.64% of invoices raised by the Council in 2018/19, and service performance has gradually improved during 2018/19, with a prompt collection rate of 88.86% of various debts by the end of the year, compared to a

rate of 86.47% at the beginning of the year. However, the Income service deals sensitively with the circumstances of debtors by agreeing on a payment arrangement with some debtors.



Information Technology

The Information Technology (IT) service provides and supports technology of all kinds to help the people of Gwynedd to gain easy access to the Council's information and services, and for staff to work efficiently.

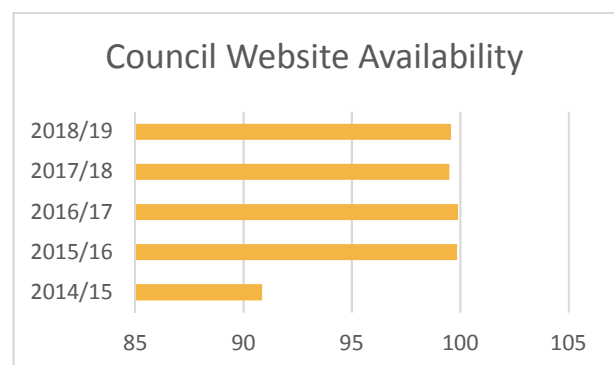
The Council's current IT Strategy was adopted in 2016 and implementing the strategy has enabled the service to develop and pioneer when providing support for the Council. The work of developing the new strategy is in hand and it will be completed by the end of autumn 2019/20.

A clear change that has derived from the strategy is developing online services, especially self-service to gain access to Council services. Some services were already available on the Council's website, but in November 2017 the digital channel was re-launched by introducing more services and strengthening provision to track the status of service applications. A further development was seen in July 2018 with the "Gwynedd app" being launched for Apple and Android devices which is going from strength to strength. The "app" has now been downloaded 902 times and has more than doubled in numbers between January and May 2019.

Technical provision is coming closer to the grass roots and as part of analysis work for the

digital channel, mobile apps were introduced to a number of officers who offer direct services for the public. Waste technicians mainly use this provision. The technology enables them to act on applications sooner and that up-to-date information is available to be shared directly with Gwynedd residents. It is anticipated that provision will be extended to more Council services in future.

One of the priorities of the IT service is to ensure that the Council's website is available to the public, and that the Council's network is available to its staff. The service's performance on these aspects have been consistent, with the network available 99.97% of the time in 2018/19. The Council was faced with a major incident in summer 2018 which led to Council systems being unavailable for a period of time, but it was managed to restore high priority systems swiftly, with the remainder being restored over the following days. A number of changes were made following the incident in order to strengthen the resilience of the provision to ensure that no such incident occurs in future. Although the situation has substantially improved, a few actions are still required in order to complete the changes, of which will conclude in Q3 2019/20.





Corporate Support Department



In addition to the work that this Department is doing to deliver the Improvement Priorities in Part I, the remainder of the ' day-to-day ' work also contributes to the Council's ambitions.

Customer Contact

2018/19 was a successful year in increasing the number of services available to Gwynedd residents through on-line self service. It is now possible for Gwynedd residents to access an increasing number of services at a convenient time for them, 24 hours a day, 7 days a week. It also provides a more cost effective way of contacting the Council for a service.



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Saff, sydyn a hawdd i'w ddefnyddio

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Gwynedd residents and businesses can now get in touch about 17 matters relating to highways, ordering and paying for a parking ticket, paying for school meals, and creating a self-service business account. We have also launched a mobile phone app that gives residents a greater choice around how and when to ask for services. During the year, 9,129 residents have opened new self-service accounts.



We provide a prompt telephone service through Galw Gwynedd, which has improved since the previous year.

Time taken to answer phone calls in Galw Gwynedd



However, we are aware that there is room for further improvement, as only 55% of residents who contacted Galw Gwynedd gave 10 out of 10 for the service provided.

An increasing number of Gwynedd residents now choose to contact the Council via electronic means. In 2018/19, the Council's website received 2,178,222 individual visits. Only 277 (0.01%) of these visitors submitted a complaint or a negative comment about the website. The vast majority were addressed promptly and in ways that resolved the problem, and 72% of these were resolved within three working days.

Communication

Holding a two way dialogue with the people of Gwynedd in order to share information about the Council's services and to hear our residents' opinion about those services is a priority. In 2018/19, 5,960 of the people of Gwynedd responded to all the Council's corporate public consultations, and specific focus was placed on ensuring that the Council listened to the voices of specific groups such as young people, the LGBT+ community, ethnic minorities, refugees and adults with learning disabilities.

Registering Births, Deaths and Marriages

The service's performance was maintained with 93% registrations of death being made within five days, which exceeds the Government's expectations by 90%.

In February 2018, the General Register Office conducted an investigation that noted the need to pay attention to 12 action points. Following another inspection 12 months later, it was recognised that 11 of the 12 action points had been addressed.

Council Business Support

During the year, our arrangements to assess the impact of equality when creating policies and implementing them were improved. The Gwynedd and Anglesey Public Services Board Well-being Plan was published in June 2018, which outlines six fields of priority on which the Board members will collaborate in order to ensure the best services for the residents of both counties. Further research work is needed before many of the plans can be developed, but we will continue to contribute to those plans in 2019/20.



Language Unit



We as a Council have used lessons learnt over the past five years and more recently to create a 'Welsh Language Promotion Plan for Gwynedd 2018-2023'.

During this past year we have also developed a closer working relationship with the rest of Wales' Mentrau Iaith, in order to strengthen our own mentrau iaith, which are Hunaniaith and Menter Iaith Bangor. We place great importance on equipping others to offer a Welsh medium provision, rather than supplying our own direct provision.

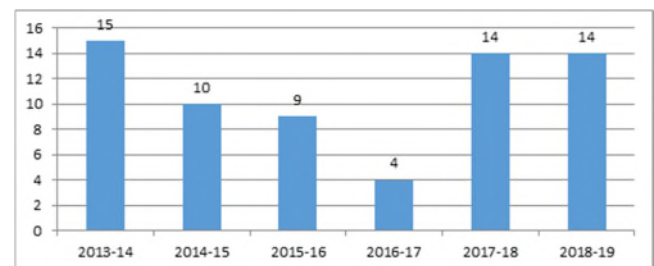


Information Management

We are acutely aware that the information we hold about people and resources constitutes sensitive and valuable data.

One incident had to be reported to the Information Commissioner because of its gravity, but formal proceedings will not be taken against us as appropriate procedures are in place.

Number of information breaches where information about an individual has been stolen/lost/sent to the wrong address

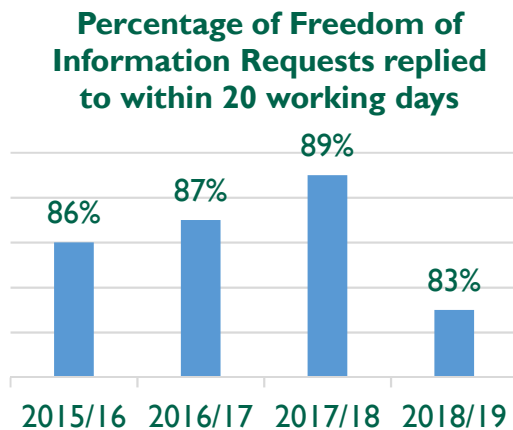


Our priority for the future, of course, will be to ensure that every member of staff has received training on how to protect data, including providing repeat training according to need, so that similar incidents do not occur in future.

During the year, the number of applications from individuals wishing to see information about themselves (data protection

requests) has more than doubled to 59. As we cannot prioritise our budget in order to employ staff or redeploy them in order to respond to this increase, we have lived with the fact that 75% of these requests were answered within the expected time of one calendar month.

Additionally, 1,155 freedom of information requests were made during the year.



During 2018/19, several research projects were undertaken, which have either contributed to developing policies or to improving internal procedures. They include the research on New Housing Developments, which is a comprehensive piece of work in which residents of new houses across Gwynedd were asked their reasons for moving, where they previously lived, language spoken, etc., and the chain was then followed to the houses from which they moved. A working group is currently analysing the results, but it will certainly be able to contribute to the work and policies of our housing and planning units in future.

Purchasing

In addition to the work on the 'Keeping the Benefit Local' Improvement Priority, the Procurement Service also collaborated with

departments across the Council in order to establish contracts and arrangements that have given them the opportunity to save money. In 2018/19, opportunities were identified to save a total of £239,280.

Democracy and Translation



The purpose of the Democracy Service is to support Councillors in order that they can make decisions and act in the interest of the residents of Gwynedd. For the 2018/19 period, the percentage of committee agendas published within the timetable (at least five working days before the meeting) increased to 97% in 2018/19, compared with 95% in 2017/18.

The standard of the work produced by the Translation Unit remains excellent in all respects, with 28 of the 29 satisfaction questionnaires completed scoring the written translation service a 5 out of 5.

Human Resources Support

In August 2018, the Council reached a collective agreement with the labour unions on a package of changes to working conditions. One of the commitments that emerged as a result of that process was to strengthen the relationship between the labour unions and the Council in general. Since then, and further to the monthly meetings that had already been established with the Corporate Human Resources Service; the Adults, Health and Well-being Department; and the Highways and Municipal Department also hold regular discussions with union representatives on matters relating to their services.

We are delighted that the changes made in 2018/19 have meant that minimum wage at the Council will increase to £9.18 per hour

from April 2019 onwards. This compares with £8.21 for the National Living Wage and the £9.00 per hour recognised as the Real Living Wage by the Living Wage Foundation. This is the first time this Council has reached the aim of paying a minimum wage that is higher than what the Living Wage Foundation recognises to be a Living Wage.

Although we saw an increase in the number of sick days per staff member during 2018/19 compared with the previous year, we continue to be among the Councils with the lowest level of sickness absence.



The Support Service provides administrative assistance to the Council's staff. In 2018/19, an electronic module was developed in order to introduce on-line access through the Self Service system so that Managers and Staff could check staff members' criminal records (DBS). Further work is needed before we can say that the new electronic system has fully eliminated paper bureaucracy, and one important step that is being awaited is for the Language Commissioner to look at ensuring the system's bilingual administration.

On contacting applicants for jobs with the Council to ask their opinion about the application process, the response showed 100% satisfaction with the service. Behind this result is a great deal of work that was carried out during the year in order to

tighten the processes of inputting information and save staff time.

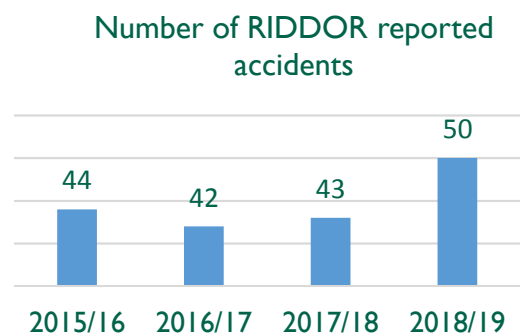
Organisational Learning and Development



The Organisational Learning and Development service provides a learning and development service for the Council's staff. The most exciting development this year was the establishment of our Apprenticeships Scheme, and three apprentices have now been appointed. The Plan will be further extended in 2019/20 in the hope of increasing this number to 20.

Health and Safety

During the year, there was an increase in the number of accidents the Council was required to report on under the Reporting of Injuries, Diseases or Dangerous Occurrences Regulations (RIDDOR).



In order to ensure that our health and safety procedures are as robust as they can be, the Unit continues to run a programme of inspections and assesses any weaknesses that exist in individual departments and discusses those weaknesses with the relevant heads.

Local Priority

Looking into the possibility of collaborating with Partneriaeth Penllyn in order to transfer responsibility for resources within the community to enable them to use

income to maintain local services had been identified as a priority in the Penllyn area. Discussions have been held and these will continue in order to develop and alternative model for transferring responsibility for the resources within the community.

This Department's day-to-day work contributes towards the Gwynedd Well-being Objectives, ensuring that Gwynedd residents can:

- Enjoy happy, healthy and safe lives
- Earn a sufficient salary to be able to support themselves and their families
- Live in a naturally Welsh society.

Legal Services

The Legal Service provides a full legal service for all the departments within the Council. In order to generate income, we also provide the same service for external clients. We continue to receive consistently positive feedback, with the 2018/19 customer satisfaction survey showing that 84% of clients were fully satisfied (a score of 10 out of 10) with the service provided. We are further investigating the reasons why the remaining 16% were not entirely satisfied in order to see whether we can do something about it.



One common factor that we are aware of is the need to frequently communicate with clients so that they know if things are going to take longer than anticipated. We will address this issue further during the coming year.



The service is also responsible for administrating all elections in the County. During 2018/19, we have administrated elections for three by-elections.

During 2018/19, the annual canvas was held and completed. By changing our way of working in order to make greater use of technology, we hope to increase the electoral register in areas and within groups that are less likely to be on the register. We will assess the success of the experiment in the coming year.