

# Summary Plan

**2017/18**

Gwynedd Council



# Introduction

The purpose of this plan is to inform the people of Gwynedd about what the Council is doing and intends to do over the course of 2017/18. This year's plan will be a year's extension to the Gwynedd Council Strategic Plan 2013-17.

When reviewing the plan, we have looked at where we have reached following four years of implementing the Strategic Plan 2013-17 and considered what needs to be delivered in 2017/18. As well as being an extension to the previous plan, the 2017/18 Plan will also bridge the period between the Gwynedd Council Strategic Plan 2013-17 and the new plan which will be prepared and adopted by the newly elected Council in May 2017.

Our Well-being Statement and our Well-being Objectives have been noted in our chapters on the **Well-being of the People of Gwynedd**.

The chapter on **Delivering the Plan** notes how our governance arrangements will work in order to deliver our well-being objectives and how we will review our actions in order to deliver those objectives.

## Improvement Plans

The following improvement plans contained in the Gwynedd Strategic Plan 2016/17 were completed:

- **Ysgol Hafod Lon** - work completed
- **Restructuring the Adults, Health and Well-being Department** – work completed
- **Internal Provision** – work completed
- **Implementing a Performance Framework** - work completed

In addition, the following project has been moved:

- **Improving access to employment for the county's people and responding to barriers** – work is continuing as part of the **Working together against poverty** plan

## Measures

Our measures have also been adapted in order to reflect the emphasis that we place on improving the circumstances of the people of Gwynedd. See our measures in **Appendix I**.

# The Well-being of the People of Gwynedd

## Background and context

This part of the plan is a **statement about our well-being objectives**. It explains why we consider that the Council's services and our associated well-being objectives contribute to achieving the **well-being aims** as noted below.



The plan has been prepared to meet the requirements of the act, but it will be published before the Gwynedd and Anglesey Public Services Board's Well-being Assessment is published and, therefore, it does not incorporate the results of that assessment. By next year, we will have considered the Well-being Assessment and its results will be expected to influence the content of the plan from 2018/19 onwards.

Our services already operate in a way which follows the sustainable development principle while adopting a long-term and collaborative approach and working in partnership and including organisations, individuals and communities. In addition, we work in a preventative way where possible when responding to current needs and reducing dependency e.g. in the field of Additional Learning Needs. Having said that, the emergence of the Well-being of Future Generations Act and the Social Services and Well-being Act has offered us as a Council an opportunity to take stock of what we are already doing to work in a sustainable way and to set ourselves an ambition for the coming period.

### The act's five sustainable development principles or the Five Ways of working:

Long term



Prevention



Integrate



Collaboration



Involvement



## Well-being Aims in Gwynedd

This part of the well-being statement shows what we are already doing in order to contribute to delivering the Well-being of Future Generations Act's well-being aims here in Gwynedd. In order to continue to meet the needs of the people of Gwynedd despite the fact that the money available is reducing significantly, we have demonstrated that we are working to the vision of the well-being act as follows:



## Well-being Objectives



A prosperous  
Gwynedd

Ensure that every pupil has the necessary skills to succeed

Create the conditions for enterprises to prosper across Gwynedd

Create the conditions for businesses to create and sustain high-value jobs



A resilient  
Gwynedd

Increase recycling

Reduce flood risk

Promote wildlife

Keep towns and villages tidy and safe

Protect and manage the quality of the Llŷn Area of Outstanding Natural Beauty

Facilitate and manage sustainable developments



A healthier  
Gwynedd

Ensure that pupils with emotional and behavioural needs are fully included within Gwynedd schools

Ensure that children and young people are stable and are protected from harm

Enable the residents of Gwynedd to be energetic and live healthy lives

Safeguarding the health and well-being of the public

Provide the right assistance to individuals at the right time

Prevent the escalation of people's needs

Support people in difficult financial circumstances

Tackle poverty

Provide travel opportunities for everyone across the county

Ensure that construction work is safe, sustainable and energy-efficient

Strengthening and regenerating communities



A Gwynedd  
of cohesive  
communities

Safeguard children and adults from harm

Collaborate with partners to reduce crime and disorder

Maintain public footpaths and playing fields



A Gwynedd of  
vibrant culture and  
thriving Welsh  
Language

Promote the use of the Welsh language

Promote our culture, heritage and the arts

Provide a Library service



A globally  
responsible  
Gwynedd

Reduce energy costs, carbon emissions and prevent light pollution

Provide rehabilitation opportunities for the most vulnerable people from Syria

Educate and raise awareness among children about recycling and preventing litter and graffiti

# The Well-being of the People of Gwynedd

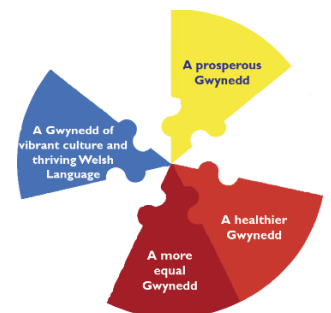
We acknowledge that more significant changes are required in some fields and we have developed improvement plans to address that. These focus on the issues that we will give the most attention to during the lifespan of the plan to achieve our **well-being objectives**.

## Improvement Plans



### Children and Young People

Well-being aim(s)  
that we contribute  
to



The start of life for each of us has been crucial in establishing a foundation for the remainder of our lives and the principle of ensuring that every child and young person receives the same opportunities and receives the same good standard of education is important.

#### P1 Raising Standards - Foundation Phase and Key Stage 4

The purpose of this project is to improve and reconcile education standards across Gwynedd in order to ensure that children and young people attain the highest standards so that they may gain the qualifications and skills that allow them to live and prosper locally.

#### P2 Improve Leadership and Management

The purpose of this project is to improve the condition of leadership in order to raise standards.

#### Programme for a network of viable schools for the future

The purpose of this programme is to develop a network of viable schools for the future. Delivering the programme will create better conditions to develop leadership, increase and standardise education standards and improve experiences for children and young people. There is also a need to plan and model for a future structure while giving specific attention to planning for the next tranche of Government capital projects. Details of the programme projects are given below:

#### P3 Bangor Project

The purpose of this project is to review primary education in Bangor in order to ensure sustainable future provision while responding specifically to the increase in demand for places in the Penrhosgarnedd area.

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**P4 Ysgol y Gader Catchment Area**

The purpose of this project is to establish an All-through Welsh-medium Catchment Area School for 3-16 year olds in the Ysgol y Gader, Dolgellau catchment area.

**P5 Glancegin School**

The purpose of this project is to secure an investment to provide a new building for Ysgol Glancegin, which is located in Maesgeirchen, Bangor.

**P6 Ysgol y Berwyn Catchment Area**

The purpose of this project is to create a 3-19 age Welsh-medium Learning Campus on the current site of Ysgol y Berwyn. The Campus will be a community resource of the finest order for the area and will play a key role in promoting the Welsh language.

**Our aim here is to work with children and their families in order to ensure that children who have additional learning needs receive more support to take advantage of opportunities and to gain experiences in order for them to make progress.**

**P7 Establish a joint Additional Learning Needs and Inclusion Service with Anglesey**

The purpose of this project is to transform the service for children with additional learning needs. We will implement a clear strategy across the full range of inclusion and additional learning needs fields across Gwynedd and Anglesey.

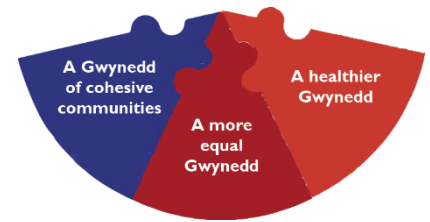
**P8 Early Intervention / Preventative Programme for groups of vulnerable children and young people in Gwynedd**

The purpose of this programme is to implement a series of schemes in order to ensure that fewer families and children are referred to costly interventions within statutory services in the future.

**P9 Young People using the Welsh language socially**

The purpose of this project is to ensure a robust follow-up to and build upon the Language Charter project that is operational in Gwynedd's primary schools.

**Long term****Prevention****Integrate****Collaboration****Involvement**



The work in the Care field focuses on engagement with the people of Gwynedd in order to ensure that they are clear about the challenge that we are facing to motivate and support communities to contribute by taking community-based action. Its success will be crucial in terms of preventative work and will ensure that we as a Council, together with our partners will respond pro-actively to the change.

### G1 Care Challenge

The purpose of this project is to try to ensure that the people of Gwynedd truly understand the challenge that is facing us to motivate and support communities to contribute by taking action on a community basis.

It is crucial that we work effectively, and when appropriate, in an integrated manner with the Betsi Cadwaladr University Health Board. Our intention is to set the foundations for a new, entirely integrated service model across the adults' services.

### G2 Integrated working, focusing on what matters for individuals

In order to respond to the evident challenges of the field, it is crucial that we work effectively, and when appropriate, in an integrated manner with the Betsi Cadwaladr University Health Board. The purpose of this project is to redesign our current working methods to ensure that we put the people of Gwynedd (older people and people with physical disabilities in the context of this project) at the centre of our way of working.

## Programme of accommodation and care provision projects

The programme focuses on ensuring that the people of Gwynedd have the most suitable provision of accommodation and care in order to address their future needs.

The purpose of this programme is to ensure that the people of Gwynedd have the most suitable accommodation and care provision to address their future needs, within financial constraints, and that we as a Council respond pro-actively to the demand.

### G3 Extra Care Housing

The purpose of this project is to build Extra Care Housing in Porthmadog.

### G4 Frondeg

The original purpose of the project was to ensure clarity on the Frondeg site and make a decision on the way forward.

### G5 Capacity and sustainability of the care and health arrangements

The purpose of this new project is to seek to respond to the current problems that exist in terms of care and health provisions specifically within the field of older people.

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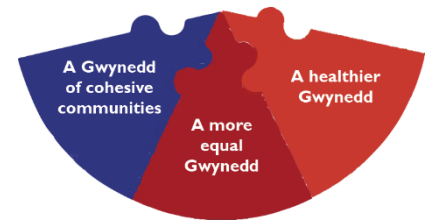
Involvement







## Safeguarding



**Safeguarding children and vulnerable adults is crucial to ensure that all individuals receive the same opportunities in life and to safeguard the most vulnerable in our society. We are collaborating across agencies and via the Regional Board in order to achieve this.**

### **D1 Ensure whole Council ownership in the safeguarding field**

The purpose of the project is to ensure that there is corporate ownership of the safeguarding agenda and that we have effective procedures to safeguard children and vulnerable adults in Gwynedd.

### **D2 Safeguarding children and young people**

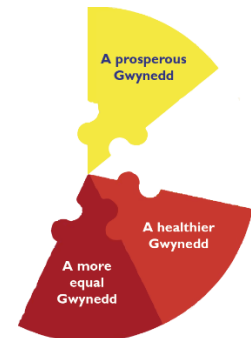
The purpose of the project is to continually improve the safeguarding arrangements and culture for children and young people. We will ensure that safeguarding policies and procedures are clearly understood by everyone working within the Education field and to respond to the Child Sexual Exploitation risk across north Wales.

### **D3 Safeguarding vulnerable adults**

The purpose of the project is to continually improve the safeguarding arrangements and culture within the field of adults.



## Poverty, Economy, Housing



**By supporting businesses to compete for and win the Council's contracts together with regional work and collaboration with the business community, we can develop a network of local supply chains.**

### **E1 Keeping the Benefits Local**

The purpose of this project is to maximise expenditure with local businesses.

**By being proactive and working with businesses and our partners in fields such as further education, higher education and the voluntary sector, we will take proactive steps to create the conditions which would enable businesses to grow and stimulate growth in the economy.**

### **E2 High Value and Quality Jobs**

The purpose of this project is to work pro-actively in order to create the correct conditions to develop high value and quality jobs in Gwynedd.

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**Involvement**



**E3 Working together against poverty**

The purpose of this project is to implement a programme of schemes, together with partners, to reduce the effect of poverty in Gwynedd. The programme will include interventions which help residents to obtain skills to deal with home income management and debts, and which help them to secure access to online information and services. Attention is also given to implement schemes which will offer work opportunities for people who are not part of the labour market.



**E4 Housing Supply Strategy**

The purpose of this project is to implement our strategy to encourage the use of new methods to increase the supply and variety of housing in order to ensure that our housing supply is suitable for the needs of the people of Gwynedd. The project will lead to different solutions in different areas.

**By collaborating with local initiatives and regional partners, maximising our heritage and building upon our strengths, we can create the conditions for local businesses to thrive to create and maintain employment across the county and improve the access of the people of Gwynedd to work.**



**E5 Digital Gwynedd**

The purpose of this project is to secure a quality Information and Communication Technology infrastructure throughout Gwynedd and support businesses and residents in Gwynedd to take full advantage of it.

**E6 Rural Gwynedd Development Scheme**

The purpose of the project is to increase the sustainability of rural communities in Gwynedd and the most rural areas specifically - giving particular attention to developing the range and value of economic activity in the countryside. Through the work of Arloesi Gwynedd Wledig a range of exciting developments are being trialled throughout the county (see a video of the highlights of 2016 [here](#)).

**E7 World Heritage Site**

The purpose of this project is to create economic benefit from Gwynedd's rich heritage. We will focus on the existing World Heritage Site of Edward I Castles in Harlech and Caernarfon, in addition to submitting a case for World Heritage Site status for the heritage of the slate industry.

**E8 High-profile and strategic events**

The purpose of this project is to attract nationally or internationally high-profile events to Gwynedd in order to take advantage of the economic and social benefit which will ensue.

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# The Welsh Language

A Gwynedd of  
vibrant culture and  
thriving Welsh  
Language

**We work closely with communities to support and empower them to assess the position of the Welsh language in the community in order to strengthen the status and the use of the language. Alongside this, we are working with public organisations in Gwynedd to increase and improve their provision of bilingual services for the residents of Gwynedd so that they can use the Welsh language naturally and improve the user's experience. We will also work with schools in order to increase young people's use of the Welsh language socially.**

## **11 Communities promoting the Welsh Language**

The purpose of this project is to promote the Welsh language by supporting and empowering four communities to implement the Local Action Framework and to assist residents to undertake an assessment of the position of the Welsh language in the community in order to strengthen the status and the use of the language.

## **12 The Welsh language and public services**

The purpose of this work will be to assist public organisations to increase and improve their provision of bilingual services for the residents of Gwynedd so that they can use the Welsh language naturally.

## **13 Audit of the Welsh Language's situation at Gwynedd Council**

Over the years, Gwynedd Council's language policy has been an effective tool to ensure an appropriate status for the language within the public sector and further afield. Nevertheless, we need to ensure that the policy is implemented consistently across the Council.

There are two purposes to this project:

1. Consider the success of the Council in normalising the Welsh language in its departments and the services it provides to the residents of Gwynedd.
2. It will deliver research work in order to find and confirm to what extent the Council goes a step further and succeeds in taking advantage of every opportunity to promote the Welsh language through the services that we provide to the County's residents. It will look at the services that we provide directly along with services that we provide through third party arrangements and contracts.

**Long term**



**Prevention**



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**Involvement**



# Delivering the Plan

Delivering the plan is an important priority in itself. We have put appropriate arrangements in place at every level in the Council to deliver the plan and everyone has an important part to play in that.

Ffordd Gwynedd is at the heart of the Council's vision regarding the future well-being of the people of Gwynedd. It means making the most of the resources we have, e.g. funding and staff, ensuring that we don't have wasteful and unnecessary processes, and knowing what the people of Gwynedd tell us about how we respond to their needs. In order to enable us to deliver and improve, we will focus on the following plans during 2017/18:



## Ffordd Gwynedd

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



### **FfG1 Empowering Units to Implement Ffordd Gwynedd**

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

### **FfG2 Leaders development programme**

If we are to ensure that the workforce consistently places the people of Gwynedd at the centre, Council leaders must also encourage such a culture.

### **FfG3 Engagement**

Ensuring that we meet the actual needs of our residents means that we require effective and consistent engagement arrangements, and the purpose of this project is to improve engagement across the Council.

### **FfG4 Extending the use of self-service**

The purpose of this project is to extend the use of self-service to facilitate the people of Gwynedd's access to Council services, and at a lower cost than the traditional channels. This development will provide access to a number of services through the digital channel method.

### **FfG5 Information Technology (IT) Strategy**

Information Technology is a crucial tool in ensuring that services are effective and efficient and the purpose of this project is to implement the Information Technology Strategy adopted in 2016.

### **FfG6 Electronic document and records management system (EDRMS)**

The purpose of this project is to promote efficiency by establishing an EDRMS system which will ensure that the Council's information sharing arrangements are much easier and more effective and will reduce the use of paper.

### **FfG7 Information governance**

While we have relevant arrangements to ensure that it is secure with appropriate training, the purpose of this project is to review our training arrangements for staff who work with personal information to ensure that training is completely effective and that we are confident that the personal information of the people of Gwynedd is totally secure in our hands.

## **Financial Planning**

**In order to maintain key services for the future, we must face the financial challenge ahead and make difficult decisions. We will move to a situation where we have a balanced sustainable budget, whilst at the same time, ensuring that we have the necessary resources to achieve the Council's ambition for the people of Gwynedd.**

### **CA1 Realising savings**

The purpose of this project is to ensure that arrangements are in place to realise the approved savings.

### **CA2 Further efficiencies and service provision models**

The purpose of this project is to find further efficiency schemes in order to reduce the amount of cuts required, in addition to researching fields where it is possible to change the current model of provision and make savings.

## **The Council's working arrangements**

In addition, we will need to ensure that the Council's working arrangements support us to deliver from day to day. Further information regarding this can be found below:

**The full Council** is responsible for adopting the Council's Plan and setting the direction for the Council's work over the coming years with the **Council's Cabinet Members** responsible for implementing the Plan within their fields of responsibility and ensuring that there are robust project management and performance management arrangements in place to achieve what we intend to do.

The **Scrutiny Committees** will hold the Cabinet Members to account for their performance in terms of delivery and they will also scrutinise the impact of the plan on the residents of Gwynedd.

The **Council** will continue to collaborate with its partners in the public sector, the third sector and the private sector to achieve priorities that need the input of more than one partner for them to be achieved.

**Further information**

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