

Ymgynghoriaeth
GWYNEDD
Consultancy



2025-2030



BUSINESS PLAN



CYNGOR GWYNEDD
gwynedd.llyw.cymru

ygc.cymru



Mae'r ddogfen yma hefyd ar gael yn Gymraeg

CONTENT

Page

3	Foreword
5	Who are we and what do we do?
6 - 7	Overview of YGC
8 - 9	Introduction
10 - 13	Our Prosperous Business • Our Purpose • Value and Fairness • Reliable, Sustainable, Specialist and Safe
14 - 19	Our Way of Working • Workforce Growth and Development • Modern, Pro-active and Looking to the Future • Our People are What Matters
20 - 25	The Environment • Economic Development • The Environment and Climate Change • The Welsh language and Welshness
26	Management Team
27 - 29	Next Steps...

BUSINESS PLAN - YGC



Foreword

I am very proud to present the 2025-2030 YGC (Gwynedd Consultancy) Business Plan, which provides the direction for the Service for the next five years.

The Business Plan was developed in cooperation with staff members across the Consultancy's Management Team (TRY). This method was adopted to include staff as key stakeholders when developing the future of the Consultancy.

The Business Plan aligns with the values of YGC and Cyngor Gwynedd to ensure that it strengthens our culture and the way we work. The Business Plan intends to develop three themes that are relevant to the fields in which we operate:-

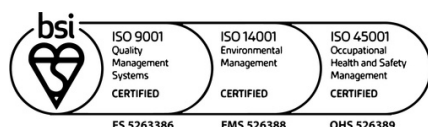
- **Our Prosperous Business**
- **Our Way of Working**
- **Local and National Contribution**

The Plan gives direction to the strategic aspects of YGC business planning and development for the future and it will steer the Delivery Plan. This in turn will facilitate the implementation of the Business Plan over the coming months and years. As with the majority of Business Plans, it will not remain static, and it will be updated annually to ensure that it remains up-to-date.

I would like to take advantage of this opportunity to express my thanks to all YGC staff who have contributed to the development of the Business Plan, either by working in task groups or by providing supporting information and responding to questionnaires. There is no doubt that you have had a direct impact on the future of the Consultancy.

Steffan Jones

Head of Highways, Engineering and YGC - Cyngor Gwynedd



Cyflogwr Cymeradwy
Approved Employer

Approved to operate the ICE Training Scheme

INVESTORS IN PEOPLE™
We invest in people Standard
Rydym yn buddsoddi mewn pobl Safonol

Ymgynghoriaeth Gwynedd Chi



A4086 / A4244 Roundabout Brynrefail

Who are we and what do we do?

As a part of **Cyngor Gwynedd's Highways, Engineering and YGC Department**, **YGC** is a commercial entity which provides multi-disciplinary consultation services for a variety of clients across Wales.

Our services vary from road design, construction and maintenance, to monitoring flood risk, and ensuring that the environment is safeguarded during the work and after completion.



An Overview of YGC



Turnover 2023-24 - £ 8.1m



125 staff



90% of staffspeak Welsh
as their first language

5

5 main disciplines: -



Building Design and Property Surveys



Infrastructure and Transport Design



Flooding and Coastal Erosion



Quantity Surveying and Costs Consultancy



Environmental Consultancy



Pen y Llyn, Brynrefail

By developing our business and our way of working, we will make a positive contribution towards local and national development.



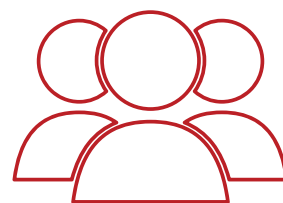


Introduction

Menai Suspension Bridge

How the Business Plan was developed

Using recommendations made by staff in task groups, the plan has been developed with further input from the Management Team under the themes noted.

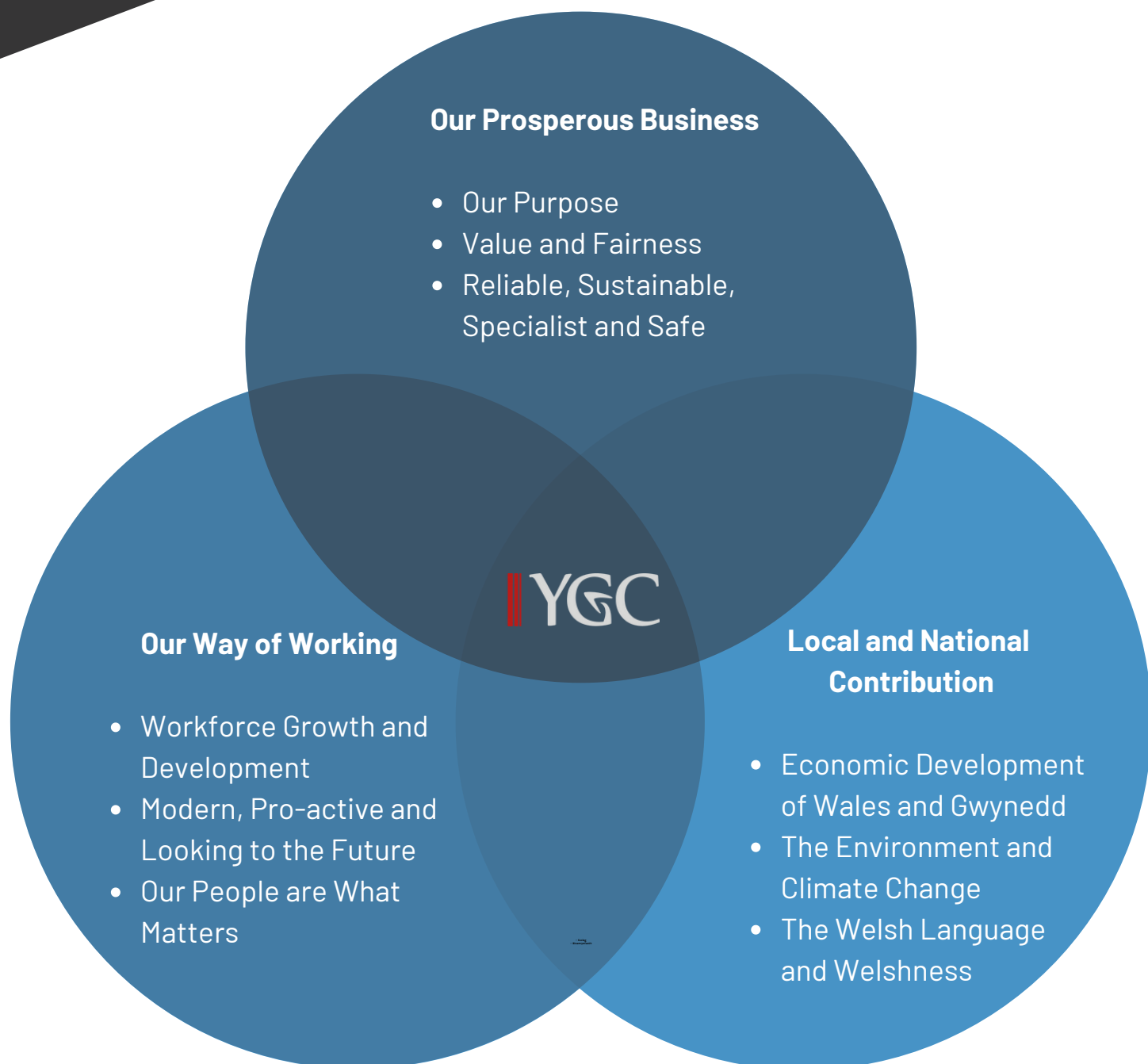


Delivering the Business Plan

A “Delivery Plan” will be created to address the aspirations of the business plan, and will be led by the Management Team.



The Business Plan has been split into 3 themes, with basic values noted underneath each one.



Our purpose is to deliver the needs of the Client

Meeting the needs of our clients is central to our ability to provide services of the highest quality. We will focus on our relationship and our knowledge of our clients and will build on this to the future.

Ensure that our clients' needs are central to our work

Our Aim

We will expand our understanding of the principles of our clients and stakeholders.

This will enable us to note the client's "actual need" in projects and to manage resources and capacity effectively.

Build on our strengths

Building strong relationships with our clients is key to our success.

We will ensure succession and stability in our relationships in order to maintain trust.

Developing our business

In order to develop and grow our relationship with clients, we will develop and adapt our ability to provide services.

The Management Team will take full ownership when planning and growing our commercial potential and ensuring that this permeates through the whole service and is a role for every member of staff.



Llafn y Cewri, Llanberis

Value and Fairness

We wish to ensure that every step in the chain is fair for all stakeholders, communities and clients when providing our services.

This includes equal opportunities, unbiased decisions and allocating resources fairly amongst everyone, fostering a transparent and inclusive process.

Compliance with the New Procurement Act

Our Aim

We will continue to provide a fair service for all stakeholders, communities and clients.

This includes equal opportunities, unbiased decisions and allocating resources fairly amongst everyone, fostering a transparent and inclusive process.

This will be strengthened by our collaboration in accordance with the Social Partnership and Public Procurement (Wales) Act.



Pont Bodefail, Efailnewydd

Our Aim

Ensuring Fairness through Third Party Partners

There are challenges associated with managing third party partnerships through externalization, therefore, we will ensure fairness throughout the project chain, including the requirements in the brief or work contract, to ensure that the supply chain is fair.

Business Continuity and Maintaining an Effective Service

Our priority is to provide an effective service for our clients and communities whilst maintaining a financial income which is reinvested in communities through the Council's Services. This priority enables us to offer a fair and effective service for new clients and stakeholders.



Reliable, Sustainable, Specialist and Safe

Reviewing our services to respond to the needs of the future with new developments and technologies, is essential.

- Developing expertise and an understanding of new technology.
- Ensuring a strong connection between the client's needs and the service's direction.



Hirael, Bangor

Build on Existing Expertise and Adapting to the Needs of New Developments:

Our Aim

We will review our expertise in specific fields to ensure that we maintain a service of the highest quality and make the best use of the latest monitoring, audit and design technology.

Here are examples of some of these fields:-

- **Active Travel**
- **Developing WelTAG Expertise**
- **Flood Modelling**
- **Asset Management – such as geotechnical and structures**
- **Property / Housing Decarbonisation**



Business Continuity and Workforce Growth

YGC is committed to ensure continuity and growth of high-quality services by investing in the professional development of our staff and planning strategic continuity.

By incorporating our workforce's development plan, we are confident that we can satisfy the current business needs and in the future, strengthening our ability to provide excellent services for our clients.



We will act on a Continuity Plan which focuses on: -

- Achieving essential roles and preparing workers with the necessary skills and experience to fill vacancies.
- Ensuring business continuity during periods of change.
- Noting skills gaps and developing a transfer strategy.

Our Aim

"The Continuity Framework will include training for every career pathway, ensuring that our workforce is able to develop continuously and respond to the needs of the service"



Workforce Growth and Development

Our Aim

Existing Staff

Staff Development

Sharing Cross-departmental Skills

Attracting New Staff

Apprenticeships

Coming Home Plan

Changing Pathway Plan

Culture of Teaching and Developing Existing Staff

Maintaining a learning culture and environment is essential for our business.

We will:

- Continue to invest in our staff's professional development.
- Encourage the workforce's skills.
- Encourage employees' performance and engagement.
- Ensure the continuity of financial and business outcomes

Development and Recruitment – Attracting New Staff

We will adopt different ways of attracting staff, focusing on the specific needs of the organisation.

We will:

- Work in partnership with regional and national stakeholders to expand the potential of attracting experienced and specialist talent.
- Offer "Access Salary Scales" when required.
- Continue and strengthen our partnership with the Cyngor Gwynedd Talent and Apprenticeships Scheme.



Modern, Pro-active and Looking to the Future

YGC are facing challenges and exciting opportunities when modernising regularly. Our objective is to ensure ongoing modernisation, developing staff skills and maintaining measures to assess success.

Our Aim

YGC will implement a plan to modernise the service, focusing on the following key areas:

Developing Systems and Technology

- Research and Innovation: Continue to investigate and test new systems and technology to reconcile and improve actions. Technology which prioritises environmental sustainability and targets will be prioritised.
- Continue to collaborate with the Cyngor Gwynedd Information Technology Service: we will develop our relationship and collaborate in accordance with the CG Digital Plan 2023-2028.

Staff Training and Development

- Internal Training Process: Establish an internal staff training process to develop YGC's IT systems, keeping momentum and a culture of challenging the traditional ways of working.
- Information Technology Apprenticeships: Establishing new Apprenticeships.

Any training steps will correspond with the existing YGC Continuity Framework.



Modern, Pro-active and Looking to the Future

Investing in Hardware:

Our Aim

Suitable Equipment: We will continue to invest and ensure that staff have the most suitable resources to complete their work effectively.

Reconciling Software

Improving Consistency: Review and reconcile the use of software across different teams to improve consistency and reduce costs where possible, as well as make better use of the existing software packages to improve efficiency.

Using and Selling In-house Expertise

Reduce 'silo' working by raising awareness and sharing the digital and technological skills of our staff across the services and selling our expertise across the Council.

Expected Benefits

- *Developing Staff Skills: Increase staff knowledge and ability to use new technologies.*
- *Reducing Costs: Savings by reconciling systems and improving the use of resources. Better Measures: Using modern measures to monitor success and performance.*



Our People are What Matters – Staff Well-being

The well-being of our staff is key to us here at YGC and is one of the main workstreams of the Ffordd Gwynedd Priority Project – Content and Healthy Workforce. Cyngor Gwynedd Staff Well-being Plan 2024-28

Having a workforce that is healthy, content and resilient will enable us to perform better, adapt quicker to change and this is essential to provide services of the highest quality to our customers and stakeholders.



Neuadd Dwyfor, Pwllheli

Cyngor Gwynedd Staff Well-being Plan 2024-28

Our Aim

Having a structured and comprehensive Well-being Plan assists YGC to:
Attract new employees;

- Engage, motivate and retain employees;
- Create a healthy and inclusive culture;
- Reduce sickness absence rates;
- Improve the performance and development of individuals; Improve productivity and ensure success.

YGC will review our arrangements and act as needed to correspond with the vision and recommendations of the Cyngor Gwynedd Staff Well-being Plan 2024-28.

Our People are What Matters - Staff Satisfaction and Pride

Ensuring that YGC staff feel satisfaction and pride in their work is essential to our success.



YGC Charity Ride 2023, in memory of a colleague



Tlws Golff YGC

Developing a sense of team

Our Aim

We will be holding whole-service sessions to strengthen the sense of being one team, and will provide opportunities to discuss equality issues. This includes interactive activities and opportunities for new staff to meet and discuss the service's aims and objectives. These sessions aim to foster collaboration and a clear understanding of our stakeholders, and provide an opportunity to learn more about YGC services.

YGC Charity Activities

We will hold an annual charity activity to raise money for charity. This will give staff an opportunity to come together, to increase well-being and contribute to a good cause.



YGC Charity Trip 2022, in memory of a colleague

Our people
are what
matters

Economic Development of Gwynedd and Wales

We will continue to provide a fair and effective service to our Clients and stakeholders, and support professional jobs in North Wales. YGC creates substantial economic value, having a positive impact on the local and national community.

Communities across north and mid Wales gain from the benefits of YGC projects, and YGC income is reinvested by Cyngor Gwynedd to deliver community services.

Benefits to the Client, Community and Local Economy

Our Aim

- Continue to offer Employment and Local Skills Development opportunities.
- Sustain Cost Savings by reducing the use of consultants that are external to the Council.
- Maintain a Public Services Provision and respond swiftly to local needs. Foster ownership and pride in residents by including local engineers.
- Continue to offer Stability and Economic Growth. Support Community Investment.
- Build Educational Partnerships by collaborating with schools, colleges and universities to improve educational programmes and provide a real-life experience.

Economic Development of Gwynedd and Wales

Our Aim

Staff Awareness and Collaboration:

- Ensure staff awareness of the social impact of YGC and collaborate with the Gwynedd Procurement team.
- Train staff on analysing benefits and the theory of change, including considering accessibility and social value in every project.

Incorporating Social Value:

- Promoting social value during tendering and supporting clients to use alternative measuring equipment.
- Reviewing and updating a stakeholder list to contact community partners for social value projects.
- Inspiring and educating young people through STEM events.



The Environment and Climate Change

Addressing climate change is a key priority for YGC, in accordance with the Future Generations Act and Cyngor Gwynedd Climate and Nature Emergency Board. The detrimental impacts of climate change, including extreme weather, flooding, and rising temperatures, affect the economy, communities and natural environment. YGC is committed to address these challenges through innovative engineering solutions.

We will ensure a healthy and sustainable environment through innovative engineering solutions, in order to respond to the detrimental effects of climate change which affect the economy, communities and natural environment.

Internal Operations and Reducing Carbon Footprint

YGC aims to lead by example by reducing our carbon footprint when implementing management systems to measure and set carbon reduction targets.

Our Aim



Raising Awareness and Long-term Vision

We will promote sustainable practices across all operations and projects, will build smarter to reduce the amount of materials used, will change to low carbon materials and will reduce emissions from the site operations. These strategies ensure that YGC make a substantial contribution to the sustainability agenda of Gwynedd and others, ensuring a healthy and sustainable future for all.



Car Park, Dinas Dinlle

The Environment and Climate Change – Nature

Our specialist skills in biodiversity and ecosystem management assist clients to achieve their obligations under Section 6 of the Environment (Wales) Act 2016.

Our aim is to ensure that clients not only comply with the legal requirements to maintain and enhance biodiversity, but also promotes the resilience of ecosystems through emerging good practice and innovative and sustainable practices.

Key Steps

Biodiversity Assessments

Carry out comprehensive biodiversity assessments to note and document the diversity in, and between, ecosystems on clients' properties.

Ecosystem Connectivity

Develop and implement strategies to improve the connectivity between ecosystems, ensuring more resilience and suitability.

Our Aim



Wildflowers

The Environment and Climate Change – Nature

Sustainable Management Plans

Our Aim

Create and implement sustainable land management plans which correspond with the principles noted in the Act, focusing on the condition and scale of ecosystems.

Monitoring and Reporting

Establish robust monitoring systems to track the health of biodiversity and ecosystems, providing regular reports to clients to show compliance and progress.

Training and Education

Offer training programmes for all staff in project teams and clients to be able to foster an internal ability to manage biodiversity and ecosystems continuously.

By integrating these specialist skills in our services, our aim is to support our clients to achieve their environmental goals, fostering a sustainable future for Wales.



The Welsh Language and Welshness



Since we were established in 1996, we provide a bilingual service and ensure compliance with the Welsh Language (Wales) Measure 2011.

We will continue to provide our services through the medium of Welsh, including maintaining and promoting the use of the language in technical fields.

Our Aim

Improve Language Skills:

We aim to develop the language skills of our workforce by providing Welsh language education and training, including courses and language education campaigns for staff. By doing this, we will develop and improve the workplace environment for Welsh-speaking staff, and improve the sense of belonging and inclusion of all staff members.



YGC Stall, Eisteddfod Tregaron 2022



The Action Plan

The YGC Plan's accompanying Action Plan includes objectives that are specific, measurable, achievable, relevant and time bound (SMART).

Many objectives can address many of our values and being flexible will enable us to achieve, adapt and keep them up-to-date.



Beach Road, Y Felinheli

Together
we can deliver

Management Team



Steffan Jones

Head of Highways,
Engineering and YGC



Emlyn Jones

Assistant Head of YGC



Gareth Wright

Building and
Infrastructure
Service Manager



Rob Williams

Water and
Environment
Service Manager



Rhys Williams

Business and
Project Delivery
Service Manager



Rhys Jones

Technical
Service
Manager

About you – Your role to implement the Business Plan:



There will be opportunities for you to participate in the implementation of the Business Plan, every step of the way.





Ymgynghoriaeth
GWYNEDD
Consultancy



Aberdyfi Quay

YGC Business Plan - 2025-30



Mae'r ddogfen yma hefyd ar gael yn Gymraeg



CYNGOR GWYNEDD
gwynedd.llyw.cymru

ygc.cymru

