

Public Document Pack



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

Dr Gwynne Jones.
Prif Weithredwr – Chief Executive

CYNGOR SIR YNYS MÔN
ISLE OF ANGLESEY COUNTY COUNCIL
Swyddfeydd y Cyngor - Council Offices
LLANGFNI
Ynys Môn - Anglesey
LL77 7TW

Ffôn / tel (01248) 752500
Ffacs / fax (01248) 750839

RHYBUDD O GYFARFOD	NOTICE OF MEETING
PWYLLGOR GWAITH	THE EXECUTIVE
DYDD LLUN 20 MAWRTH 2017 10.00 o'r gloch	MONDAY 20 MARCH 2017 10.00 am
SIAMBR Y CYNGOR SWYDDFEYDD Y CYNGOR LLANGFNI	COUNCIL CHAMBER COUNCIL OFFICES LLANGFNI
Swyddog Pwyllgor	Mairwen Hughes 01248 752516 Committee Officer

Annibynnol/Independent

R Dew, K P Hughes, H E Jones and Ieuan Williams (Cadeirydd/Chair)

Plaid Lafur/Labour Party

J A Roberts (Is-Gadeirydd/Vice-Chair) and Alwyn Rowlands

Aelod Democratiaid Rhyddfrydol Cymru /Welsh Liberal Democrat (Heb Ymuno / Unaffiliated)

Aled Morris Jones

COPI ER GWYBODAETH / COPY FOR INFORMATION

I Aelodau'r Cyngor Sir / To the Members of the County Council

Bydd aelod sydd ddim ar y Pwyllgor Gwaith yn cael gwahoddiad i'r cyfarfod i siarad (ond nid i bleidleisio) os ydy o/hi wedi gofyn am gael rhoddi eitem ar y rhaglen dan Reolau Gweithdrefn y Pwyllgor Gwaith. Efallai bydd y Pwyllgor Gwaith yn ystyried ceisiadau gan aelodau sydd ddim ar y Pwyllgor Gwaith i siarad ar faterion eraill.

A non-Executive member will be invited to the meeting and may speak (but not vote) during the meeting, if he/she has requested the item to be placed on the agenda under the Executive Procedure Rules. Requests by non-Executive members to speak on other matters may be considered at the discretion of The Executive.

Please note that meetings of the Committee are filmed for live and subsequent broadcast on the Council's website. The Authority is a Data Controller under the Data Protection Act and data collected during this webcast will be retained in accordance with the Authority's published policy.

A G E N D A

1 DECLARATION OF INTEREST

To receive any declaration of interest from a Member or Officer in respect of any item of business.

2 URGENT MATTERS CERTIFIED BY THE CHIEF EXECUTIVE OR HIS APPOINTED OFFICER

No urgent matters at the time of dispatch of this agenda.

3 MINUTES (Pages 1 - 20)

To submit for confirmation, the draft minutes of the meeting of the Executive (Budget) held on 14th February, 2017.

4 MINUTES FOR INFORMATION (Pages 21 - 24)

To submit for information, the draft minutes of the Voluntary Sector Liaison Committee held on the 12th January, 2017.

5 THE EXECUTIVE'S FORWARD WORK PROGRAMME (Pages 25 - 36)

To submit a report by the Head of Democratic Services.

6 CORPORATE SCORECARD - QUARTER 3, 2016/17 (Pages 37 - 52)

To submit a report by the Head of Corporate Transformation.

7 DISCRETIONARY HOUSING PAYMENT POLICY 2017/18 (Pages 53 - 72)

To submit a report by the Head of Function (Resources)/Section 151 Officer.

8 FUNDING THE RESTRUCTURING OF SECONDARY SCHOOLS (Pages 73 - 78)

To submit a report by the Head of Function (Resources)/Section 151 Officer.

9 WELL-BEING ASSESSMENT - PUBLIC SERVICES BOARD (Pages 79 - 82)

To submit a report by the Chief Executive.

10 CSSIW INSPECTION OF CHILDREN'S SERVICES IN ANGLESEY (Pages 83 - 164)

To submit a report by the Interim Head of Children's Services.

11 HOUSING REVENUE ACCOUNT BUSINESS PLAN 2017-2047 (Pages 165 - 236)

To submit a report by the Head of Housing Services.

Please note that meetings of the Committee are filmed for live and subsequent broadcast on the Council's website. The Authority is a Data Controller under the Data Protection Act and data collected during this webcast will be retained in accordance with the Authority's published policy.

12 INTERIM HOMELESSNESS STRATEGY (Pages 237 - 250)

To submit a report by the Head of Housing Services.

13 ANGLESEY AND GWYNEDD JOINT PLANNING POLICY (Pages 251 - 304)

To submit a report by the Head of Regulation and Economic Development.

14 ENVIRONMENTAL ENFORCEMENT TRIAL (Pages 305 - 320)

To submit a joint report by the Head of Highways, Waste and Property and the Head of Regulation and Economic Development.

15 WELSH IN EDUCATION - STRATEGIC PLAN 2017-2020 (Pages 321 - 362)

To submit a report by the Head of Learning.

16 LOWERING THE AGE OF ADMISSION AT YSGOL BRYNSIENCYN (Pages 363 - 370)

To submit a report by the Head of Learning.

17 EXCLUSION OF THE PRESS AND PUBLIC (Pages 371 - 372)

To consider adoption of the following:-

Under Section 100(A)(4) of the Local Government Act 1972, to exclude the press and public from meeting during discussion on the following item on the grounds that it may involve the disclosure of exempt information as defined in Schedule 12A of the said Act and in the attached Public Interest Test.

18 TRANSFORMATION OF THE CULTURE SERVICE - HERITAGE ASSETS (Pages 373 - 404)

To submit a report by the Head of Learning.

This page is intentionally left blank

THE EXECUTIVE (BUDGET)

Minutes of the meeting held on 14 February 2017

- PRESENT:** Councillor Ieuan Williams (Chair)
Councillor J Arwel Roberts (Vice-Chair)
- Councillors R Dew, K P Hughes, A M Jones, H E Jones and Alwyn Rowlands.
- IN ATTENDANCE:** Chief Executive,
Assistant Chief Executive (Governance and Business Process Transformation),
Assistant Chief Executive (Partnerships, Community and Service Improvement),
Head of Function (Resources) and Section 151 Officer,
Head of Function (Council Business)/Monitoring Officer,
Head of Learning,
Head of Adults' Services,
Head of Housing Services,
Head of Democratic Services,
Principal Development Officer (Supporting People) (for item 17),
Programme, Business Planning and Performance Manager (for item 11),
Technical Services Manager (DR),
Committee Officer (ATH) (items 1 to 13),
Committee Officer (MEH) (items 14 to 25).
- APOLOGIES:** None
- ALSO PRESENT:** Councillors John Griffith, G.O. Jones, R. Llewelyn Jones (morning only), R. Meirion Jones, Llinos M. Huws, T. Victor Hughes (afternoon only), Alun Mummery.

The Chair welcomed those present to this meeting of the Executive. He said that the morning session would deal primarily with financial matters including approving the final Budget proposals for 2017/18 for recommendation to the full Council to enable the Council at its meeting on 28 February, 2017 to formally set the Council's Budget for 2017/18. The Chair explained that in terms of the Budget, this meeting of the Executive is the culmination of many months of discussions, challenge and scrutiny which has involved Members, Officers, the public and other stakeholders; their input which has helped shaped the proposals under consideration at today's meeting, is very much appreciated.

1 DECLARATION OF INTEREST

Declarations of interest were made as follows –

Councillor Richard Dew declared a personal and prejudicial interest with regard to item 10 on the agenda.

Councillor H. Eifion Jones declared a personal and prejudicial interest with regard to item 8 on the agenda and also a personal interest only with regard to item 25.

Councillor Aled Morris Jones declared a personal and prejudicial interest with regard to items 13 and 22 on the agenda.

The Head of Function (Resources) and Section 151 Officer declared an interest with regard to item 13 on the agenda.

2 URGENT MATTERS CERTIFIED BY THE CHIEF EXECUTIVE OR HIS APPOINTED OFFICER

None to report.

3 MINUTES

The minutes of the previous meeting of the Executive held on 23rd January, 2017 were presented for confirmation.

It was resolved that the minutes of the previous meeting of the Executive held on 23rd January, 2017 be approved as a correct record.

4 2016/17 BUDGET MONITORING Q3 - REVENUE

The report of the Head of Function (Resources) and Section 151 Officer setting out the financial performance of the Council's services for the third quarter of the financial year from 1 April, 2016 to 31 December, 2016 along with the projected position for the year as a whole was presented for the Executive's consideration.

The Portfolio Member for Finance reported that the overall projected financial position at Quarter 3 for the 2016/17 financial year including Corporate Finance and the Council Tax Fund is for an overspend of £16k, or 0.01% of the Council's net budget for 2016/17. This is a significant improvement on the £660k overspend predicted during Quarter 2; the decrease in the forecast overspend is attributable in the main to the underspend in the Finance budget. The Portfolio Member said he was hopeful this position could now be maintained to the end of the financial year; the experience in previous years has shown that Quarter 4 does not usually deliver any surprises.

The Executive, while accepting that revenue spending in total reflects a balanced position, noted that there are distinct variances in individual service budgets with a number of over and underspends; it sought clarification of how these have been factored into next year's plans.

The Head of Function (Resources) and Section 151 Officer said that the services that are experiencing significant budgetary pressures and are consequently overspending are Lifelong Learning and Children's Services. With regard to the

latter the Executive has approved funding to establish an Edge of Care Team as an early intervention measure to support families and thereby to reduce the number of children being taken into the Authority's care when the costs are incurred. Two elements of the Lifelong Learning budget are overspending, namely School Transport and the Out of County Education budget which meets the cost of education provision for children who because of their needs, are in placements outside Anglesey. Next year's budget plans acknowledge the pressure on this particular budget and provide an additional allocation to the Education Service to meet the rising costs in this area. It is a difficult budget to manage because it is demand led; the cost of meeting the needs of one child out of county can be significant and tip the budget into overspend.

It was resolved:

- **To note the position set out in respect of the financial performance to date.**
- **To approve the transfer of any underspend at year-end on the winter gritting budget to an earmarked reserve to help fund additional costs in future years arising from adverse winter conditions.**

5 2016/17 BUDGET MONITORING Q3 - CAPITAL

The report of the Head of Function (Resources) and Section 151 Officer setting out the financial performance of the capital budget for the third quarter of the 2016/17 financial year was presented for the Executive's consideration.

The Portfolio Member for Finance reported that there have been no major changes as regards the main risks to the capital budget from those reported at the end of the second quarter. While the profiled budget spent to the end of the third quarter for the General Fund is 100%, only 51% of the annual budget has been spent to date the reason being that a number of schemes are weighted towards the last quarter of the financial year. The position in relation to capital receipts has improved and it is hoped the projected total of £8m can be realised by the end of March, 2017. This will contribute to the costs of meeting the 2017/18 capital programme which is an ambitious programme, and will thereby reduce the Council's borrowing needs.

The Head of Function (Resources) and Section 151 Officer reported on the position with regard to slippage with reference to the Housing Revenue Account, the highway improvements for the Wylfa Newydd project and the Holyhead and Llangefni Strategic Infrastructure Project. These are the most significant schemes to the Council, and while there is likely to be some slippage on these schemes, the funding for them via the Housing Revenue Account in the case of HRA schemes and via Horizon and WEFO grant funding in the case of the other two schemes will be also be available next year, meaning there will be no loss of funding to the Council.

It was resolved to note the progress of expenditure and receipts against the capital budget.

6 FINANCIAL RESERVES

The report of the Head of Function (Resources) and Section 151 Officer on the use of reserves and balances was presented for the Executive's consideration.

The Portfolio Member for Finance reported that as at 31 March, 2016 the level of general balances stood at £8.886m. In the 2016/17 budget, a £1m fund was created from general balances in order to fund individual projects that could generate efficiency savings for the Authority. The Council's overall financial position is currently good with a healthy level of general balances and earmarked reserves. However there are a number of risks which have to be assessed in determining the level of general balances required in future years and these are documented in section 3.3 of the report. Since 2011/12, the Council has seen the general balances rise from £5.796m in 2012 to £8.86m in 2016. The recommendation based on the Section 151 Officer's assessment, is that the Council should seek to maintain a minimum level of general balances of £6m.

The Executive sought confirmation with regard to earmarked reserves that the expenditure thereon is in keeping with that profiled for each reserve.

The Head of Function (Resources) and Section 151 Officer said that earmarked reserves are monitored to ensure that expenditure is in accordance with the purpose for which the reserves have been set aside; some earmarked reserves are restricted and are required to fund potential future costs; their use is restricted to a specific purpose. Others are grant holding reserves which hold the amount of any unapplied grants received. A number of the balances held in reserve therefore are balances which the Council has to hold in addition to the General Fund.

It was resolved –

- **To note the general policy on reserves and balances adopted on 1 March, 2016 as at Appendix A.**
- **To set the minimum level of general balances for 2017/18 as £6m in accordance with the Section 151 Officer's assessment.**
- **To confirm the continuation of the existing earmarked reserves.**

7 FEES AND CHARGES 2017/18

The report of the Head of Function (Resources) and Section 151 Officer with regard to the level of fees and charges for 2017/18 was presented for the Executive's consideration.

The Portfolio Member for Finance reported that the Executive has set an objective that all non-statutory fees and charges are increased by an average of 3% across each individual service. While this has allowed Service Heads to increase individual fees by more or less than 3%, overall, the increase across the service equates to a 3% increase. The report takes a more proficient approach to the review of fees and charges whereby those pertaining to each service (apart from Social Care fees which are dealt with separately) are brought together in one composite schedule. The Portfolio Member said that it is prudent that consideration be given to raising

fees and charges incrementally each year so that they keep pace with inflation; so that the Council does not find itself lagging behind other authorities and having to play catch-up and also in order to be equally fair to those who receive the services and to the taxpayer.

It was resolved to approve the schedule of fees and charges for 2017/18.

8 STANDARD CHARGE FOR COUNCIL CARE HOMES 2017/18

The report of the Head of Adults' Services seeking the Executive's approval to set the level of the Authority's Standard Charge for local authority care homes for the year April, 2017 to March, 2018 was presented for consideration.

Having declared a prejudicial interest in this matter, Councillor H. Eifion Jones withdrew from the meeting during the discussion and determination thereof.

The Head of Adults' Services reported that the standard charge is the fee which the Authority is obliged to charge those residents who have the financial means to pay the full cost of their residential care. He referred to this Authority's approach to setting the standard charge and the factors taken into account in calculating the fee for 2017/18. As noted in table A of the report consideration has been given to increasing the charge to the full cost of provision, but this has been rejected on the basis that this would require a significant and disproportionate increase for residents.

It was resolved –

- **That while the Council acknowledges the costs incurred within residential care, the actual cost of delivery is not reflected in the charge to residents.**
- **That the increase for those contributing towards the cost of care is consistent with the guidance for council services and set at 3%, and that a fee of £584.29 is set.**

9 INDEPENDENT SECTOR RESIDENTIAL AND NURSING HOME FEES 2017/18

The report of the Head of Adults' Services seeking the Executive's approval to set independent sector care home fees for 2017/18 was presented for consideration.

The Head of Adults' Services reported that in setting the fee levels for independent sector care homes, the Authority is required to show that it has fully considered the costs of the provision in determining the standard care fees. This is done in collaboration with the other North Wales authorities and the Health Board by utilising a regional fee methodology (Appendix 1). The North Wales Methodology recommendations are set out in Table 1 of the report. The Authority proposes to use the methodology for all the categories in Table 1 apart from Residential (Adults) on the basis that implementing the model in full across all sectors is not deemed affordable. The recommendation is therefore to implement the rates set out in Table 2 of the report. The Officer added that as part of the process of consulting on the fees with local providers, it may be necessary to consider individual submissions.

Should there be clear evidence that the fee set is not sufficient in any individual case, the Council will need to consider exceptions to the fee rates.

It was resolved –

- **To acknowledge the North Wales Fee Methodology as implemented hitherto by Authorities in North Wales as a basis for setting fees in Anglesey during 2017/18 as set out in Appendix 1 to the report.**
- **To approve the recommendation to increase fee levels as noted in Table 2 of the report.**
- **In line with other authorities, to authorise the Social Services and Finance Departments to respond to any requests from homes to explore their specific accounts and to utilise the exercise as a basis to consider any exceptions to the agreed fees. Any exceptions to be agreed with the Portfolio Holder, the Head of Finance and the Head of Adult Social Care from within current budgets. In the absence of agreement, the matter will be referred to the Executive for a decision.**

10 FEES AND CHARGES FOR NON-RESIDENTIAL SERVICES 2017/18

The report of the Head of Adults' Services seeking the Executive's approval to set the fees and charges for community based non-residential Social Care Services for 2017/18 was presented for consideration.

Having declared a prejudicial interest in this matter, Councillor Richard Dew withdrew from the meeting during the discussion and determination thereof.

The Head of Adults' Services reported that it is usual practice to review the charges in respect of domiciliary services annually to coincide with Central Government's revision of benefit and pension levels which will apply this year from 1 April, 2017. The report sets out community based non-residential social care fees and charges for 2017/18 in accordance with the Social Services and Well-Being Act (Wales) 2014. The Officer referred specifically to the two areas regarding which a public consultation was held namely in relation to Home Care charges and Telecare charges and the outcome thereof. The objective in both cases was to agree charging arrangements that are consistent, fair and are capable of being clearly understood.

It was resolved –

- **To approve the Home Care charges as outlined in Table 2 of the report.**
- **To adopt the recommendation as outlined in paragraph 2.13 to implement the new banding for domiciliary care 2017/18.**
- **To approve the charges for meals in day services as outlined in Table 3 of the report i.e.**
 - Meals in Day Services for adults (excluding people with Learning Disability) - £5.70***
 - Mid-day snack in day services for people with Learning Disability - £2.30***
 - Other refreshments (tea/coffee/cake) in day services - £1.30***

- To approve the charges for telecare services as outlined in Table 4 of the report i.e.

Tier 1 everyone to pay £45.24

Tier 2 and 3 everyone to pay £90.22

- To adopt the recommendation as outlined in paragraph 4.8 of the report to implement 50% per year over 2 years on the increase agreed under the bullet point above.
- To approve a rate for Direct Payments of £10.50/hour as per paragraph 5.2 of the report.
- To maintain a charge of £10 for the administration of Blue Badge requests and replacements as per paragraph 6.1 of the report.
- To increase the fee for purchasing day care services in independent residential homes by 3% to £31.28
- To increase the fees paid for commissioned domiciliary care from £15.50 to £15.90 per hour.
- To offer all providers a base rate of £14.50 for Learning Disability packages, and agree packages on an individual basis for 2017/18.

11 MEDIUM TERM FINANCIAL STRATEGY AND BUDGET 2017/18

The report of the Head of Function (Resources) and Section 151 Officer incorporating the detailed revenue budget proposals for 2017/18 and the resulting impact on the Isle of Anglesey County Council's revenue budget was presented for consideration. The report also updated the Medium Term Financial Plan which provides a context for work on the Council's future budgets. The Executive was asked to make final recommendations to the County Council which has the responsibility for approving the definitive Budget for the following year.

The Portfolio Member for Finance reported on the process which had led to the detailed revenue budget proposals and which had involved contributions by Members, Officers, the public and other interested groups and stakeholders. The initial draft Budget proposals for 2017/18 were approved by the Executive in November, 2016 and were thereafter issued for public consultation. These were based on an increase of 0.3% in the Welsh Government's draft revenue support grant settlement (which accounts for around 80% of the Council's funding) which although better than expected, was not sufficient to bridge the funding gap. The Welsh Government's final and improved settlement announcement of a 0.5% increase was made in December, 2016; this was still below the rate of inflation and left the Council with a budget deficit to address. The bulk of the Council's spending is made up of staff costs; for 2017/18 the staff pay award is 1%. Services across the Council are experiencing budget pressures; these are being felt most acutely in Children's Services and Adults' Services and in the Out of County Education budget. There are also significant changes planned in the schools sector in Anglesey with some of the cost of borrowing for the 21st Century Schools programme likely to be experienced in the revenue budget. Savings in the region of £2.9m were identified as necessary in November when the public consultation was launched; following the receipt of the public's responses and consideration of the issues raised therein, the budget proposals have been amended as set out in

paragraph 10 of Appendix 1 with the modified proposals addressing the predominant concerns expressed via the public consultation. The revisions to the budget proposals have had the effect of reducing the total value of the savings proposals to £2.444m (Appendix 3) and these relate primarily to smarter working and have minimal direct impact on services. Despite the changes proposed, the Council's overall financial position remains robust.

The Head of Function (Resources) and Section 151 Officer said that he was required to ensure as far as possible that the process by which the Budget has been formulated and the assumptions and estimates on which it is based are robust; he could say that he was satisfied that that is the case and that the budgets are deliverable. The different risks to the budget are acknowledged and set out in section 8 of the report and because of those risks it is advisable and necessary to have funds in reserve so as to be able to meet any unplanned costs as a result of any of those risks materialising. Section 13 of the report updates the Medium Term Financial Strategy. Due to the uncertainty in relation to future settlements post 2017/18 and the difficulty this creates as regards making projections with any accuracy, section 13 provides two possible models based on a worst case scenario (Table 9) in which the Council will have to find savings of around £8m over the next 3 years, and a best case scenario (Table 10) where the savings required are on a lesser scale of around £3m. An updated Medium Term Financial Strategy will be presented to the Executive as information on future settlements becomes clearer.

Councillor R. Meirion Jones, Chair of the Corporate Scrutiny Committee reported on the outcome of the Committee's deliberations regarding the final budget proposals from its meeting held on 6th February, 2017. The Committee carefully scrutinised the proposals and having regard to the substance of the public responses to the draft proposals and the subsequent modification of those proposals as in paragraph 10 of Appendix 1, it resolved to support the final budget proposals with the addenda that schools' attention be drawn to the need for them to provide an undertaking to deliver the £490k efficiency savings in respect of teaching assistant costs or other savings to the delegated budgets in 2018/19 and to plan accordingly; that the Scrutiny Committee be provided with periodic information regarding the Council's balances and reserves position and that it also be provided with the Public Consultation document/questionnaire at an earlier stage in the budget setting process to help influence its form and language to make it more accessible to the public.

The Executive acknowledged and noted Scrutiny's input to the 2017/18 Budget setting process.

Councillor R. Llewelyn Jones, having requested to speak at this meeting made the case for freezing the price of school meals in 2017/18 and cited affordability and the impact on lower income families who are not entitled to free school meals as reasons for not implementing the proposed increase of 10p per meal per day.

The Portfolio Member for Finance said that the Council has in the past taken the approach of not increasing charges as a result of which it has in recent years, fallen behind other local authorities in the region meaning there is a legacy of playing catch up for the new Council. Added to that is the fact that the cost of food is rising

with food inflation currently outstripping Consumer Price Index figures. The increase in the price of school meals as proposed is a modest one and it is not unreasonable to expect people to pay a fair price for the services they receive.

The Head of Learning said that the National Living Wage came into effect in April, 2016 and this along with the 2017 pay increase has meant a significant increase of 11.7% in wage costs over the past two years. The aim of increasing prices by 5% last year and 5% this year goes some way towards meeting those costs. However, the actual costs of producing school meals have risen by almost 15% over the past two years. The price increase this year does not cover the increased cost of production.

The Chief Executive said that the price of school meals does not reflect the true cost of provision. If the increase in price was not to be implemented, the loss of revenue would have to be made up from elsewhere either from the schools' delegated budgets or the education central budget or from other service budgets which are already under pressure.

It was resolved –

- **To note the formal consultation meetings on the budget along with the resulting feedback as outlined in Section 2 of Appendix 1 and Appendix 2 to the report.**
- **To note the Equalities Impact Assessment summary on the budget proposals as outlined in Section 11 of the report.**
- **To agree the final details of the Council's proposed budget including the revised funding in response to budget pressures and the proposed savings as shown in Section 10 of Appendix 1 and Appendix 3 of the report.**
- **To allocate the savings required on schools' budgets to the 3 school sectors as outlined in Section 12 of Appendix 1 to the report.**
- **To note the Section 151 Officer's recommendation that a minimum of £6m general balances is maintained for 2017/18.**
- **To note the comments made by the Section 151 Officer on the robustness of the estimates made as set out in Section 8 of Appendix 1.**
- **To recommend a net budget for the County Council and resulting increase in the level of Council Tax to the full Council, noting that a formal resolution, including the North Wales Police and Community Council precepts, will be presented to the Council on the 28 February, 2017.**
- **To authorise the Section 151 Officer to make such changes as may be necessary before the submission of the final proposals to the Council.**
- **To agree that any unforeseen pressures on demand led budgets during the financial year will be able to draw upon funding from the general contingencies budget.**
- **To request the Council to authorise the Executive to release up to £250k from general balances if the general contingencies budget is fully committed during the year.**
- **To delegate to the Section 151 Officer the power to release funding from the general contingency up to £50k for any single item. Any item in excess of £50k not to be approved without the prior consent of the Executive.**

- **To recommend to the Council a 2.5% increase in the level of the Council Tax.**

12 CAPITAL BUDGET 2017/18

The report of the Head of Function (Resources) and Section 151 Officer setting out the final proposals for the 2017/18 Capital Programme was presented for the Executive's consideration and for recommendation to the full Council on 28 February, 2017.

The Portfolio Member for Finance commended the capital programme to the Executive.

Councillor R. Meirion Jones, Chair of the Corporate Scrutiny Committee reported that as part of its scrutiny of the 2017/18 Budget proposals the Committee had at its meeting on 6 February, 2017 considered the Capital Programme. The Committee had sought, and had received assurance as to its affordability.

It was resolved to recommend the following capital programme to the Full Council:

• Committee schemes brought forward from £2016/17	£8.826m
• Investment in existing assets (including Disabled Facilities Grant)	£2.301m
• Invest to Save projects	£0.186m
• Highway Maintenance	£0.761m
• New major capital schemes	£11.675m
• 21st Century Schools	£ 6.865m
Total General Fund Capital Schemes	£30.614m
HRA Capital Schemes	£09.889m
Total Proposed Capital Programme 2017/18	£40.503m

13 NATIONAL NON-DOMESTIC RATES - DISCRETIONARY BUSINESS RATE RELIEF POLICY FOR 2017/18

The report of the Head of Function (Resources) and Section 151 Officer seeking the Executive's approval to extend the current Discretionary Business Rates Relief Policy for Charities and Non Profit Making Organisations to 2017/18 was presented.

Having declared a prejudicial interest in this matter, Councillor Aled Morris Jones withdrew from the meeting during the discussion and determination thereof.

It was resolved –

- **To adopt the current Discretionary Business Rates Relief Policy – Charities and Non-Profit Making Organisations as detailed in Appendix A to the report for the financial year 2017/18 only and to instruct the Head of**

Function (Resources) and Section 151 Officer to ensure that administrative procedures before 31 March, 2017 advise relevant charities and non-profit making organisations that the policy will apply for 2017/18 only and will cease on 31 March, 2018.

- **To delay the public consultation on the policy during 2016/17 and that the Head of Function (Resources) and Section 151 Officer reports back to the Executive regarding the development of this policy for the future after taking into account the Welsh Government's review of its relief for small businesses and the effect of the revaluation regarding the cost of the current policy during 2017/18.**

The Executive adjourned at this point and reconvened at 1:00 p. m. when the following items were considered.

14 THE EXECUTIVE'S FORWARD WORK PROGRAMME

The report of the Head of Democratic Services incorporating the Executive's Forward Work Programme from the period from March to October, 2017 was presented for the Executive's consideration.

The Head of Democratic Services highlighted the changes to the Forward Work Programme as follows :-

Item 4 – 2016/17 Revenue and Capital Budget Monitoring Report – Quarter 3 and Item 9 – North Wales Regional Growth Bid – Governance dealt with by this meeting.

Item 7 – North Wales Economic Ambition Board needs to be removed from the Forward Work Programme as it is the same item as Item 9 noted above.

Items new to the Forward Work Programme

Item 15 – Energy Strategy scheduled to be considered by the Executive at its 20 March, 2017 meeting;

Item 16 – Highway Inspection Policy scheduled to be considered by the Executive at its 20 March, 2017 meeting;

Item 17 – Littering and Dog Fouling Enforcement scheduled to be considered by the Executive at its 20 March, 2017 meeting.

Items rescheduled for consideration

Item 12 – Welsh in Education – Strategic Plan 2017 – 2020 rescheduled to be considered by the Executive from the 14 February, 2017 to the 20 March, 2017 meeting.

New Item to be considered which is not on the Forward Work Programme :-

Childcare Provision up to 30 hours a week will be considered as a delegated item by the relevant Portfolio Holder.

It was **RESOLVED** to confirm the Executive's updated Forward Work Programme for the period March to October, 2017 subject to the additional changes outlined at the meeting.

15 AMENDMENT TO THE CONSTITUTION

The report of the Head of Function (Council Business)/Monitoring Officer with an amendment to the Council's Constitution was presented for the Executive's consideration.

It was **RESOLVED** to recommend to the County Council that the Monitoring Officer be authorised to make and publish the following amendments to the Council's Constitution :-

- **That paragraph 2.2.2 shall now read *'the regular election of Councillors will be held on the date and at the intervals determined by the Welsh Government. The terms of office of Councillors will start on the fourth day after being elected and will finish on the fourth day after the date of the next regular election.'***
- **That paragraph 2.7.3 shall now read *'The Leader's term of office will be for the duration of the term of the Council, subject to paragraph 2.7.3.3 below.'***
- **Any consequential amendments relevant to 1 and 2 above, including those arising from the Government of Wales Bill, or the exercise of powers under the Local Government Act 2000.**

16 POPULATION NEEDS ASSESSMENT

The report of the Head of Adult's Services referred to the need to amend the Council's Constitution to include the Population Needs Assessment under the Social Services and Wellbeing Act (2014).

The Assistant Chief Executive (Governance and Business Process Transformation) reported that a single report must be prepared for the North Wales Region and be approved by the six County Councils and the Board of the Local Health Service by the 1 April, 2017. She noted that the Social Services and Wellbeing Act (2014) requires that Local Authorities and Local Health Boards produce a population assessment report per electoral cycle every 5 years, together with a review of the assessment after two years. It was noted that the Population Needs Assessment will be submitted to the full Council for approval at its meeting to be held on 28 February, 2017.

The Vice-Chair of the Partnership and Regeneration Scrutiny Committee gave a summary of the recommendations of the Scrutiny Committee held on 24 January, 2017 and referred specifically that the Committee had expressed concerns in respect of the level of funding available for implementation of the Local Area Plan, that will follow on from the North Wales Population Assessment and that any additional costs should not be borne by affected groups. The Chair accepted the recommendations of the Scrutiny Committee and agreed with their concerns but noted that it is impossible to forecast whether costs to the bodies connected to this Assessment will materialise.

The Chair said that Welsh Government should consider a way to analyse the whole data connected with the Population Needs Assessment as the information contained in the documentation is updated on a regular basis. The Assistant Chief Executive (Governance and Business Process Transformation) responded that the North Wales Region Board has had to analyse a huge amount of data sets which is complicated and time consuming with regard to this Assessment. She noted that it would be advantageous if a computerised system could be produced to analyse the whole data; she said that she would raise the matter at the North Wales Region Board and with the Welsh Government in due course.

It was RESOLVED to recommend to the full County Council :-

- **That the report be approved;**
- **To amend Section 3.2 of the Constitution to include the approval of a Population Needs Assessment under the Social Services and Wellbeing (Wales) Act (2014) as a function which can only be exercised by the full Council;**
- **To authorise the Council's Head of Function (Council Business)/Monitoring Officer to make the necessary changes to the matters reserved as functions which require full Council approval under the Constitution, and any other consequential amendments, to reflect the approval of the same.**

17 SUPPORTING PEOPLE COMMISSIONING PLAN

The report of the Head of Housing Services with regard to the Supporting People Programme is a policy and funding framework initiative by the Welsh Government that provides housing related support was presented to the Executive for consideration.

The Portfolio Holder (Housing & Social Services) said that correspondence was received by the Welsh Government in December 2016 declaring an indicative sum for Anglesey for 2017/2018 of £2,643,866. This grant is an important grant to the Supporting People Programme which focuses on the planning, commissioning and monitoring of supported accommodation and support services which are delivered by various providers across a range of tenures that include accessible and affordable housing, council stock, housing association stock, private rented, sheltered accommodation, owner occupied, assisted living, supported tenancies and extra care housing.

The Principal Development Officer (Supporting People) said that this grant is important to support 800 vulnerable people in order to avoid homelessness and helping people to live independently.

It was RESOLVED :-

- **To approve the recommendations of the Supporting People Commissioning Plan 2017 – 2020;**
- **To approve the allocation of funding per service area, as outlined on page 47 of the Supporting People Commissioning Plan document.**

18 USE OF COUNCIL TAX PREMIUM ON SECOND HOMES AND LONG TERM VACANT PROPERTIES

The report of the Head of Housing Services seeking approval of a Policy on Equity loans for first time buyers and empty homes grants financed through the Empty Homes and Second Homes Council Tax premium was presented to the Executive for consideration.

The Portfolio Holder (Housing & Social Services) said these two schemes will use part of the additional revenue of £170k funded from the Council Tax premium which will be raised on second homes and empty homes on the Island from April 2017. The policy will be operational in the specified communities listed within the report which have the highest numbers of second homes and/or the lowest numbers of homes at lower quartile house prices.

The Head of Function (Resources)/Section 151 Officer said that the risk associated with this scheme is that it will be uncertain as to the level of income that will be generated from the collection of Council Tax premium raised on second homes and empty homes as this is the first year of the scheme. He noted that owners of second homes and empty homes may be spurred into taking action to rent out their properties when they receive higher Council Tax premiums; the level of income from the scheme may decrease due to the action taken by the owners of the second and empty homes.

It was RESOLVED to approve the policy for the implementation of the following two schemes to be funded from the Council Tax premium which will be raised on second homes and empty homes on the Isle of Anglesey from April 2017 :-

- **a grant to help first time buyers to purchase and renovate an empty homes;**
- **an equity loans to help first time buyers.**

19 SITES ON ANGLESEY FOR GYPSIES AND TRAVELLERS

The update report of the Head of Housing Services with regard to the possible permanent and temporary gypsy and travellers sites at Penhesgyn and Star was presented to the Executive for consideration.

The Head of Housing Services reported that Capita was awarded the tender to prepare a Preliminary Appraisal Report on both the Penhesgyn and Star potential sites. Mr. Jon Stoddard from the Consultants Capita was in attendance at the meeting. She said that the next stages with regard to both identified sites is to prepare outline designs in accordance with good practice guidelines and for discussions with key stakeholders to ensure that other technical and health and safety requirements are incorporated into the scheme proposals to comply with the Welsh Government guidelines. There may be a requirement for further technical or environmental assessments to be undertaken in order to ensure all the information required. A draft copy of the Health Impact Assessment on both Star and Penhesgyn sites was attached to the report to the Committee. Costings of the both schemes are required to be undertaken and will be presented to the Executive during the

Summer of 2017. However, the Officer said that both schemes are dependent on being afforded planning approval.

A workshop was held on the Health Impact Assessment facilitated by the Operations Manager – Environmental Health in January 2017 which was attended by the three local elected members, Mr. Bryn Hall from Unity who is a Gypsy and Travellers Community Engagement Specialist, representatives from Capita and Officers from the Local Authority and the Joint Planning Policy Unit. The Health Impact Assessment is currently being consulted upon with those who attended the workshop. Overall both sites are considered to have a positive impact on the health and welfare of gypsies and travellers over the existing provision.

The Head of Housing Services further reported that the local community of Star has presented a Risk Assessment of the site. Capita has considered the relevant risks identified within their Appraisal Report and have noted measures within their report as to how these risks can be mitigated. The Officers wished to thank the representatives from the community of Star for their work.

Councillor R. Meirion Jones who had requested to speak on this matter said he needed to refer to the minutes of the Executive held on 25 July, 2016 which recommended ‘further assessment of any safety or technical risks posed by the site’; he considered that the risks have not been dealt with appropriately by the Council. He said that local representatives from the community of Star have identified 15 risks within their documentation to the authority, but it seems that the local community have not received any feedback as to the findings. Councillor Jones further said that arrangements are to be made by the Council for a workshop for Officers and Capita; he considered that a public meeting should also be held in Star to address the issues raised with regard to safety and technical risks from the proposed site. The Head of Housing Services responded that the risk factors identified by the community of Star have been forwarded to Capita for consideration. She said that Capita are addressing these risks seriously and are working at present as to how it will be possible to overcome these risks. A workshop will be held internally within a few weeks and Capita have agreed to meet with representatives of the community of Star and with local elected members at a suitable date.

It was RESOLVED :-

- **To note the advice of Capita’s Preliminary Appraisal Report;**
- **To note the findings of the Health Impact Assessment in respect of Star and Penhesgyn Sites;**
- **To authorise the relevant Officers to progress to the next stage of the project, i.e. site design and calculation of the costs involved and thereafter report back to the Executive at its June 2017 meeting.**

20 GOLF COURSE, LLANGEFNI

The report of the Head of Economic and Community Regeneration with regard to a request by the Llangefni Partnership to extend the Llangefni Golf Course agreement was presented to the Executive for consideration.

The Assistant Chief Executive (Partnerships, Community and Service Improvement) reported that the Llangefni Partnership are of the opinion that the Golf Course plays a critical role in their overarching ambitions to regenerate

Llangefni. The extension of the agreement with enable them, together with the County Council and other stakeholders, to further progress the ongoing efforts to establish a coherent and robust vision and delivery plan to improve and strengthen Llangefni.

It was RESOLVED to extend the current agreement with Llangefni Partnership (Llangefni Social Enterprise) until 1st July, 2018.

21 TRANSFORMATION OF THE LIBRARY SERVICE

The report of the Head of Learning with regard to incorporating the Draft Library Service Strategy for 2017 – 2022 was presented to the Executive for consideration.

The Portfolio Holder for Education said that the Draft Library Service Strategy has been discussed at the Corporate Scrutiny Committee held on 6 February, 2017. He wished to thank the Officers for their work in respect of the matter and wish it to be noted that the service will continue to discuss and consult with the parties that are interest within the communities before any final decision is taken transform the Library Service.

The Head of Learning said that the purpose of the Strategy is seeking to ensure that the Library Service on Anglesey meets the needs of the residents of the Island and to fulfil the statutory requirements over the coming years. She noted that a public and stakeholder consultation process was undertaken during October 2015 to gather views on the options identified and to invite any alternative ideas. There were nearly 2,000 responses to the consultation but there was no clear favoured option. However there was evidence that it would be beneficial to seek opportunities for a 'community support' models. The Library Service is now planning to hold a public consultation on the Draft Strategy and to progress discussions with interested parties. Following the public consultation exercise a definitive Library Service Strategy will be presented to the Executive for a final decision in the autumn of 2017.

The Chair of the Corporate Scrutiny Committee reported on the discussions and recommendations of the Scrutiny Committee to the Executive.

It was RESOLVED :-

- **To note the process followed to develop the strategy and the reasoning behind what is being proposed within the Draft Library Service Strategy;**
- **To approve the Equality Impact and Needs Assessment;**
- **To authorise the Officers to proceed to a public consultation on the Draft Library Service Strategy in line with the timetable as shown within the report;**
- **To note that the service will continue to discuss and consult with interested parties and to report back with options identified for the**

transformation of the Library Service to the October meeting of the Executive.

22 TRANSFORMATION OF THE YOUTH SERVICE

The report of the Head of Learning with regard to the options for the remodelling of the Youth Service was presented to the Executive for consideration.

Having declared a prejudicial interest Councillor Aled M. Jones left the meeting during discussion and voting thereon.

The Portfolio Holder for Education said that extensive consultation has been carried out with the options for remodelling the Youth Service. During the second consultation young people highlighted their preferred priorities. These priorities were noted within the report.

The Head of Learning said that the Youth Service Team has spent a considerable amount of time with regard to the consultation process and thereafter the evaluation all the responses received with the remodelling of the Youth Service. In 2013/14 the Lifelong Learning Service were tasked to find possible cuts of between 10% and 60% in the youth service budget; 5 service delivery models were identified to achieve the budget cuts.

The Vice-Chair of the Partnership and Regeneration Scrutiny Committee outlined the discussion taken with regard to the options for the remodelling of the Youth Service. A copy of the discussions and recommendation was included with the report to the Executive.

The Portfolio Holder for Finance said that the options put forward needs to be sustainable in the medium term; he considered that Option 2 would be a preferable option for the service.

The Chair questioned as to the effect on the service with regard to Option 1 and 2. The Principal Youth Worker explained that both options will entail remodelling of the service but Option 2 would still allow the service to afford a Youth Worker in secondary schools catchment areas; the 2 clubs that cater for those with special educational needs would be kept open as at present. The structure allows for most of the small rural clubs to remain but those who have limited attendance will need to be closed.

It was RESOLVED that Option 2 within the report be implemented for the transformation of the Youth Service.

23 GROWTH VISION AND STRATEGY FOR THE ECONOMY OF NORTH WALES

The report of the Chief Executive relating to the Growth Vision and Strategy for the Economy of North Wales was presented to the Executive for consideration.

The Leader of the Council said that the growth vision sets out a clear strategic ambition for North Wales for infrastructure development, skills and employment, and business growth. North Wales has been formally invited to develop the strategy into a 'Growth Bid' for national investment and the conferment of powers to the region by the UK and Welsh Governments. Work is ongoing to prioritise the content of the strategy for inclusion in a formal bid. The six councils have reached an outline agreement on a governance model for the regional economic strategy.

The Executive expressed that it is important to collaborate and support the Growth Vision and Strategy for the Economy of North Wales.

It was RESOLVED :-

- To endorse the preferred regional governance model of a statutory joint committee for further development;
- To invite the newly elected Council to enter into a statutory Joint Committee model with the five partner councils, within the first three months of the new Council term, once a detailed constitution and inter-authority is available.

24 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED to adopt the following :-

“Under Section 100(A)(4) of the Local Government Act 1972, to exclude the press and public from the meeting during the discussion on the following item as it may involve the disclosure of exempt information as defined in Schedule 12A of the said Act and in the attached Public Interest Test.”

25 FULL BUSINESS CASE FOR NEW SCHOOL AT BRO RHOSYR/ABERFFRAW

The report of the Head of Learning in relation to the full Business Case for the new primary school in Newborough and the refurbishment of Ysgol Brynsiencyn and Ysgol Parc y Bont was presented to the Executive for consideration.

It was RESOLVED :-

- To approve the full Business Case for the new primary school in the Bro Rhosyr and Bro Aberffraw area;
- To approve the submission of a full Business Case to Welsh Government;
- To approve the sale of Ysgol Bodorgan and the School House, Ysgol Dwyran, Ysgol Niwbwrch and Ysgol Llangaffo once vacant, and for those capital receipts to be ring fenced for the construction of the new primary school, subject to no issues arising with selling the sites.

The meeting concluded at 2.15 p.m.

**COUNCILLOR IEUAN WILLIAMS
CHAIR**

Voluntary Sector Liaison Committee

Minutes of the meeting held on 12th January, 2017

PRESENT: Councillor Alun Mummery (Chair)

Local Authority

Councillors Jim Evans, Alwyn Rowlands, Ieuan Williams

Voluntary Sector

Mr Andrew M Hughes (Medrwn Môn)
Ms Eleri Lloyd Hughes (Age Cymru)
Mr Islwyn Humphreys (Samariaid/Samaritans)

IN ATTENDANCE: Mrs Annwen Morgan (Assistant Chief Executive - IOACC)
Mr J Huw Jones (Head of Democratic Services - IOACC)
Mrs Sian Purcell (Medrwn Môn)
Mrs Shirley Cooke (Committee Officer - IOACC)

APOLOGIES: Councillor Aled Morris Jones
Mr Wyn Thomas (BIPBC)

1. CHAIRPERSON

Councillor Alun Mummery was elected Chairperson of the Liaison Committee to the end of March, 2017.

2. VICE-CHAIRPERSON

Mr Islwyn Humphreys was elected Vice-Chairperson of the Committee.

3. DECLARATION OF INTEREST

No declaration of interest was received.

4. MINUTES

The draft minutes of the meeting of the Voluntary Sector Liaison Committee held on 8th July, 2016 were presented and confirmed as correct.

Arising thereon:-

Item 1 - Chairperson

In relation to representation from the Betsi Cadwaladr University Health

Board (BCUHB) on this Committee, it was **resolved that the Assistant Chief**

Executive seek confirmation from the Trust.

Action: As noted above.

Item 3 – 14th October, 2016 Minutes

The Assistant Chief Executive reported that she has shared the information requested in relation to the Authority's investment in the Third Sector with the Chief Officer, Medrwn Môn.

Item 5 - Review of the Funding Code of Practice and the Voluntary Sector Allocation 2015/16

The Chief Officer, Medrwn Môn reported that that the Charitable Trust have requested a meeting with the Head of Function (Resources)/Section 151 Officer to discuss potential funding via the Trust.

Item 6 - The Voluntary Sector's Strategy and the Liaison Committee's Role

The Chief Officer, Medrwn Môn reported that the Medrwn Môn Board have discussed further options to build on the current partnership arrangements regarding drafting the strategy for joint working.

The Assistant Chief Executive reported that data collated is in the process of being analysed from responses to the Consultation on the Future Generations Act.

The Assistant Chief Executive reported that **Llio Johnson, the Senior Partnership Manager would update the next meeting of the Medrwn Môn Board.**

The Committee noted that the meeting of the Voluntary Sector Liaison Committee scheduled for the 13th October, 2016 was not quorate, therefore did not proceed.

5. WORKING IN PARTNERSHIP

The Chief Officer, Medrwn Môn tabled a discussion paper on the vision and strategy for working in partnership with the Third Sector on Anglesey, and the need for an action plan to realise the vision and aims of the strategic documents produced ie the Compact, Funding Code, Voluntary Policy, Partnership Policy.

The Chief Officer, Medrwn Môn acknowledged that although the Sector has faced many challenges over recent years with the introduction of the Social Services and Well-being (Wales) Act 2014 and the joint partnership with the Betsi Cadwaladr University Health Board (BCUHB), the Sector's contribution is creating a positive impact on service users. It was noted that further work needs to be done to include Medrwn Môn in discussions, to improve communication, and respond more efficiently to members of the public.

Reference was made to the success of community hubs in Beaumaris, Menai Bridge etc in bringing people together and sharing ideas and resources. It was noted that the model for community hubs permits individuals to make decisions regarding activities in their community.

Action:

Medrwn Môn in consultation with the Isle of Anglesey County Council to draft an action plan for submission to the next meeting.

6. COMMUNITY VOICE

The Chief Officer, Medrwn Môn referred to Item 8 of the minutes of the 8th July, 2016, the Community Voice project would be coming to an end in March, 2017.

It was noted that discussions have taken place with the National Lottery regarding Third Sector future funding arrangements. An application for a grant will be submitted by the end of March, 2017, and if successful, would ensure the continuation of the following projects:-

- Citizen's Panel;
- Engagement and Consultation with the County Council;
- Children and Young People Framework for working with the County Council;
- Model for Building Communities.

It was also noted that Medrwn Môn have applied for funding through the Charitable Trust.

With reference to the consultation on the Budget for 2017/18, Medrwn Môn sought clarity on the impact of budget cuts on Third Sector funding for the forthcoming financial year.

Arising from discussion, the lack of volunteers in the Third Sector was highlighted, together with the need to develop volunteering skills. Discussion focused on ways to encourage volunteering, and the potential to utilise the skills of many of the volunteers associated with the Ynys Môn 2017 National Eisteddfod.

Action:

The Head of Democratic Services to discuss this aspect with officials of the National Eisteddfod.

7. THE EXECUTIVE'S FORWARD WORK PROGRAMME

The Head of Democratic Services reported on the Executive's Forward Work Programme for the period January to August, 2017 as presented to the Executive on the 19th December, 2016.

This Work Programme is circulated to Medrwn Môn on a monthly basis to update the Sector on matters which are scheduled for consideration by the Executive and Scrutiny Committees.

RESOLVED to accept the report.

8. NEXT MEETING

Following discussion regarding convening meetings centrally in future, the Committee agreed that the next meeting of the Liaison Committee scheduled for 2.00pm on Thursday, 13th July, 2016 be held at the Council Offices, Llangefni.

It was resolved that 2 meetings out of every 3 be convened internally, with 1 externally. It was agreed that this arrangement be reviewed in the future.

The meeting concluded at 3.15 pm

**Councillor Alun Mummery
Chair**

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	The Executive
Date:	20 March 2017
Subject:	The Executive's Forward Work Programme
Portfolio Holder(s):	Cllr Ieuan Williams
Head of Service:	Lynn Ball Head of Function – Council Business / Monitoring Officer
Report Author: Tel: E-mail:	Huw Jones, Head of Democratic Services 01248 752108 JHuwJones@anglesey.gov.uk
Local Members:	Not applicable

A –Recommendation/s and reason/s
<p>In accordance with its Constitution, the Council is required to publish a forward work programme and to update it regularly. The Executive Forward Work Programme is published each month to enable both members of the Council and the public to see what key decisions are likely to be taken over the coming months.</p> <p>The Executive is requested to:</p> <p>confirm the attached updated work programme which covers April – November 2017;</p> <p>identify any matters for specific input and consultation with the Council's Scrutiny Committees and confirm the need for Scrutiny Committees to develop their work programmes further to support the Executive's work programme;</p> <p>note that the forward work programme is updated monthly and submitted as a standing monthly item to the Executive.</p>

* Key:
Strategic – key corporate plans or initiatives
Operational – service delivery
For information

B – What other options did you consider and why did you reject them and/or opt for this option?

-

C – Why is this a decision for the Executive?

The approval of the Executive is sought before each update is published to strengthen accountability and forward planning arrangements.

D – Is this decision consistent with policy approved by the full Council?

Yes.

DD – Is this decision within the budget approved by the Council?

Not applicable.

E – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	The forward work programme is discussed at Heads of Service meetings ('Penaethiaid') on a monthly basis (standing agenda item). It is also circulated regularly to Corporate Directors and Heads of Services for updates.
2	Finance / Section 151 (mandatory)	
3	Legal / Monitoring Officer (mandatory)	
5	Human Resources (HR)	
6	Property	
7	Information Communication Technology (ICT)	
8	Scrutiny	
9	Local Members	Not applicable.
10	Any external bodies / other/s	Not applicable.

* Key:

Strategic – key corporate plans or initiatives

Operational – service delivery

For information

2

F – Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	
FF - Appendices:		
The Executive's Forward Work Programme: April – November 2017.		

G - Background papers (please contact the author of the Report for any further information):

* Key:
 Strategic – key corporate plans or initiatives
 Operational – service delivery
 For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: April – November 2017

Updated: 8 March 2017



The Executive's forward work programme enables both Members of the Council and the public to see what key decisions are likely to be taken by the Executive over the coming months.

Executive decisions may be taken by the Executive acting as a collective body or by individual members of the Executive acting under delegated powers. The forward work programme includes information on the decisions sought, who will make the decisions and who the lead Officers and Portfolio Holders are for each item.

Page 28 It should be noted, however, that the work programme is a flexible document as not all items requiring a decision will be known that far in advance and some timescales may need to be altered to reflect new priorities etc. The list of items included is therefore reviewed regularly.

Reports will need to be submitted from time to time regarding specific property transactions, in accordance with the Asset Management Policy and Procedures. Due to the influence of the external market, it is not possible to determine the timing of reports in advance.

The Executive's draft Forward Work Programme for the period **April – November 2017** is outlined on the following pages.

** Key:*

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: April – November 2017

Updated: 8 March 2017

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
April 2017						
1	The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services Cllr Ieuan Williams		The Executive 24 April 2017
2	Childcare Sufficiency Assessment Approval.	The approval of the full Executive is sought before submitting the Assessment to Welsh Government.	Learning	Delyth Molyneux Head of Learning Cllr Kenneth P Hughes		The Executive 24 April 2017
3	Energy Efficiency Strategy		Highways, Waste and Property	Dewi Williams Head of Highways, Waste and Property Cllr John Arwel Roberts		The Executive 24 April 2017
June 2017						
4	Welsh Language Standards Annual Report Approval of report.	Portfolio holder with responsibility for the Welsh language.	Council Business	Huw Jones Head of Democratic Services Relevant portfolio holder	To be confirmed	Delegated decision June 2017

* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: April – November 2017

Updated: 8 March 2017

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
5 The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services Relevant portfolio holder		The Executive 12 June 2017	
6 Corporate Scorecard – Quarter 4, 2016/17 (S) Quarterly performance monitoring report.	This is a matter for the full Executive as it provides assurance of current performance across the Council.	Corporate Transformation	Scott Rowley Head of Corporate Transformation Relevant portfolio holder	TBA	The Executive 12 June 2017	
7 2016/17 Revenue and Capital Budget Monitoring Report – Quarter 4 (S) Quarterly financial monitoring report.	This is a matter for the full Executive as it provides assurance of current financial position across the Council.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Relevant portfolio holder	TBA	The Executive 12 June 2017	
8 Schools' Modernisation - Strategic Outline Programme – Band B (2019-2024) Approval of the strategic outline programme.		Learning	Delyth Molyneux Head of Learning Relevant portfolio holder		The Executive 12 June 2017	

* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: April – November 2017

Updated: 8 March 2017

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
9	Safety Assessments of Walked Routes to Schools Adoption of procedure.	Learning / Highways Waste and Property	Delyth Molyneux Head of Learning / Dewi Williams Head of Highways, Waste and Property Relevant portfolio holders		The Executive 12 June 2017	
July 2017						
10	The Executive's Forward Work Programme (S) Approval of monthly update.	Council Business	Huw Jones Head of Democratic Services Relevant portfolio holder		The Executive 17 July 2017	
11	Schools' Modernisation – Llangefni Area - Statutory Consultation To consider the report on the statutory consultation.	Learning	Delyth Molyneux Head of Learning Relevant portfolio holder		The Executive 17 July 2017	
12	Smallholdings Programme of Improvements – update	Highways, Waste and Property	Dewi Williams Head of Highways, Waste and Property Relevant portfolio holder		The Executive 17 July 2017	

* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: April – November 2017

Updated: 8 March 2017

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
September 2017						
13	The Executive's Forward Work Programme (S) Approval of monthly update.	Council Business	Huw Jones Head of Democratic Services Relevant portfolio holder		The Executive 18 September 2017	
14	Annual Performance Report (Improvement Plan) 2016/17 Approval of report and recommendation to full Council.	Corporate Transformation	Scott Rowley Head of Corporate Transformation Relevant portfolio holder		The Executive 18 September 2017	26 September 2017
15	Corporate Plan 2017 – 2022 Approval of report and recommendation to full Council.	Corporate Transformation	Scott Rowley Head of Corporate Transformation Relevant portfolio holder		The Executive 18 September 2017	26 September 2017
16	Corporate Scorecard – Quarter 1, 2017/18 (S) Quarterly performance monitoring report.	Corporate Transformation	Scott Rowley Head of Corporate Transformation Relevant portfolio holder	TBA	The Executive 18 September 2017	

* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: April – November 2017

Updated: 8 March 2017

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
17	2017/18 Revenue and Capital Budget Monitoring Report – Quarter 1 (S) Quarterly financial monitoring report.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Relevant portfolio holder	TBA	The Executive 18 September 2017	
October 2017						
18	The Executive's Forward Work Programme (S) Approval of monthly update.	Council Business	Huw Jones Head of Democratic Services Relevant portfolio holder		The Executive 30 October 2017	
19	Schools' Modernisation – Llangefni Area - Outline Business Case	Learning	Delyth Molyneux Head of Learning Relevant portfolio holder		The Executive 30 October 2017	

* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: April – November 2017

Updated: 8 March 2017

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
November 2017						
20	2018/19 Budget (S) To finalise the Executive's initial draft budget proposals for consultation.	Council Business	Marc Jones Head of Function – Resources / Section 151 Officer Relevant portfolio holder		The Executive 6 November 2017	
21	The Executive's Forward Work Programme (S) Approval of monthly update.	Council Business	Huw Jones Head of Democratic Services Relevant portfolio holder		The Executive 27 November 2017	
22	Corporate Scorecard – Quarter 2, 2017/18 (S) Quarterly performance monitoring report.	Corporate Transformation	Scott Rowley Head of Corporate Transformation Relevant portfolio holder	TBA	The Executive 27 November 2017	
23	2017/18 Revenue and Capital Budget Monitoring Report – Quarter 2 (S) Quarterly financial monitoring report.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Relevant portfolio holder	TBA	The Executive 27 November 2017	

* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: April – November 2017

Updated: 8 March 2017

	Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
24	Transformation of the Library Service		Learning	Delyth Molyneux Head of Learning Relevant portfolio holder	13 November 2017	The Executive 27 November 2017	
25	Transformation of the Culture Service		Learning	Delyth Molyneux Head of Learning Relevant portfolio holder	14 November 2017	The Executive 27 November 2017	

* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

This page is intentionally left blank

ISLE OF ANGLESEY COUNTY COUNCIL	
REPORT TO:	CORPORATE SCRUTINY & EXECUTIVE COMMITTEE
DATE:	13th & 20th MARCH 2017
SUBJECT:	SCORECARD MONITORING REPORT - QUARTER 3 (2016/17)
PORTFOLIO HOLDER(S):	COUNCILLOR ALWYN ROWLANDS
HEAD OF SERVICE:	SCOTT ROWLEY
REPORT AUTHOR: TEL: E-MAIL:	GETHIN MORGAN 01248 752111 GethinMorgan@anglesey.gov.uk
LOCAL MEMBERS:	n/a

A - Recommendation/s and reason/s	
1.1	This is the third scorecard of the financial year 2016/17.
1.2	It portrays the position of the Council against its operational objectives for Quarter 3.
1.3	The Committee is requested to scrutinise the scorecard and note the areas which the Senior Leadership Team are managing to secure improvements into the future. These can be summarised as follows – <ul style="list-style-type: none"> 1.3.1 Underperformance (red or amber indicators on the scorecard) is recognised and appropriate measures put in place for improvement to be presented on a monthly basis to the relevant portfolio holder and management board. 1.3.2 Continue with the regular service sickness challenge panels work which has been instrumental in the improvement of our sickness management figures up to Q3. 1.3.3 <i>The Wales Audit Office work related to sickness is reported through to the Executive and Corporate Scrutiny Committees once received. Best practise and proposed further improvements based on national best practice should then be adopted.</i>

<p>1.3.4 The Childrens Service Improvement Plan drafted and aligned with the CSSIW report is overseen by the Children’s Panel and the Senior Leadership Team</p> <p>1.3.5 Further support in evaluating the processes of collating Learning indicators is undertaken during Q4 and into the new financial year.</p> <p>1.4 The Committee is asked to accept the mitigation measures outlined above.</p>		
B - What other options did you consider and why did you reject them and/or opt for this option?		
n/a		
C - Why is this a decision for the Executive?		
This matter is delegated to the Executive		
CH - Is this decision consistent with policy approved by the full Council?		
Yes		
D - Is this decision within the budget approved by the Council?		
Yes		
DD - Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	This was considered by the SLT at their meeting on the 27 th February and their comments are reflected in the report
2	Finance / Section 151 (mandatory)	No comment
3	Legal / Monitoring Officer (mandatory)	No comment
4	Human Resources (HR)	Comments included within the body of the report
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	
E - Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	
F - Appendices:		

Appendix A - Scorecard Monitoring Report – Quarter 3, 2016/17 & Scorecard

FF - Background papers (please contact the author of the Report for any further information):

- 2016/17 Scorecard monitoring report - Quarter 2 (as presented to, and accepted by, the Executive Committee in November 2016).

SCORECARD MONITORING REPORT – QUARTER 3 (2016/17)

1. INTRODUCTION

- 1.1 One of the Council's aims under the Wales Programme for Improvement is to secure the means by which continuous improvement can be evidenced and presented across the board. To that end, on an annual basis, a performance report is drafted to be published by end of October, which demonstrates progress or not (as the case may be).
- 1.2 This scorecard was developed in parallel to identify and inform Council leaders of progress against indicators which explicitly demonstrates the successful implementation of the Council's day to day work and assists in providing the evidential base from which the performance report is drafted.
- 1.3 The scorecard (Appendix 1) portrays the current end of Q3 position and will be considered further by the Corporate Scrutiny Committee and the Executive during March.

2.1 PERFORMANCE MANAGEMENT

- 2.1.1 The scorecard for Performance Management shows performance against indicators outlined and requested by the Senior Leadership Team, Executive and Shadow Executive.
- 2.1.2 At the end of Q3 it is encouraging to note that the majority of indicators are performing well against their targets but we note that 5 indicators are underperforming as Amber or Red against their annual target for the year.
- 2.1.3 Three indicators within Adult Services show an underperformance after targets –

- (i) LI/18b – AMBER - The percentage of carers of adults who requested an assessment or review that had an assessment or review in their own right during the year. Q3 – 87.5% Target – 93%. This performance is better than that of Q3, 86.3% in 2015/16, however it is still some way off the target.

In the Q2 report the service identified mitigation was to improve this PI by using increased capacity of Social Workers to do assessments and review assessments as and when required. The Service have successfully improved the performance of this PI during Q3 and therefore the Service is confident that the target will be met and have identified the need to review 30 more clients before the end of Q4.

Mitigation - to improve these standards for Q4 the Social Workers will catch-up on assessments that were due and complete new assessments and reviews in the next 3 months, currently identified as at least 30 clients in order to hit the target for the year.

- (ii) PM18 – AMBER - The percentage of adult protection enquiries completed within statutory timescales. Q3 – 81.25%, Target – 90%. This PI is new for 2016/17 and therefore the target could be seen as ambitious, however the current position continues to be some way below what the service would like to achieve.

In the Q2 report the Service identified that partner agencies investigation timings were having an impact on the timescales and performance of this indicator. The matters have again been raised in strategic group meetings and a slight improvement was seen in Q3 as a result.

Mitigation - This matter is and will continue to be raised in the strategic group meetings taken place between Gwynedd and Môn in order to resolve and lessen timeframe issues. The target for the year is unlikely to be achieved, however every effort will be made to get as close as possible by the end of Q4.

- (iii) PM19 – AMBER - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over. Q3 – 5.8 Target - 1.5. Like the above PI this is a new indicator and the target is an ambitious one. A lack of domiciliary care capacity is having a negative impact on this PI.

Mitigation – The mitigation identified in the Q2 report continues to be current with a transformational plan underway to secure more comprehensive domiciliary care capacity during 2017. In addition a lack of EMI nursing care capacity leads to some delays. In order to address this issue the service is developing additional specialist capacity in partnership with the Health Board. The target of 1.5 will not be achieved by the end of Q4..

2.1.4 One indicator exist within Childrens Services continues to show an underperformance from Q2 as follows –

- (i) SCC/025 – the % of statutory visits to looked after children due in the year that took place in accordance with regulations Q3 – 80% Target – 100, RED. This compares with a performance of 86.54% for the same time period of 2015/16. This indicator was also discussed in the Q2 Scorecard report and the belief that the deterioration of this indicator in the Q2 report has unfortunately declined once again in Q3 due to the further increase in looked after children. The service have now seen an increase of 20% in the number of looked after children in the first 9 months of the year.

Mitigation - to improve these standards for Q4 the following will be acted upon–

- An enhanced tracker system will be developed, based on best practise elsewhere, together with a new management system devised to ensure visits are completed when staff are on leave or there are sickness absences.
 - The service will not meet the target set for the year but the service improvement plan will address the issues that have led to a deterioration in performance which has occurred since the number of children who are looked after has increased
- (ii) The service was the subject of a CSSIW audit in Q3 and the recommendations that fall out of the review and an improvement plan to meet the recommendations will be discussed during the Corporate Scrutiny meeting on the 13th March and the Executive on the 20th March.

2.1.5 One new indicator which is now **AMBER** on the Scorecard is from Regulation & Economic Development –

- (i) LCS/002b: The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity Q3 - 312k, Target - 334k. This is down 12k from Q3 15/16 (324k).

One of the main reasons for not hitting the target for Q3 was due to the closure of Holyhead Leisure Centre for 3 months in the summer, resulting in the estimated loss of 12.5k visits. However, even with the inclusion of these figures the service would still be 10k short of its target for the year. There are concerns about the use of the leisure facilities without swiping in, resulting in a loss of participation numbers. Some of these customers are Direct Debit customers who do not want to queue to swipe in at the front desk. The ideal solution would be the installation of a barrier system which would ensure users swipe in resulting in an increase in participants.

Mitigation – A short term mitigation being adopted is to provide Direct Debit customers with a sign-in sheet enabling them to pass the queue and still be included in participation numbers. The solution is to install barriers at reception areas to control access, accurately record participation numbers, improve health and safety and strengthen safeguarding practices..

2.1.6 The remaining indicators reported for Q3 are all currently ragged **GREEN** or **YELLOW** within the performance management section.

2.1.7 Appendix 2 shows the whole programme of work which the two Corporate Transformation Programme Boards are overseeing. Whilst some of the programmes / projects are ragged as RED it is important to state that the issues highlighted are being managed and tracked accordingly via the Boards which meet on a two monthly basis.

2.2 PEOPLE MANAGEMENT

2.2.1 With regard to People Management, it is noted that the performance of the Council's sickness rates (*indicator 3 on scorecard under people management*) at the end of Q3 shows a significant improvement (7.21 Days Sick per FTE) when compared with last year (8.4 Days Sick per FTE), a total of 3110 days better off than 2015/16.

2.2.2 This indicates that the projected end of year sickness level (if the trend was to continue in a similar manner to the past two years of, i.e. higher sickness results in Q3 & Q4 than in Q1 & Q2) would equate to 10.5 days per FTE (Table 1). However, if the strong performance shown in Q3 continues into Q4 then it's likely that the target of 10 days per FTE will be hit.

Sickness absence - average working days/shifts lost

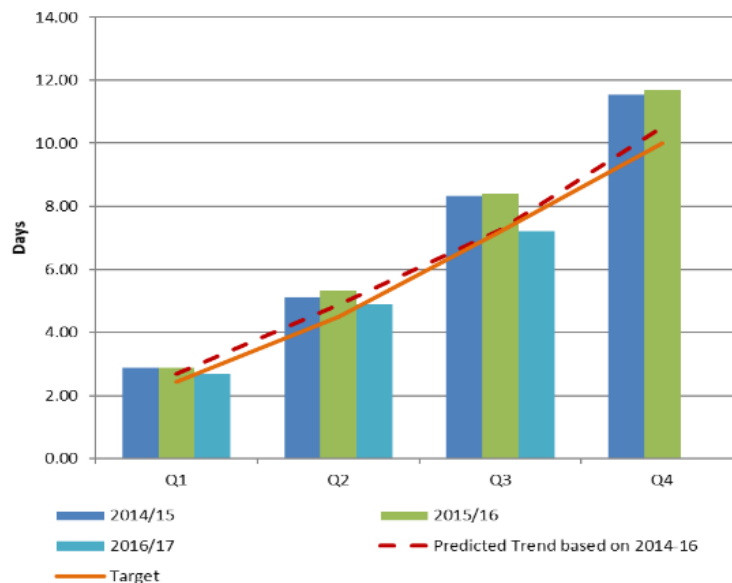


Table 1

2.2.3 Service Performance against these targets for Q3 indicate that only 2 Services are RED compared to their targets for the quarter:

- Childrens Services – RED – 11.11 Days Sick per FTE (Target 7.58). The service have considerably improved their sickness during Q3 (Table 2)

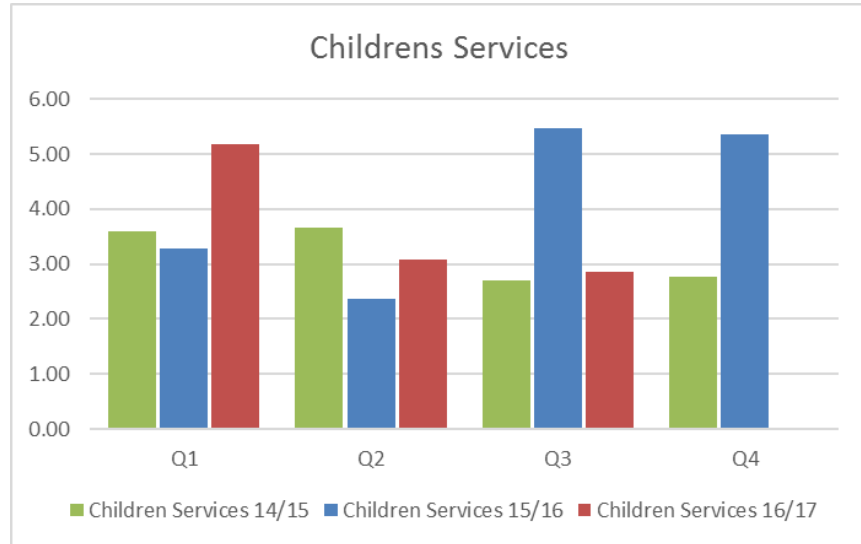


Table 2

- Highways, Waste and Property – RED – 8.30 Days Sick per FTE (Target of 7.13)The service saw a decline in their sickness rates during Q3 (Table 3). This decline is mainly down to the increase in long term sickness which equated to 56% of the sickness for year up to the end of Q3.

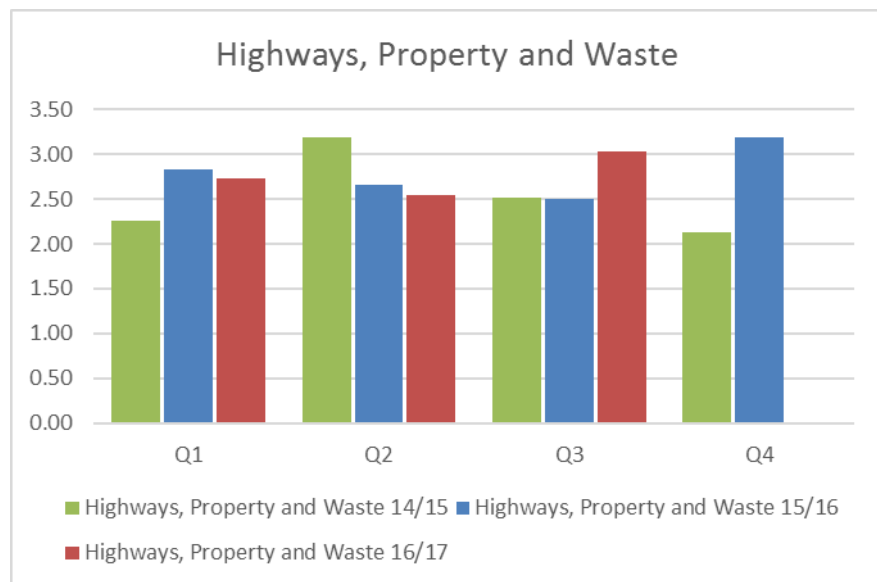


Table 3

2.2.4 One of the main reasons for not achieving our corporate target for 2015/16 was due to an increase in our Long Term Sickness rates which equated to 58% of the total sickness days lost last year. In this respect, Q3 has seen an improvement in

comparison with Q3 2015/16, 2800 days sick compared to 3800 days sick respectively (See table 4 below). An improvement of a 1000 days.

LONG TERM SICK DAYS

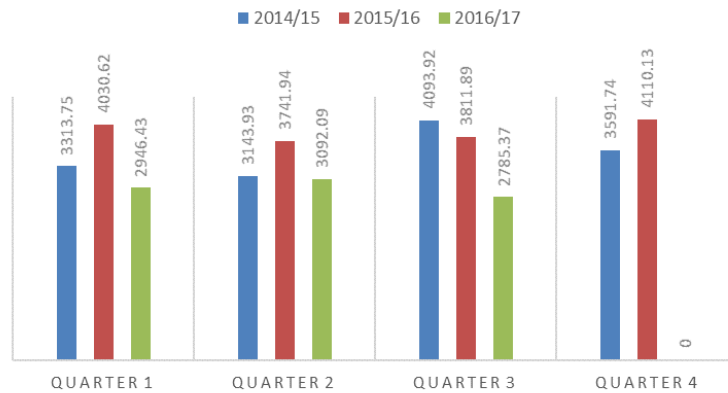


Table 4

2.2.5 Long Term sickness equated to 54% of our total sickness for Q3 compared to 59% over the same period for 2015/16. This is an improvement on where the Council was this time last year and has been instrumental in the Council hitting its target at the end of Q3.

2.2.6 With regards to short term sickness our year on year comparison has now improved. Indeed, for the first 9 months of the year (cumulative total) our short term sickness days per FTE has improved from the same period last year by 350 days. There continues to be a drive to decrease short term sickness rates however, and this drive can be seen in Q3 where there was an improvement of 640 days on the same period last year (Table 5).

SHORT TERM SICK DAYS

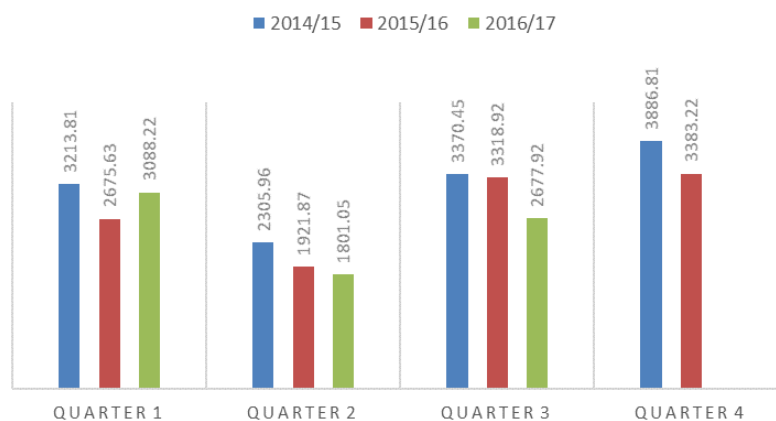


Table 5

2.2.7 Associated with sickness rates is the 'management' of sickness. An integral part of the management process within the Council is staff's compliance with corporate sickness policies which includes the undertaking of return to work interviews and Attendance Review Meetings (*indicators 7 to 9 on scorecard*).

2.2.8 The Council continues to embed this working practice across its services and is performing well against its target of Return to Work (RTW) interviews within timescale (i.e. 5 working days) operates at a 78% success rate, whilst total RTW interviews is operating at a 90% success rate.

2.2.9 It was recommended by the SLT in 2015/16, that further consideration and focus is given to the management of recurring short-term sickness absence where trigger points are reached and the completion of attendance review meetings (ARM's) are undertaken. These continue to be monitored in the Sickness Challenge Panels.

2.2.10 ARM figures for Q3 have maintained its performance from Q2 at 75% (these figures do not include Schools). Although no improvement has been made in the quarter, Human Resources have noted that the quality of the ARMs coming through from services continue to be greatly improved.

2.2.11 The figures reported in this years sickness statistics do not include days off sick due to bereavements (750 Days). If we were to include bereavements in the calculation we would still see a slight improvement (7.54 Days per FTE). This change in the calculation has been made to meet the guidance provided by Data Unit Wales in the national performance indicator.

2.2.12 The SLT therefore recommends –

- *To continue with the regular service sickness challenge panels to keep a focus on improving our absence management figures*
- *The Wales Audit Office work related to absence management has yet to be received but the aim remains that it will be reported through to the Executive and Corporate Scrutiny Committees following receipt of the report.*

2.3 CUSTOMER SERVICE

2.3.1 Two of the new indicators looking at channel shift look at the successful launch of AppMôn, where users have used the technology to submit 248 reports to up to the end of Q3 (including fly tipping, faulty street lighting, compliments or complaints, broken pavements, sports club database forms and ordering recycling bins). Unfortunately we are currently unable to provide the amount of downloads of AppMôn from the supplier.

2.3.2 The remaining indicators focus on the website and on our social media presence. We had a total of 395k unique visits to the website during the first half of the year. Our social media presence has also resulted in a total of 20k social media accounts following us on Facebook (9k followers) and Twitter (11k followers).

2.3.3 Regarding Customer Complaints Management, by the end of Q3 52 Complaints were received and 1 Stage 2 complaints in Social Services. All of the complaints have received a response and of these complaints 6 were upheld in full (Regulation & Economic Development [1], Highways, Waste & Property [2], and Resources [3]), 8 were partially upheld (Regulation & Economic Development [1], Highways, Waste & Property [4], and Housing [3]) whilst the remaining 35 were not upheld. These indicators are reported to and tracked by the Customer Service Excellence Board.

- 2.3.4** A total of 77% of the complaints have been responded to within timescale with 23 late responses (Adult Services [5] Highways, Waste & Property [1], Housing [1], Waste & Housing [1], Council Business [1] and Childrens Services [14]). This is significantly up from the 64% at the end of 2015/16, however it continues to be marginally below the target of 80%.
- 2.3.5** The % of FOI requests responded to within timescale performed at 73% at the end of Q3 compared to 67% at the end of 2015/16. This is a considerable improvement year on year bearing in mind that the Council has dealt with in excess of 4000 questions in the first 3 quarters of 2016/17.
- 2.3.6** In total there was 704 FOI requests after Q3 with 189 late responses. The majority of the late responses came from Resources which equated to 37% of the late responses (59% of the 119 received by the service, a similar level on the 60% late in Q2). This has been identified by the Head of Service as an improvement area and changes to the systems in the way FOI's are processed have been introduced which will see an improvement during the 4th quarter. Other services include Learning with 16% (52% of the 58 received by the service), Social Services with 14% (19% of the 139 received by the service) and Regulation & Economic Development with 14% (33% of the 108 received by the service). Our response to FOIs is important and the SLT and Heads of Service monitor the performance of FOIs closely.
- 2.3.7** The Mystery Shop (Items 16-19 on the scorecard) exercise is currently being undertaken and due to be completed by the end of Q4. The Mystery Shop has once again been undertaken by the Tenants Advisory Group following their efforts in 2015/16. Findings and recommendations of their report will be reported here in Q4.

2.4 FINANCIAL MANAGEMENT

- 2.4.1** A total overspend of £16k (0.01%) is projected for the year ending 31 March 2017.
- 2.4.2** An overspend of £756k is predicted on service budgets, though this is made up of a number of over and underspends. The services that are experiencing significant budgetary pressures are Lifelong Learning and Children's Services. This is due to the cost of statutory services for specialist placements over which these services have limited control. The overspend on services is expected to be funded by an underspend in Corporate Finance of £1.004m, which is mainly due to an underspend on the Council Tax Reduction Scheme and savings on Corporate Financing. In addition, there is an estimated shortfall on the collection of Council Tax of £264k, mainly due to the requirement to provide for bad debts.
- 2.4.3** It should be noted that this is a forecast and items outside the control of the Council, such as severe weather, will have an impact on expenditure but cannot be factored into this forecast. Forecasts are subject to change as new information becomes available, however, with regular scrutiny from SLT and remedial action is taken by Heads of Services these will help the services manage within the budgets they can control.
- 2.4.4** Further information on financial management can be seen in the 'Revenue Budget Monitoring Report for Q3' which was reported to the Executive and Corporate Scrutiny in February.

3. RECOMMENDATIONS

- 3.1** The Committee is requested to scrutinise the scorecard and note the areas which the Senior Leadership Team are managing to secure improvements into the future. These can be summarised as follows –
 - 3.1.1** Underperformance (red or amber indicators on the scorecard) is recognised and appropriate measures put in place for improvement as noted as part of this report. These are to be presented on a monthly basis to the relevant portfolio holder and associated management boards.
 - 3.1.2** Continue with the regular service sickness challenge panels work, which has been instrumental in the improvement of our sickness management figures up to Q3.
 - 3.1.3** The Wales Audit Office work related to sickness is reported through to the Executive and Corporate Scrutiny once received. Best practise and proposed further improvements based on national best practice should then be adopted.
 - 3.1.4** The Childrens Service Improvement Plan drafted and aligned with the CSSIW report is overseen by the Children’s Panel & Senior Leadership Team.
 - 3.1.5** Further support in evaluating the processes of collating Learning indicators is undertaken during Q4 and into the new financial year.
- 3.2** The Committee is asked to accept the mitigation measures outlined above.

Gofal Cwsmer / Customer Service	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Canlyniad 15/16 Result	Canlyniad 14/15 Result
01) No of Complaints received (excluding Social Services)	Melyn / Yellow	↑	52	49	59	65
02) No of Stage 2 Complaints received for Social Services	-	-	1	-	5	
03) Total number of complaints upheld / partially upheld	-	-	14	-	21	
04) Total % of written responses to complaints within 20 days	Melyn / Yellow	↓	77%	80%	64%	
05) Number of concerns (excluding Social Services)	-	↓	125	-	261	71
06) Number of Stage 1 Complaints for Social Services	-	-	43	-	53	
07) Number of Compliments	-	↑	465	-	712	521
08) % of FOI requests responded to within timescale	Melyn / Yellow	↓	73%	80%	67%	65%
09) Number of FOI requests received	-	-	704	-	854	894
10) % of telephone calls not answered	-	-	-	15%	12%	
11) No of AppMôn users	-	-	-	-	-	
12) No of reports received by AppMôn	-	↑	248	-	-	
13) No of web payments	-	-	-	-	-	
14) No of 'followers' of IOACC Social Media	-	↑	20k	-	-	
15) No of visitors to the Council Website	-	↓	395k	-	-	
16) % of written communication replied to within 15 working days of receipt (Mystery Shop)	-	-	-	-	-	
17) % of written responses in the customers language of choice (Mystery Shop)	-	-	-	-	-	
18) % of telephone calls answered bilingually (Mystery Shop)	-	-	-	-	-	
19) % of staff that took responsibility for the customer query (Mystery Shop)	-	-	-	-	-	

People Management	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Canlyniad 15/16 Result	Canlyniad 14/15 Result
01) Number of staff authority wide, including teachers and school based staff (FTE)	-	-	2258	-	2310	2336
02) Number of staff authority wide, excluding teachers and school based staff(FTE)	-	-	1250	-	1303	1362
03) Sickness absence - average working days/shifts lost	Gwyrdd / Green	↑	7.21	7.2	11.68	11.53
04) Short Term sickness - average working days/shifts lost per FTE	-	-	3.33	-	4.89	5.49
05) Long Term sickness - average working days/shifts lost per FTE	-	-	3.88	-	6.79	6.04
06) % of stress related sickness	Gwyrdd / Green	↓	7%	9%	7%	5%
07) % of RTW interview held within timescale	Melyn / Yellow	↓	78%	80%	84%	85%
08) % of RTW interview held	Melyn / Yellow	↓	90%	95%	-	-
09) % of Attendance Review Meetings held	Melyn / Yellow	-	74%	80%	-	-
10) Local Authority employees leaving (%) (Turnover) (Annual)	-	-	-	-	-	-
11) % of PDR's completed within timeframe	Gwyrdd / Green	-	85.50%	80%	-	-
12) % of staff with DBS Certificate (if required within their role)	-	-	-	-	98%	-
13) No. of Agency Staff	-	⇒	21	-	26	21
14) Staff Survey (Staff Satisfaction) - TBC	-	-	-	-	-	-
15) Staff Survey (Staff Satisfaction) - TBC	-	-	-	-	-	-
16) Staff Survey (Staff Satisfaction) - TBC	-	-	-	-	-	-

Rheolaeth Ariannol / Financial Management	CAG / RAG	Tuedd / Trend	Cyllideb / Budget	Canlyniad / Actual	Amrywiant / Variance (%)	Rhagolygon o'r Gwariant / Forecasted Actual	Amrywiant a Ragwelir / Forecasted Variance (%)
01) Forecasted end of year outturn (Revenue)	Gwyrdd / Green	↑	£124,037,000	-	-	£124,053,000	0.01%
02) Forecasted end of year outturn (Capital)	-	↓	£52,863,268	-	-	£38,786,031	-26.63%
03) Salary Year to Date Variance	Gwyrdd / Green	↑	£61,623,633	£61,705,719	0.13%	-	-
04) % of Budget spent on Salary	-	-	-	-	62.50%	-	-
05) Cost of agency staff	Coch / Red	↓	£173,451	£984,885	467.82%	-	-
06) Budget v Actuals	Coch / Red	↑	-	-	-1.91%	-	-
07) Achievement against efficiencies	-	-	-	-	-19.10%	-	-
08) Income v Targets (excluding grants)	Gwyrdd / Green	↑	-	-	8.22%	-	-
09) Amount borrowed	-	-	-	£110M	-	-	-
10) Cost of borrowing	-	-	-	-	-	£8,450,000	-
11) % invoices paid within 30 days	Ambr / Amber	-	-	81.58%	-	-	-
12) % of Council Tax collected (for last 3 years)	Melyn / Yellow	↑	-	98.40%	-	-	-
13) % of Business Rates collected (for last 3 years)	Melyn / Yellow	↑	-	98.90%	-	-	-
14) % of Sundry Debtors collected (for last 3 years)	Melyn / Yellow	↑	-	96.50%	-	-	-
15) % Housing Rent collected (for the last 3 years)	-	-	-	-	-	-	-
16) % Housing Rent collected excl benefit payments (for the last 3 years)	-	-	-	-	-	-	-

Rheoli Perfformiad / Performance Management	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Canlyniad 15/16 Result	Canlyniad 14/15 Result	Chwarter 15/16 Quartile
01) SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	Gwyrdd / Green	↑	19.87	22	20.3	22	Isaf / Lower
02) LI/18b The percentage of carers of adults who requested an assessment or review that had an assessment or review in their own right during the year	Ambr / Amber	↑	87.5	93	90.8	93	-
03) PM18 - The percentage of adult protection enquiries completed within statutory timescales	Ambr / Amber	↑	81.25	90	-	-	-
04) PM19 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	Ambr / Amber	↓	5.8	1.5	-	-	-
05) PM20a - The percentage of adults who completed a period of reablement and have a reduced package of care and support 6 months later	-	-	50	-	-	-	-
06) PM20b - The percentage of adults who completed a period of reablement and have no package of care and support 6 months later	-	-	33.3	-	-	-	-
07) SCC/025: The % of statutory visits to looked after children due in the year that took place in accordance with regulations	Coch / Red	↓	80	100	82.79	93.53	Canolrif Isaf / Lower Median
08) PM24 - The percentage of assessments completed for children within statutory timescales (42 working days)	Gwyrdd / Green	↓	92.67	100	-	-	-
09) PM32 - The percentage of looked after children who have experienced (1) or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 March	Melyn / Yellow	↑	13.25	15	-	-	-
10) PM33 - The percentage of looked after children on 31 March who have had three or more placements during the year	Gwyrdd / Green	↓	5.22	8	-	-	-
11) Attendance - Primary (%)	-	-	-	-	-	-	-
12) Attendance - Secondary (%)	-	-	-	-	-	-	-
13) No. of days lost to temp exclusion - Primary	-	-	-	-	-	-	-
14) No. of days lost to temp exclusion - Secondary	-	-	-	-	-	-	-
15) KS4 - % 15 year olds achieving L2+	-	↑	58.8	-	56.9	53.8	Canolrif Isaf / Lower Median
16) KS3 - % pupils achieving CSI	-	↑	87.6	-	84.5	83.6	Canolrif Uchaf / Upper Median
17) KS2 - % pupils achieving CSI	-	↓	89.4	-	91.8	87.8	Canolrif Uchaf / Upper Median
18) FPh - % pupils achieving CSI/FPI	-	↓	84.7	-	86.2	84.6	Isaf / Lower
19) LCL/001b: The no. of visits to public libraries during the year	Gwyrdd / Green	↑	213k	210k	289k	285k	Isaf / Lower
20) LCL/004: The no. of library materials issued, during the year	-	-	-	75k	284k	305k	-
21) The number of applicants with dependent children who the Council secured non-self contained bed and breakfast accommodation	Gwyrdd / Green	⇒	0	-	0	-	-
22) % tenants satisfied with responsive repairs	Gwyrdd / Green	↑	94.1	92	89.5	92	-
23) Productivity of workforce- % time which is classified as productive	Gwyrdd / Green	↓	79.7	75	74.6	-	-
24) The average number of calendar days to let lettable units of accommodation (excluding DTLs)	-	↓	30.8	25	33.7	25	-
25) STS/005b: The percentage of highways inspected of a high or acceptable standard of cleanliness	Melyn / Yellow	↓	92	94	95.1	95	Canolrif Isaf / Lower Median
26) STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	Gwyrdd / Green	↑	96.7	96.7	94	95	Uchaf / Upper
27) WMT/009b: The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled	Gwyrdd / Green	↑	65	60	59.5	58	Canolrif Isaf / Lower Median
28) WMT/004b: The percentage of municipal waste sent to landfill	Gwyrdd / Green	↑	8.3	22	16.9	41	Canolrif Isaf / Lower Median
29) THS/011c: The % of non-principal (C) roads that are in an overall poor condition (annual)	-	-	-	13.5	13.5	15	Canolrif Isaf / Lower Median
30) No. of attendances (young people) at sports development / outreach activity programmes	Gwyrdd / Green	↑	94k	50k	132k	85k	-
31) LCS/002b: The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity	Ambr / Amber	↓	312k	334k	458k	540k	Canolrif Isaf / Lower Median

Programme/Project	Related Projects	RAYG and brief Update
Modernizing Schools	Llannau Area	External structure of the building has been completed.
	Holyhead Area	The project continues to develop well and is on time. Completion date for the project continues to be March 2017.
	Bro Rhosyr and Bro Aberffraw	The timetable for introducing the Full Business Case is as follows – presented to the Executive Committee on February 13 th and presented to WG Capital Panel in February/March 2017
	Llangefni Area	The Executive Committee, on December 19, has decided to authorize officers to proceed to formal consultation process or statutory consultation on the options under consideration
Adult Social Care	Llangefni Extra Care	The work of preparing the site for construction continues on the former site of Ysgol y Bont. Regular meetings of the Hafan Cefni Working Group are being held. Construction is expected to be completed by Summer 2018.
	Amlwch Extra Care	The work on the Amlwch area is now at a Pause and Review stage until 2018
	South of the Island Extra Care	Holistic considerations for a new area are being considered by the Board
	Garreglwyd Extra Care	
	Supported Living	Further confirmation of the project's risk strategy is needed as well as re-assessment of the related financial situation
	Tendering of Home Care Services	
Transformation of Libraries, Youth Services, Museums and Culture	Transformation of Museums and Culture	A revised timetable has been agreed by the Libraries, Culture and Youth Transformation Board on the 20/12/16
	Remodelling of Library Service	A revised timetable has been agreed by the Libraries, Culture and Youth Transformation Board on the 20/12/16 – new model in place by January 2018
	Review of Youth Services	The report on the proposed remodelling of the Youth Service will be presented to the Executive Committee has been extended to 13.02.2017 to coincide with the budget consultation
Leisure		
Energy Island		The programme has been invited to the Board in January 2017 to provide an update on the program's future
Vibrant and Viable Places (VVP)		Moving forward well as a whole. Some risks have been recognized as detailed below with the Market Hall project
Market Hall		A report was submitted and accepted on the matter by the Executive on the 19 th December. It was reported in Part II of the report as it was in a live tender process at the time of the committee.
Local Development Plan (LDP)	NO UPDATE	
Destination Management Plan (DMP)		The Destination Management Plan has been adopted by the Executive. There needs to be a better understanding of what is expected from the Council regarding its realization
Job Evaluation and Single Status		
Resource Link – Northgate (HR)		
Customer Service Excellence		
Procurement		
Energy Efficiency		
Business Continuity		
ICT Strategy		

Modernise and Co-ordinate the benefits advice service		
WCCIS		
Policy Management		

Completed Projects

Civica Improvements	Business as usual for Resources			
Smarter Working	Assets	ICT	Workforce Development	Contact Môn
Affordable Housing	Project has changed. Consequently the Board has agreed to remove it. The Senior Responsible Officer has agreed to update the Board of developments related to the future, date yet to be agreed			

This page is intentionally left blank

ISLE OF ANGLESEY COUNTY COUNCIL	
REPORT TO:	THE EXECUTIVE
DATE:	20 MARCH 2017
SUBJECT:	DISCRETIONARY HOUSING PAYMENT POLICY 2017/ 2018 AND SUBSEQUENT YEARS
PORTFOLIO HOLDER(S):	COUNCILLOR HYWEL EIFION JONES (PORTFOLIO HOLDER – FINANCE)
HEAD OF SERVICE:	MARC JONES (HEAD OF FUNCTION (RESOURCES) AND SECTION 151 OFFICER)
REPORT AUTHOR:	RUSSELL WILLIAMS, BENEFIT MANAGER AND GERAINT JONES, REVENUES & BENEFITS SERVICES MANAGER
TEL:	01248 752212
E-MAIL:	RussellWilliams@ynysmon.gov.uk
	NOT APPLICABLE

A - Recommendation/s and reason/s

RECOMMENDATIONS

To approve the revised Local Discretionary Housing Payment Policy (DHP) Scheme from 4 April 2017 for 2017/18 and subsequent years (see Appendix A).

To ensure that total DHP spend for the financial year remains broadly in line with the amount allocated for the scheme by the Department for Work and Pensions (DWP).

REASONS AND BACKGROUND

The purpose of this report is to inform the Executive on the operation of the DHP scheme during the financial year 2016/17 and advise of any changes for the future.

DISCRETIONARY HOUSING PAYMENT

DHPs provide claimants with ‘further financial assistance’ to meet their housing costs, in addition to any other welfare benefits they receive, where the Local Authority considers that such additional help is necessary.

All DHP awards must be made within the overall cash limits as determined by the DWP. The DWP will award the Local Authority (LA) an annual sum (*Government Contribution*) towards administration of the scheme. LAs can top up the Government Contribution by an additional 150% (*permitted total*) if they so wish. Any awards in excess of the permitted total would be illegal.

RECOMMENDED CHANGES TO THE DHP POLICY FOR 2017/18

Following the welfare reform measures of April 2013, demand for DHP increased substantially. In order to take account of the increase in demand and the effects of revised DWP guidelines for making awards, the Council’s DHP policy has been updated and amended annually. During the current financial year there were indications that the pattern of both applications and awards continue to change but to a lesser degree; these changes are reflected within the minor revisions to the policy recommended for 2017/18 (and subsequent years), which are:-

- DHP will now be considered where a housing benefit claimant has taken on the tenancy at a new property but has not yet moved in and remains in receipt of Housing Benefit. The reasons why the claimant has not yet moved in will be considered to establish if this is reasonable. Conclusion will be made if they could have moved in at the onset of the tenancy (paragraph 2.2 amended);

- When considering a DHP application and there is recovery of overpaid housing benefit from ongoing entitlement, consideration will now be made whether the deduction rate to recover the overpayment can be reduced (paragraph 2.4 amended);
- Add reference to paragraph 6.13 in paragraph 4.2;
- When rejecting a DHP application deeming that the applicant is living beyond their means in an unreasonable manner and, therefore, disregarding such expenditure from the calculation, it will now be a requirement to provide a full explanation for that decision (paragraph 6.5 amended);
- Net payment of Tax Credit will now be treated as income (not Gross payment) if a previous year's Child Tax Credit and Working Tax Credit are being recovered from a current award. This now aligns with Housing Benefit rules (paragraph 6.13 amended).

2016/17 YEAR TO DATE ANALYSIS

The DWP grant to the Council for DHP in 2016/17 was £136,898.00. Spending above this amount would be permitted but would have to be funded by the Council.

A combination of fluctuating demand and revised DWP guidance is making it increasingly difficult to achieve an appropriate balance between spending the entire DWP funding available for DHP and ensuring that there is no substantial overspend for which the Council currently has no budget provision.

The main factors to note during the current financial year's administration of DHP are:-

- The effects of the Spare Room Subsidy (SRS) (bedroom tax) continue to be substantial. 58% of all DHP applications related to SRS, compared to 49.5% the previous year;
- There continues to be a demand for 'one off' costs such as rent deposits, removal costs and rent in advance. These applications now account for 12.4% of all DHP applications (15.7% in 2015/2016). Costs involved can be substantial, especially if all three elements are claimed;
- The impact of lower benefit cap levels introduced during the year has been less than expected;
- The average values of DHP in respect of the Local Housing Allowance having been frozen in the private sector is considerably higher due to the level of private rents;
- Nearly 35% of DHP awards made were for applicants actively seeking work;
- 23% of DHP payments are for reasons not related to Welfare Reform.

At 7 February 2017, overall expenditure on DHP (spent and committed) amounted to £128,907.84 (94.2% of available funding), this leaves a sum of £7,990.16 to be spent over the remainder of the current financial year. Projections indicate that expenditure will be at or just below the DWP's grant allocation for the year.

DHP applications up to 7 February 2017 amounted to 639, of which:-

- 393 approved for payment (62%);
- 246 were refused (38%) ;

The tables below show how Welfare Reform has impacted on DHP expenditure and for what purpose DHP was approved (This data is collected for, and requested by, the DWP) :-

Table 1 – Impact of Welfare Reform

Reason for Payment	No. Awards	Expenditure
Imposition of Benefit Cap under Welfare Reform	3	£1,856.13
Introduction of Social Size Criteria (Bedroom Tax) due to Welfare Reform in Social Housing Sector	228	£54,036.38
Local Housing Allowance restrictions in the Private Sector due to Welfare Reform	93	£42,834.47
Payments made not due to Welfare Reform	69	£30,180.86
TOTAL	393	£128,907.84

Table 2 – Purpose of DHP award

Purpose of DHP Award	No. Awards
To help secure & move to alternate accommodation i.e. rent deposit	49
To help with short term rental costs while the claimant secures and moves to alternative accommodation	68
To help with short-term rental costs while the claimant seeks employment	136
To help with on-going rental costs for foster carer	0
To help with on-going rental costs for disabled person in adapted accommodation	15
To help with on-going rental costs (this covers any other relevant purpose)	125
TOTAL	393

It is now four years since the welfare reform measures of 2013 were introduced. Despite the fact that making a further award of DHP will be conditional on the applicant making every effort to improve their financial situation by seeking cheaper accommodation, reducing living costs or finding work, 25% of all DHP applications in the current year were for repeat awards.

This is, however, a decrease from 49% in the previous year. Overall, 46% of the repeat applications were successful. Of those applying: -

- 7.9% were applying for a second period of DHP;
- 3.7% were applying for a third period of DHP;
- 1.7% were applying for a fourth period of DHP;
- 1% were applying for a 5th, 6th or 7th period of DHP.

In total, only 22 applicants requested that the refusal to award them DHP should be reconsidered by a second, more senior, officer. This equates to 3.4% of all applications. During the current year, no requests for a formal appeal to the Council's Appeals Panel were received.

B - What other options did you consider and why did you reject them and/or opt for this option?

The Executive's intention, for a number of years, has been for DHP spend to be at, or near, the DWP grant awarded. The current policy has met this objective. Any major changes to the policy would either mean that spending would be considerably less than the DWP (this was rejected) or above the DWP grant (this was rejected as there is no current additional budget and this was not the intention of the Executive).

C - Why is this a decision for the Executive?	
The welfare reform measures introduced in April 2013 has resulted in a significant increase in demand for DHP. Due to the uncertainty as to the extent and effect of the changes, the DHP policy was updated and amended by the Executive to take account of operational experience in each of the past three financial years. Changes in legislation, the pattern of applications and awards have necessitated further revisions (all minor) to the policy.	
CH - Is this decision consistent with policy approved by the full Council?	
Is consistent with the Council's Corporate Plan 2013 – 2017 and contributes to the priority – 'Increasing Housing Options and Reducing Poverty'.	
D - Is this decision within the budget approved by the Council?	
There is no specific budget for DHP expenditure above the level of the DWP grant. As was the case in previous years, the intention is to ensure that overall expenditure on the scheme is at, or near, the DWP grant award (£136,898 for 2016/17). For 2017/18 the DWP has announced a grant level of £162,656 which is an increase of 19%.	
DD - Who did you consult? What did they say?	
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)
2	Finance / Section 151 (mandatory) Author of Report
3	Legal / Monitoring Officer (mandatory)
4	Human Resources (HR)
5	Property
6	Information Communication Technology (ICT)
7	Scrutiny
8	Local Members
9	Any external bodies / other/s
E - Risks and any mitigation (if relevant)	
1	Economic
2	Anti-poverty
3	Crime and Disorder
4	Environmental
5	Equalities The Service undertook an Initial Impact Assessment of its proposed DHP Scheme. The Initial Impact Assessment identifies the groups likely to get assistance under the DHP Policy based on the DWP's own Impact Assessments regarding the groups affected by the UK Government's welfare reforms. The initial consultation and impact assessment assists the Council in satisfying the public sector equality duty in the Equality Act and are available from Revenues and Benefits Section, Resources Function.
6	Outcome Agreements
7	Other

F - Appendices:

Appendix A – Discretionary Housing Payment Policy 2017/18 and subsequent years.

FF - Background papers (please contact the author of the Report for any further information):

- DWP's Discretionary Housing Payments Guidance Manual (including Local Authority Good Practice Guide) December 2016;
- Resources Function (Revenues and Benefits) Initial Impact Assessment, Outcome Report and Action Plan – October 2012.



**CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL**

DISCRETIONARY HOUSING PAYMENTS POLICY 2017/2018 (and subsequent years)

Date	Version	Name
January 2014	1.0	Kevin Spice
August 2015	1.1	Kevin Spice
January 2016	1.2	Kevin Spice
February 2017	1.3	Russell Williams

1. BACKGROUND

- 1.1 The Discretionary Housing Payment (DHP) scheme is intended to provide customers in receipt of Housing Benefit or the Housing Element of Universal Credit with '*further financial assistance*' with their housing costs where the Local Authority (LA) considers that such help is necessary.
- 1.2 Regulations covering payment of DHP are The Discretionary Financial Assistance Regulations 2000. Whilst the regulations give LAs very broad discretion as to how they administer the scheme, decisions must be made in accordance with good principles of administrative decision making. In determining whether to make an award, the LA must always act fairly, reasonably and consistently.
- 1.3 All DHP awards must be made within the overall cash limits as determined by the Department for Work and Pensions (DWP). The DWP will award the LA an annual sum (*Government Contribution*) towards the administration of the scheme. LAs can top up the Government Contribution, by an additional 150% (*permitted total*) if they so wish. Any awards in excess of the permitted total would be illegal.
- 1.4 The amount of money remaining in the DHP 'pot' should not be a factor in the decision making process; each decision must be made on its own merits, regardless of whether an award will be funded by the Government Contribution element or the LA contribution element of the overall Permitted Total. Decision making must be fair, transparent and consistent throughout the year.
- 1.5 DHP awards will always be tenure neutral. Applications will be treated equally regardless of whether they relate to private or social sector tenants. The prime determinant for making an award will always be the individual circumstances of the applicant.
- 1.6 Unspent DHP funds must be returned to DWP at the end of the financial year.

2. WHAT CAN DHP BE USED FOR?

- 2.1 Housing costs are not defined in the regulations, so this gives LAs a broad discretion to interpret the term. In addition to rental liability, housing costs may also be interpreted to include:-
 - Rent in advance;
 - Deposits;
 - Lump sum costs associated with housing need, such as removal costs.

As long as they have been used for the purpose intended, there will be no requirement for 'lump sum' payments to be repaid by the recipient.

- 2.2 Specific circumstances where DHP may be relevant will include:-

- Reductions in Housing Benefit (HB) or Universal Credit (UC) where the benefit cap has been applied;

- Reductions in HB or UC for under-occupation in the social rented sector;
- Reductions in HB or UC as a result of Local Housing Allowance (LHA) restrictions;
- Rent shortfalls to prevent a household becoming homeless whilst the Authority's Housing Department explores alternative options;
- Rent Officer restrictions, such as Local Reference Rent or shared room rate;
- Non dependant deductions;
- Claimants affected by the removal of the Spare Room Subsidy ("bedroom tax") who foster children;
- Claimants with specific medical issues that may result in them incurring additional expenditure or needing additional accommodation;
- Reduction of entitlement due to the effect of income tapers;
- Provision of lump sum payments in respect of 'one off' costs such as deposits, rent in advance or removal costs. When considering DHP awards for these costs, the assessing officer should be satisfied that the new property is affordable and suitable for the tenant's needs and that there is a valid reason for the move;
- Where rent can no longer be afforded due to a relevant change of circumstance which is beyond the control of the applicant, e.g. loss of employment.
- Where a claimant has taken on the tenancy at a new property but has not yet moved in and remains in receipt of Housing Benefit. The reasons why the claimant has not yet moved in will be considered to establish if this is reasonable. Conclusion will be made if they could have moved in at the onset of the tenancy.

2.3 DHPs are intended as a safety net for those experiencing difficulty in meeting their housing costs. The scheme should not be seen as a means of allowing applicants to maintain a certain level of lifestyle that they may have become accustomed to. To this end, the assessing officer may choose to reduce or refuse DHP where the applicant is clearly not prepared to make reasonable compromises with regards to their expenditure and lifestyle.

2.4 When assessing DHP, applicants must complete a financial statement listing all household income and expenditure. Income from all sources will be taken into consideration regardless of whether they are normally disregarded in mainstream welfare benefits means testing. If it is noted that recovery of Housing Benefit overpayment is in place then consideration will be given to whether the reduction rate can be reduced.

2.5 DHP awards are normally a short term measure intended to allow the applicant sufficient time to:-

- Seek cheaper alternative accommodation (will not apply to tenants in social housing);
- Negotiate a lower rent with their landlord (will not apply to tenants in social housing);
- Seek employment;
- Modify their household expenditure.

DHP should not be viewed as an indefinite top up of shortfalls in rent; awards will normally be made for a period of 26 weeks. Second or subsequent awards will only be made where the applicant can show that they have made every effort to improve their financial situation and that any failure to do so has been for reasons beyond their control.

However, in some circumstances, the applicant's circumstances may require a longer term or indefinite award of DHP. In such circumstances, the award will be reviewed on a periodic basis in order to ensure that there has been no change in circumstances that would affect the award.

- 2.6** One area of difficulty in assessing eligibility for DHP may arise with regards to applicants with alcohol and/or substance abuse problems. The individuals concerned may lead chaotic lifestyles that result in poor decision making. This may include expenditure on items that would, to most people, appear to be unreasonable. However, this should not necessarily preclude making a DHP award.

The main criteria in making a decision in such cases will be to determine whether the applicant is receiving appropriate help to deal with their problems. If they are being supported on a formal programme delivered by an official service provider, it **may** be relevant to consider making an award of DHP. Awards in these circumstances should be supported by documentary evidence from the organisation working with the applicant.

Furthermore, the proportion of household income devoted to these items will also be a relevant factor in the decision making process.

- 2.7** DHP assessment officers must always take account of individual circumstances when assessing the reasonableness of household expenditure. For example, some medical conditions or disabilities may require high levels of expenditure on some items; this should not necessarily preclude making an award. However, where such situations apply, the assessing officer may require the applicant to provide documentary evidence in support of the stated expenditure.
- 2.8** Following the abolition of Council Tax Benefits in 2013, **DHP can no longer be made towards Council Tax Liability.**

3. CRITERIA FOR MAKING DHP AWARD

- 3.1** Before making an award, LAs must be satisfied that the claimant is entitled to:-

- HB; **or**
- Universal Credit containing a housing costs element; **and**
- Has a rental liability; **and**
- Requires further financial assistance with housing costs.

Since the introduction of Universal Credit, LAs must consider DHP claims from customers who are not receiving HB. Where a customer in receipt of UC makes a claim for DHP, the assessing officer should ensure that:-

- The UC award does include a housing costs element; **and**
- The amount of DHP awarded does not exceed the claimant's weekly eligible rent; **and**
- The value of the 'housing costs' included in the UC award is established.

4. WHAT DHP CANNOT COVER

- 4.1** Certain elements of a claimant's rent cannot be included as housing costs for DHP because the regulations specifically exclude them. Excluded elements include:-

- Ineligible service charges;
- Increases in rent due to outstanding rent arrears;
- Certain sanctions and reductions in benefit.

4.2 In addition to the above, DHP will not be paid in respect of shortfalls resulting from:-

- A claimant choosing to lead an unreasonably lavish lifestyle which is clearly beyond their means (determining lifestyle may require a home visit);
- Repayment of certain welfare benefits overpayments and fines (see also 6.13).

5. THE APPLICATION PROCESS

5.1 Regulations require that there must be a claim for DHP before the LA can consider making an award.

5.2 The LA will actively promote the DHP scheme with internal and external partners as well as with HB/UC claimants. The Council's DHP policy will be made available online and in hard copy form. Internal and external stakeholders will also be provided with hard copies of the policy. Where staff identify situations where DHP may be relevant, they should always invite the customer or their representative to make an application.

5.3 Applications must be made in writing and may be received by the Revenues and Benefits Section or any department within the LA acting on their behalf. Where an application is made to a department other than the Revenues and Benefits Section, it will be passed to them for determination.

5.4 Applications for DHP should be accompanied by a statement of the applicant's income and expenditure in order to determine if they are suffering financial hardship. If requested, the claimant may also be required to provide documentary evidence in support of stated expenditure. Applicants for 'one off' payments may be required to provide bank statements in support of their application for DHP.

5.5 Where the DHP application relates to removal costs, the applicant will provide two quotes for the cost of the move.

5.6 DHP applications will normally be made by the person entitled to HB or UC. However, claims can also be accepted from third parties such as appointees or advocates acting on behalf of the claimant if they are vulnerable.

6. THE DECISION MAKING PROCESS

6.1 Each application for DHP should be considered on its own merits. Decisions should be fair and consistent throughout the year. The amount of funding available in the DHP 'pot' should not be a consideration in the decision making process.

- 6.2** When calculating DHP entitlement, welfare benefits and allowances that are normally disregarded during means testing **will** be treated as income for DHP purposes. The only exception will be the Mobility Component of Disability Living Allowance (DLA) if the claimant is using the allowance to pay for a vehicle under the Motability scheme. Whilst DLA and Personal Independence Payment (PIP) will be classed as income, the assessing officer should also ensure that any additional household expenditure attributable to the claimant's illness or disability is also taken into account when determining the application.
- 6.3** Where the applicant can show that benefits/allowances have been used for the specific purposes that they were intended, for example, additional expenditure required because of a disability or medical condition, the assessing officer can choose to disregard them as income when assessing DHP entitlement.
- 6.4** On occasion, the assessing officer may ask for a Revenues and Benefits Visiting Officer to call at the home of the applicant in order to obtain a clearer view of the applicant's circumstances and living conditions.
- 6.5** Should the assessing officer determine that an applicant's stated expenditure on certain items is **unreasonably** excessive, they have discretion to disregard part or all of that expenditure in the financial assessment. In determining this, an explanation of the decision must be given. Similarly, where the officer deems that the applicant is clearly living beyond their means in an unreasonable manner, they may choose to disregard such expenditure from the calculation. Again, an explanation of this must be given.
- 6.6** In some instances, an applicant will provide expenditure profiles that are clearly unrealistically low or do not include expenditure that would normally be present in any household. In such cases, the assessing officer should consider increasing the expenditure profile by an appropriate notional amount in order to ensure that the applicant is not unduly disadvantaged during the DHP assessment process.
- 6.7** The assessing officer should avail themselves of all relevant information relating to the application before reaching a decision. To this end, if a home visit is not conducted, every effort should be made to interview the applicant, either in person, or by telephone, in order to obtain a more accurate picture of their circumstances.
- 6.8** DHPs are not intended as a long term solution to rent shortfalls. Consequently, 26 week awards of DHP will not normally be renewed unless there are exceptional circumstances.
- 6.9** When assessing entitlement to DHP, account must be taken of the affordability of the tenancy. In some instances, it will be clear that the applicant's financial circumstances are completely unsustainable; an award of DHP would have no impact on the claimant's ability to remain in their home regardless of any compromises that they may make. In such circumstances, the application **may** be refused on the grounds that it does not represent the best use of limited funding. Alternately, an initial award may be made in order to allow the applicant 'breathing space' to make alternative accommodation arrangements. However, repeat awards in such circumstances will be unlikely.

6.10 Non-dependant charges will normally be treated as part of household income. However, the assessing officer **may**, in certain circumstances, choose to disregard the non-dependant charge as income. As a general rule, where the charge relates to a non-dependant who is employed, it should always be treated as income. However, where the charge relates to someone in receipt of welfare benefits, the assessing officer **may** choose to disregard it as income if they believe that there is no reasonable prospect that the non-dependant will contribute towards household costs **and**, that the failure to do so will result in financial hardship to the DHP applicant.

6.11 DHPs are not intended to be an indefinite top up of a shortfall in rent. Consequently, assessing eligibility for second, or subsequent, awards at the same address will require additional factors to be considered to those applied to an initial application. The assessing officer must consider whether the applicant has made all reasonable efforts to improve their circumstances since the initial DHP award. Factors to consider will include:-

- Efforts to reduce household expenditure – has household expenditure reduced since the original DHP award was made? If expenditure has not reduced, is there a valid reason?
- Efforts to re-negotiate the contract rent. Has the tenant given permission for the Council to approach their landlord? (will not apply to social housing tenants);
- Efforts to downsize if they are over accommodated social housing tenants. For example:-
 - Have they asked their social landlord for a transfer to a smaller property?;
 - Are they on the housing provider's transfer list?;
 - If there is no alternative available in the social sector, could they consider moving to the private rented sector?

Assessing this element of repeat applications will be a subjective matter; each case must be considered on its own merits. Where it is accepted that the applicant has made every reasonable effort to improve their situation, **or** the circumstances preventing them from doing so were beyond their control, it may be appropriate to make a further award. However, where it is clear that the applicant has made no effort to improve their circumstances; a further award will not normally be appropriate.

6.12 There will be some cases where the applicant's circumstances are such that it would be neither reasonable nor feasible for the DHP applicant to move home, find work or reduce their household expenditure, for example, someone with disabilities living in a property adapted for their needs. In such cases, a longer term or an indefinite award may be appropriate. Awards of 12 months should be made and reviewed annually in order to determine whether there has been a change of circumstance that would preclude extending DHP for a further period.

6.13 Expenditure on court fines or welfare benefit overpayments will not be considered in the financial calculation; DHP cannot be seen to be paying off such liabilities. An exception to this rule applies for Child Tax Credit and Working Tax Credit. Where recovery of previous years Child Tax Credit and Working Tax Credit overpayment is being recovered from current award, then the net payment of Tax Credit is treated as income. This is in line with the Housing Benefit rules. Payment of arrears of TV license is not classed as a fine for this purpose.

- 6.14** The question of whether or not to accept expenditure relating to the servicing of debts in the DHP calculation will often be a contentious one. Whilst the repayment of outstanding debts will clearly place additional financial pressure on many households, DHP should not be viewed as a means of paying off such debts. DHP assessing officers will need to consider the amount of the debt outstanding as well as how and when it was incurred before making their determination. Factors to be considered with regards to expenditure on the servicing of debt will include:-
- Has the claimant sought to re-negotiate non-priority debts? e.g. credit card agreements;
 - Have they sought professional advice on how to clear their debts or reduce repayments?
 - Could the claimant afford to service the debt before they began claiming benefits?
 - Have the debts been incurred as a result of irresponsible borrowing/expenditure whilst in receipt of welfare benefits?
 - The level of debt outstanding and the proportion of household income allocated to servicing the debt.
- 6.15** In cases where the applicant is at risk of becoming homeless, Revenues and Benefits staff should liaise with the Housing Options Team in order to determine whether there may be another course of action or alternative source of funding that may be more relevant than DHP.
- 6.16** Where the applicant is in imminent danger of eviction, the DHP application should be 'fast tracked'. Fast tracking will only be considered when the request is from an official body such as CAB, Housing Department and Social Services etc. Where fast tracking is appropriate, the matter should be fully resolved within three working days.
- 6.17** If all supporting information is not present when fast tracking is deemed necessary, DHP should be awarded for a period of one month pending receipt of the required supporting evidence. The applicant should be told that the award is an interim one and, that there is no guarantee that DHP will continue once all required information is received.
- 6.18** If, following receipt of all information, it transpires that DHP would not have been awarded, any fast track payment already made should not be recovered.
- 6.19** Where a DHP application is made due to a shortfall between Housing Benefit and contract rent, every effort should be made to establish whether there is any prospect of the landlord agreeing to reduce the contract rent (this can only be done with the permission of the claimant). The DHP application will proceed as normal; however, if the negotiation of a rent reduction has been successful the rate of DHP awarded will be reduced or extinguished as appropriate.
- 6.20** Where the DHP application is for help with a shortfall in private sector rent, the applicant should be asked to give their consent to allow the Council to contact the landlord to see if there is scope for negotiating a rent reduction. Where consent is refused, the applicant should be informed that failure to give consent without good cause may result in their application for DHP being refused.

- 6.21** In some instances, it may be necessary to discuss the DHP application with other departments or agencies before making a final determination on the matter. In such instances, the approval of the claimant to share information should always be obtained.
- 6.22** The length of the award will be determined by the person dealing with the claim. Normally, awards will be for a period of 26 weeks; however, in some circumstances, an open ended award may be relevant. Where an award is indefinite, it should be reviewed annually to ensure that there has been no material change in circumstances. A change in the DHP recipient's circumstances during the award period may lead to the reduction or termination of the award.
- 6.23** Payment will normally be made to the claimant; however, in some instances, payment to a third party may be appropriate:-
- Landlord in the case of rent in advance or deposit;
 - Landlord if the claimant is considered vulnerable and is already having HB payments made to the landlord;
 - Removal company for removal expenses;
 - By way of a credit on the rent account in respect of Rent Rebate shortfalls;
 - Landlord where there is already rent arrears equivalent to 8 weeks or more.
- 6.24** Under Universal Credit, the default method of payment will always be direct to the claimant. This will also apply to the 'housing allowance' element of UC award. However, payment to the landlord may be made if the claimant meets the relevant vulnerability criteria relating to Alternative Payment Arrangements. This provision applies to both private sector and social tenants. DHP applicants in receipt of UC will need to specify to who the 'housing allowance' element of UC payments are made
- 6.25** DHP applications should be considered in the light of the applicant's current circumstances as well as their previous history. Factors to consider will include:-
- Have they received returned deposits from their previous tenancy?
 - Was the applicant able to afford the rent liability when they first moved into the property?;
 - Do they frequently move to properties with unreasonably high rent?
 - Do they have a history of renting properties larger than they need?
 - Is the applicant or his partner expecting a child and is moving to a larger property in anticipation of the need for an additional bedroom?
 - Do they have any medical or family circumstances that would warrant payment of DHP;
 - Has the applicant demonstrated that they have made reasonable efforts to find cheaper alternative accommodation?
 - Are there any exceptional or unforeseen circumstances that would warrant the award of DHP?
 - Whether anyone in the household will be reaching a 'critical age'. For example, a child reaching an age where they qualify for the sole use of an additional bedroom; or a working age individual in a social tenancy becoming pensionable age.

6.26 In some instances, DHP awards may be conditional on the applicant agreeing to a course of action that may help alleviate their financial problems. The applicant cannot be compelled to undertake the suggested action. However, they should be informed that failure to agree to any suggested actions may lead to applications being refused despite there being a financial case for an award. Such circumstances may include:-

- Failure to accept a referral for help/advice to either internal or external stakeholders with regards to financial capability, budgeting, debt management etc.;
- Failure to give authority for the Council to contact their landlord to try and negotiate rent reduction.

Conditional DHP awards will be subjective and, potentially, contentious in nature; care should always be taken to ensure that any conditional actions placed upon the applicant are fair and reasonable and do not place unrealistic expectations upon them.

6.27 With regards to lump sum payments, there will be no need to establish entitlement to HB/housing cost element of UC at the address for which the application is received. As long as the applicant was in receipt of HB/UC at their previous address (even if the property was outside the LA boundary), DHP may be paid. Checks should be carried out to establish whether or not the LA where the applicant previously resided have already paid DHP in respect of the move.

6.28 When considering an application for a deposit, rent in advance or removal costs, the following should be considered:-

- Is there a valid reason for the applicant to move home? Applications for one-off costs may be for substantial amounts of money, especially if the applicant is applying for deposit, rent in advance and removal costs. Before applications can be considered, the assessing officer should be satisfied that there is a justification for the move. Reasons for moving may include:-
 - Medical reasons e.g. needing a property with no stairs;
 - Over accommodation or overcrowding;
 - Fleeing domestic violence;
 - Eviction from previous tenancy.

One-off DHP payments should not be used to cover the costs involved where the applicant simply wishes to move to another property without valid justification.

- Will the new property be affordable? DHP should only be considered when the new property is affordable and suitable for the claimant's needs;
- Is there a rent deposit due to be returned from the previous tenancy?;
- If there is an application for removal costs, was the applicant's previous address furnished or unfurnished? If it was furnished, is there a need for a full removal service?;
- Does the applicant have anyone who can help with the costs or removal?

If the DHP award does not fully meet the cost of the claim, it may be appropriate to refer the applicant to the Discretionary Assistance Fund for additional help by means of an Emergency Assistance Payment. Where such referrals are made, it is important to make the applicant aware that there is no guarantee that the application will be successful.

- 6.29** If the application for deposit/rent in advance/moving costs is for a property outside Anglesey, payment can still be made if the claimant is currently entitled to HB or UC within the area.
- 6.30** In certain circumstances, payment of DHP on two homes may be appropriate e.g. someone fleeing domestic violence.
- 6.31** Backdated awards can be considered, however, backdated DHP cannot be awarded in respect of a period before 2nd July 2001. Any application for backdating must show continuous good cause.

7. TIMESCALES

- 7.1** DHPs are requested because the applicant is suffering hardship as a result of experiencing difficulty in meeting their housing costs. Consequently, it is essential that applications are dealt with as quickly as possible. Unless exceptional circumstances prevent it, all DHP applications should be determined within one month of receipt.
- 7.2** Where the officer administering the DHP application deems a home visit to be appropriate, this should be undertaken as soon as is practical so as not to create unnecessary delay to the determination process.
- 7.3** A home visit may not be required if all supporting evidence of income and expenditure is present with the DHP application **and** there is no indication of unreasonable expenditure or that the applicant is living beyond their means in an unreasonable manner.

8. THE AMOUNT OF DHP

- 8.1** The amount and length of an award will vary depending on individual circumstances. It may take the form of a 'one-off' payment or regular periodic payments. In some cases, an indefinite award may be appropriate. Where such an award is made, it should be reviewed on an annual basis in order to ensure that there has been no change in circumstances that may be relevant to the award.
- 8.2** The level of award may cover all or part of a shortfall in rent or assist with the costs of taking up a tenancy. However, awards must not exceed the amount of the claimant's eligible rent (this will not apply in the case of 'one-off' payments such as deposits, rent in advance or removal costs).
- 8.3** Where 'one-off' payments for rent in advance or rent deposits are made, the applicant should be made aware that the award must be used for the purpose stated. Failure to use the award for the stated purpose may result in the sum having to be repaid by the claimant.

9. APPEALS

- 9.1** DHP are not part of the HB scheme and are, therefore, not subject to normal appeal rights. However, the interests of natural justice dictate that there should be recourse to a formal review process where the applicant disagrees with the LA determination.

- 9.2** Where the applicant disagrees with the decision not to award DHP, or the amount or length of award, they can request that the decision be reconsidered. The reconsideration will be undertaken by a different officer at a more senior level.
- 9.3** Should the applicant disagree with the reviewing officer's determination, they can request that the matter be referred to a panel of the Council's elected Members for a final determination on the matter.
- 9.4** When considering their decision, elected Members should ensure that their decision is made in accordance with the Council's DHP policy and be mindful of the fact that any award must not result in the Council's 'permitted total' being exceeded.
- 9.5** Should the applicant disagree with the decision of the Council's Appeals Panel the only recourse to further review will be to the Local Government Ombudsman service if they feel that the matter has been mishandled, or Judicial Review if they believe that the decision was incorrect in law.

10. NOTIFICATIONS

- 10.1** Following determination of an application for DHP, the applicant must be notified of the outcome in writing. Notification letters must be sufficiently detailed so as to enable the applicant to put forward an appeal should they disagree with the decision. Notifications will include the following:-
- The amount of award;
 - Whether the award is to be paid as a lump sum or over a period;
 - The period of the award, including the date of termination, if relevant;
 - The method of payment;
 - To whom the payment is to be made;
 - Where the award is for less than the amount of shortfall, an explanation of how and why the figure was determined;

 - Explain that the award is intended to:-
 - Allow the applicant time to seek cheaper alternative accommodation;
 - Negotiate a lower rent with the landlord;
 - Help alleviate short/medium term financial hardship.
 - Explain that awards made on the grounds of error, misrepresentation or a failure to declare material facts may be recovered;
 - Explain that the applicant is required to notify the HB section if their financial circumstances change during the period of DHP award. Failure to notify changes may result in recovery of the DHP;
 - An explanation of the appeals process.
- 10.2** Where the award is for a deposit, it should include information about the landlord's legal obligations to protect the deposit in a government approved tenancy deposit protection scheme.
- 10.3** Where DHP has been refused, the notification must give sufficient information to allow the applicant to decide whether to request that the matter be reconsidered or to lodge an appeal. The notification should clearly state the reasons for the decision and the factors taken into account when reaching that decision.

- 10.4 The notification should also clearly distinguish that appeal rights relating to the determination for DHP are separate from the appeal rights relating to HB and UC.
- 10.5 Where DHP is paid with HB, notifications must clearly show how much is HB and how much is DHP.
- 10.6 When a DHP award period is due to end, the claimant will be notified of the fact one month before the award is terminated. They will also be sent an application form for a repeat award. However, it should be made clear that there is no guarantee that a repeat application will be successful, even if the claimant's circumstances remain unchanged.
- 10.7 Where the applicant has given their permission for the landlord to be made aware of the outcome of the DHP application, the Authority will notify the landlord of both successful **and** unsuccessful outcomes.

11. PAYMENT CYCLES

- 11.1 Payment cycles will vary depending on the circumstances of the applicant and the reason for the award. Where a 'one-off' payment is awarded, the notification should make that fact clear to the claimant.
- 11.2 Periodic payments will normally be made on a four weekly basis; however, weekly payments may be relevant should the claimant indicate that they have problems with money management/budgeting.
- 11.3 Where a claimant is in receipt of UC, the payment cycles will need to align with the monthly payment of UC.

12. OVERPAYMENTS AND RECOVERY

- 12.1 Where an award of DHP has been made as a result of an error, misrepresentation or failure to disclose a material fact, fraudulently or otherwise, any resulting overpayment may be recovered.
- 12.2 Overpaid DHP awards cannot be recovered from other prescribed benefits. The only method of recovery is to request repayment of the debt from the claimant. This may be via the Council's sundry debtor system, debt collecting agencies or the courts.
- 12.3 There is no requirement for DHP awards in respect of rent deposits to be repaid so long as the award has been used for the purpose stated.
- 12.4 DHP awards made 'on account' under the fast track process should not be recovered

13. RECORD KEEPING

13.1 Department for Work and Pensions are required to monitor how DHPs are being used by customers affected by welfare reform. Consequently, Local Authorities are required to record the main reasons for making awards. Each DHP award should be recorded under the following categories:-

- To support customers affected by the benefit cap;
- To support customers affected by the social rented sector size criteria;
- To support customers affected by LHA reforms;
- Any other reason.

This page is intentionally left blank

ISLE OF ANGLESEY COUNTY COUNCIL

REPORT TO:	EXECUTIVE COMMITTEE
DATE:	20 MARCH 2017
SUBJECT:	FUNDING THE RESTRUCTURING WITHIN SECONDARY SCHOOLS
PORTFOLIO HOLDER(S):	COUNCILLOR H E JONES COUNCILLOR K HUGHES
HEAD OF SERVICE:	MARC JONES
REPORT AUTHOR:	MARC JONES
TEL:	01248 752601
E-MAIL:	rmjfi@ynysmon.gov.uk
LOCAL MEMBERS:	n/a

A - Recommendation/s and reason/s

1. The Executive agrees in principle to fund any pay protection costs that arise from the restructuring of the management of the Council's Secondary Schools from central budgets.
2. The pay protection are funded in 2017/18 from the Redundancy Contingency budget but, if this is insufficient, from the Council's general balances.
3. That each school that requires support in meeting any pay protection costs must submit a formal plan detailing the proposed changes, pay protection costs and revenue savings to be achieved. The plan must be in line with the principles set out in the restructure proposal already drafted and must be agreed with the Head of Learning and the Head of Function (Resources) / Section 151 Officer.
4. That the release of funding for individual schools is delegated to the Portfolio Holder (Finance) and the Portfolio Holder (Education) subject to the submission of a satisfactory business case by the School concerned.
5. The Council reserves the right to recover a proportion of funding allocated towards the cost of pay protection, should a school that has received funding through this decision decide to restructure again in the future e.g. as a result of increasing pupil numbers.

The reasons for the recommendations are set out in Appendix 1.

B - What other options did you consider and why did you reject them and/or opt for this option?

That the schools are required to fund the pay protection costs from their own budgets. As this requires funding for a three year period, it is unlikely that the schools would be in a position to fund the costs and would not implement the restructure. In order to balance their budgets, schools would be more likely to reduce staff numbers and the costs of redundancy would fall on the corporate budget.

The recommended option allows schools to make the necessary reduction in costs to enable them to operate with the funding available but also allows the schools to be in a better position to maintain existing staffing numbers.

C - Why is this a decision for the Executive?		
The use of general balances and the development of a budget strategy is delegated to the Executive.		
CH - Is this decision consistent with policy approved by the full Council?		
Yes		
D - Is this decision within the budget approved by the Council?		
Yes for 2017/18 – funding for 2018/19 to 2020/21 will be approved by the Full Council as part of the overall budget package.		
DD - Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	In agreement with the proposal
2	Finance / Section 151 (mandatory)	Author of the report
3	Legal / Monitoring Officer (mandatory)	Noted the need for clarity regarding declaration of interests by the two Portfolio Holders.
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	
E - Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	
F - Appendices:		
<ul style="list-style-type: none"> Detailed report on the proposal 		
FF - Background papers (please contact the author of the Report for any further information):		

FUNDING THE REORGANISATION OF THE MANAGEMENT OF SECONDARY SCHOOLS

1. INTRODUCTION AND BACKGROUND INFORMATION

- 1.1. The pupil population in the Council's Secondary Schools has fallen over recent years (in particular in four out of five of the Schools), however, the management structure of the schools has remained unchanged in terms of the number of staff on the School's senior management teams (Headteachers, Deputy and Assistant Head Teachers, Heads of Year and Heads of Subjects).
- 1.2. The general financial settlement for the Council and the need to make savings generally and the reduction in sixth form funding has resulted in the following changes to the secondary schools budget.

Table 1
Secondary School Budgets 2014/15 – 2017/18

Year	Funding Years 7 - 11	Sixth Form Grant	Total Secondary Schools Budget	Change from Previous Year
	£'000	£'000	£'000	%
2014/15	13,521	2,962	16,483	-
2015/16	13,728	2,711	16,439	-0.3%
2016/17	14,321	2,554	16,875	+2.6%
2017/18	14,047	2,522	16,570	-1.8%

- 1.3. As can be seen, the overall level of funding has remained fairly constant in cash terms but schools have been required to fund increases in staff costs (pay awards and increments) and the general increase in costs due to inflation. Schools have used balances to help deal with the budget difficulties in previous years but the value of reserves has fallen in the past two to three years and this source of funding is no longer available.
- 1.4. The problem is most acute in one secondary school, which has seen the largest fall in pupil numbers and has a deficit balance of reserves as at the end of March 2016.
- 1.5. The Headteacher of this school has approached the school's Senior Management Team to determine whether it would be possible for the Council to support the school in its efforts to reduce costs whilst maintaining the level of teaching staff.

2. THE PROPOSAL

- 2.1. The majority of any school's expenditure is staffing costs and the majority of the staffing costs relate to teaching staff. Where significant reductions are required in expenditure, it will invariably lead to a reduction in teaching staff and this has a knock on effect on the pupil teacher ratio and the extent of the curriculum offered to pupils.
- 2.2. In addition to their normal salary, teachers also receive an additional allowance for undertaken additional responsibilities e.g Heads of Year, Heads of Subjects etc. Although it is possible to remove the additional responsibility and, therefore, the additional allowance, the teachers' conditions of service require that pay is protected for a three year period.
- 2.3. As stated above, the financial situation in one school is more acute than the others and, in order to balance the 2017/18 budget, the Headteacher has drawn up a proposal to restructure the management of the school and to reduce the allowances which are paid to teachers. The proposal would result in a permanent reduction in staffing costs of £102k but would require the payment of protection to staff affected for a period of three years, amounting to £118k per annum.

- 2.4. The proposal has been discussed with the Headteachers of the other 4 secondary schools and the Headteachers of the other three smaller Secondary schools have agreed in principle to share their restructuring ideas and agree that it is sensible to align as much as possible the additional responsibility allowances payable to teachers. In addition, three of the four schools are planning to restructure in line with the Donaldson teaching themes rather than on a subject basis.
- 2.5. As stated previously, one school is planning to implement the restructure in September 2017, with the other three planning for restructures in either April 2018 or September 2018.

3. FUNDING THE PAY PROTECTION

- 3.1. The pay protection would be for a three year period and would require funding as follows:-

Implementation Date	Financial Year				
	2017/18	2018/19	2019/20	2020/21	2021/22
September 2017	7/12ths of the annual cost	Full annual cost	Full annual cost	5/12ths of the annual cost	No cost
April 2018	No cost	Full annual cost	Full annual cost	Full annual cost	No cost
September 2018	No cost	7/12ths of the annual cost	Full annual cost	Full annual cost	5/12ths of the annual cost

- 3.2. As no provision has been made in the 2017/18 budget to fund the pay protection costs, it will be necessary to fund from the £200,000 set aside in the budget to meet the cost of redundancies during the year and, if this budget is exhausted, it will be necessary to fund from the Council's general reserve.
- 3.3. For the subsequent years, it will be possible to include the costs into the annual revenue budget and fund as part of the overall budget package and not rely on the use of the Council's own general balances.
- 3.4. To date, only one school has provided the likely costs of any pay protection and this will require the following sums to be funded. It should be noted that these are indicative figures at this stage and may change as the school finalises the plan :-
- 2017/18 - £69k
 2018/19 - £118k
 2019/20 - £118k
 2020/21 - £49k
- 3.5. It is difficult to estimate the likely costs in the three other schools as the protection will depend on the current level of allowances paid and the proposed restructure. It should be noted that the school shown above has a high level of teachers receiving additional responsibility allowances (23 in total) and is planning to reduce this to 15 teachers receiving additional responsibility allowances.
- 3.6. Other schools are larger in size and may be planning a smaller reduction in teachers receiving the allowance and this would reduce the value of the pay protection which would require to be funded. In this case, the pay protection afforded would be based on the benchmark set by this school.
- 3.7. It should also be noted that, should schools need or want to restructure again in the future e.g. because of a significant increase in pupil numbers, the Council reserves the right to recover a proportion of the funding allocated towards the pay protection.

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive
Date:	20 March 2017
Subject:	Assessment of Local Well-being for the area of Anglesey Local Authority
Portfolio Holder(s):	Cllr Ieuan Williams
Head of Service:	Dr Gwynne Jones, Chief Executive
Report Author: Tel: E-mail:	Llio Johnson, Anglesey and Gwynedd Partnership Unit Manager 01248 752033 lliojohnson@ynysmon.gov.uk
Local Members:	

A –Recommendation/s and reason/s
<p>The Executive</p> <ul style="list-style-type: none"> (a) Notes the contents of the Assessment of Local Well-being for the area of Anglesey Local Authority (b) Respond to the consultation process through comments to the Anglesey and Gwynedd Partnership Manager

B – What other options did you consider and why did you reject them and/or opt for this option?
Not relevant

C – Why is this a decision for the Executive?
<p>In accordance with the Well-being of Future Generations Act there is a need for the Public Services Board that has been established for the area of Anglesey Local Authority prepare and publish an Assessment of Local Well-being by the end of April 2017.</p> <p>The Anglesey Public Services Board has agreed to collaborate with the Gwynedd Public Services Board and a Joint Board has been established and leads on the work on preparing the assessment across both counties.</p>

It is the members of the Public Services Board that are responsible for approving the Assessment of Local Well-being. The Council is a statutory member of the PSB and the Act notes that the Leader and the Chief Executive are the individuals that represent the Local Authority on the Board.

Prior to the PSB being able to approve and publish the assessment the Board must consult with the groups listed in the statutory guidance. The committee is one of the statutory consultees.

The Assessment of Local Well-being is therefore presented for comments.

CH – Is this decision consistent with policy approved by the full Council?

Not relevant

D – Is this decision within the budget approved by the Council?

Not relevant

DD – Who did you consult?

What did they say?

DD – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	No further comments
2	Finance / Section 151 (mandatory)	No further comments
3	Legal / Monitoring Officer (mandatory)	No further comments
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	
7	Procurement	
8	Scrutiny	
9	Local Members	
10	Any external bodies / other/s	

E – Risks and any mitigation (if relevant)

1	Economic	
2	Anti-poverty	

3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	

F - Appendices:

A paper copy of the draft Assessment of Local Well-being has been shared with each Member.

All documents can be seen on the website www.gwyneddandmonwell-being.org

FF - Background papers (please contact the author of the Report for any further information):

This page is intentionally left blank

ISLE OF ANGLESEY COUNTY COUNCIL	
COMMITTEE :	Executive Committee/ Corporate Scrutiny Committee
DATE:	20th March 2017 13th March 2017
SUBJECT:	CSSIW Report on Inspection of Children’s Services in November 2016
PORTFOLIO HOLDER(S):	Councilor Aled Morris Jones
HEAD OF SERVICE :	Llyr Bryn Roberts, Interim Head of Children’s Services, (Operational) Leighton Rees, Interim Head of Strategic Services, Children’s Services
REPORT AUTHOR: Tel: E-mail:	LeightonRees@ynysmon.gov.uk

1.0 RECOMMENDATION

- 1.1 That Members note the outcomes of the Inspection that took place in November 2016.
- 1.2 That Members note confirm that the Recommendations are accepted.
- 1.3 That Members note that the Recommendations and action to address them have been incorporated in the Service Improvement Plan.

2.0 BACKGROUND

- 2.1 Care and Social Services Inspectorate Wales are the regulatory body for Social Services and Social Care Services.
- 2.2 They undertook an inspection of Children’s Services in Anglesey in November 2016, looking closely at the quality of outcomes achieved for children in need of help, care and support, and protection. They focused specifically on quality of practice, decision making and multi-agency work in respect of the provision of information, advice and assistance and preventative services.
- 2.3 The Lead Inspector will provide a presentation to Members on the key findings. CSSIW recognised areas where they saw good practice, but also identified areas for improvement. The inspectors recognised that the focus of the inspection was significantly on the duties and responsibilities that were introduced in the Social Services and Wellbeing (Wales) Act 2014. This introduced from April 2016

substantial changes in the way Social Services are intended to operate, with a greatly enhanced focus on information, advice and assistance and prevention. Codes of Practice and Training for the new legislation were provided from the end of 2015/beginning of 2016 through to June 2016.

2.4 It was recognized in the Self-Assessment undertaken in preparation for the inspection that there were significant areas for improvement. The Inspection came to similar conclusions and made recommendations for improvement.

2.5 These recommendations have been taken forward in the Service Improvement Plan which is also being presented to this Scrutiny Committee. Management and Governance arrangements have been developed to ensure effective and timely delivery of the action proposed.

APPENDICES
CSSIW Letter CSSIW Inspection Report

Author: Leighton Rees
Job Title: Head of Strategic Services
Date: 23 February 2017



Caroline Turner
Assistant Chief Executive (Director of Social Services)
Isle of Anglesey County Council
County Offices

Ein cyf / Our ref:

Llangefni Eich cyf / Your ref: LL77 7TW Dyddiad / Date: 9 February 2017

carolineturner@ynysmon.gov.uk

Dear Caroline

Thank you for meeting with the Inspectorate on 31st January. I appreciated the commitment expressed by the senior officers and representatives of the council.

In particular I noted:

- 1) That the council had itself identified serious problems with childcare services over a year ago and already has a comprehensive plan in place. It is on a journey of improvement. The council has been open with CSSIW about the difficulties it has been facing. The recent inspection has been welcomed by the council and has been a constructive exercise.
- 2) The re emergence of problems with children's services appears to have been the result of a combination of a number of factors: the loss of newly recruited staff once they gained experience, the challenge of meeting PLO targets and significantly the performance issues of key managerial staff which have been a distraction and taken time to resolve.
- 3) The very high priority officers and members are giving to children's social services and both in terms of financial commitments and the openness and scrutiny with which the problems in children's services are being discussed and considered.

AGGCC, Llywodraeth Cymru
Parc Busnes Rhydycar
Merthyr Tudful
CF48 1UZ

☎ 03000628812

CSSIW
Welsh Government
Rhydycar Business
Park
Merthyr Tydfil
CF48 1UZ



Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

- 4) The action plan the council has in place already addresses a number of recommendations identified in our report. The introduction of a practice group structure appears to provide a solution to the problems you have with decision making, quality and confidence issues and should aid retention for newly qualified staff.

I also suggested you might consider:

- 1) Strengthening Anglesey's voice on the Regional Children's Safeguarding Board especially in relation to the problems identified in our report in respect of other agencies;
- 2) Ensuring the improvement plan is phased and realistic in terms of delivery. It is easy to try to do too much too quickly. You may also want to put in place a risk assessment and seek to mitigate any risks of serious failures in the interim. I am thinking of particular practitioners or safeguarding concerns where you might wish to have additional controls in place in order to provide assurance.

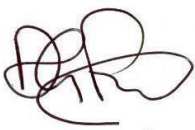
We discussed the next steps. CSSIW will present the report at scrutiny in early March after the report is published. It would be helpful if our two communications teams co-ordinated the handling of this and lines to take. We would wish to say that whilst problems are identified in the report progress is being made in Anglesey and a plan is in place.

Marc Roberts will meet with council representatives on a monthly basis to monitor progress of your action plan which could include involvement in overseeing any assurance activities. CSSIW will undertake a further inspection around in around twelve months time.

CSSIW will be writing to the chair of the Regional Children's Safeguarding Boards about the inter-agency issues identified in the report and will also be writing to the Police to advise them of some of its contents.

Thank you again for the very helpful and constructive approach Anglesey's officers and members have taken in response to the inspection.

Yours sincerely



David Francis

Assistant Chief Inspector

CSSIW – Care and Social Services Inspectorate Wales

cc Dr Gwynne Jones, Chief Executive gwynnejones@ynysmon.gov.uk

Inspection of *Children's* Services

Isle of Anglesey
County Council

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.
This document is also available in Welsh.

OGI © Crown copyright 2017 WG30963
Digital ISBN 978 1 4734 8634 8 Print ISBN 978 1 4734 8633 1

Contents

Introduction and next steps	4
Overview of findings	6
Recommendations	8
Access arrangements	10
Safeguarding & assessment	18
Leadership, management & governance	27
Appendix 1: Methodology	37

Introduction

Care and Social Services Inspectorate Wales (CSSIW) undertook an inspection of services for children in Anglesey County Council during November 2016. Inspectors looked closely at the quality of outcomes achieved for children in need of help, care and support and/or protection. We focussed specifically on the quality of practice, decision making and multi-agency work in respect of the authority's safeguarding, access and assessment arrangements; including arrangements for the provision of information, advice and assistance and preventive services. In addition inspectors evaluated what the local authority knew about its own performance and the difference it was making for the people it was seeking to help, care and support and/or protect.

The inspection was structured around people's pathway into care and support services, specifically access to preventive and statutory services and the interface between the two, as well as any safeguarding issues arising. We considered carefully the contributions made by social services in partnership with other agencies to achieving good outcomes for children and families and where relevant to protecting children from harm.

Inspectors read case files and interviewed staff, managers and professionals from partner agencies. Wherever possible, and as appropriate, they talked to children and their families¹.

The council were experiencing a significant period of change and at the time of this inspection including the requirement to implement the Social Services and Well-Being (Wales) Act 2014. Despite some bespoke focussed improvement activities the local authority acknowledged that there had been insufficient attention given to improving practice in children's services in recent years. Whilst, there has now been a greater investment, focus and attention to improving practice, particularly in the last nine months, these developments need to be embedded and sustained. We found that management oversight of safeguarding, access and assessment arrangements were insufficient and the pace of change in improving the provision of help, care and support and/or protection for children and families in Anglesey must be accelerated.

Inspectors were pleased to note that senior managers accept our findings and have committed themselves to achieving the necessary improvements.

The recommendations made on pages 8 and 9 of this report identify the key areas where post-inspection development work should be focused. They are intended to assist Anglesey council and its partners in their continuing improvement.

¹ All names have been changed in the practice examples in this report.

Next steps

CSSIW will expect the Anglesey County Council to produce an improvement plan in response to this report's recommendations within 20 days of the publication. The improvement plan will be monitored during our programme of inspection engagement and performance review throughout 2017/18.

Due to the significant concerns identified in this inspection consideration will be given to undertaking a re-inspection of Anglesey children's services within 12 – 18 months from the publication of this report.

Overview of findings

Access arrangements

We found that access arrangements to preventive and statutory services were established and offered bilingually. Eligibility criteria for team around the family services were well embedded and shared with partners. However, the local authority's information, advice and assistance services and prevention arrangements were insufficiently developed. The council was responsive where there was an immediate indication that a child was at risk but the understanding of thresholds between partners and children's services was inconsistent. Multi agency work to address this was urgently needed. Referral information received from partners was poor. Children's services were diligent in respect of collecting missing information but analysis of (re)referrals was variable and too often cases that should have progressed to an assessment did not do so. All staff were clearly committed to improving the lives of the children and families they worked with, but the duty & assessment team did not have sufficient capacity, experience or senior management support to effectively deliver good quality outcomes for children and families. Management oversight of decision making was insufficient.

Safeguarding & assessment

The quality and timeliness of child protection enquiries was inconsistent. The process for organising strategy discussions was not effective and did not routinely include information from all relevant partners. New arrangements had been confirmed and urgent action was required to ensure that these were clearly understood, implemented consistently and that as a result unacceptable delays to child protection enquiries were avoided in future. Assessments were of a variable quality; where they were good there was evidence of utilising a range of information to inform the risk analysis. Social workers made persistent attempts to elicit the children's wishes and feelings and some good use was made of informal advocacy to support children to make best use of support offered. However, good social work practice reflected in the content of some assessments was undermined by the limited range of resources available to support work with children and families and lack of sufficiently experienced and stable operational management and staff across the long-term child care teams. Frequent changes in social worker resulted in a loss of impetus that impacted on engagement with families. Although most assessments were shared with children and families, lack of effective engagement resulted in them not being sufficiently clear about the purpose of the help, care and support and/or protection they received. The quality of recording throughout the assessment process was poor and consequently hampered those taking over a case from swiftly understanding the needs and risks associated with children and families. This was of particular significance given the high level of churn within the workforce. Management oversight of the quality of assessment was insufficiently robust in terms of challenge and quality control.

Leadership, management & governance

Senior leaders held a shared vision for improving safeguarding and for promoting services that supported children and families to achieve resilience and to lead independent lifestyles. They had sought to strengthen this commitment through increased investment in children's services. Strategic plans needed to be translated into a strategy for the delivery of good quality and well integrated preventive and statutory services. The strategy should be better disseminated throughout the workforce and more effectively shared with partners. The council needed to build-on the relationships it has with partner agencies to ensure a shared ownership of the strategic direction for children's services and also the operational drive needed to improve services and outcomes for children and families. Senior leaders acknowledged that their focus on services for children had been insufficient in the past and the pace of improvement too slow. In recognition of this the council was about to embark on an ambitious transformational change programme however concerns were identified about the lack of secure workforce capacity to deliver desired change against a backdrop of austerity and increased demand. More focussed, sustained and faster improvement was needed to effectively promote the safety and wellbeing of children and families.

An analysis of the ongoing risks and needs of communities did not inform planning for children's services. Performance management arrangements, quality assurance monitoring or strategies to ensure the authority sustained a culture of learning did not include the voices of children and families. Nor were they sufficiently well embedded to provide a thorough understanding of the difference that help, care and support and/or protection was making for children and families. Senior leaders needed to improve their knowledge about practice and performance to enable them to discharge their responsibilities more effectively.

The workforce was committed to achieving good outcomes for children and families and although fragile staff morale was apparently improving. However, services were not always delivered by a skilled, competent, suitably qualified and experienced workforce that had the capacity to consistently and effectively help, care and support and/or protect children and families. There was a particular vulnerability at team manager level. Managers, including senior managers, were seen as accessible and a good range and volume of training opportunities were available for staff. However there needed to be stronger oversight of practice, more frequent and better quality staff supervision and the prospects for leadership development needed to be strengthened to support the workforce to deliver services that result in positive outcomes for children and families.

Recommendations

As a priority:

1. The authority should progress its commitment to developing a framework for the provision of preventive work with children and families that will deliver an integrated service and provide early help and support that effectively delays the need for care and support.
2. Effective, multi-agency quality assurance systems and training arrangements should be established to ensure that thresholds for assessment to statutory children's services are understood by staff and partners and are consistently applied; this should include the development of a multi-agency child protection thresholds protocol incorporating recent Welsh Government guidance.
3. Senior leaders in social services and the police should continue to work proactively together to ensure improvements to the quality, consistency and timeliness of child protection enquiries.
4. The council should continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children's services to assure themselves, partners, staff and communities that their responsibilities are discharged to maximum effect.
5. A robust workforce strategy should urgently be developed to include short, medium and long term aims for recruitment and retention of social workers.
6. Arrangements for team managers and senior practitioners should be reviewed to ensure capacity to effectively and consistently provide management oversight of decision making, challenge and direction for staff across the service; a leadership and development programme should be made available to build resilience.
7. Senior leaders should take steps to improve the frequency, consistency and quality of front line staff supervision; an assurance mechanism must be implemented to ensure compliance and quality.

Over the next 12 months:

8. Strong political and corporate support for children's services must continue to ensure the service improvements needed are prioritised and the pace of improvement accelerated and sustained.
9. Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partners' completion of Joint Assessment Frameworks.

10. The quality of assessments and plans should be improved to ensure that they are consistently of a good quality, with a clear focus on the needs, risks and strengths of children and families, and that desired outcomes, timescales and accountabilities for actions are clear.
11. The quality and consistency of record keeping should be improved; all staff and managers should ensure that their records are of good quality, are up to date and are systematically stored.
12. The local authority and partners should work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, that includes the voices of children and families. This should be used to inform the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance services, the preventive sector and statutory services.
13. Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, needs to be embedded so that managers at all levels have timely, relevant and accurate performance and quality assurance information to enable them to do their jobs effectively and to deliver improvements.
14. Caseloads and reports regarding the quality of workers' performance should be continuously monitored to ensure there is sufficient capacity for workers to engage effectively with children and their families.

Access arrangements

What we expect to see

All people have access to comprehensive information about Information Assistance & Advice services and get prompt advice and support, including information about their eligibility for care and support services. Preventive services are accessible and effective in delaying or preventing the need for care and support. Access arrangements to statutory social services provision are understood by partners and the people engaging with the service and are operating effectively.

Summary of findings

- Access arrangements to preventive and statutory services were established, respectful of peoples' rights and individuality and were available bilingually.
- Eligibility criteria for team around the family services were well embedded, shared with partners and quality assurance mechanisms ensured that thresholds were rigorously applied.
- The authority's arrangements for access to preventive services were insufficiently developed, impacting on the timeliness of early help and the effectiveness of delaying the need for care and support; more work with statutory partners in health and education was required to ensure that responsibility for completing Joint Assessment Frameworks was owned and shared.
- When contacts were received by children's services and there was an obvious indication of significant harm prompt and proportionate initial action was taken to protect children.
- Lack of stability, capacity and experience at operational manager/senior practitioner level in the duty & assessment team, coupled with lack of a quality assurance mechanism and insufficient senior management support had adversely impacted on the oversight of cases.
- The authority's policy on thresholds, screening decisions and managing referrals to children's services was not sufficiently shared with or understood by partners; the quality of referral information received from partners was poor.
- The quality of analysis of referral information, in particular in the case of repeat referrals, was insufficient; chronologies and genograms were not purposeful. Professionals were not kept sufficiently informed or engaged in the outcome of referrals they made to the authority.

- All staff were committed to improving the lives of the children and families they worked with.
- The quality assurance and senior management oversight of access arrangements were insufficient.

Explanation of findings

1.1 Anglesey county council had established referral routes for access to Information, Advice and Assistance (IAA) services for children, families and professionals: Family Information Services (FIS); Team around the Family (TAF); and children's services Duty & Assessment Team (DAT). In addition there were enhanced out-reach IAA arrangements specifically aimed at increasing the accessibility of services for disabled children that complimented other routes. Whilst the effectiveness of the authority's access arrangements was variable across these services all respected people's rights and individuality and all were offered in Welsh, English and translation to other languages if requested.

1.2. The FIS was a well established and important resource. It could be accessed by citizens and professionals either by 'drop-in' or telephone. A FIS website had previously been operational but was temporarily suspended while technical improvements were being undertaken. FIS staff were able to provide information and/or signpost people to universal childcare provision, preventative services and/or care and support services.

1.3. The TAF service had also been in place for some time. As well as directly assisting children and families TAF provided the gateway to a range of IAA and preventive services commissioned through Welsh Government "tackling poverty" grant schemes.

1.4. The TAF service received on average 12 referrals per month direct from families and/or from professionals. All referrals were screened by a multi-agency panel. This quality assurance mechanism ensured that thresholds were rigorously applied supporting the ethos of the team however it also meant that a three week delay could accrue before some referrals were put before the panel. Inspectors also found there were waiting lists for access to some of the commissioned services. The impact of these delays was that children and families referred to TAF did not always receive a sufficiently prompt service to help meet their needs. Nevertheless inspectors did see evidence of proactive work with children and families that supported their independence and improved wellbeing.

Practice example

Lewis* was a young person with severe health needs. His mum (Maggie) was struggling to cope with meeting Lewis's needs after a bereavement and as a result Lewis was not able to make the best of his education or his leisure time. Maggie was reluctant to accept help from statutory social services. A social worker was able to advise Maggie about the TAF services and she and Lewis requested an assessment. The TAF worker made considerable effort to engage individual family members and to explore with each of them what they wanted to achieve from TAF involvement. She worked with them at a pace they set to address a range of issues including: support to claim appropriate benefits; advocacy with the local health board; support for Lewis to independently attend appointments; liaison with school to address difficulties; and liaison with adult social services for transition services. As a result of these interventions the family were able to manage their finances more efficiently. Maggie had received bereavement counselling and was generally coping better. With support Lewis was regularly attending school, health appointments and was able to access leisure activities that had previously been unavailable. This family had clearly been empowered and Lewis was evidently striving toward greater resilience and independence.

1.5. Subsequent to the TAF panel children and families were either signposted to relevant single agency support; or if the family presented with more complex needs (falling short of a requirement for an assessment for care and support) a Joint Assessment Framework (JAF) was undertaken. Significantly more work was needed with partners in health and in particular with education, to ensure that responsibility for completing the JAF was suitably owned and shared by them.

1.6. Eligibility criteria for TAF services were well embedded and written protocols had been shared with staff and partners. It was disappointing that whilst the parameters for eligibility to TAF services encapsulated children and families in need of some extra help or support the range of available services were insufficient to meet the requirements of other children and families whose needs were more complex but who were not (yet) eligible for a care and support plan. The impact of this gap in provision meant some children and families were excluded from preventive services and that the likelihood of them requiring more complex, expensive and statutory provision in the future was increased. This significant threshold gap between TAF and statutory services also impacted negatively on the capacity for statutory child care teams to "step-down" cases when children and families continued to need support after making sufficient progress in relation to those needs that were eligible and required care and support plans.

Quote from staff survey

“Big gap between safeguarding services and preventative. Large number of families that are over threshold of preventative and do not meet threshold of safeguarding. Big issue.”

1.7. At the time of the inspection fieldwork line management responsibility and accountability within the council for FIS and TAF rested with the head of lifelong learning. Staff and partners expressed frustration with the lack of a fully coordinated approach to the provision of early help for families as they believed that this would significantly benefit families and also mitigate the need for statutory services. The local authority had recognised this deficit in service provision and were in the process of developing plans as part of their transformation agenda to reconfigure services, including re-commissioning the suite of preventive services to better reflect the needs of children and families. A proposal to combine FIS and TAF services with DAT into a single IAA “hub” to be accountable to the head of children’s services had been accepted by the council’s executive in May 2016 and it was agreed that TAF and Families First services will be transferred to children’s services from April 2017. In preparation for this operational TAF managers and staff had been co-located with DAT and all staff reported that communication between the services was enhanced as a consequence. Revised senior management arrangements to support this transfer of resources were still being debated.

1.8. Arrangements for access to children’s services in Anglesey were organised through the DAT. Referrals were received by an experienced and competent duty officer who was not a qualified social worker. She was bilingual and confident in her ability to engage well with referrers, to provide information and to signpost both professionals and families to universal services and other appropriate resources, including FIS and TAF. The duty officer demonstrated a clear understanding of how and when to seek advice and/or to hand-over more complex referrals, particularly in relation to safeguarding issues, to qualified social work staff and/or managers. We found that screening decisions about contacts were timely. Where there was an obvious indication that a child or children were at risk of significant harm, prompt proportionate initial action was taken to protect them.

1.9. The duty officer was supported by a team of social workers, senior practitioner and team manager. All staff were clearly committed to improving the lives of the children and families they worked with.

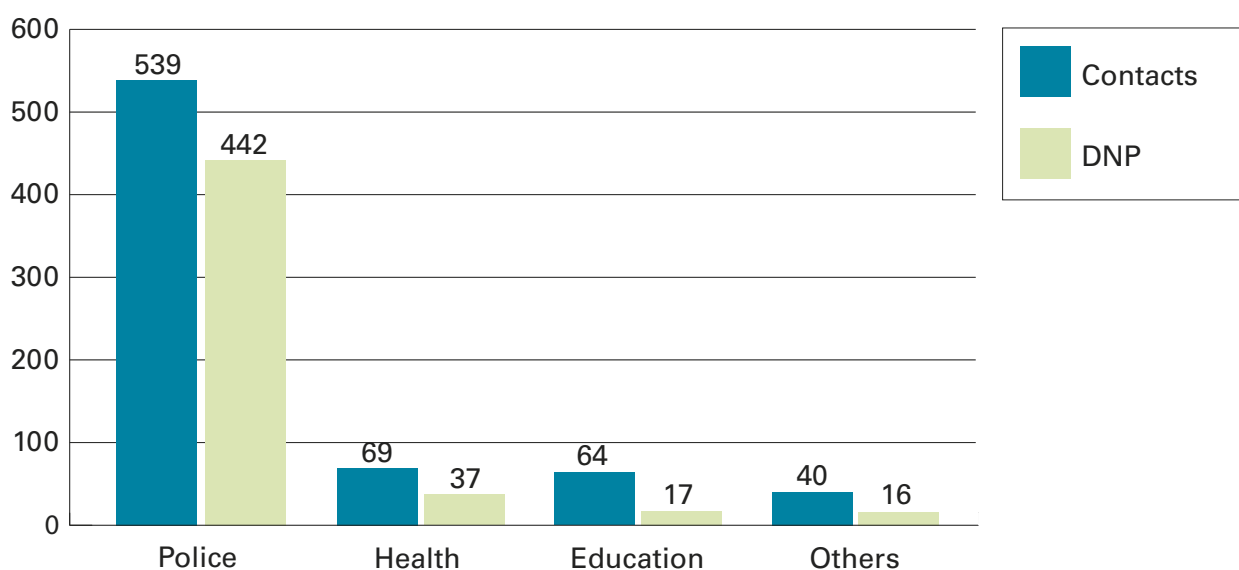
Quote from social worker

“Workers care very deeply about the families, children and carers we work with and will advocate for them to receive the services and support they deserve.”

1.10. Inspectors were concerned that DAT operational managers and staff were insufficiently well supported and that the team lacked longevity of experience. Of particular concern was the inadequate level of senior management support awarded to the recently promoted team manager who, to her credit, for a three month period managed the team as well as covering two senior practitioner vacancies. One of these vacancies has subsequently been filled on an interim basis. This deficiency in capacity and experience at the operational manager/senior practitioner level coupled with the lack of a quality assurance mechanism to support management oversight needs to be rectified as a high priority. Although staff stated that managers including service managers were accessible the gaps in management capacity could not be sufficiently absorbed from within the current establishment and this had adversely impacted on the oversight of cases.

1.11. The volume of referrals to children’s services in Anglesey rose steeply between 2012/13 and 2014/15. Although this trend was reversed during 2015/16 data for 2016/17 shows that referral rates are rising again. Despite generally good working relationships with partner agencies, staff and managers reported that there was no shared common understanding of the threshold for an assessment for care and support. The volume of contacts (known as CID 16s) from the police reporting concerns and/or incidents has remained consistently high. Similar to other north Wales authorities, the practice of sharing all CID 16s without prior screening had created additional pressures for the duty team. In the period between April and June 2016/17 82% of police contacts did not proceed to referral/assessment. During the same period, contacts from other partners such as health, schools and third sector agencies similarly culminated in between 26% and 54% not proceeding to referral/assessment.

**Contacts that did not proceed (DNP) to assessment
Quarter 1 2016/17**



1.12. Despite reported confidence in children's services, partners identified that they often lacked clarity regarding how threshold decisions on new cases were determined. Additionally inspectors were told that partners sometimes had to challenge social services threshold decisions and on occasions had convened their own meetings to collate information in order to re-present their case to social services. Partners also reported they were not kept sufficiently informed regarding the outcomes of referrals including when cases were closed.

1.13. Inspectors noted the absence of a multi-agency threshold protocol. This was needed to support partners to make appropriate and more targeted referrals. It was also concerning that no multi-agency quality assurance mechanisms were in place to review thresholds or the quality of referrals. We recognised that recent work initiated by children's services to revise threshold guidance for staff in response to the introduction of the Social Services & Well-being (Wales) Act 2014 (SSWBA) could form the foundation of improvement work in this area. However, attempts to meaningfully engage partners in these developments or for partners to seek such engagement were not yet evident. Rapid multi-agency work to update protocols and improve consistency of thresholds and for partners to engage more effectively with each other and staff to secure ownership needs to be a priority.

1.14. Staff and managers reported that the quality of referrals to children's services from partners was often poor and although a multi-agency referral form (MARF) existed this was not universally used. Inspectors found evidence from our review of referrals that supported this perspective. The quality of the referrals seen was very variable. Duty staff made relevant background checks although inspectors often found these were not easily identifiable on the electronic record. To their credit duty staff were also diligent in verifying/clarifying and chasing up missing information, however, due to volume, the excessive time involved in doing this militated against their capacity to undertake other key activities more directly aimed at supporting children and families.

1.15. The cumulative impact of increasing volume and limited staff capacity was to narrow the scope of engagement of the DAT with children and families. This was reflected in some of the cases inspectors reviewed. We saw examples of cases being closed where there was a clear indication that children and families were in need of help and support, albeit with no obvious indication that the level of need met the threshold for significant harm. Nevertheless, these cases clearly should have progressed to an assessment prior to deciding how and by whom support could most effectively be provided.

1.16. Cumbersome administrative and technological arrangements in place for duty staff to record referral information and decision making as well as poor recording practice hampered achieving a clear account of events leading to (re)referrals. Evidence from some case files reviewed showed a lack of analysis of referral information; the reason for referral was often unclear and in the case of multiple referrals a clear cohesive account of the cumulative needs/risks was too often absent. The failure of the authority to develop an

effective system of chronologies and genograms that could support the oversight of the case also contributed to significant information not being appropriately considered as part of determining risk.

Practice example

Janice* was a young woman with a diagnosis of autism and possible attention deficit disorder who had been pushing boundaries. Since 2014 there had been fifteen referrals to children's services; five of these during 2016. Referrals had related to various incidents, including: running away from home and refusing to return; violent arguments and criminal damage to the home that frightened herself, her mum and her younger sister; concerns about sexual activities and possible child sexual exploitation (CSE); misuse of substances; and self-harm. Subsequent to some of these referrals there had been an initial assessment followed by case closure. Many others had resulted in no further action. To date each of these incidents had been viewed in isolation thus failing to take account of the cumulative impact of these behaviours on Janice and her family. Following a recent referral a strategy discussion had been convened and a more thorough risk assessment taking into account the history and recent events was now underway.

1.17. Management oversight of access arrangements was clearly insufficient in terms of challenge and quality control. Cases referred to DAT did not receive the management oversight needed to assure the authority that children were appropriately safeguarded and that families received the timely support they required. Senior managers did not routinely audit case file records in respect of this work and so did not secure an accurate view of the quality of practice. Inspectors did see evidence of management sign off but neither management capacity nor quality assurance systems were sufficiently robust to positively oversee the quality of work.

Conclusion

We found that access arrangements to preventive and statutory services were established and offered bilingually. Eligibility criteria for team around the family services were well embedded and shared with partners. However, the local authority's information, advice and assistance services and prevention arrangements were insufficiently developed. The council was responsive where there was an immediate indication that a child was at risk but the understanding of thresholds between partners and children's services was inconsistent. Multi agency work to address this was urgently needed. Referral information received from partners was poor. Children's services were diligent in respect of collecting missing information but analysis of (re)referrals was variable and too often cases that should have progressed to an assessment did not do so. All staff were clearly committed to improving the lives of the children and families they worked with, but the duty & assessment team did not have sufficient capacity, experience or senior management support to effectively deliver good quality outcomes for children and families. Management oversight of decision making was insufficient.

Safeguarding & assessment

What we expect to see

Effective local safeguarding strategies combine both preventative and protective elements. Where people are experiencing or are at risk of abuse neglect or harm, they receive prompt, well-coordinated multi-agency responses. People experience a timely assessment of their needs and risks which promotes their safety, well-being and independence. Assessments have regard to personal outcomes, views, wishes and feelings of the person subject of the assessment and that of relevant others including those with parental responsibility. Assessments provide a clear understanding of what will happen next.

Summary of findings

- The quality and timeliness of child protection enquiries was inconsistent and would have benefitted from more proactive engagement from the police.
- Strategy discussions were insufficiently timely and did not include information sharing with key agencies.
- Assessments did not always ensure a holistic analysis of need/risk from the outset impacting adversely on the timeliness of help offered to families; the quality of recording of decision making was poor.
- Workers lacked capacity to sustain short focussed interventions with children and families and the range of services available to support the assessment process was inadequate.
- Good social work practice, including effective use of the Gwynedd/Thornton Risk Model was reflected in the content of some assessments; assessments underpinning applications to court provided clear direction.
- Social workers needed to be more robust and confident in working with families and setting out their professional analysis of risk and needs.
- Social workers were persistent in their attempts to elicit childrens' wishes and feelings and some good use was made of informal advocacy to support children to make best use of support offered; this was not always reflected well in the record of assessment and/or planning.
- Management oversight of safeguarding and assessment was insufficiently robust in terms of challenge and quality control.

Explanation of findings

2.1. Not all child protection enquiries seen were thorough and/or timely. Whilst most were informed by decisions made at strategy discussions not all strategy discussions were timely and in a minority of cases a delay of several days was completely unacceptable. We found that the process in place, at the time of inspection, for organising strategy discussions/meetings was not effective. Staff, managers and partners reported that meetings/discussions were often cancelled and/or re-arranged. Police and children's services staff reported that key decision makers in both agencies were sometimes unavailable and that this could lead to delays in making arrangements. The impact on professionals was frustration and uncertainty about the extent of the risks posed and how these might be managed. More importantly, the impact on children and families was to delay help, care and support and/or protection and to create high levels of discomfort, stress and anxiety.

2.2. Inspectors were informed that new arrangements for convening strategy discussions had now been implemented by the North Wales Police. Urgent action was required to ensure that the new arrangements were clearly understood by staff, managers and other partners; that they were implemented consistently; and as a result unacceptable delays to child protection enquiries were avoided in future.

2.3. Strategy meetings had mainly been displaced in favour of strategy discussions. The majority of strategy discussions were held between police and children's services and did not routinely involve other partners who, despite having significant intelligence about a family, were not able to effectively contribute to this key decision making process. Inspectors recognised the resource implications and logistical difficulties associated with multi-agency discussions/meetings. Nevertheless not involving partners particularly health and education early enough limited the range and volume of information obtained/shared resulting in a negative impact on the quality and breadth of risk assessment. Neither was the use of outcome strategy discussions/meetings always evident. This contributed to partner assertions that they were not kept sufficiently informed of the outcome of referrals.

Practice example

Laura* alongside her brother and sister were at the centre of a single agency section 47 enquiry concerning matters of parental conflict. During the course of the enquiry Laura's sister disclosed to the social worker and a teacher concerns about Laura's contact with an ex-offender. When the social worker attempted to re-convene the strategy discussion her manager was unavailable and as a result the enquiry was not completed until the following day when the social worker visited the family alone. The result of this was that the Laura's sister was anxious and worried overnight since she did not know what the consequences would be for herself or for Laura of making the disclosure. An outcome strategy discussion was not convened. Partners were not effectively engaged in managing the risks nor fully informed about the outcome of the enquiry.

2.4. Whilst not undermining the effectiveness of multi-agency work when it took place, the authority reported a growth in single agency (social services) led section 47 enquiries and fewer opportunities for joint social services/police enquiries. This was partly attributed to the perceived reduced availability of the police but there was also a perception that police focus was more on the potential for prosecution rather than on wider safeguarding. The police also noted a reduction in joint enquiries but attributed this to their more rigorous approach to ensuring appropriate application of All Wales Child Protection Procedures (AWCPP) for their involvement. We found little evidence from our review of case files that consideration was given to undertaking joint enquiries with only limited challenge between partners regarding how cases could most effectively be progressed. Inspectors identified a minority of cases where more proactive police engagement would have been appropriate and ensured a more robust enquiry given the complexity of the presenting issues. We also saw evidence of delays in completing section 47 enquiries due to police and social services staff capacity issues. In a significant minority of the cases we reviewed this led to high levels of distress for children and families as a result of not being clear about what was expected of them or likely to happen next.

Practice example

A referral was received from a health visitor expressing concerns about domestic abuse and substance misuse in the home of Joseph*, a baby boy. In the course of a (single agency) section 47 enquiry it was found that there was a history of similar incidents and that Joseph's step sister Mari had joined the household. Her dad, Lee was refusing to allow Mari to return home after he made allegations against her mother. Lee was aggressive toward social services and health staff and declined all support offered leaving Joseph's mum, Louise, vulnerable to repeat incidents of abuse. Some good work was undertaken by the social worker to engage Lee, support was provided with housing needs and the issue of Mari's residency was dealt with through family court. However the participation of the police in a joint investigation could have facilitated a better understanding of the level of presenting risk and a more robust safety plan for Louise and the children.

2.5. Records of strategy discussions and section 47 enquiries varied too much in quality. Although the authority generally demonstrated clear initial decision making when moving into child protection proceedings too many records lacked detailed planning arrangements concerning roles, responsibilities and timescales for future action. In the cases reviewed, inspectors did not see any examples of children and families being subject to child protection investigations unnecessarily.

2.6. At the time of the inspection Anglesey children's services was yet to harmonise assessment practices with the new requirements of the SSWBA. The consequence of this was that staff were still undertaking initial and core assessments commensurate with previous guidance and as a result our case sample did not include any practice examples of the new approach to proportionate assessment.

2.7. Templates for recording proportionate assessments and corresponding guidance had been developed but implementation was delayed until December 2016 in order to introduce the new arrangements on a regional basis. The authority had not sufficiently engaged partners in the development of these tools. The authority recognised that the delay in introducing the new tools indicated a lack of preparedness for the implementation of the Act and that a significant opportunity to more effectively engage partners had been missed. Nevertheless, staff and managers we interviewed demonstrated a good awareness of the changes to practice required by the SSWBA and examples of new documentation had been shared with them. All staff we spoke to had attended training about the new Act.

2.8. Most of the initial assessments we reviewed had been completed in a timely manner. However, the objective of assessment was too often to gather more information and to close the case. Early opportunities to intervene were therefore often not reflected and were being missed. In many of the cases we reviewed we saw multiple initial assessments, the quality of which was variable, followed by closure. Some of these assessments were functional but failed to provide a cohesive holistic analysis of risk. The result of this episodic approach was that the importance of professionals' shared understanding of issues that mattered to the family and were necessary to promote their well-being, combined with their risk assessment and how childrens' safety might be assured, was undermined for families.

2.9. Evidence in the cases reviewed included examples of staff signposting families to other services, including joint visits with TAF colleagues, to assist families to appreciate the potential value of a voluntary intervention. In a few cases social workers undertook a short piece of direct work themselves. However in too many cases, social workers and managers appeared to conceptualise this activity as a mechanism for completing an assessment and early closure of the case and in so doing underestimated the significance of some of the information gathered and the value of their own work as a preventive service in itself. Many staff and managers we interviewed expressed frustration regarding the inconsistent application of thresholds and about their limited capacity to undertake short focussed interventions aimed at assisting families to sustain independence and resilience and to alleviate their need for subsequent more complex interventions.

Practice example

Maxim* made allegations of abuse against his mum, Irene. During the course of the investigation Irene made allegations of abuse against Maxim's dad Joe. Joe was required to leave the family home and bail conditions then prevented his contact with Irene but did not extend to Maxim; he and Joe continued to see each other. The allegations Maxim made were not substantiated. Nevertheless given the complexity of presenting issues this family met the threshold for an assessment for care and support. The social worker recognised that the family needed immediate support and quickly convened a multi-agency meeting to identify and confirm support arrangements for the family during the assessment period. The main purpose of the (interim) plan was to ensure that the negative impact of his parent's separation was mitigated for Maxim and that the strengths in his relationship with Irene were supported. It is likely that this early intervention promoted Maxim's safety and prevented further deterioration in his relationships with both parents.

2.10. Family support services were available to support assessment and/or to provide direct work with children and families. Examples included parenting work and preventive interventions provided by the youth offending service (YJS). But overall the scope of available services was very limited and staff were frustrated by the inadequate range and/or inaccessibility of resources on behalf of the children and families who potentially could have benefitted from them. The reasons for limited accessibility/ineligibility were various but included: constraints imposed by grant funding arrangements (Families First and Flying Start); tight eligibility criteria associated with specialist provision (Community Mental Health Services (CAMHS) and Intensive Family Support Services (IFSS)); long-term staff vacancy (Family Group Conferencing (FGC)); and insufficient capacity and waiting lists (Child Support Services, Keeping Learners on TRAC and the emotional well-being project).

Quote from staff survey

"There needs to be more resources available to access services for my service users."

2.11. The local authority had invested in a whole service risk assessment model (Gwynedd/Thornton Risk Model) to support social workers to identify and analyse potential risk factors. Most staff told us they found the model helpful and inspectors saw some good examples of its use to inform wider assessment. However, in practice this tool was used independently of the existing core assessment process and as a consequence assessments were duplicated and/or became fragmented and/or protracted.

2.12. The quality of assessments was variable. In too many cases the context of assessment was too narrowly applied and reliant on self-report. Too many assessments did not address all aspects of the referral; some failed to take sufficient account of the

on-going impact of significant events such as repeat episodes of domestic abuse or significant changes in circumstances for instance the introduction of an ex-offender to the household. Others failed to take a sufficiently rigorous approach to tackling chronic issues such as neglect and failure to thrive. An exploration of the impact of adult behaviours in relation to their caring responsibilities was insufficient in many cases. Assessments did not therefore provide a learning context for the family to reflect on how they might do things differently or better. Nor did they underpin an effective basis for the resulting outcome of the case.

2.13. The core assessments undertaken mainly resulted where the threshold for child protection had been reached. Some assessments failed to capture a holistic view of the risks and needs that then informed a robust child protection plan. The plans seen were not written in clear language that spelt out what had to change and how it would be measured. Social workers needed to be more robust and confident in working with families and setting out their professional analysis of risk and needs. The failure to ensure an appropriate holistic and coherent analysis of need and risk from the outset was to the detriment of achieving transparency with families when setting out clearly what change was required of them and/or the potential consequences of failing to make these.

Quote from a parent

"I get on well with my social worker now and this one is good and reliable. But I did not feel that the assessment was done properly. That social worker just saw and heard what she wanted and didn't investigate matters or check out how things really affected me and my children. Although I was trying to co-operate I didn't really know what I was supposed to do."

2.14. The best quality assessments seen were those that subsequently went into court when clear direction was then provided. It was noted that current managers were applying a firmer threshold approach to the Public Law Outline (PLO). Some of Anglesey's increase in children looked after figures may be attributed to the fact that cases had not been well-managed in the past and issues had been left to drift. Further improvements could be achieved through a combination of the changes resulting from the SSWBA, greater clarity of eligibility and thresholds, more effective use of PLO and a resolution on historic cases. However, this will not be achieved unless the current approach is sustained along with greater consistency in the quality of assessments resulting from a well trained stable staff and management group and an effective quality assurance mechanism.

2.15. Although in many cases completed assessments were effectively shared with children and/or families, the extent to which they were proactively engaged in producing their assessments was inconsistent. Given the lack of progress in adopting the principles of the SSWBA we saw only limited evidence of the use of "what matters conversations" the consequence being that some children and families perceived social work intervention as oppressive rather than helpful or supportive. Some families told us that they had not

been clear about the purpose of children's services involvement in their lives. In a minority of cases this directly impacted on the experience of the family and their ability/willingness to engage in a process that they did not understand.

Composite quote from a parent

"I thought social services were supposed to help me but I know I'm depressed and have high levels of anxiety but I'm scared to go to my GP in case she (the social worker) uses this against me. I feel she has a vendetta against me. My kids can't stand her and won't tell her anything. I was given a list of do's and don'ts but she keeps changing these and even though she says she'll write out an updated list she never does. I never know where I am or what to do next. I just do my best and try to keep her off my back."

2.16. We did not see use of formal advocacy during the assessment phase though it was clear that some children were offered advocacy to help them make best use of services. Some good practice was identified: in their interviews with inspectors, social workers were often able to describe the persistent efforts they had made to gain children's wishes and feelings. It was disappointing that despite the importance attributed by staff to seeking children's wishes and feelings assessment analysis and resulting plans often lacked a sufficient focus on promoting best outcomes for the child.

Practice example

Lucy* was in need of support due to her mum's alcohol dependency. Without parental boundaries she was starting to make poor choices and her education and health were suffering. At first Lucy was not able to articulate how she might benefit from support. The social worker helped her to think about some-one in whom she could trust to help her express her views. Lucy identified a close family member as a source of support and as a result has been able to work out a safety and support plan that she and her mum understand and agree to; including a safe place for Lucy to go if things go wrong. Lucy had resumed good attendance at school and was no longer staying out late. Her "advocate" continues to offer support.

2.17. Although some of the assessments seen, including complex assessments, were of a sufficient quality that utilised a range of information, including from partners and families to inform the analysis, evidence of good quality of social work practice elicited by inspectors through interviews with staff was not always well reflected in the case recording. Neither did the electronic information system support an accessible overview of social services engagement with families. In many cases records did not reflect the work undertaken with individual children in families. The impact of poor recording practice was to prevent new workers or those taking over a case when the allocated worker was

absent, as well as managers, from swiftly understanding the needs and risks associated with children and families. This was of particular significance in this authority at this time given the current high staff turnover of social workers and operational managers.

2.18. Workflow arrangements for the transition of cases out of the DAT to long term childcare teams and between long term teams were theoretically agreed and understood. However, the workforce capacity issues in DAT were replicated in both the Family Intervention Team (FIT) and the Looked After Children (LAC) Team. Neither FIT nor LAC team had a substantive team manager and there were vacancies and interim appointments at senior practitioner level in both teams. These arrangements were very fragile and compounded by the short-term nature (three month) of the agency staff contracts and the lack of adequate business support arrangements for all the teams. This meant that in practice the transition of case work between teams was reliant on workforce capacity rather than the allocation policy. Consequently, cases were sometimes held back in DAT pending availability in FIT or LAC team thus further intensifying the pressure on access services. Similarly the long term child care teams frequently used capacity criteria to manage the influx of work rather than the best experience or expertise of workers to accept cases. This situation was exacerbated by the high turnover of staff and managers in these teams.

2.19. The authority had recognised these pressures and had attempted to mitigate by investing in agency workers to fill all vacancies as soon as they arose despite the high dependency this created. There had also been a relaxation in the distinct allocation criteria for FIT and LAC team, effectively creating a more generic allocation process across both teams. This latter tactic had not been well communicated to staff, many of whom told us they felt their specialist skills or preferred areas of work were undermined and that this practice was increasing the complexity of their already only “just manageable” caseloads.

Quote from staff survey

“One week we are a LAC team, then the next we are a generic team. It is so difficult to have a mixed case load – court work and child protection work is always priority, I feel bad that I cannot give the time and commitment to the looked after children, no time to do life story work etc. It feels that duty team cannot wait for cases to be transferred and when cases are transferred it is never seamless.”

2.20. The effect of the workforce instability for many children and families was that they experienced frequent changes of social worker often at short notice. This had impacted negatively on the quality of casework and relationships between children, families and staff. In a significant minority of cases the quality of social work support was poor, with an overall lack of purpose, leading to slow progress against the care and support plan.

2.21. Inspectors saw evidence on the files that managers sign off assessments and provide comment. It was positive that this process was timely. Most of the manager's comments regarding assessments related to next process steps rather than a reflection on the content, the quality of the assessment and the resulting plan. As with access arrangements, senior management oversight of the quality of assessments required significant strengthening.

Conclusion

The quality and timeliness of child protection enquiries was inconsistent. The process for organising strategy discussions was not effective and did not routinely include information from all relevant partners. New arrangements had been confirmed and urgent action was required to ensure that these were clearly understood, implemented consistently and that as a result unacceptable delays to child protection enquiries were avoided in future. Assessments were of a variable quality; where they were good there was evidence of utilising a range of information to inform the risk analysis. Social workers made persistent attempts to elicit the children's wishes and feelings and some good use was made of informal advocacy to support children to make best use of support offered. However, good social work practice reflected in the content of some assessments was undermined by the limited range of resources available to support work with children and families and lack of sufficiently experienced and stable operational management and staff across the long-term child care teams. Frequent changes in social worker resulted in a loss of impetus that impacted on engagement with families. Although most assessments were shared with children and families, lack of effective engagement resulted in them not being sufficiently clear about the purpose of the help, care and support and/or protection they received. The quality of recording throughout the assessment process was poor and consequently hampered those taking over a case from swiftly understanding the needs and risks associated with children and families. This was of particular significance given the high level of churn within the workforce. Management oversight of the quality of assessment was insufficiently robust in terms of challenge and quality control.

Leadership, management & governance

What we expect to see

Leadership, management and governance arrangements together establish an effective strategy for the delivery of good quality services and outcomes for people. The authority works with partners to commission and deliver help, care and support for people. Leaders, managers and elected members have a comprehensive knowledge and understanding of practice and performance to enable them to discharge their responsibilities effectively. Services are delivered by a suitably qualified, experienced and competent workforce that is able to recognise and respond to need in a timely and effective way.

Summary of findings

- The council had determined the principle that vulnerable children and families should be safeguarded and supported and all staff and managers expressed commitment to promoting the safety and well-being of the children and families they worked with; there was a good level of political support for the council's strategic direction for services for children.
- The council's strategic direction needed to be translated into a strategy for delivering children's services that is effectively communicated to staff, partners and service users.
- Senior leaders recognised that the pace of improvement needed to accelerate for the authority to be assured that arrangements for delivering good quality services and outcomes for children and families are effective; recent increased investment in services for children provided evidence of the council's commitment to promoting improvement.
- Elected members' ability to challenge performance needed to be strengthened by improved information about the quality of services and the experiences of children and families receiving these.
- Senior leaders were committed to improving children's services but did not have a comprehensive knowledge and understanding about the complexities and risks involved in delivering children's services; nor about practice and performance to enable them to discharge their responsibilities effectively.

- Senior leaders recognised the significant challenges they faced to achieve delivery of the planned transformation agenda at an appropriate pace to assure rapid improvement to services whilst ensuring that staff, service users and partners were effectively engaged in the process.
- Commissioning arrangements and resource allocation to services for children and families was not being used effectively to promote the most positive impact on outcomes for children and families; the voices of children and families were not sufficiently captured or used to shape service development.
- Performance information and quality assurance monitoring did not effectively drive continuous improvement; quality assurance arrangements did not include sufficient feedback from children and families.
- The local authority expressed a strong commitment to learning and development; despite capacity issues staff were positive about the range and volume of training and development opportunities available.
- Caseloads were becoming increasingly pressurised both in terms of volume and complexity across all teams; this impacted on the quality and consistency of work undertaken with children and families.
- A robust strategy for recruitment and retention of the full range of social work and support staff, including a workforce succession plan, needed to be developed and implemented urgently.
- Staff supervision was insufficiently frequent and often of poor quality; there was a significant vulnerability at team manager and senior practitioner level across the service.

Explanation of findings

3.1. The council had determined the principle that Anglesey's vulnerable children and families should be safeguarded and supported to build resilient and independent lifestyles. This vision was shared and understood at the most strategic level within the council and all managers and staff interviewed expressed commitment to improving wellbeing and safety outcomes for children and families. But the strategic direction for children's services had not yet been translated into a strategy for delivering services that had been effectively disseminated to the workforce or shared with key partners. Specifically we found that there was not a common understanding amongst staff or partner agencies about the approach being taken by the local authority to redefine and further develop IAA and preventive services or to promote improvement. The disconnect between strategic planning and a clear focussed framework for delivery of children's services militated against staff, operational managers and partners understanding what was expected of them.

Quote from staff survey

“I am unsure of what the performance indicators are. I am aware that there is a business plan, but they don’t really provide us with a clear direction.”

3.2. The impact of this was confusion about future operational arrangements including the proposed routes into preventive services and pathways between these and the statutory sector. Also staff and partners at all levels expressed concern regarding the capacity of the service to promote the level of sustained improvement needed, in the face of increased demand, to promote the wellbeing of children and families.

3.3. Inspectors found a good level of political support for the council’s strategic direction for children’s services. A cross-party panel of elected members had been convened to meet monthly to oversee the delivery of the children’s services improvement plan and the implementation of the SSWBA. There was a consensus amongst the panel that they were clear about the improvements needed in children’s services and that they were committed to supporting and holding officials to account to achieve these. Members had also attended training on the SSWBA so were aware of the implications of the Act on the service and the authority. It was disappointing that despite the high levels of commitment expressed the pace of improvement and of implementation of the SSWBA had to date been too slow.

Composite quote from panel interview

“As you know we’re committed to preventive services and information, advice and assistance; to keeping children out of care through providing care and support to tackle issues early enough. We see the importance of this work as an investment in helping families become more resilient and giving children the best start. This is our vision.”

3.4. The scrutiny arrangements undertaken through the Executive and the Corporate Scrutiny Committee were well established. Committee members understood their challenge role and could provide some positive examples of how they discharged their responsibilities in monitoring the council’s performance. Inspectors found that the reports provided to scrutiny did not always include a sufficiently robust analysis and believed that elected members’ ability to understand and challenge performance could be strengthened by improved information regarding the quality of services and the experience of people receiving these. A greater emphasis on eliciting feedback from children and families about their experiences and a more thorough interrogation of information about emerging trends arising from the impact of the preventive sector and that inter-relationship with statutory provision was needed to provide greater assurance that outcomes for children and families were improving.

3.5. Leadership, management and governance arrangements were in place that complied with statutory guidance. We observed appropriate accountability and reporting links between the chief executive officer (CEO); the director of social services (DSS); the leader of the council; and the portfolio holder for children. This group, although confident in its ambition, was only recently established and was still developing its knowledge, working relationships and accountabilities. We found that senior leaders did not have a comprehensive knowledge of the complexities and risks involved in delivering children's services; nor about practice and performance to enable them to discharge their responsibilities effectively. We noted that formal mentoring arrangements were established for the DSS. The DSS was pro-active about facilitating her own learning and met regularly with the head of children's services to review progress. It was also positive that elected members undertook regular visits to front line staff to directly hear their views.

Quote from staff survey

"Decision making processes need to be streamlined – less bureaucracy. Need to cut down on the processes to get an outcome. Getting a Special Guardianship Order is excruciatingly long winded. Revocation of care orders is also process driven rather than dealing with the issue and getting it into court. Everything takes too long. Senior managers need to make decision processes quicker – too many panels. Senior management need to be more flexible so that cases can be heard not just throw them out and delay and put children at risk just because paperwork was in a little late. If they are not up to assessing risk in a short timescale they should not be in the job."

3.6. We were assured by the senior leadership team (SLT) that arrangements were in place, through departmental safeguarding targets and regular inter-departmental meetings to ensure that children's services and wider safeguarding issues were visible across the council. Despite positive working relationships with children's services heads of departments recognised that this did not always sufficiently ensure that children and families received a fully 'joined-up' service. More work was needed to better integrate cross-directorate working to reduce duplication and to improve outcomes for children and families.

Quote from senior manager

"We do work closely with children's services at times, but don't have a clear profile of their needs. There is silo working here, but we are trying to close those silos. Housing/education services will do all they can to support families to prevent homelessness/educational breakdown but this happens more informally than formally."

3.7. SLT reported good working relationships with partners and this view was reciprocated by the third sector and statutory partner agencies we interviewed. We noted the recent appointment of a strategic lead for children within the local health board and we were made aware of some initial multi-agency work to develop new processes and revised documentation required by the SSWBA. A regional Partnership Board has been set-up and Anglesey council's contribution to this, to the regional Safeguarding Children's Board (SCB) and to the Prevent agenda was apparent. However, evidence from case reviews as well as interviews with staff, managers and partners indicated that partnership arrangements fell short of an effective, integrated approach to developing/delivering services to children and families. We found that agencies worked harmoniously alongside each other rather than genuinely holding each other to account for their contributions to wider safeguarding arrangements.

Quote from staff survey

"Partnerships with other agencies are forged through personal knowledge and relationships and the motivation of individual social workers. There is no corporate response to partnership working and accessing resources for service users."

3.8. At the time of this inspection, Anglesey children's services was facing continued ongoing challenges associated with stabilising the workforce, implementing new legislation and re-organising provision to more effectively deliver IAA and preventive work as well as statutory services to children and families, all against the backdrop of austerity and increased demand. The temporary absence of the longstanding head of service had also resulted in a loss of local knowledge and expertise. The SLT and elected members recognised these challenges and had developed an improvement plan for the service.

3.9. Senior leaders acknowledged a lack of sustained management focus in the past; also that delivery of progress against the improvement plan had been too slow. Inspectors noted the authority's improved focus on children's services through increased investment both to baseline budget and for improvement projects and we welcomed the council's programme of transformational change. Alongside the wider implementation of requirements arising from the SSWBA this included: the development of an IAA hub; setting up a resilient families team; and the more effective alignment of IAA and preventive services with the statutory sector. It was also essential to determine how preventative and statutory services could work better together to produce proportionate assessments and to concurrently address eligible and non-eligible needs; this aspect needed to be incorporated into the agenda for change.

3.10. The authority had recruited additional management capacity to support the transformational change programme. This was led by an experienced seconded children's services senior manager and overseen by a panel of elected members. Inspectors had serious reservations about the pace with which these plans had progressed. The main

concern identified was the lack of secure workforce capacity to consecutively achieve desired changes to preventive provision, implement the SSWBA and to secure the improvement needed in meeting statutory responsibilities. Despite some high level proposals such as the intention to transition TAF services from lifelong learning to children's services, there was as yet no clear 'road map' for how these changes were to be achieved. The SLT and elected members fully acknowledged that they still had much to do to shape their improvement aspirations into a focussed holistic framework for delivery of services to children and families. It was recognised that the focus had to date been too much on the project plan and not enough on engagement or action. The authority needed to be more proactive to ensure that the speed of change is accelerated and is undertaken in a way that takes staff with them and supports the meaningful engagement of partners and service users.

3.11. We found that commissioning arrangements and resource allocation to services for children and families were not being used effectively to promote the most positive impact on outcomes for children and families. Inspectors found insufficient evidence that the authority had used detailed knowledge of its population to inform its commissioning arrangements. Also that they had been too slow to engage with children and families to ensure their voices were sufficiently captured to contribute to shaping service delivery. We noted the intention to make use of local data collected for the regional population assessment and of the national well-being outcome indicators in future. However, the authority, together with partners, rapidly needs to develop a cohesive approach to the collection and analysis of information about the needs of local communities, as well as performance information, particularly at the interface between preventive and statutory services, to create a robust evidence base to support their strategic plans. Also to gain an understanding of the potential impact of IAA and preventive services on mitigating the need for children and families to (re)enter statutory provision.

3.12. Managers had access to performance data through the corporate performance officer and information was being used to measure some aspects of performance. We noted the constructive use the head of children's services had made of performance data to support the business cases for greater investment in children's services and the IAA hub. Although information systems supported the development of bespoke reports management information was not systematically used to challenge performance or to improve the quality of services for children and families. Inspectors were concerned that although routinely captured, performance information such as that relating to repeat contacts, re-referrals and assessments was not used to constructively challenge the authority's and/or their partners practices.

3.13. Managers recognised that overall quality assurance mechanisms required improvement. A safeguarding and quality assurance unit had been established and a quality assurance and performance reporting framework was in place. However, this was significantly underdeveloped and did not have the capacity to monitor progress against the children's services improvement plan. We found the work of the unit focussed mainly on the assurance of looked after children reports and on statutory child protection

processes. Routine auditing of cases by managers more broadly across children's services had not been embedded into core business. Nor did performance monitoring and quality assurance arrangements include: a multi-agency approach to monitoring thresholds; information gained from a sufficiently wide range of sources, including user feedback; or direct consultations with staff. We noted that the outcomes of complaints and compliments were shared with service managers and discussed at a quarterly panel but there was no consistent mechanism for highlighting learning points or for effectively disseminating these to inform service improvement. We found that reporting on performance and quality had not yet routinely or effectively been collected and collated in a way that was sufficiently meaningful to better inform analysis of service efficacy in respect of improving outcomes for children and families. Consequently, the use of performance information and quality assurance monitoring to drive continuous improvement was not consistently effective.

3.14. The local authority was aware of a long-standing requirement to improve services for children and families in Anglesey and acknowledged that, despite some improvements to practice, progress to date had not kept pace. However the CEO, senior managers and elected members gave a strong commitment to ensuring a service culture that welcomed constructive feedback in support of learning, development and sustaining improvements. Most staff we interviewed, despite capacity issues, were positive about the availability/ accessibility of training and development opportunities. All staff had attended SSWBA training, were enthusiastic, and demonstrated a good level of understanding about the principles of the Act and the changes in practice implementation would require of them.

Quote from social worker

"Coming through a difficult period and the new Act is an opportunity to look at prevention and practice so hope for improvement."

3.15. However following training progress had paused in implementation and the important enthusiasm of staff was beginning to wane. There was limited confidence in what the future structure would look like and how it would be staffed. Systematic arrangements were not sufficiently well-established across the service to capture and disseminate wider learning from social work practice or service user feedback. This coupled with lack of capacity and ineffective management oversight identified through the cases we reviewed inhibited professional development.

3.16. Impediments to recruitment and retention of a skilled, competent, suitably qualified and experienced workforce had negatively impacted on performance in children's services. High sickness/absence rates had exacerbated this problem. There was a particular vulnerability at team manager level. Reliance on short-term contracts for agency staff, whilst a constructive tactic to alleviate pressure of work, had compounded inconsistencies in practice and decision making to the detriment of children and families receiving services. Many of the complaints seen by inspectors echoed concerns around frequent

changes of social worker and lack of or poor communication. Strategies for recruitment and retention of the full range of social work and support staff, including a workforce succession plan, needed to be developed and implemented urgently if the authority is to deliver the changes necessary to improve outcomes for children and families.

Quote from social worker

“A service user threw in my face you’re the seventh social worker – how long will you be around? Now due to a change in role this person will have another change. This makes me feel terrible.”

3.17. The majority of staff and operational managers we interviewed told us that they were proud to work for Anglesey children’s services and that on the whole they felt the work they did was valued. However, whilst workloads were “just manageable” they were becoming increasingly pressured, both in terms of volume and complexity. Partners also raised concerns that social workers and managers taking on transferred cases did not always have sufficient time to read or understand the history and context of the case. Furthermore, staff were frustrated and concerned about how lack of social worker capacity and inadequate levels of business support hindered them from forming effective working relationships with children and families; this alongside and an unwieldy electronic recording system was the cause of some stress and anxiety amongst the workforce.

3.18. We noted the completion of the job evaluation scheme had the potential to improve the prospects of recruiting and retaining social workers but inspectors were not confident that a pay award in itself supported retention or that the outcome of the job evaluation scheme would have a positive impact on the recruitment of business support staff.

3.19. It was apparent, in general, that staff morale had improved recently, and responses to the staff survey we administered supported this. However, varying levels of concern were expressed about the potential impact of forthcoming change, in particular about flexible and agile working. It was also positive that social workers generally experienced all managers across the service as equally approachable and responsive and that they were helped to manage their work demands. We found that staff morale whilst improving remained fragile.

3.20. Many staff told us that they did not have regular supervision and that there was no structured induction for agency staff or enhanced provision for newly qualified workers. This was a significant deficit particularly in an authority currently vulnerable to staff leaving, fragile morale and so heavily reliant on agency staff.

Quote from staff survey

"I was given no induction and was given a caseload on my second day, therefore I am only now in the process of familiarising myself with what support is available to families locally. This puts me under even more pressure."

3.21. Evidence obtained from our review of supervision and appraisal records demonstrated that staff supervision was insufficiently frequent and often of poor quality. Supervision records lacked reflective supervision and did not consider welfare or training needs. Records we saw mainly reflected task centred case discussion. None of the appraisal documentation we reviewed included reference to social work competencies or continuous professional development for social workers. Nor did we see clear performance objective setting for either personal or professional development.

3.22. There was significant vulnerability identified at team manager and senior practitioner level across all of the teams. The supervision received by team managers and senior practitioners was less regular and often said to be vulnerable due to competing demands. There was also no proactive induction or training programme for staff moving into the management role. Managers and staff expressed growing anxiety that the inconsistencies of both management time and experience was increasingly impacting on the resilience and safety of the service as well as on the quality of services received by children and families.

Conclusion

Senior leaders held a shared vision for improving safeguarding and for promoting services that supported children and families to achieve resilience and to lead independent lifestyles. They had sought to strengthen this commitment through increased investment in children's services. Strategic plans needed to be translated into a strategy for the delivery of good quality and well integrated preventive and statutory services. The strategy should be better disseminated throughout the workforce and more effectively shared with partners. The council needed to build-on the relationships it has with partner agencies to ensure a shared ownership of the strategic direction for children's services and also the operational drive needed to improve services and outcomes for children and families. Senior leaders acknowledged that their focus on services for children had been insufficient in the past and the pace of improvement too slow. In recognition of this the council was about to embark on an ambitious transformational change programme however concerns were identified about the lack of secure workforce capacity to deliver desired change against a backdrop of austerity and increased demand. More focussed, sustained and faster improvement was needed to effectively promote the safety and wellbeing of children and families.

An analysis of the ongoing risks and needs of communities did not inform planning for children's services. Performance management arrangements, quality assurance monitoring or strategies to ensure the authority sustained a culture of learning did not include the voices of children and families. Nor were they sufficiently well embedded to provide a thorough understanding of the difference that help, care and support and/or protection was making for children and families. Senior leaders needed to improve their knowledge about practice and performance to enable them to discharge their responsibilities more effectively.

The workforce was committed to achieving good outcomes for children and families and although, fragile staff morale was apparently improving. However, services were not always delivered by a skilled, competent, suitably qualified and experienced workforce that had the capacity to consistently and effectively help, care and support and/or protect children and families. There was a particular vulnerability at team manager level. Managers, including senior managers, were seen as accessible and a good range and volume of training opportunities were available for staff. But there needed to be stronger oversight of practice, more frequent and better quality staff supervision and the prospects for leadership development needed to be strengthened to support the workforce to deliver services that result in positive outcomes for children and families.

Methodology

Pre-fieldwork

The authority completed a self assessment and provided CSSIW with documentation and performance information relating to the focus of the inspection. The information provided was reviewed and used to shape the detailed lines of enquiry for the inspection.

Fieldwork

The inspection team were on site in Anglesey for eight days during November 2016.

Case review: inspectors considered 46 randomly selected cases and explored 20 of these in further detail with social workers and their managers, other professionals involved and children and families. We undertook 24 interviews with allocated case workers and team managers as well as 7 interviews with children, families and/or carers. One follow-up interview with another professional was undertaken.

Interviews & focus groups: inspectors conducted 20 group or individual interviews with senior managers, staff, elected members and partners.

Staff survey: an on-line SNAP survey was administered to 76 staff in children's services; 31 questionnaires were returned.

Observation of practice: inspectors observed the work of the duty & assessment team and the legal gateway panel.

Review of complaints & compliments: inspectors reviewed all complaints and compliments that were made about children's services between April and September 2016.

Review of supervision & appraisal documents: inspectors reviewed a random sample of 11 children's services staff supervision and appraisal documents.

Further detail regarding the framework for local authority inspection, engagement and performance review can be viewed here: <http://cssiw.org.uk/providingacareservice/our-inspections/how-we-inspect-local-authorities/?lang=en>

Inspection team

The inspection team consisted of four inspectors:

- Lead inspector: Bobbie Jones
- Team inspectors: Christine Jones, Marc Roberts, Katy Young

Acknowledgements

CSSIW would like to thank the people who contributed to the inspection: children, families and carers, staff and managers of Anglesey Council; the service providers and partner organisations, including the third sector for their time, cooperation and contributions to this inspection.

Isle of Anglesey County council	
Report to:	Executive Committee/ Corporate Scrutiny Committee
Date :	20/032017/ 13/03/2017
Subject:	Children Services Improvement Plan
Portfolio Holders(s)	Aled Morris Jones
Head of Services:	Llyr Bryn Roberts
Report Author : Tel : E-mail :	Llyr Bryn Roberts - Interim Head of Children Services (Operations) 01248 752 765 llyrbrynroberts@YnysMon.gov.uk
Local Members	Relevant to all Members

1.0 Background

- 1.1 Care & Social Services Inspectorate Wales (CSSIW) have developed a new framework for local authority inspection, engagement & performance review. The overarching approach to inspection, engagement and performance review is engagement with people, staff and elected members. Their aim is to support rigorous evidence and information gathering which both contributes to the assurance process and enhances the accountability of senior officers and elected members for the sufficiency and quality of social services. Central to this approach is the introduction of a core inspection programme of children's and adults social services.
- 1.2 Ynys Mon Children Services were inspected by CCSIW during October and November 2016.

2.0 Scope of the inspection

- 2.1 The inspection focused on how children and families are empowered to access help and care & support services and on the quality of outcomes achieved for children in need of help, care & support and/or protection, including children who have recently become looked after by the local authority. The inspection also evaluated the quality of leadership, management and governance arrangements in place to develop and support service delivery.

- 2.2 The scope of this inspection included:
- Children and young people (re)referred to the local authority, including those for whom urgent action has to be taken to protect them;
 - Children & families signposted and/or “stepped down” to preventative services;
 - Children subject to assessment;
 - Children becoming looked after; and
 - Children subject to child protection enquiries.
 - The quality of Information provided to children, young people and their families by the IAA service
 - The experience of and outcomes for children, young people and their families who have received Advice & Assistance from the IAA service
 - The leadership, governance and partnership arrangements in place to support delivery of the IAA service.
- 4.0 The Local Authority received a draft report from CSSIW on 3rd January 2017 which outlined areas that required improvement and requested the Service provide an Action Plan in response to the recommendations in the report. The Final CSSIW report will be published on 7th March.
- 5.0 Service Improvement Plan (Attached)**
- 5.1 Over the last few months Children Services have been working on a revised Service Improvement Plan (SIP) to meet the requirements of the CSSIW Inspection report. The previous SIP is now closed and a report will be provided confirming closure.
- 5.2 The main priorities for the new SIP include:
- a) Workforce development focusing on recruitment, retention and development opportunities for Managers to provide suitable support for staff.
 - b) Improving the quality of practice in relation to child protection, assessment and intervention with children and families and ensuring social work intervention is aligned with the different way of working with families under the new Social Services and Wellbeing Act (2014).
 - c) Strengthen operational plans with partners to support effective co-ordination of services.
 - d) Strengthen Performance management and framework and quality assurance arrangements within the Service.
 - e) Re-model the service structure to address the need for improved preventative and intensive interventions and improving Manager’s capacity to effectively support and supervise staff.
 - f) Implementation of an Information, Advice and Assistance Hub within Children Services.

- g) Implementing the Resilient Families Team providing intensive support to children, young people and their families in order to remain living with their families.
- h) Improve the local authority's responsibility as a Corporate Parent for looked after children.
- i) Continue to support senior leaders and members to improve their knowledge and understanding of the complexities and risks involved in delivering children's services.

6.0 Conclusion

6.1 The SIP is focusing on areas that require significant progress during the next 12-18 months. CSSIW have welcomed the commitment expressed by the senior officers and representatives of the council and the constructive approach in response to the inspection. Children Services staff have been consulted and aware of the work required. Key partners are in agreement of the need to strengthen operational plans to support effective co-ordination of services.

6.2 Work has already commenced on a number of key areas. Monitoring the progress and the implementation of the SIP will occur through SLT, Members Panel and through regular meetings with CSSIW.

ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT	
1. A confident and competent workforce with sufficient capacity to provide a consistent and effective service.						
1.1	<p>Develop the Workforce Strategy to include:</p> <ul style="list-style-type: none"> Recruitment good practice Retention and support Clear induction arrangements Buddying Coaching and mentoring Shadowing Enhanced post qualification training and development opportunities First year in practice guidance <p>Links to CSSIW Recommendation 5: A robust workforce strategy should urgently be developed to include short, medium and long term aims for recruitment and retention of social workers.</p>	<p>Melanie Jones, Service Manager SCS</p> <p>Supported by:</p> <p>Ann Postle, Practice Learning Co-ordinator</p> <p>Dawn Owen, Team Manager Fostering</p> <p>Llyr Ap Rhisiart, IFSS</p> <p>Kelly Schofield, Senior Practitioner</p>	<p>January 2017</p>	<p>Document completed by April 2017</p>	<ol style="list-style-type: none"> Initial Workforce Strategy Paper drafted. Session on Induction guidance for Managers arranged for March. Corporate Induction session available on a monthly basis for new staff. First year in practice guidance being reviewed by Practice Learning Co-ordinator. 	<p>Audit of work providing evidence of a confident and competent workforce.</p> <p>Clear improvement in recruitment and retention rates with more staff recruited to permanent posts and reduction in staff leaving</p> <p>Induction - all new staff receive a comprehensive induction and are fully aware of their roles and responsibilities.</p> <p>Manager's skills and understanding of good recruitment practices is observed.</p> <p>Newly qualified social worker's report they have received clear guidance and expectations, support, and constructive feedback regarding their practice and on the quality of their work.</p>

CSSIW recommendations in red - high priority

	ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
		Leighton Rees, Interim Head of Children Services				Staff report positive satisfaction in the workplace and feel supported in carrying out their responsibilities.
1.2	<p>Resolve Staffing matters to include:</p> <ul style="list-style-type: none"> Recruit to permanent posts Exit strategy for agency staff <p>Extend Agency staff contracts until end of June 2017 to ensure workforce of sufficient numbers and experience and mitigation against failure to appoint to vacant posts.</p>	<p>Interim Heads of Children Services</p> <p>Supported by:</p> <p>Service Managers</p> <p>Ceri Jarvis, Human Resources officer</p> <p>Team Managers</p> <p>Rhys Roberts, Finance</p> <p>Dafydd Bulman,</p>	Nov 2016	December 2017	<ol style="list-style-type: none"> We continue to advertise for vacant posts through: <ul style="list-style-type: none"> LA and regional websites Sell2Wales Newspapers University Social Work posts open for students qualifying during the year. HR recruitment briefings have been held for Managers. HR to provide regular updates regarding recruitment and retention rates for the Service. Continued guidance from Finance on cost implications of agency staff. Exit strategy is in place for agency staff where posts have been filled by permanent workers. 	<p>A stable and permanent workforce which results:</p> <ul style="list-style-type: none"> Consistency of practice across the service. Improved quality of support to children and families. Better relationships established between families and social workers leading to improved outcomes for children and families. <p>Partners report an improvement in joint working with Children Services due to reduction in staff turnover.</p>

CSSIW recommendations in red - high priority

	ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
		Strategic Transformation and Business Manager				
1.3	<p>Review of Supervision Policy. This will include following:</p> <ul style="list-style-type: none"> • Code of Practice • Formal and informal or ad-hoc Supervision • Purpose of Supervision • Benefits of Supervision • Roles and Responsibilities • Minimum Frequencies and Cancellation • Planning for a Supervision Session • Recording of Supervision • Disputes • Confidentiality and Access • Links with Other Policies and Procedures <p>Links to CSSIW Recommendation 7: Senior leaders should take steps to improve the frequency, consistency and quality of front line staff supervision; an assurance mechanism must be implemented to ensure compliance and quality.</p>	<p>Interim Head of Children Services</p> <p>Supported by:</p> <p>Ann Postle, Practice Learning Co-ordinator</p> <p>Gemma Williams, Team Manager</p> <p>Llyr Ap Rhisiart, IFSS</p> <p>Service Managers and Team Managers</p>	Dec 2016	<p>Document completed by March 2017</p> <p>QA Audit held in June 2017 confirming compliance with Supervision policy</p>	<ol style="list-style-type: none"> 1. Supervision policy drafted for consultation at staff Conference on 27.2.17. 2. Training on the Risk Model and its link with staff Supervision to be provided to all staff by end of June. 3. Practice Leaders and Managers to undertake audit of case files, providing feedback during supervision and showcasing exemplar work across the service. 4. Supervision training to be provided to all staff and Managers by end of June. 5. Quarterly reports required to HOS regarding compliance with Supervision Policy. 7. Audit of Supervision to be undertaken by Service Managers 4 times a year and dip sampling. 	<p>Staff report that they are effectively supported to carry out their duties.</p> <p>Staff positively report that the quality of their assessments and plans have improved through regular and quality supervision.</p> <p>Managers' report that they are enabled to support staff to the required standards.</p> <p>Clear guidance on standards and good practice clearly communicated and available to all through regular Supervision.</p> <p>Managers complying with the Supervision Policy and Risk Model incorporated into Supervision sessions with staff.</p>

CSSIW recommendations in red - high priority

ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
					<p>Regular audits across Children and Adult Services showing good quality and consistent Supervision.</p> <p>Assurance mechanism established centrally to ensure compliance with Supervision policy.</p>
1.4	<p>Interim Head of Children Services</p> <p>Non Meleri Hughes, Training officer</p> <p>Ann Postle, Practice Learning Co-ordinator</p> <p>Dawn Owen, Team Manager</p>	January 2017	March 2018	<p>1. Training Unit are organising training by Independent Consultant on:</p> <ul style="list-style-type: none"> • Principles for making correct and safe case management decisions (management oversight of decision making) • Improving and managing practice and performance including providing constructive challenge and direction to staff • Managing difficult conversations • Providing regular and quality Supervision • Developing Practice leaders in coaching and mentoring skills <p>QA Audit of decision making and staff questionnaires</p>	<p>Managers' report enhanced confidence in their skills in making correct and safe case management decisions.</p> <p>Regular audits across the Service showing correct and safe management decisions being made by Managers.</p> <p>Staff report that they feel better supported by their line managers in carrying out their responsibilities leading to a reduction in staff turnover, improve staff retention and</p>

CSSIW recommendations in red - high priority

ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
<p>Links to CSSIW Recommendation 6: Arrangements for team managers and senior practitioners should be reviewed to ensure capacity to effectively and consistently provide management oversight of decision making, challenge and direction for staff across the service; a leadership and development programme should be made available to build resilience.</p>	<p>Llyr Ap Rhisiart, IFSS</p>			<ul style="list-style-type: none"> • Providing regular and quality Supervision 2. 4 Managers currently undertaking accredited Leadership and Development training. 3. Service restructure and establishing smaller operational Teams will ensure increased capacity for Managers to provide consistent guidance, supervision and support to staff. 4. HR to provide regular updates regarding recruitment and retention rates for the Service. 	<p>providing stability in the workforce.</p> <p>Regular case file audits showing an improvement in the quality of assessments and care and support plans.</p> <p>Increased confidence in workforce and organisational reputation in feedback from partners.</p>
<p>1.5 CSSIW Recommendation 4: Continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children's services to assure themselves, partners, staff and communities that their responsibilities are discharged to maximum effect.</p> <p>CSSIW Recommendation 8: Strong political and corporate support for children's services must</p>	<p>Dr Gwynne Jones, Chief Executive</p> <p>Dr Caroline Turner, Director of Social Services</p> <p>Elected members</p>	<p>January 2017</p>	<p>On-going</p>	<ol style="list-style-type: none"> 1. SS&WB Member panel to continue to monitor the completion of the Service Improvement Plan. 2. Elected members and Senior Leaders to continue with regular Laming visits. 3. Corporate Parenting work to be further developed (see.5.3). 4. Additional resources required to provide more insight regarding the 	<p>Senior leaders' and elected members' report that their involvement in the Social Services panel has developed their understanding of the key underlying issues and risks associated with the service and their ability to scrutinise the effectiveness of the service.</p> <p>Senior leaders and elected members report that the Service Improvement Plan is delivered on time and to the required quality.</p>

CSSIW recommendations in red - high priority

ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT	
<p>continue to ensure the service improvements needed are prioritised and the pace of improvement accelerated and sustained.</p>	<p>Head of Children Services</p>			<p>complexities of Children Services</p>	<p>Senior managers within the service report that the support and challenge provided by senior leaders and elected members have continued to improve.</p> <p>Professional partners and communities report that the Council are effectively discharging their responsibilities in line with SS&WB Act.</p>	
<p>2. Quality and timely assessments, interventions and decision making to protect, support and manage the risks for children: good quality chronologies, record keeping & research evidence and tools</p>						
<p>2.1</p>	<p>Improvement in the quality of practice.</p> <p><u>Areas of focus:</u></p> <ol style="list-style-type: none"> 1. Child protection, child protection and LAC social work visits 2. Risk Model – improve analysis of risk 3. Assessment - What matters, 5 areas of assessment. 	<p>Interim Heads of Children Services</p> <p>Supported by</p> <p>Non Meleri Hughes, Training officer Human Resources</p>	<p>January 2017</p>	<p>March 2018</p> <p>QA Audit confirmed improvements in the quality of practice</p>	<p>Training Unit are arranging training for all social care staff on:</p> <ol style="list-style-type: none"> 1. Child protection 2. Risk Model – improve analysis of risk and aligned to Supervision. 3. Assessment - What matters, 5 areas of assessment. 4. Outcomes focused. 5. Care and Support plans. 	<p>An improvement in outcomes for children and young people with a reduction in children on CPR and looked after</p> <p>Evidence in 'prevention' and 'supporting' with more children remaining at home.</p>

CSSIW recommendations in red - high priority

ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
<p>4. Outcomes focused plans 5. Complete Care and Support plans under the SS&WB Act 6. Establish and maintain high quality relationships with children, young people and their families. 7. Record keeping 8. Collaborative Communications' course on strengths based conversations.</p> <p>Recommendation 10: The quality of assessments and plans should be improved to ensure that they are consistently of a good quality, with a clear focus on the needs, risks and strengths of children and families, and that desired outcomes, timescales and accountabilities for actions are clear.</p>	<p>Ann Postle, Practice Learning Co-ordinator</p> <p>Laura Mowbray, Transformation Programme Manager</p> <p>Service Managers</p> <p>Gemma Williams, Team Manager</p> <p>Team Managers</p> <p>All staff</p>			<p>6. How to establish and maintain high quality relationships with children, young people and their families. 7. Record keeping. 8. Guidance to be developed on good practice around record keeping. 9. Practice guidance to be developed around CP and LAC social work visits.</p>	<p>Regular audits undertaken confirming improvements in the quality of practice, assessing risk and record keeping.</p> <p>Regional templates for 'assessment' / 'care and support planning' which clearly records needs, risks, strengths, outcomes, accountabilities for actions and their associated timescales are available for use within the service.</p> <p>Regular audits showing an improvement in the quality and consistency of record keeping and they are up to date and are systematically stored.</p>
<p>2.2 CSSIW recommendation 3: Senior leaders in social services and the police will work together to ensure improvements to the: 1. quality, 2. consistency and 3. timeliness of child protection enquiries.</p>	<p>Interim Head of Children Services</p> <p>Supported by Alex Kaitell,</p>	<p>January 2017</p>	<p>October 2017</p>	<p>1. Monthly meetings arranged between Children Services and NWP to address operational matters and to develop a Practice Guidance around child protection referrals,</p>	<p>Regular audits show an improvement in the quality, consistency and timeliness of child protection enquiries leading to improved outcomes for children and young people.</p>

CSSIW recommendations in red - high priority

ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
<p>Practice Guidance to be developed between Police and Children services around child protestation referrals, strategy discussion/meetings and enquiries.</p>	<p>Service Manager DCI Andy Williams, NWP</p>			<p>strategy discussion/meetings and enquiries. 2. HOS is made aware of any on-going operational difficulties in relation to joint working with the Police to ensure they are urgently addressed and that children are not left in vulnerable positions. 3. Audit to be undertaken to monitor the quality, consistency and timeliness of child protection enquiries.</p>	<p>Staff report clearer guidance and improved understanding of roles and responsibilities through the implementation of the Practice Guidance.</p>
<p>2.3 CSSIW recommendation 9: Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partners' completion of Joint Assessment Frameworks.</p> <p>Practice Guidance to be developed between Children Services, Health, Police and Education to ensure clarity in relation to operational arrangements – agreed referral threshold, improvement in the quality of referrals, attendance at strategy meetings, core group meetings and information sharing.</p>	<p>Interim Head of Children Services Supported by Alex Kaitell, Service Manager Gemma Williams, Team Manager</p>	<p>January 2017</p>	<p>October 2017</p>	<p>1. Local Delivery Safeguarding Group agreed on 16.2.17 that a Gwynedd and Ynys Mon multi-agency meeting should be held to discuss current working arrangements and difficulties and to bring them to the attention of the RSCB. 2. Practice Guidance to be developed between Children Services, Health, Police and Education to ensure clarity in relation to operational arrangements – agreed</p>	<p>A multi-agency Practice Guidance clearly defines local roles and responsibilities and safeguarding arrangements.</p> <p>Improved multi agency safeguarding arrangements leading to improved outcomes and experiences for children and young people.</p>

CSSIW recommendations in red - high priority

ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT	
	DCI Andy Williams, NWP Angela Roberts, Senior Safeguarding Nurse Jayne Marr/ Enid Christie, Education			referral threshold, improvement in the quality of referrals, attendance at strategy meetings, core group meetings and information sharing, see. 3.3(4)		
3. Quality assurance and performance framework that supports the local authority in effectively managing its responsibilities towards children						
3.1	Review all children who are looked after to ensure outcome based care and support plans are in place in securing permanence. A service and corporate understanding of the profile of looked after children and children on the CPR. Review all cases where the child's name has been on the CPR for 12months + to decide if cases should be discussed in Legal	Huw Owen, Team Manager Supported by: Gemma Williams, Team Manager Rona Jones, IRO Hayley Ennis, Consultant SW	January 2017	March 2018	1. Team Managers to confirm by March 2017 which children/young people will have 'step down' care and support plans. 2. Agreement reached by March 2017 over the tasks required to achieve permanence and the intensive work required with looked after children /young people and their families to ensure 'step down' arrangements are successful. 3. Posts within Resilient Families Team and	Intensive work with those looked after children and young people who need 'step down' arrangements are successful leading to improved outcomes. Council is assured that placements are meeting the needs of looked after children and young people. Children rehabilitated safely home through placement with parents/discharge of Care Orders.

CSSIW recommendations in red - high priority

ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
Gatekeeping Panel (care proceedings)	Des Barker, CP Co-ordinator Social Workers			<p>appointments made by end of March 2017.</p> <p>4. Care planning for looked after children to be strengthened through development of additional Practice Guidance.</p> <p>5. Permanency policy ratified</p>	<p>LAC Review recommendations are prioritised by Social Workers and the pace for completing assessments and outstanding work is accelerated and sustained.</p> <p>Reduction in the number of children in residential placements by the end of March 2018 due to intensive work undertaken to move them to 'step down' arrangements.</p> <p>Costs and expenditure on costly placements have reduced significantly as a result of 'step down' arrangements for children and young people.</p> <p>Case file audit showing that care planning by Social Worker's for looked after children is significantly improved through implementation of the Practice Guidance.</p> <p>Review of looked after children and children on the CPR provides detailed information and understanding of their needs. This will assist with the prevention strategy and the work of the Resilient Families Team.</p>

CSSIW recommendations in red - high priority

ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
<p>3.2 Strengthen and embed the Quality Assurance Framework within the Service, through:</p> <ol style="list-style-type: none"> 1. IRO and CPC to report quarterly on their assessment of the operational performance through conference and review. 2. IRO and CPC to draw out, on a thematic basis, issues regarding quality and learning for the Service. 3. Managers to undertake regular audits on focused areas: <ul style="list-style-type: none"> • Supervision • Recording • Assessment • Quality, consistency and timeliness of child protection enquiries <p>Caseloads and reports regarding the quality of workers' performance to be continuously monitored.</p> <p>CSSIW Recommendation 13: Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, needs to be embedded so that managers at all levels have timely, relevant and accurate performance and quality</p>	<p>Gareth Llwyd, Quality assurance Service Manager</p> <p>Rona Jones, IRO</p> <p>Des Barker, CPC</p> <p>All Service Managers</p> <p>All Managers</p>	<p>January 2017</p>	<p>March 2018</p>	<ol style="list-style-type: none"> 1. Quality Assurance Framework has been revised and approved by Children Services. 2. Quality Assurance Action Plan agreed for the next 12 months focusing on regular audits on focused areas: <ul style="list-style-type: none"> • Supervision • Recording • Assessment • Quality, consistency and timeliness of child protection enquiries 3. Audit reports to be discussed at Children Services Management meeting to decide on actions for learning. 4. Discussions held around additional quality assurance capacity to co-ordinate arrangements. 5. Managers to provide monthly highlight reports to Service Managers and HOS on the quality of workers' performance to ensure there is sufficient capacity for them to engage effectively with children and their families. 	<p>Quality assurance reports and case file audits showing evidence of improvement in the quality of practice and learning and of safe decision making at all levels.</p> <p>Regular and timely qualitative reports are submitted without delay to the leadership team, including members.</p> <p>The organisation is demonstrating more structured governance and scrutiny arrangements through regular case file audits.</p> <p>IRO/CPC have an improved quality assurance role leading to learning and improvement in the quality of practice</p> <p>WCCIS is supporting performance management and caseload management through easily accessible 'reporting' features made available to Managers.</p>

CSSIW recommendations in red - high priority

ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
<p>assurance information to enable them to do their jobs effectively and to deliver improvements.</p> <p>CSSIW Recommendation 14: Caseloads and reports regarding the quality of workers' performance should be continuously monitored to ensure there is sufficient capacity for workers to engage effectively with children and their families.</p>	<p>Dyfrig Williams WCCIS Coordinator</p>			<p>6. Discussion regarding providing business support for Statutory Reviews and Case Conferences.</p> <p>7. Guidance to be developed around caseload management to ensure there is sufficient capacity for workers to engage effectively with children and their families</p>	<p>Managers provide monthly highlight reports to Service Managers and HOS on the quality of workers' performance to ensure there is sufficient capacity for them to engage effectively with children and their families.</p> <p>Workers have sufficient capacity to engage effectively with children and their families through Manager's implementation of the caseload Guidance.</p> <p>QA and Safeguarding Unit to drive improvement and changes to practice across the Service through learning from thematic and qualitative reports.</p>

CSSIW recommendations in red - high priority

ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
<p>3.3 Develop the performance framework for Children and Adult Services to include:</p> <ol style="list-style-type: none"> 1. Outline Performance indicators split into National, Corporate and Service performance. 2. Governance arrangements to include reporting, accountability and mechanism in driving improvement. 3. Continues improvement embedded within the framework. 4. Improvement required in priority areas of performance that is outside tolerance and targets: <ul style="list-style-type: none"> • Assessment • Lac Reviews • LAC visits • CP visits • Core group meetings • Pathway Plans <p>These will be brought back into target</p>	<p>Interim Head of Children Services</p> <p>Supported by</p> <p>Emma Edwards, Deputy Business Manager</p> <p>Service Managers</p> <p>Team Managers</p>	<p>March 2017</p>	<p>Oct 2017</p>	<ol style="list-style-type: none"> 1. Commissioning external expertise in May/June to develop the performance framework across both Children and Adult Services 2. An enhanced tracker system will be developed, based on Best Practice elsewhere; combined with a new structure for Children's Services, this will enable Team Managers/Practice Leaders to ensure visits are completed when staff are absent from work (whether on annual leave or absent due to sickness absences). 	<p>Improvement in staff's level of understanding of performance indicators and the clear link with the quality and timeliness of practice.</p> <p>This leading to a continuous improvement in performance and outcomes for children/young people – one indicator being a reduction in looked after children.</p> <p>Strengthening the reporting and monitoring arrangements in relation to Performance information.</p> <p>Performance information showing an improvement in performance and brought back into target:</p> <ul style="list-style-type: none"> • Assessment • Lac Reviews • LAC visits • CP visits • Core group meetings • Pathway Plans
<p>3.4 CSSIW Recommendation 2: Establish multi-agency quality assurance systems and training</p>	<p>Interim Head of Children Services</p>	<p>Dec 2016</p>	<p>December 2018</p>	<p>1. Agreement provided by partners to develop and support/prioritise:</p>	<p>Agreed multi-agency quality assurance system in place showing an improvement in the</p>

CSSIW recommendations in red - high priority

ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
<p>arrangements to ensure that thresholds for assessment to statutory children's services are understood by staff and partners and are consistently applied.</p> <p>Development of a multi-agency child protection thresholds protocol incorporating recent Welsh Government guidance.</p> <p>Practice Guidance to be developed between Children Services, Health, Police and Education to ensure clarity in relation to operational arrangements – agreed referral threshold, assessment threshold, improvement in the quality of referrals, attendance at strategy meetings, core group meetings and information sharing.</p>	<p>Alex Kaitell, Service Manager</p> <p>DCI Andy Williams, NWP</p> <p>Angela Roberts, Senior Safeguarding Nurse</p> <p>Jayne Marr/ Enid Christie, Education</p>			<ul style="list-style-type: none"> • Multi agency quality assurance systems • Training for Children Services staff and partners on thresholds for assessment and partners roles and responsibilities. • Development of a multi-agency child protection threshold • Practice Guidance to be developed between Children Services, Health, Police and Education to cover all the areas where development work is required. 	<p>quality and timeliness of practice.</p> <p>All staff and key partners have undertaken the identified training and there is evidence of improvement in the level of understanding and application of thresholds for referrals, assessments and child protection. This is as a result of the Practice Guidance being implemented.</p> <p>Information/referrals from Police to Children Services are scrutinised beforehand including a summary providing reason for the referral and the action requested. This will lead to an improvement in the quality of referrals and decision making and significantly reduce the volume of referrals received by Children Services at the front door.</p> <p>The quality of referrals received by Children Services is vastly improved due to the improvement in the quality of information provided by</p>

CSSIW recommendations in red - high priority

	ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
						partners. This will allow staff to focus on establishing positive relationships with families and provide quality interventions.
3.5	<p>CSSIW Recommendation 11: The quality and consistency of record keeping should be improved; all staff and managers should ensure that their records are of good quality, are up to date and are systematically stored.</p> <p>Training to be provided to staff on expected standards of record keeping.</p> <p>Record keeping Practice guidance to be developed to ensure consistency and quality.</p>	<p>Gareth Llwyd, Quality Assurance Service Manager</p> <p>Supported by Dawn Owen, Team Managers</p> <p>Llyr Ap Rhisiart, IFSS</p> <p>Gemma Williams, Team Manager</p> <p>Social Workers</p> <p>Support Workers</p>	January 2017	September 2017	<ol style="list-style-type: none"> Record keeping Practice guidance to be developed to ensure consistency and quality. Training to be provided for staff around best practice in record keeping and the Practice Guidance. Case file audit to be undertaken to monitor the quality and timeliness of record keeping on individual cases. 	<p>Routine case file audit by Managers shows an improvement in the quality and consistency of record keeping.</p> <p>Support and guidance to staff through regular and quality supervision has led to an improvement in the quality of record keeping.</p>

CSSIW recommendations in red - high priority

ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
--------------------	--------------	-------	-----	--	--------------------------------

4. Social workers working proactively with families to manage risk- spending much more time working alongside families helping them to change so that the family is a safe place for their children.

4.1	<p>Ensuring social work intervention is aligned with the different way of working with families under the new Act be focused on what matters, building on people's strengths and enabling their involvement in developing ways to address need and achieving outcomes.</p> <p>Training being provided focusing on:</p> <ol style="list-style-type: none"> 1. Collaborative Communications' course on strengths based conversations. 2. IFSS interventions 3. Culture change 4. Measuring performance 5. Motivational interviewing 	<p>Interim Head of Children Services</p> <p>Supported by Non Meleri Hughes, Training officer</p> <p>Ann Postle, Practice Learning Co-ordinator</p> <p>Service Managers</p> <p>Practice Leaders</p> <p>All staff</p>	March 2017	March 2018	<ol style="list-style-type: none"> 1. Delivery of Motivational interviewing training and Resilient Families approaches currently happening. 2. Collaborative communications training being held in March for all Managers. 3. IFSS interventions training provided on an annual basis. 4. Culture change measuring performance training for Managers being held in March 	<p>Staff report that they feel they have the skills and knowledge and are able to undertake more direct interventions with families.</p> <p>Evidence that the workforce is skilled in working directly with families leading to improved outcomes - an example being a reduction in the children on the CP register.</p> <p>Information that more children being supported to continue living at home with their families.</p> <p>Positive feedback from service users regarding the quality of intervention making a difference to their lives.</p>
4.2	<p>Review the current service structure to address the need for improved preventative and intensive interventions.</p>	<p>Dr Caroline Turner, Director Social Services</p>	Jan 2017	April 2017	<ol style="list-style-type: none"> 1. Staff consultation period comes to an end on 24.2.17. 	<p>The new service structure will support and significantly strengthen the delivery of preventative services and</p>

CSSIW recommendations in red - high priority

ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
<p>Establishing smaller Teams with Practice Leaders to provide effective support and supervision to staff.</p>	<p>Supported by: Interim Heads of Children Services Service Managers</p>			<ol style="list-style-type: none"> 2. Analysis of comments and feedback and report provided by IHOS with recommendations. 3. Final decision and timescales to be agreed and shared in staff Conference on 27.3.17. 	<p>intensive interventions an example being a reduction in children becoming looked after.</p> <p>Manager's report that the new service structure increases their capacity to provide professional leadership to support the workforce through regular and quality supervision.</p> <p>Staff report they are adequately supported and supervised by their Manager's in carrying out their responsibilities.</p> <p>Case file audit shows a marked improvement in practice quality as result of clear pathways and systems within the Service and through regular supervision.</p>
<p>4.3 Implementation of an Information, Advice and Assistance (IAA) model for Anglesey</p>	<p>Leighton Rees, Interim Head of Children Services</p> <p>Supported by Laura Mowbray, Transformation Programme Manager</p>	<p>Dec 2016</p>	<p>April 2017</p>	<ol style="list-style-type: none"> 1. Creation, sign off and translation of all policies, protocols, thresholds and their associate templates required for service delivery. 2. Agreement of measures of success 3. Scoping of ICT needs 4. Agreement of training requirements. 	<p>A single point of access for all child and family related enquiries has been established and is live by 03.04.17</p> <p>Citizens report 'ease of access to services' and good customer care.</p>

CSSIW recommendations in red - high priority

	ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
		Service Managers			<ol style="list-style-type: none"> 5. Team name 'Teulu Mon' Social Media, telephone number agreed. 6. Training of staff commenced 7. FIS due to move over to HQ late January 8. Logo for the new service in design. 9. Project board meeting monthly 10. Marketing task and finish group meeting and developing marketing outputs for the service. 11. New team embarking on a period of 'team building' 12. Children Services staff and key partners are provided with regular updates on the changes within the Service and through Information Sessions. 	<p>Improved coordination of services and strategies for early intervention and prevention is shown in a reduction in children being looked after.</p> <p>There is a reduction in duplication of effort through the current running of multiple 'front doors'</p>
4.4	Development of a Corporate Prevention Strategy; the LA must provide a range and level of preventative services across Children and Adult Services.	<p>Dr Caroline Turner, Director of Social Services</p> <p>Interim Heads of Children Services</p>	January 2017	October 2017	<ol style="list-style-type: none"> 1. A review of current preventative service funded by the Welsh Government will be undertaken in early 2017. 2. Meaningful engagement and consultation with families, children, young 	<p>We consulted with service users and citizens about the types of services they require.</p> <p>The Local Authority has a clear vision for early intervention and</p>

CSSIW recommendations in red - high priority

ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
<p>Deliver an integrated service and provide early help and support that effectively delays the need for care and support.</p> <p>The population assessment will assist the local authority to identify preventative services required.</p> <p>Strengthen the commissioning function within Children and Adult Services to support us to deliver this agenda.</p> <p>CSSIW recommendation 1.</p> <p>Develop a framework for the provision of preventive work with children and families that will deliver an integrated service and provide early help and support that effectively delays the need for care and support.</p> <p>CSSIW Recommendation 12:</p> <p>The local authority and partners should work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, that</p>	<p>Alwyn Jones, Head of Adult Services</p> <p>Dafydd Bulman, Strategic Transformation and Business Manager</p> <p>Melanie Jones, Service Manager</p> <p>Llyr Ap Rhisiart, IFSS</p>			<p>people and service users.</p> <p>3. Re-commissioning of Services in line with WG guidance by using local data and Population Needs Assessment leading to quality early intervention outcomes.</p> <p>4. Families' First grant, commissioning, coordination and monitoring officer has transferred to Children Services by April 2017.</p> <p>5. Review and redesign of 'Short Breaks' offered through the Specialist Children's Service to support families</p>	<p>prevention services for Anglesey.</p> <p>Re-commissioning of Services in line with WG guidance by using local data, views of service users and the Population Needs / Local Area Plans leads to improving outcomes for children and young people and their families (reduction in looked after children).</p> <p>'Teulu Mon' the new IAA service for Anglesey is operational and is a key part of the early intervention / prevention service.</p> <p>Reduction in the number of children starting to become looked after and an increase in children being supported to live at home with their families.</p>

CSSIW recommendations in red - high priority

ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT	
<p>includes the voices of children and families. This should be used to inform the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance services, the preventive sector and statutory services.</p>						
<p>5 Enhancing family support services targeted towards providing intensive and speedy support at point of family breakdown aimed at keeping the family together.</p>						
<p>5.1</p>	<p>Review Children Support Services to focus on:</p> <ol style="list-style-type: none"> 1. Supervised contact 2. Freeing up capacity to undertake preventative work 3. Role of Parenting Officer 	<p>Alex Kaitell, Service Manager</p> <p>Supported by Helen Griffith, Support Services Manager</p> <p>Grant Howard, Parenting Officer</p> <p>Huw Owen, LAC Team Manager</p>	<p>January 2017</p>	<p>May 2017</p>	<ol style="list-style-type: none"> 1. Work has commenced on reviewing the cases were contact does not need to be supervised by the local authority. This will enable us to understand the available capacity that could be transferred to the Resilient Families Team. 	<p>The service is making better use of its resources and focusing on supporting children to remain living within their families.</p> <p>Provide 1:1 or/and Group parenting support to parents to strengthen the standard of care their children receive.</p> <p>More children being supported to live at home.</p> <p>Reduction in the number of children becoming looked after.</p>

CSSIW recommendations in red - high priority

	ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
		Kelly Schofield, Senior Practitioner				
5.2	Implement Resilient Families Team	Alex Kaitell, Service Manager Supported by Laura Mowbray, Transformation Programme Manager	January 2017	May 2017	<ol style="list-style-type: none"> 1. Work has commenced on identifying the children and young people where intensive work can be undertaken to enable them to return them home safely. 2. New Job Descriptions have been created, with recruitment to posts starting late March 2017 3. Training and skills development programme to be formulated for the new Team. 	<p>The new team is operational and providing intensive support to children, young people and their families in order to remain living with their families.</p> <p>The team can evidence focused intervention based on prevention and de-escalation through quarterly reports.</p> <p>Performance information shows there is a direct link between the intervention of this team and the number of children and young</p>

CSSIW recommendations in red - high priority

	ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
						<p>people successfully re-habilitated back home.</p> <p>Performance information shows a direct link between the work of the team and the reduction of need for costly foster/residential placements.</p> <p>Case file audits shows that the services provided are tailored around the individual family's needs, leading to positive outcomes for children and young people.</p>
5.3	<p>Improve the local authority's responsibility as a Corporate Parent for looked after children. Areas of focus:</p> <ul style="list-style-type: none"> • Review the leaving care (after care) service • Creation of a 'Supported Lodgings Policy' • Agreement of a 'Leaving Care Financial Policy' • Work experience and apprentice arrangements within the Council and Health Board 	<p>Alex Kaitell, Service Manager</p> <p>Huw Owen, LAC Team Manager</p> <p>Laura Mowbray, Transformation Programme Manager</p>	January 2017	December 2017	<ol style="list-style-type: none"> 1. Aftercare project established. 2. Aftercare board meeting monthly with an agreed action plan. 3. Aftercare and housing protocol approved in February 2017 4. Discussions with HR and Leisure have taken place regarding work experience and leisure services. 5. Early draft of the Aftercare financial policy. 	<p>Clear Pathway planning does provide goals on the plan into adulthood for the young person.</p> <p>Care leavers reporting that they feel they were listened to and supported by the authority in their transition to leaving care.</p> <p>Children who are looked after report they feel they have</p>

CSSIW recommendations in red - high priority

	ACTION TO BE TAKEN	LEAD OFFICER	START	END	RESOURCE / SUPPORT REQUIRED AND UPDATE	EXPECTED OUTCOME / IMPROVEMENT
	<ul style="list-style-type: none"> Free/Discounted entry to leisure services and library services Appoint a Local Member as a Looked after Children Champion 	Karen Roberts, Service Manager, Housing			6. Consideration in having a Corporate Parenting Event for local members and senior officers to agree on strengthening current arrangements. 7. Consultation group established with looked after children were they are able to provide their views on the development work required.	influence on how services are provided for them. Clear guidance in place for Children Services staff and key partners through policies, procedures and training in relation to improving outcomes for looked after children.
6.1	Develop and implement the Role of Director of Social Services Protocol reflecting on the Social Services and Well-Being Act 2014 - Part 8 Role of the Director of Social Services.	Dr Caroline Turner, Director of Social Services Head of Paid Services Dafydd Bulman, Strategic Transformation and Business Manager	May 2017	Sept 2017	1. Work will commence on strengthening the role of Director of Social Services following the May local elections.	Strengthening the role of Director of Social Services within the Local Authority.

Progress and Closure of the Children's Service Improvement Plan 2016/17

A report to the Social Services and Wellbeing Panel
March 2017

1.0 CONTEXT:

Back in February 2016 the Service embarked on a decision to set in place a Service Improvement Plan; this was due to the service facing a number of challenges, some of which related to immediate improvement imperatives and others which related to the need to change the social work model in response to national and local strategic imperatives. It was a time of significant change for Children's Services with the advent of the Social Services and Well-being Act. At the same time we were faced with significant challenges to the traditional model of service because of:

- Financial austerity
- Increased demand
- Capacity and effectiveness
- Complexity of pathways for families seeking help

An analysis had shown that a significant level of expenditure had been committed to those cases at the extreme end of the scale of interventions – looked after children, children subject to a child protection plan or those subject to care proceedings.

The Regulators' Performance Evaluation Report for 2014/15 recognised the improvements within the Children's Service, but noted that the quality of practice was fragile. The need for the Local Authority to improve in the following areas were identified –

- Quality of decision-making and accountability
- Workforce development
- Website development and use of information, advice and assistance in accordance with the Act
- Capacity and supply in commissioning
- Providing a range of placements for LAC

The Social Services and Wellbeing Act (Wales) 2014 further propelled us into a period of vital improvements and transformation to the service. In a context of some of the other drivers this was a challenge. However the reality was that there was never going to be a 'good' time to reform and transform. We had taken steps to ensure that we understood the foundations on which we were to build that change: and our approach balanced change with appropriate pace; with an acute immediate focus on strengthening the foundations and attaining key improvements, whilst side by side aligning these with our desire to change the social work model in Mon.

The original Independent Support Team (IST) who worked with the service back in 2011, who were instrumental in supporting the service to achieve significant

improvements, were asked to return in late 2015 to undertake a distance travelled review. Much of the improvement plan proposed supported their findings in a requirement to firstly strengthen our foundations, staffing and quality assurance endeavours before attempting any great transformational voyages.

The plan was to be delivered under two phases, the first being to: **Recover, then Move Forward and Improve Field Work Services** This report is focused on this first stage, and its closure in order that the Service Improvement Plan for 2017/18 can focus on the second stage, noted as: **Reset Vision - Transform and Change**; Alongside developing the skills and knowledge of our workforce we need to change our current practice and philosophy to achieve an approach that is solution focused, minimizing the need for involvement, and which works with families in an open and honest way, focusing on changes needed and giving families the best chance of staying together while keeping children safe. We need to change the way we work with children, young people and their families. This is more than responding to a new Act. At the heart of this is our intention to deliver an approach that is far more focused on supporting the Social Work task and delivering a better service to the children and families.

Of the ambitious 47 Actions within the Service Improvement Plan, some of which were yearlong projects to develop, establish and implement; the service achieved the completion of 26 (see section 2.0) and completed phase 1 – Recover, then Move Forward and Improve Field Work Services. This means that 21 Actions pertaining to phase 2 – Reset Vision – Transform and Change will be carried over to the 2017/18 Service Improvement plan along with the recommendations made by CSSIW; see table in section 3.0.

2.0 Completed elements of the 2016/17 Service improvement Plan relating to 'Recover, then Move Forward and Improve Field Work Services' (Phase 1 of the Service Improvement Plan for 2016/17):

2016/17 has been a challenging year for the service, the departures of staff, including management, a new Director of Social Services, a period of temporary absence for the Head of Service, the introduction of the Social Services and Wellbeing (Wales) Act 2014, an increase in Children Looked After and a CSSIW inspection. That said, we have been fortunate to source experienced and dedicated temporary practitioners and managers, have a dedicated and passionate workforce and have been strongly supported by the Interim Head of Service and the Director of Social Services during this period of challenge and change.

2.1 Staff stability: The initial focus of the service was to lay out the foundations to support change and with the number of Looked After Children nearly doubling in 24 months, (with the agreement of the Executive of additional core funds to respond to the increasing demand); The service first set out to address the social work capacity by employing an additional 3 social workers, an additional IRO , and the creation of a Consultant Social Worker – Court post; with a view of reducing and managing caseloads, for better outcomes for Children and their Families. This included maintaining the current Management capacity in order to meet statutory responsibilities and implement the Act, ensuring service delivery was not compromised.

2.2 Management Training: In addition to capacity and staffing, the laying of strong foundations included the provision of training and development

opportunities for senior managers. Group sessions were provided to Senior Managers and the Quality Assurance Team by an Independent Support Team, with two Senior Managers enrolling onto the SSIA Middle Managers Programme delivered by IPS and Oxford Brookes University; Focusing on Personal influence and impact, team work, performance and Quality Management, Leadership, strategy and change.

- 2.3 Staff Training:** Without of course ignoring the training and development needs of the wider workforce. Service wide training to develop knowledge and practical application of relevant law, legislation, procedure and case law; Focusing on: understanding which orders are available for safeguarding children and using them, how to achieve the 26 week deadline, enhancing the decision making process, enhancing skills in written evidence, care plans and report writing and court room skills. As a result of this training several compliments have been received from the Judiciary and other legal arenas regarding the quality of social work evidence and plans. Confidence has been improved and practice standardised. In addition to this, eight individuals within the service have received training to be PAMS assessors; Leading to less use of Independent Social Workers to undertake such assessments.

The delivery of a Motivational Interviewing and techniques aligned to that of the Intensive Family Support Service (IFSS) has taken place, with further sessions planned. A two day Collaborative communication course has been arranged for all service staff to attend in March allowing the service to align with the Act.

- 2.4 A Review of Processes and Practice:** To better understand areas of improvement and development, the service undertook a range of reviews, firstly the review of processes and practice quality in relation to the assessment of unborn children. This led to the delivery of two half day training sessions by Bruce Thornton (Co-author of the Risk Model) for 15 of our Social Workers, improving skills and understanding, use of risk tools to inform analysis and the earlier identification of where orders are needed to safeguard children.

A review of written agreements and welfare visits evidenced that welfare visits were no longer a regular practice within the service, thus improving the risk management and implementation of the letter before proceedings. This links to the review of cases which were in the stage of 'letter before proceedings' to ensure that the PLO process and thresholds were understood, and a review of the minutes of Legal Gatekeeping Meetings in period 15/16. As a result of which an Independent Consultant concluded that decision making is now clearer and all cases are being presented to and regularly reviewed at the Legal Gatekeeping Meeting.

A review of the role of the Consultant Social Worker – Permanency (including that of the Quality Assurance of care planning for looked after children) resulted in an improvement in the performance against local PI's to Permanency planning meetings. This role will be a part of the proposed new 'practice lead' structure in 2017/18 and as a result will be subject to further review in this period.

A review of the Terms of Reference of the Resource Panel was required to ensure that it focused on supporting individual and family resilience and independence, though during this period not many changes were required to the ToR, the proposed new service structure in 2017/18 will naturally lead to a further review of the Panel and how it supports the new structure.

- 2.5 Improved Policies and Procedures:** Following a period of training and reviewing the service identified key areas where new and/or improved policies and procedures required development and implementation. The service launched its updated 'Children's Services Policies and Procedures' at the Staff Conference, and have made this document available to all staff via the shared drive.

In addition to these, specific work was undertaken to create practice guidance in relation to Chronologies. These were developed and presented to staff during the Staff Conference, in a bid to improve assessment practice. As a result of this all cases now have a completed (and regularly updated) Chronology, Chronologies are presented to Case Conferences and Statutory Reviews with both the Child Protection Coordinator and the Independent Reviewing Officer reporting on these on a quarterly basis to the Quality Assurance Panel. A Case File Audit plan for the next 12 months (2017/18) is being developed, Chronologies will be a key feature of this audit.

The revised PLO procedural document alongside the S76 protocol (previously known as S20) has been completed and launched at the staff conference: providing staff with the latest guidance to support their practice. Implementation has been further reinforced during a Service meeting. Our liaison with colleagues within family proceedings leads us to conclude that practice is supported and improved. . As a means of case management of proceedings, the service has implemented a 'Court Tracker' to aid work flow and planning, thus avoiding delays and late submission of work, and supports performance management. In addition to this we have increased the use of 'Family Group Conferencing' bringing together the wider family network to find opportunities for children to be looked after by a relative or friend leading to better outcomes for children who are able to stay within their local areas and networks. All cases in PLO/Court have received FGC leading to an increase of children being cared for within their biological families.

- 2.6 The Social Services and Wellbeing Act:** The introduction of the new Act brought it the need to make changes to the way in which we assess Children, though the service developed its own version of the new Assessment Form and associated care plans in Summer of 2016, the Regional Heads of Children's Services set up a Regional Group with consultancy support to create a regional approach and template. For this reason the service chose not to launch its work and to go at pace with the rest of the region as it bought into the benefits of regionalised guidance and templates. Perhaps in light of the inspection the service should have launched independently of the regional group, however by remaining as part of the regional group we have avoided staff confusion of launching and then re-launching newer forms, and have benefitted from consultancy support, the creation of practice guidance and the delivery of training for all staff which will be completed on the 7th April 2017.

The Act also brought new schemes such as that of 'When I am Ready', for improved outcomes for young people and extended stability for children looked after as they transition into adulthood. The service were focal to the

regional work on this scheme and were early adopters to the scheme, its policy and procedures are in place and the scheme is operational with the additional funding provided by the Local Authority.

One of the first North Wales authorities to develop the Business Case for an Information, Advice and Assistance Hub by bringing together the Duty front door, Family Information Service and Team Around the family. Many neighbouring authorities have requested sight of our Business Case to develop their approach. Following Executive approval in late May 2016 the Project Group with representation from the Third Sector and partner services such as Health, CAMHS and Housing have progressed with delivering the Business Case to include the creation and sign off of all policies, protocols, thresholds and their associated templates, ICT requirements of the service, developing and delivering a training plan, developing and delivering a marketing and communications plan, the practical elements of phone numbers, social media presence, web addresses, e-mail addresses and branding. The Family Information Service moved to the department in January as part of a step change towards the new model, which will be operational from April 3rd 2017.

2.7 Service Developments:

The service set out to increase the availability of suitable placements through in-house foster carers. The scheme reported in quarter three 40 enquiries when compared to 8 in quarter three of the previous year.

Fostering households

Number of approved / registered foster households	31 March 2015	31 March 2016	31 March 2017
How many fostering households did your service have? (Please exclude family and friends households and short breaks)	23	26	27 Current figure
How many family and friends households did you have?	9 inc. 1 Reg 38	17 inc. 7 Reg 38	16 inc. 2 Reg 26 Current figure
How many fostering households did you have that were exclusively approved for short breaks	1	0	0
Total number of approved / registered foster households	33	43	43

The service also identified a need for an intensive service for those families with children on the 'edge of care'. Following executive approval of the Business Case in late July 2016, the new Service known as the 'Resilient Families' Team is in the processes of being established. Its aim is to avoid the escalation of needs, promote independence, provide services tailored to the needs of the family and ultimately reducing the need of costly services when family problems escalate. The establishment of this service will continue into Service Improvement Plan 2017/18.

2.8 Corporate Projects:

The corporate Smarter Working project for both Adults and Children's Services was managed by a member of the Children's Services team. The project aims to provide the tools and equipment required to allow social workers/support workers to spend more time working directly with families in an agile manner, working from where they need to be. Team Around the Family moved from Parc Mount to join the Service in June 2016, with Specialist Children's Services moving from Shire Hall to the main Council Office in November 2016. Smarter working including 'hot desking' became

live in Adults Service in November 2016, with Children's services following suit in February 2017.

2.9 At a glance view of completed Actions within the 2016/17 Service Improvement Plan:

No	ACTION	UPDATE
1.4	Increase the social work capacity with a view of reducing caseloads 3 x Social Worker	Investment in 2016/17 budget agreed. Permanent staff have been recruited.
1.6	Maintain Current Management Capacity - Reduce saving proposal for 2016/17 by £25k	2016/17 budget Agreed
1.7	Mentoring by IST to Service Managers working to support them in discharging their roles and to work effectively as a team and/or attendance on the SSIA Strategic Management Course.	Group sessions provided by IST. Individual sessions commenced on the 28th June 2016 Two senior managers enrolled onto the SSIA Middle Manager programme
2.1	Review the process, and practice quality in relation to assessments in relation to unborn children.	Two ½ day training sessions with Bruce Thornton, attended by 15 social workers.
2.2	Practice Guidance in relation to Chronologies will be developed and implemented.	Completed and presented at staff conference
	Each case must have a chronology of significant events.	Chronologies have been completed on all cases
	A chronology must be presented to Case Conferences and Statutory reviews. CPC and IRO to report on a quarterly basis to the Quality Assurance Panel	Presentation of Chronologies and quality of practice are being monitored via case conferences and statutory reviews, formal reporting on quality of practice through the quarterly reports presented to the Quality assurance Panel each quarter.
2.3	Identify individuals to be trained as PAMS assessors	8 individuals within the service now PAMS trained.
2.4	Develop service model for Assessing parenting capacity in non PAMS cases.	Part of the regional piece of work on completing a care and support assessment template which incorporates the framework for assessment. Launch via a training session will be undertaken in early April 2017.
2.5	Implement the revised PLO procedural document	Implemented, we will continue to strengthen the use of PLO.
2.6	Implement the S20/S76 protocol	Launched at staff conference.

2.8	Complete the Court Tracker to aid work flow and planning; to avoid delays and late submission of work, and to support performance management.	The court tracker is an active and live tracker document, which is valuable for reviewing and tracking progress.
2.9	Develop knowledge and practical application of relevant law, legislation, procedures and case law by providing learning sets, led by a respected barrister.	Family Justice Review and PLO Law Court Proceedings delivered to all service staff.
2.11	<p>At the point:</p> <ul style="list-style-type: none"> - When the social worker and manager plan to invoke the Public Law Outline or - where a child becomes re registered - when a child is returned <p>we will hold a legal surgery to assist in the ongoing monitoring of care plans and provide the legal service with an opportunity to monitor progress and keep to the court time table: and understand the reasons why the risks to the child seems to have reoccurred.</p>	All PLO cases have review dates in place. Legal gatekeeping (LG) occurs weekly. Legal case tracking occurs monthly. LG reviews occur for cases subject to pre proceedings PLO. Final care plan meetings now becoming embedded into practice.
2.13	Review use of written agreements and welfare visits	The review of welfare visits was undertaken and evidenced that there were no longer many cases welfare visits taking place. It was agreed that when the last case of WV ended there would no longer be the sanctioning of this for future delivery. This is the preferred stance of the service.
3.2	Review all cases in the Letter before Proceedings stage – to ensure that the PLO process and thresholds are understood.	All cases are reviewed in LGM. Cases outstanding will be called back to Legal Gatekeeping Meeting.
3.4	Review minutes of Legal gatekeeping Meetings for 15/16	Independent Consultant concluded that decision making is now clearer and cases are being presented to LGM.
3.8	Implementation of the Children Services Procedures	Presented at staff conference and all staff aware of where to locate on the shared drive.
3.12	Review the role of the Consultant Social Worker Permanency	A review was undertaken which resulted in improvement in quality and performance against KPI's, and regular reporting.
4.1	Establishing a new model of social work intervention aligning ourselves with the new Act	Delivery of Motivational Interviewing training and Resilient Families approaches has taken place, External training provider for Collaborative communications course to all staff to take place in March.
4.3	Review the TOR of the Resource Panel to ensure it focused on supporting individual and family resilience.	The TOR have been reviewed, there were not many changes that were required at this point; however following the service restructure there will be a natural need to

		review in great detail the TOR in order to support the new structure.
4.5	Implementation of an Information, Advice and Assistance (IAA) model for Anglesey	Go live date 03/04/17
4.4	Increased use of the Family Group Conferencing Coordinator to bring together the wider family network to find opportunities for children to be looked after by a relative or friend.	Social Workers are aware that all cases in PLO/Court have an FGC, this is being adhered to. There is an increase of children being cared for within their biological families.
5.1	Increase the availability of suitable placements through in-house foster carers.	Q3 16/17 report: 40 enquiries against 8 for the same period last year. Increasing in-house provision by 10 (30% increase on 2015)
6.1	Implement the When I am Ready service	Agreed investment for 2016/17 and future years. Policy and procedure in place, and scheme operational.
6.3	Business Case for an enhanced family support service	Bid approved at Executive on the 25th July 2016. Consultation with staff during staff conference. Business case element complete implementation of new service can be found in new SIP for 2017/18
7.1	Smarter Working – providing the tools and equipment to support workers.	TAF joined Children's in June. SCS moved into HQ and smarter working became live in Adult Services in November. FIS moved to children's services in January with smarter working becoming live within Children's Services in February.
7.2	Templates on the new Act to be launched Integrated/Proportionate Assessment processes and supporting systems.	A gradual shift towards a single, proportionate assessment framework with the duplication and the potential for multiple social workers undertaking each stage being removed. A clear outcomes focused plan which has been developed with the family is in place.

2.10 Strategic Imperative 1: Recover, then Move Forward and Improve Field Work Services (As extracted from the 2016/17 Service Improvement Plan – section 3.0)

What does this mean for the service?

Developing the skills and knowledge of our staff, recruiting and retaining a workforce of sufficient skills, experience and knowledge and ensuring a systemic quality assurance function, leading to continued improvement and safe practice is at the heart of this stage.

This will require significant investment in practice and workforce development, helping staff to change, provision of coaching and mentoring opportunities to embed a different way of working.

<p>Increase Social Work capacity, in order to respond to the increasing demand and ensure that individual workloads are managed, enabling workers to spend more quality time with families. We will review current practice and case decision with rigor, and drive the improvements in the functioning of the quality assurance unit.</p>
<p>Embedding the use of the Gwynedd/ Bruce Thornton Risk Framework across Children's Services, to create a shared understanding amongst professionals on what constitutes a risk of significant harm to children and young people, and what circumstances might require children's social care intervention or a child protection plan.</p> <p>We will have an acute focus on improving practice and decision making within the Public Law Outline including the recruitment of a Consultant Social Worker – Court Management: and in the care planning for looked after children. This will include the review the role of the Consultant Social Worker Permanency to include Quality Assurance and audit of care planning for looked after children</p> <p>We will support our front line managers so that practice decisions are assured and evidenced.</p>
<p>We will provide staff with clear practice requirements through the Implementation of Children's Services Procedures. Staff will be supported to implement these and will be held accountable if their practice deviates from these basic requirements.</p> <p>We recognize that we have a comprehensive Quality Assurance Framework and require the Quality assurance unit to develop their ability to systemically collate and analyse the information gained from the various elements of the framework to inform improvements within the service as a whole system.</p>

3.0 Against our challenging backdrop for 2016/17, the service improvement plan was an ambitious one, there are understandably elements of the plan that will transfer to the Service Improvement Plan for 2017/18 as we now embark on delivering the second phase of the plan - **Reset Vision - Transform and Change**. In addition to these will be the inclusion of the recommendations made by CSSIW following their November inspection. The elements of which are transferring from 2016/17 are noted below. It is recommended that members of the Social Services and Wellbeing panel review these alongside the CSSIW recommendations and assure itself that the Service is able and resourced to also deliver against the improvement objectives.

	ACTION TO BE TAKEN	RESOURCE / SUPPORT REQUIRED AND UPDATE
1.1	<p>Develop the Workforce Strategy</p> <p>To include:</p> <ul style="list-style-type: none"> • Recruitment good practice • Retention and support • Clear induction arrangements • Buddying • Coaching and mentoring • Shadowing • Enhanced post qualification training and development opportunities <p>Links to CSSIW Recommendation 5: A robust workforce strategy should urgently be developed to include short, medium and long</p>	<p>This is deemed of high importance to the service and can be viewed in the 17/18 SIP under point 1.1 with the end date of 30th April 2017.</p>

	ACTION TO BE TAKEN	RESOURCE / SUPPORT REQUIRED AND UPDATE
	term aims for recruitment and retention of social workers.	
1.2	<p>Appoint and maintain Agency staff until 31 March 2016 to ensure workforce of sufficient numbers and experience</p> <p>This will be extended into 17/18 as a mitigation against failure to appoint to vacant posts and proposed additions to the operational field work establishment</p>	The service management team are working on ensuring an exit strategy is in place for agency staff where posts have been filled by permanent workers; and can be seen as part of action point 1.2 in new SIP
1.3	Business Support - advertise two administrative posts on permanent contracts	Admin review completed and responsibility for Children's Services admin team now under Business Support Manager. Posts recruited, additional capacity equivalent of 1 x FT is still required, it is hoped to recruit within the next 3 months., New SIP section 1.2
1.5	Undertake a Caseload Analysis exercise to inform capacity and demand management and support decision making.	Links to 3.2 in the new SIP and recommendation 14 of the CSSIW report.
1.8	<p>Provide developmental opportunities to Team Managers and Senior Practitioners through an internal leadership and development programme to support the workforce in carrying out their duties. Areas of focus:-</p> <ul style="list-style-type: none"> • Making better case management decisions. (management oversight of decision making) • Improving and managing practice and performance (including providing constructive challenge and direction to staff) • Providing regular and quality Supervision <p>Links to CSSIW Recommendation 6: Arrangements for team managers and senior practitioners should be reviewed to ensure capacity to effectively and consistently provide management oversight of decision making, challenge and direction for staff across the service; a leadership and development programme should be made available to build resilience.</p>	<p>Training to be provided by Independent Consultant.</p> <p>Action Learning Sets to be developed as a way of supporting Managers – links to 1.4 SIP 17/18</p>
2.7	Appoint Consultant Social Worker Court Management including a quality assurance, mentoring and tracking role.	<p>Investment agreed budget 2016/17</p> <p>1st advert in August did not produce a candidate with the necessary skills. The post was re-advertised at the beginning of September which produced four applications,</p>

	ACTION TO BE TAKEN	RESOURCE / SUPPORT REQUIRED AND UPDATE
		interview dates set. As a result of the restructure, and the reduction in PLO work, the service must address whether or not it deems this post to be essential when moving forward, link to structure review within new 17/18 SIP
2.10	<p>Focus on achieving safety. Reports to Case conferences and the conference minutes will</p> <ol style="list-style-type: none"> 1. Separate out all of the risks in a case and assess the impact of those risks upon the children 2. Prioritise plans in order to bring about improvement in relation to reduction of the greatest risks. <p>The Chair will focus on safety outcomes, so that the Core group can translate these into a coherent protection plan.</p>	This item will not transfer to the 17/18 SIP due to prioritisation.
2.12	<p>There are number of areas of performance that is outside tolerance and targets:</p> <ul style="list-style-type: none"> ➤ Initial/core assessment ➤ Lac Reviews ➤ LAC visits ➤ CPRS ➤ 10 day visits ➤ Core groups ➤ Pathway Plans <p>These will be brought back into target.</p>	<p>Meeting with admin arranged to discuss support to teams to enable recording to be completed in a timely manner.</p> <p>Due to the lack in improvement, this will transfer under 3.3 - Develop a performance framework for adults and Children's Services.</p>
3.1	Review of all s76 cases with independent element to that review	External Legal Capacity Completed within new SIP as part of the Quality Assurance Audit Plan under 3.2
3.3	Review all cases where the child's name has been on the CPR for 12months +	Completed within new SIP as part of the Quality Assurance Audit Plan under 3.2
3.5	Review of increase in children on the Register	Completed within new SIP as part of 3.1 Quality Assurance
3.6	Review of increase in children looked after	Completed within new SIP as part of 3.1 Quality Assurance
3.7	Review all children in LAC system, ensuring all plans are for securing permanence (Consultant Social Worker and IRO to undertake)	Completed within new SIP as part of 3.1 Quality Assurance
3.9	Increase the capacity for Chairing Case Conferences and Statutory Reviews	An additional full-time Independent Safeguarding and Reviewing Officer was appointed at the beginning of Sept and commenced employment in October, however the individual left within a month and the post has since been re-advertised. For this reason this will carry over to point. 1.2 – 'Resolve Staffing Matters' within the new SIP
3.10	Mentoring to the QAF team by the IST to refocus their activity in order to prioritise the	Individual and group mentoring provided.

	ACTION TO BE TAKEN	RESOURCE / SUPPORT REQUIRED AND UPDATE
	actions required for the improvement of service delivery and to rigorously monitor its implementation.	<p>A paper on 'Taking forward the QA Function in Children's Services' was presented to Management Team in Sept and presented to children's Services Staff Conference.</p> <p>A discussion around: understanding, developing, mentoring, embedding and monitoring the QA function within the safeguarding hub is now required at SMT to progress further on this action and will be included within 3.2 Quality Assurance within new SIP</p>
3.11	<p>IRO and CPC to report quarterly on their assessment of the operational performance which they observe as cases come to conference and review.</p> <p>Additionally, they should be expected to draw out, on a thematic basis, issues regarding quality that can then be attended to at a Management level</p>	<p>Discussed with IRO and CPC. Both aware of the required headings to report under.</p> <p>This is to be undertaken through regular quarterly monitoring and presentation of reports to appropriate groups, and will continue under the new SIP as part of 3.2 Quality Assurance</p>
4.2	Review the current service structure	<p>SLT approved transfer of FIS, TAF and the commissioning of Families First into Children Services.</p> <p>The new structure has been consulted upon with staff and SIP 2017/18 will see the implementation of the new service structure – see point 4.1 within new SIP.</p>
5.2	Review the effectiveness of the Permanency Planning meeting: including review of the role of the Fostering panel in Permanency Planning	SIP 17/18 section 3.1 Quality Assurance
6.2	Merger the Family Support Services	The Invest to Save bid for a three year pilot of an edge of care team 'resilient families' was approved at executive. Priority will now be to set up this team. A review of the remaining elements of support services and options for merger will be put on hold until we are better informed as to what is remaining of the service following the setup of the new resilient families' team. This will be met through a combination of Resilient Families Team (5.1 and 5.2) and the restructure (4.2) within the new SIP.

	ACTION TO BE TAKEN	RESOURCE / SUPPORT REQUIRED AND UPDATE
6.4	Review and refresh the leaving care (after care) service, to support the independence needs of children and young people leaving care.	<p>Sign off of a joint Housing and Aftercare protocol approved by both Children's Services and Housing.</p> <p>Sign off of updated policy and procedures for Children's Services Aftercare approved, updated within shared drive and shared with staff.</p> <p>An Aftercare Financial Policy for Care Leavers is near completion.</p> <p>Carried over under point 5.3 within new SIP</p>
6.5	Review and redesign of 'Short Breaks' offered through the Specialist Children's Service	<p>Intermediate Care Fund Project Initiation Documents (PID) have been completed, with focus on Progression, Short Breaks and preventative services. The short break PID has been undertaken jointly with Gwynedd Council. The aim is to develop the whole spectrum of short breaks from support service packages to overnight short breaks. Other PIDs are being developed jointly with Adult Services –Learning disability Team, Ynys Mon.</p> <p>Carried over under point 4.4 Corporate Prevention Strategy within the new SIP</p>

Laura James-Mowbray, Children's Transformation Programme Manager

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	The Executive
Date:	20th March 2017
Subject:	Housing Revenue Account Business Plan 2017-2047
Portfolio Holder(s):	Aled Morris Jones
Head of Service:	Shan Lloyd Williams
Report Author:	Shan L Williams and Ned Michael
Phone Number:	01248 752203
E-mail:	
Local Member:	

A – Recommendation/Recommendations and Reason/Reasons
<p>Recommend that the Executive approve:-</p> <p>R1. The Housing Revenue Account (HRA) Business Plan 2017-2047, and in particular the HRA budget for 2017-2047 as set out within the Plan, for submission to Welsh Government</p> <p>R2. The proposed Housing Capital Programme for 2017-2018, as set out in Appendix 3</p> <p>R3. Delegated authority is given to the Head of Services, Housing and Head of Service, Resource / Section 151 Officer, to make any amendments to the Business Plan, prior to submission to Welsh Government.</p> <p>Reasons</p> <p>1.0 Background</p> <p>1.1 This Report and Business Plan has been prepared in conjunction with Officers from Finance Services, Business Plan forms the primary tool for financial planning of the delivery and management of the Council's housing stock. In particular, the Business Plan demonstrates:-</p> <ul style="list-style-type: none"> - how the Council brings all its stock to Welsh Housing Quality Standards – there remains to be some properties that are classified as 'acceptable fails'; - how the Council intends to maintain and exceed WHQS and - the investment needed to increase the housing stock. <p>1.2 The Council, through its HRA, owns and manages 3,784 properties and just over 700 garages, across the Island.</p> <p>1.3 The HRA Business Plan (Appendix 1) contributes to all the fundamental themes within the</p>

Council's Corporate Plan. The main contribution is to the themes of Transforming Older Adult Social Care, Increasing our Housing Options and Reducing Poverty and Regenerating our Communities and Developing the Economy -

1.4 Members are already aware that the project of exiting the HRA Subsidy system was successful and on the 2nd April, 2015, all eleven stock retaining local authorities in Wales became self-financing.

1.5 As part of the Voluntary Agreement signed by the Local Authorities with the Welsh Government, borrowing headroom of £13.482m as at June 2015 was negotiated and agreed. This will allow for new build and maintaining the Welsh Housing Quality Standards.

The abolition of the HRA system in April 2015 required the Council to take on additional borrowing to buy ourselves out of the HM Treasury system. The HRA borrowing requirements were as follows:
HRA existing borrowing £46.42m, of which the borrowing to exit HRA Subsidy was £21.17m. The Report which was presented to The Executive on 14th March 2016 explains the approach taken and reasons why the then S151 Officer recommended a one-pool approach for HRA and Council Fund debt.

1.6 The HRA continues to be ring-fenced for the Council's Landlord functions which relate to the Council's housing stock. The ring-fencing of the account means that the Council may not subsidise council housing from the general fund.

2.0 Welsh Housing Quality Standard (WHQS)

2.1 Members are aware that WHQS was achieved in 2012, we were the second Authority in Wales to achieve this standard. The Welsh Housing Quality Standard states that all households should have the opportunity to live in good quality homes that are:

- In a good state of repair.
- Safe and secure.
- Adequately heated, fuel efficient and well insulated.
- Contain up-to-date kitchens and bathrooms.
- Well managed.
- Located in attractive and safe environments.
- As far as possible suit the specific requirements of the household, (e.g. specific disabilities).

3.0 Capital Programme 2017-2018

3.1 Capital programme has been estimated at £11.5m. This includes provision for £6.585m internal / external works, fire risk works, asbestos, disabled adaptations and energy efficiency works. The budget also allows for achieving full WHQS compliance by targeting acceptable fails, environmental etc see Appendix 3 for more details.

3.2 Llawr y Dref – a provision of £832k has been included within the Capital Program for the re-modelling of Llawr y Dref scheme in Llangefni. The works will concentrate on two block comprising of 28 one bedroom units and will include maximizing the internal floorspace within the units, incorporating a lift and generally upgrading the appearance of the building. It is intended that the scheme will be redesignated as being general needs housing.

3.3 A provision of £3.720m has been included within the revenue budget for repairs and maintenance works.

3.4 In addition £4.125m has been budgeted for in 2017-2018 for a development programme of acquisitions and new build council housing on the Island. The Business Plan assumes a development programme of 30 units in 2017-2018, following this 45 units in 2018-2019, 60 units in 2019-2020 and 2021-2022, 30 units each year from 2022-2023 to 2029-2030, then 25 units per annum thereafter. We are currently looking at sites in Pentraeth, Llanfaethlu, Valley, Llangefni and Holyhead for next years programme. As a result of our increased development programme, we will be utilizing a proportion of the HRA's borrowing cap, as referred to in paragraph 1.5 of this report.

4.0 Financial Model and Assumptions

4.1 The HRA Business Plan must be supported by a 30 year financial model and is detailed in chapter 7.

The Business Plan is accompanied by a sensitivity analysis, which demonstrates the robustness of the plan. These are based on key assumptions and parameters set by Welsh Government, and predict the resources available and required to maintain WHQS and capacity for new build, and aims to provide assurances on the long term sustainability of the HRA.

The Social Housing Rents Policy was introduced by Welsh Government in April 2015 for local authorities and is in place for a five year period. The policy aims to achieve rent convergence between Council and Housing Association rents over time. Based on the base case scenario, we are due to reach rent convergence by 2024-2025.

4.2 Rental income and local rent setting policy are major factors in the future viability of the Business Plan. Welsh social rent policy is devolved from the United Kingdom Government and there has been pressure however, to follow the UK Government requirement for social landlords in England to reduce social rents by 1% for each of the next four years. Welsh Government sought evidence from social landlords across Wales on the impact this change would make to business plans and has decided to retain the current rent policy for 2017-2018. This is one of the main risks to the Business Plan for future years.

Another risk to income relates to a written statement from the Department of Works and Pensions Secretary of State on 21st November 2016, announcing that the UK Government proposes that the

Local Housing Allowance cap for tenants living in general needs and social housing will be applied from 2019. The impact of the proposed change has been modelled as one of the scenarios in the Business Plan, and can have negative impacts on the viability of future housing developments.

4.3 A further risk to the viability of the Business Plan is the roll-out of Universal Credit, which is due to commence in Anglesey in April 2018. The Business Plan demonstrates the actions we intend to take with partner organisations to support both current and future Tenants to mitigate the effects on the income collected.

4.4 The business plan has been stress tested to take account of the risks both individually and together and that the business plan remains viable over the 30 years.

4.5 Following exit from HRAS, all rental income is now retained by the Council, in the HRA, and is used to cover expenditure, service debt and for investment in services and additional homes.

The next 5 year capital and revenue budget is included with this Report in Appendix 2.

4.6 Welsh Government has provided details of the minimum rent increase for 2017-2018. The information on setting the rent was presented to The Portfolio Holders for Housing and Finance on the 9th of February to make a decision using their delegated powers and was published on 16th February for Elected Members.

5.0 Consultation with stakeholders

Consultation has been undertaken during the year through various meetings and events with tenants, staff and Elected Members to inform the priorities of the revised 30 year Business Plan. Consultation has also taken place with members of the Housing Services Board which includes the Leader of the Council, Portfolio Holder for Housing and Social Services and shadow Portfolio Holder on the main assumptions of the Business Plan. The final Business Plan is also due for presentation and discussion with members of the Mon Tenants and Officers Voice group in March 2017.

B – What other options did you consider and why did you reject them and/or opt for this option?

C – Why is this a decision for the Executive?

CH – Is this decision consistent with policy approved by the full Council?

D – Is this decision within the budget approved by the Council?

DD – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	Business Plan fully endorsed by the SLT.
2	Finance / Section 151 (mandatory)	S151 Officer is satisfied that the business plan assumptions are reasonable and comply to the published WG guidelines and that the business plan is viable and reflects the current financial situation facing the HRA.
3	Legal / Monitoring Officer (mandatory)	No comments.
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	

E – Risks and any mitigation (if relevant)	
1	Economic
2	Anti-poverty All Council Housing households benefit from WHQS, capital programme and support to prepare for welfare reform changes.
3	Crime and Disorder
4	Environmental
5	Equalities
6	Outcome Agreements
7	Other

Tud 5 o 2

F - Appendices:

Appendix 1 - HRA Business Plan 2017-2047

Appendix 2 – 5 year Capital and revenue budget 2017 – 2022

Appendix 3 – Capital programme 2017-2020

FF - Background papers (please contact the author of the Report for any further information):

Stock Condition Survey Report, 2013

Rent and Service Charges Report to Portfolio Holders February 9th, 2017

Appendix 2

5 Year Capital & Revenue Budgets

Draft Revenue Budgets

	2017/18	2018/19	2019/20	2020/21	2021/2022
	£'000	£'000	£'000	£'000	£'000
Management Costs	2,878	2,936	2,994	3,054	3,115
Repairs and Maintenance	3,720	3,869	4,040	4,307	4,574
Other Costs		104			
Capital Financing Costs	3,697	3,438	2,264	2,385	2,449
Contribution to Capital Programme	8,882	9,757	9,543	10,481	10,431
Total Expenditure	19,177	20,104	18,841	20,227	20,569
Net Rental Income	15,905	16,909	18,400	19,292	20,577
Other Income	541	550	559	569	578
Interest on Balances					
Total Income	16,446	17,459	18,959	19,861	21,079
Revenue Surplus/(Deficit)	- 2,731	-1,645	118	-366	510
Balance Brought Forward	7,060	4,329	1,684	1,802	1,436
Balance Carried Forward	4,329	1,684	1,802	1,436	1,946

Draft Capital Budget

	2017/18	2018/19	2019/20	2020/21	2021/2022
	£'000	£'000	£'000	£'000	£'000
WHQS Improvements & Maintenance	6,585	5,981	6,244	5,789	6,148
New Build	4,125	6,436	8,959	9,552	10,143
Regeneration / Remodelling of existing stock	832	-	-	-	-
Other Improvements	-	-	-	-	-
Total Capital Expenditure	11,542	12,417	15,203	15,341	16,291
Capital Funding					
Major Repairs Allowance	2,660	2,660	2,660	2,660	2,660
Borrowing			3,000	2,200	3,200
Capital Expenditure funded by HRA	8,882	9,757	9,543	10,481	10,431
Total Capital Funding	11,542	12,417	15,203	15,341	16,291

Appendix 3

Proposed Housing Capital Programme for 2017-2018

1.1 Table 1 below provisionally allocates the capital budget for 2017/18 in the sum of £6,585k.

Table 1

Scheme	2016-17 Slippage(£'000)	2017-18 (£'000)
Internal WHQS Works and Asbestos		600
Traditional Planned Maintenance		4,635
Fire Risk Management	250	
Central Heating Works		600
Environmental Works		400
Llawr y Dref Re-modelling	832	
Adaptations		350
	1,082	6,585

The overall budget will include provision for carried forward commitments and slippage from the approved budget for 2016-17. Total budget including commitment is in the sum of £7,667k. Financing the programme will, subject to confirmation, include for £2,650k in WG Major Repairs Allowance and Revenue Contribution to Capital in the sum of £5,017k. Please note that the above figures are subject to year-end closure of accounts and confirmation of actual slippage and carried forward commitment.

There follows a brief narrative on the contents of the Capital Programme:

1.2 Internal WHQS Works

The budget allocates the sum of £600k to tackle past WHQS refusals, capital works undertaken at change of tenancy and for the continual replacement of kitchens, bathroom and re-wires as elements reach the end of their life cycles.

1.3 Traditional External Planned Maintenance

Total budget for traditional Planned Maintenance is in the sum of £4,635k and the Housing Service expects to award a minimum of 4 contracts as shown in Table 2 below:

Table 2

Contract	Number of Properties	Estimated Value(£'000)
Maes Llewelyn, Aberffraw & Bethel	26	
Treseifion, Holyhead	79	
Bryn Tirion, Beaumaris	17	
Plas Tudur & Queens Park Flats	50	
	172	4,550

As noted above procurement of the four schemes mentioned above will involve extensive external improvements to 172 properties. The contracts for the refurbishment of properties at Aberffraw and Bethel has been tendered and provisionally awarded during Q4 2016/17.

Procurement of all schemes will continue to support the Welsh Governments Procurement Policy Statement and impact on the local economy will be measured via the Value Wales Community Benefit Toolkit.

1.4 Fire Risk Management

Capital improvements in connection with Fire Risk Management will be funded via slippage from 2016/17. A specialist contractor commenced a 3year term contract on 1st April, 2016 and during the current financial year they have been undertaking fire risk assessments, which will inform future expenditure plans.

1.5 Central Heating Works

During 2017/18 we will continue with a programme for the replacement of older and increasingly unreliable heating boilers. A budget of £600k has allocated for 2017/18 and proposed works will include replacing circa 170 gas boilers and 100 oil fired boilers.

1.6 Environmental Works

A total of £400k is provisionally allocated towards environmental improvements during 2017/18. This budget will facilitate the continued funding of the Environmental and Community Improvement Fund, which allows tenants the opportunity to submit applications for funding towards improvements or activities of their choice. This fund will also be utilised to commence the demolition of garages, which are no longer viable to maintain and retain as part of the HRA portfolio. Please see report to the Executive dated 19th December 2016 for further details.

1.7 Public Sector Adaptations

The proposed budget includes a sum of £350k for major disabled adaptations. Typical works include the installation of stair lifts, provision of level access showers and extensions.



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL



**CYNLLUN BUSNES
CYFRIF REFENIW TAI
2017 - 2047**

**HOUSING REVENUE ACCOUNT
BUSINESS PLAN
2017 - 2047**



www.ynysmon.gov.uk
www.anglesey.gov.uk



[cyngormon](https://www.facebook.com/cyngormon)
[ioacc](https://www.facebook.com/ioacc)



[@cyngormon](https://twitter.com/cyngormon)
[@angleseycouncil](https://twitter.com/angleseycouncil)



Llywodraeth Cymru
Welsh Government

	Contents	Page No.
1.0	Introduction	
2.0	Business Plan Objectives	
3.0	Business Plan Analysis	
4.0	Capital Programme	
5.0	Diversity and Equality	
6.0	Risk Management	
7.0	HRA Financial Plan	
8.0	HRA Action Plan – operational targets 2017 / 2018	

Appendices

Appendix 1 Sensitivity Analysis

Appendix 2 30 year financial model

DID YOU KNOW?...



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

WE MANAGE 3784 PROPERTIES



We plan to build a further 75 homes over the next 2 years / 195 homes over the next 5 years.



Currently there are approximately 400 people on our Common Housing Register.



The churn of tenants in our housing stock is around 7%, 260 units per annum.



Over the past 12 months we have invested over £7m in improving and maintaining our properties.



DURING 2017/18

- We will collect £15.9m in rental income.
- We will be investing £7.3m improving and maintaining our properties.
- We will be investing £4.1m in developing 30 NEW HOMES.



OEDDECH CHI'N GWYBOD?...



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

RYDYM YN RHEOLI 3784 EIDDO



Rydym yn bwriadu adeiladu 75 o gartrefi ychwanegol dros y 2 flynedd / 195 o gartrefi dros y 5 mlynedd nesaf.



Erbyn hyn, mae o gwmpas 400 o bobl ar ein Cofrestr Tai Cyffredin.



Mae trosiant tenantiaid yn ein stoc tai o gwmpas 7%,
260 o unedau y flwyddyn.



Dros y 12 mlynedd diwethaf, rydym wedi buddsoddi dros £7m yn gwella a chynnal ein heiddo.



YN YSTOD 2017/18

- Byddwn yn casglu £15.9m mewn incwm rhent.
- Byddwn yn buddsoddi £7.3m yn gwella a chynnal ein heiddo.
- Byddwn yn buddsoddi £4.1m yn datblygu 30 o gartrefi newydd.



1.0 Introduction

The aim of the Housing Revenue Account Business Plan, which will be recognised throughout the document as the HRA, is forward planning to ensure that there is a financially viable plan in place for our Council Housing stock of 3784 units (as at the end of December 2016).

Firstly and fore mostly the Business Plan clearly sets out our direction and priorities concentrating on the next 5 year period, whilst being mindful of the effects our short term decisions have on the middle and long term. Our aim over the next 5 years is to continue to provide a quality service to our tenants which is cost effective and provides continuous improvement by working closer with our tenants, communities and development partners.

The HRA finances all of the Councils operations in its role as the landlord of the housing stock. This includes maintaining, capital and environmental improvements, maximising rental income, estate management which includes anti-social behaviour, maximising Tenant participation to influence our priorities and increasing our housing stock in order to contribute towards fulfilling the need for social housing on the Island.

The Council will continue to maintain a statutory, ring fenced HRA and account for income and expenditure on council housing separately from Council Fund income and expenditure.

The Business Plan confirms the Council's commitment to

- maintaining WHQS standards and tackling 'acceptable fails',
- tackling areas where performance and service outcomes needs to be improved, driving further improvement for our Tenants,
- delivering services for our Tenants which offer value for money, during a period of increased reductions in public spending,
- increasing accountability through increased engagement of staff, Senior Leadership Team, Elected Members and key stakeholders,
- ensuring that there is adequate provision to best mitigate some of the potential impacts of Welfare Reform on the local communities, by giving them the tools to help themselves rather than create a dependency culture, and
- delivering our development programme for new build Council homes.

It complies with the requirements of the Welsh Government Business Planning Requirements for the self-financing regime for Local Authority Housing Revenue Account released in January 2016.

Through reading the Plan you will find confidence that the HRA is being managed efficiently and effectively.

Service Vision

Our Vision statement is:

Quality homes : sustainable communities

which is underpinned by our service values that underpin our work and drive the delivery of our services, as follows to be:

- ♣ customer focussed and accountable
- ♣ offer value for money
- ♣ committed to working in partnership
- ♣ innovative in our approach

The Housing Service has been able to exit the Housing Revenue Account Subsidy System and will prioritise the following for investment:

- Estate regeneration;
- New build, increasing the provision of affordable housing;
- Accommodation for specific groups, for example older people, people with mental health issues;
- Addressing the energy efficiency / fuel poverty agenda.

These priorities have been consulted with our Tenants, Elected Members.

The Plan has been presented to The Council's Executive Committee, the Senior Leadership Team and the newly established Housing Services Board. The Council's 151 Officer has been part of the process of developing the Plan.

Consultation has been held with Tenants who attended two family fun days during January 2016, and the views of the newly established Repairs and Maintenance Forum and representatives of Môn Tenants and Officers Voice, the forum to represent Tenants views on the Island on the strategic direction and in selecting targets which will be reported direct to the forum and published annually in the Tenants Newsletters.

This Plan aims to provide confidence to funders, tenants and Elected Members that the HRA resources and services are managed efficiently and effectively.

Further information about any aspects of this plan is available from the Head of Housing Services, Isle of Anglesey County Council, Council Offices, Llangefni, Anglesey, LL77 7TW. E-mail Housing@anglesey.gov.uk

Planning for the future

Housing continues to be a priority for the Council from a place shaping perspective, increasing quality housing stock and a Housing Services Board has been established which has representatives from the highest level across the Senior Leadership Team and Elected Members which strengthens the HRA's governance arrangements and resembles the management arrangements of a Housing Association. Over the next 12 months it is the intention to get Tenants views in the Board's discussions.

Certainly there is more of an emphasis of the Housing Act (Wales) 2014, Social Care and Wellbeing Act 2015, Future Generations and Wellbeing Act 2015 on preventative work, results focusing on wellbeing, outputs which promote independence for the customer. Over time the connections between the three Acts will become clearer through the joint planning of services. The one certainty is that Housing is pivotal to achieving the outcomes of the three Acts.

Welsh Government has announced an ambitious target of providing 20,000 affordable homes during the next term of its government. The Council has a crucial role to play in contributing towards this target in the supply. This is highlighted in the pact that the WLGA, WG and Local Authorities have signed up to as a means of ensuring that this target is achievable.

The Economy

Unique to Anglesey, plans are being drawn for the UK's largest economic scheme which is the construction of the Wylfa Newydd nuclear power plant. There could be up to 8,000 (awaiting confirmation from Horizon Nuclear Power) contractors being employed, and we will have to ensure that we carefully plan through utilising the financial resources available to increase the Council's housing stock and working with others to mitigate the effects on the most vulnerable households within our communities of the effects on the local housing market. As a result of this we are modelling in our different scenarios in appendix 1 increasing our new build program during the next 5 years from that included in our previous Plan.

The Local Housing Market

A recent report on the North Wales Population Assessment demonstrates that housing has a role in providing suitable housing solution to those who are vulnerable within our society. The gaps identified are:

- Lack of single person accommodation
- Limited hostel provision
- Shortage of specialist provision for individuals with ongoing medical conditions
- Gaps in support services

Strategic Objectives

The HRA Business Plan is a Council Corporate document and relates the Council's aim by 2017 to be:

"...a professional and well-run council, innovative and outward looking in our approach, committed to developing our people and partnerships in order to deliver efficient and effective services of good quality that are highly valued by our citizens."

The Council's Landlord services and the HRA Business Plan contributes to at least five out of the seven priorities.

The corporate plan states that, as a Council we are committed to:

- ♣ Transforming Older Adult Social Care ✓
- ♣ Increasing our Housing Options and Reducing Poverty ✓
- ♣ Regenerating our Communities and Developing the Economy ✓
- ♣ Improving Education, Skills and Modernising our Schools
- ♣ Transforming our Information and Communication Technologies (ICT) ✓
- ♣ Becoming Customer, Citizen and Community Focused ✓
- ♣ Transforming our Leisure and Library Provision

Strategic Context and Linkage to other Plans

Housing Landlord Services and the Council's Housing stock remains a strategic priority for the Council, and this can be seen through the features within the key strategic documents. In addition to the Corporate Plan, evidence can be seen within the Transformation Plan, Council's Asset Management strategy, Treasury Management Strategy, Joint Local Development Plan, Vibrant and Viable Programme plan, Corporate ICT Strategy and individual Service Plans.

Links with the Council's Local Housing Strategy 2014 - 2019

This Strategy sets out the Council's objectives for all housing tenures on the island to best meet identified housing need and to ensure high housing standards for all citizens. The HRA Business Plan is one important means of meeting these overall objectives and there will be close linkages between the two documents.

The Council's various documents can be viewed on the Council's website:

www.anglesey.gov.uk

2.0 Business Plan objectives

2.1 As a landlord we want our tenants to live in good quality, affordable and energy efficient accommodation in safe and sustainable communities. Housing is an integral part of daily life for everyone. The benefits of having a decent, affordable, home in good condition are considerable. It is an important influence on our health and well-being, education, the ability to hold down a job, access to leisure activities and local communities. It represents the best possible start in life for children and is the foundation for strong, safe and fair communities. It also makes an important contribution to our goals of reducing poverty and inequalities within our communities. Housing also has an important role to play in relation to the economy: building new homes and repairing existing homes generates jobs, apprenticeships and training opportunities.

The fact that we have successfully achieved the WHQS internal refurbishment programme reflects our commitment to providing quality accommodation to meet current and future customer needs and aspirations.

We also recognise that housing provision goes far beyond bricks and mortar to include for example, housing support, tenant involvement/engagement and environmental improvements. Our holistic approach to service delivery and continuous improvement ensures that we are able to make a valuable contribution to meeting corporate objectives of helping people achieve their full potential and to be healthy and safe.

Delivering consistently high quality customer-focussed services at reduced costs but which continue to meet performance expectations presents on-going challenges against a backdrop of increasing financial constraints. To this end, we will continue to engage with our tenants to elicit their views about the services they want and the way in which they want them to be delivered. We will involve them in improving services by reviewing, revising and monitoring service standards. We will also make better use of customer feedback to drive further service improvement.

The STAR survey was completed and analysed during 2015-2016, which has identified a couple of areas where performance has slightly reduced since the previous survey undertaken 2 years ago. To address this, a new Repairs forum and an Anti-Social Behaviour (ASB) forum have been developed, which are in addition to other methods of tenant scrutiny we have adopted as a landlord. Our mystery customer tenant group has recently been trained to undertake a mystery customer survey of the Council's corporate customer service standards.

2.2 Our focus for 2016/2017 has been on :-

- Delivering outcomes which benefit the local community of jobs created etc.
- Being the key partner in the delivery of the VVP regeneration programme in the Holyhead area.
- Implemented the new common housing allocations policy from July 2016.
- Completing a Management restructure for Housing Services.
- The first new build scheme for over 30 years came into management in February, 3 two bedroom houses Holyhead.
- Acquired a further 15 properties that were previously lost through RTB.
- Adopting an Anti Social Behaviour Policy
- Successfully submitted an application to Welsh Government for the suspension of Right to Buy on Anglesey for a period of 5 years.
- Investing considerably sums on external works and on environmental improvements to estates.
- Following a review the Executive Committee approved a plan to demolish 200 prefabricated garage blocks that have reached the end of their useful lifespan.
- Roll-out of action plan to mitigate the effects of Welfare Reform and introduction of Universal Credit.

2.3 Key Housing priorities for our landlord service over the next 2 years (2017/2019) are set out below:

- Delivery of the annual capital investment programme and demonstrate the community benefits delivered from the direct investment in housing, through the use of Value Wales measurement tools.
- Increase the supply of Council housing through a combination of new build and acquisition of properties.
- Work with the Corporate Asset Management Group to identify sites being disposed e.g. school buildings, and used as possible affordable housing sites and as part of the Council's regeneration plans.
- Invest in re-developing, refurbishing and re-designating units within Llawr y Dref, Llangefni thereby addressing the difficult and hard to let properties issue.

- Complete the outsourcing the repairs and maintenance stores function.
- Respond the challenges of Welfare Reform, and in particular changes facing under 35s and the further roll-out of Universal Credit, minimising the impact on tenants and their tenancies.
- Continue to improve service provision in areas where performance is poor and/or where customer satisfaction results indicate the need to improve service outcomes. The one key functions being voids turnaround.
- Continue to provide an effective homelessness and homeless prevention service, in line with requirements of the Housing (Wales) Act, 2014.
- Tackle ASB issues by making use of available tools under the ASB, Crime and Policing Act 2014. Monitor the effectiveness of the new Housing ASB Policy through the Tenant ASB Group.
- Review the effectiveness of the new Housing Services Board and agree most appropriate method of maximising tenant input and scrutiny of HRA decisions.
- Meet the Council's financial challenges, by introducing new ways of working and adopting a more business-like approach to how we deliver our services.

2.4 Local Housing context

Housing Need

Housing Need information at local authority is supplied by the Local Housing Market Assessment (LHMA) which is updated every two years. The 2013 LHMA was updated in 2015 and the update approved by the Council in July 2016. The 2015 update identified that an additional 398 affordable dwellings are needed per year on Anglesey over the next 5 year period (including social housing and intermediate housing such as shared ownership and intermediate rental).

The LHMA uses a model approved by Welsh Government to arrive at this figure and takes into account factors including turnover of social housing, rent and house prices, population growth and information about current housing need on the island.

It is important to note that this figure is not the number of affordable housing units to be built each year. It helps signify the nature of the problem. The need for affordable housing will be met through a variety of mechanisms including making better use of existing stock (e.g bringing empty properties back into use) and making better use of the private rented sector in addition to new development which will be carried out by the Council and RSL's.

When considering what affordable housing should be developed the data from the LHMA is considered alongside other evidence such as the most up to date information from the housing waiting list and Tai Teg affordable housing register. In

some cases an affordable housing needs assessment and survey will be carried out in community council areas in the most rural parts of the Island.

The LHMA does not take into consideration possible impacts from Wylfa Newydd on the local housing market. Additional work is being undertaken by the Council in relation to this.

The following paragraphs summarise key findings from the LHMA (2015 update) and provide the background against the development of new housing needs to be considered:

2.5 Social-economic context

- i) The Census indicates that in 2011 the population of the County was 69,751 and that since 2001 the population has increased by 4.4%. The size of the household population has increased at a faster rate between 2001 and 2011 by 7.7%.
- ii) The Isle of Anglesey contains a lower proportion of the population that are of working age than is found regionally and nationally. The Black, Asian and Minority Ethnic population of the Isle of Anglesey is 1.8% of the total population.
- iii) There has been a notable growth in part-time employment in the Isle of Anglesey over the last ten years, whilst the number of people in full-time employment has risen more modestly.
- iv) The Isle of Anglesey contains proportionally more residents working in professional or technical jobs than is found nationally. The County also contains a lower than average level of working-age residents without any qualifications.
- v) The recent Census indicates that in 2011 there were 34,183 dwellings in the Isle of Anglesey and that since 2001, the dwelling stock had increased by 10.1%. The most common property type in the County is detached houses, followed by terraced dwellings.
- vi) The 2011 Census indicates that 68.8% of households in the Isle of Anglesey are owner-occupiers, 14.6% reside in social rented accommodation and 14.1% rent privately. The private rented sector has grown by over 60% in the County between 2001 and 2011. This substantial growth is similar to national trends.

2.6 The cost and affordability of housing

- i) The cost of housing by size was assessed for all tenures across the County. Entry-level prices in the Isle of Anglesey range from £80,000 for a two bedroom home in the Holyhead price market, up to £312,500 for a four bedroom property in the Menai Straits price market. Entry-level rents in the Isle of Anglesey range from £350 per month for a one bedroom home in Holyhead price market up to £675 per month for a four bedroom property in the Menai Straits price market.
- ii) Housing market gaps analysis shows the nature of the housing ladder in a particular locality. An analysis of the gaps between each tenure shows that there is a large income gap between the affordable rented sector and market entry.
- iii) Although affordability has theoretically improved since the previous LHMA, there remains a large proportion of households in the Isle of Anglesey whom are unable to afford to access market accommodation in the County.

2.7 Common Housing Register

Housing Services maintains a Common Housing Register on behalf of the Ynys Môn Housing Partnership which includes our RSL (Registered Social Landlord) partners, Grŵp Cynefin, Pennaf and North Wales Housing.

The Common Housing Allocation Policy was reviewed and amended from being a points based system to being a banding based system during 2016/17 and was formally implemented from the 4th of July 2016. The banding system comprises of 4 bands which can be summarised as follows:-

Urgent – Local connection with urgent housing need

Band1 - Housing Need with local connection

Band2 - Urgent housing need with no local Connection

Band3 - Housing need with no local connection

The revised Housing Allocations Policy was introduced to eradicate inefficiencies in the allocation process, ensuring social lettings go those individuals most in housing need, and to ensure a common approach by all RSL's when properties become available for letting.

All applicants who were on the housing register prior to this date were formally advised that the housing policy was being reviewed and subsequently as a result of this all applicants on the waiting list were reviewed. At the end of this

process all the applicants remaining on the waiting list were Banded into the relevant banding and were advised accordingly by letter.

As a result of the review of the Housing Allocation Policy and subsequently the housing waiting list the number of applicants on the housing waiting list was considerably reduced.

Currently as at the end of Jan 2017 the housing waiting list stands at :-

356 live applications currently on the housing register, 27 Urgent, 199 Band 1, 2 Band 2 and 128 in Band 3.

On an annual basis Housing Services allocates approximately 250 units of its housing stock and a further approximately 100 RSL (Registered Social Landlord) properties are let.

Following the review of the Housing Allocations Policy we have been working closely with our partner RSL's and have been providing training sessions to allow the RSL's on-line access to the Housing Waiting List to enable them access for nominations for their properties as and when they become available.

To date the Common Housing Allocation Policy has been received with encouraging results. We will continue to review procedures and closely measure results.

We are currently working to establish an Accessible Housing Register for the purpose of recording details of all adapted properties so that we have a clear understanding of where these are located. This will make it easier for previously adapted properties to be allocated to other tenants who require adapted properties as and when they become available.

2.8 Provision of suitable housing

It is inevitable that certain areas will see a high demand for properties whilst others will be more difficult to let, this is compounded by the location and size of the Councils stock.

This work will be developed further during 2017-18 to ensure best use of stock and inform future developments.

Further information on the geographical profile of the housing stock in terms of type and size can be viewed by accessing the following link:

<http://www.angleseyhousing.co.uk/index.php?section=information&option=areas>

2.9 Gaps in Social Housing/Council Housing Provision

Waiting list compared to stock analysis

The Isle of Anglesey County Council is substantially the largest social landlord on Anglesey.

There are 4664 units of social housing on Anglesey. The percentage owned by each landlord are as follows:

Landlord	Number of Units	Percentage of all Stock
Isle of Anglesey CC	3784	81%
Grwp Cynefin	524	11%
North Wales Housing	121	3%
Clwyd Alyn	231	5%
Cyfanswm	4660	100%

Age Restricted	Percentage	Non age Restricted	Percentage	Total Units
1420	37%	2364	63%	3784

The following is an analysis of the Council's stock compared to the single housing register for social housing.

1 Bed	% of Stock	% on waiting list	2 Bed	% of Stock	% on waiting list	3 Bed	% of Stock	% on waiting list	4 Bed	% of Stock	% on waiting list
715	18.7%	58.5%	1329	35.4%	24.6%	1665	44%	7.7%	75	1.9%	7.7%

The tables demonstrate that there is substantial mismatch between the percentages on the waiting list needing 1 bed accommodation and 3 bed accommodation compared to the profile of the stock owned by the Council.

58.5% of all applicants on the waiting list have a need for a 1 bed property but only 18.7% of the current stock is one bedroom. While 7.7% of those on the waiting list have a need for a 3 bed property 44% of the Council's current stock are 3 bedroom properties.

It should also be noted that of the 715 units of 1 bed accommodation 578 are for over 60s (ie designated sheltered or OAP) – this represents 81% of the one bedroom stock. However, the percentage of people with a 1 bed need who are over 60 is much lower than this.

Demand by area compared to stock by area

The following table uses data from the Council's social housing register and compares it with the total stock currently held by the Council.

The table compares the percentage of all applicants who have indicated that they would be prepared to live in each area with the % of the Council's stock in each location. This provides an idea of mismatch of supply and demand. Rows highlighted in orange are where demand outstrips supply by .5% or more. Rows highlighted in blue are where supply outstrips demand by .5% or more.

This highlights demand particularly outstripping supply in Gaerwen, Llanfairpwll, Menai Bridge and Tregele and, to a lesser extent, in Benllech, Bodedern, Bryngwran, Cemaes, Four Mile Bridge, Llandegfan, Llangaffo, Malltraeth, Pentraeth, Pentre Berw, Rhosneigr, Star, and Valley.

There may be a problem with demand for the quantity of stock in Holyhead and Llangefni and, to a lesser extent, in Amlwch, Llanerchymedd, Newborough

Location	% of Applicants	% of Stock
Amlwch	4.2%	6.7%
Benllech	1.6%	0.6%
Bodedern	2.2%	1.7%
Bryngwran	1.8%	1.2%
Cemaes	2.5%	1.6%
Four Mile Bridge	1.3%	0.2%
Gaerwen	3.7%	1.2%
Holyhead	8.4%	29.0%
Llandegfan	1.4%	0.7%
Llanerchymedd	2.0%	2.5%
Llanfair PG	5.6%	2.6%
Llangaffo	1.0%	0.3%
Llangefni	7.8%	14.1%
Malltraeth	1.2%	0.7%
Menai Bridge	6.4%	4.3%

Niwbwrch	1.4%	2.1%
Pentraeth	2.8%	1.2%
Pentre Berw	0.8%	0.1%
Rhosneigr	1.6%	1.0%
Star	2.0%	0.1%
Tregele	4.0%	0.2%
Valley	4.6%	2.9%

3.0 Business Plan Analysis

3.1.1 Housing Stock Analysis

As at the 17th of January 2017 the Council has a stock of 3,784 dwellings and 766 garages.

Council Stock	Housing	2015/16	2016/17	Acquired during 2016/17 not yet let
1 bed flats		318	319	
2 bed flats		397	400	5
3 bed flats		16	16	
1 bed house / bungalow		397	397	
2 bed house / bungalow		932	937	6
3 bed house / bungalow		1649	1637	9
4/5 bed house / bungalow		75	78	
TOTAL		3784	3784	20

A comprehensive review was undertaken during 2016 of all of our garages with recommendations being presented and approved by the Executive Committee in December 2016.

A three year programme will be put in place to update our existing garage stock, in some areas it will involve improving the units where they are well used and in high demand and removing sites that are run down and which have a number of vacant units.

Each site will then be in good condition with improved security. Where garages have been removed alternative usage will be identified for those sites.

3.1.2 Stock Valuation

Housing stock is recorded within the Authorities accounts on a historical cost basis with a valuation being undertaken every 5 years in accordance with the Authority's policies and procedures. The next valuation will be undertaken in 2018.

3.2 Delivery of Housing Management Services

3.2.1 Estate Management

Estate management includes the management of our estates, individual tenancy management and the management of anti-social behaviour on and around Council estates.

The estate management function is delivered by three Housing Management Officers (HMO's), who address all aspects of tenancy management. The remit of the HMO is to deal with low-level anti-social behaviour, nuisance behaviour and general tenancy breaches by using a variety of measures suited to the particular complaint, such as verbal warnings, warning letters, mediation, the issuing of Acceptable Behaviour Contracts and the extension of introductory tenancies. The majority of cases can be resolved with the HMO as the lead officer.

In addition to the HMO's, Housing Services has a dedicated Anti-Social Behaviour Officer. The remit of the ASB Officer is to take an enforcement role and use, when appropriate, the new powers granted under the Anti-Social Behaviour Crime and Policing Act 2014, where less formal remedies have failed to resolve an outstanding issue, or, where the complaint is considered too serious for low-level intervention and requires more formal enforcement action.

The success of the Housing Management and ASB functions are heavily reliant on continued successful partnership working arrangement between Housing Services and partner agencies both statutory and non-statutory and officers from Housing Services sit on a number of multi-agency meetings such as MAPPAs (Multi Agency Public Protection Arrangements), MARAC (Multi Agency Risk Assessment Conference), EIT (Early Intervention Team), VARM (Vulnerable Adult Risk Management) and CAP (Community Action Partnership) to name but a few.

The ASB function has recently been strengthened by the adoption of a new ASB Policy which came into effect in November 2016, drafted in conjunction with

practitioners of ASB and a tenant panel, who now form the ASB Tenant Scrutiny Panel and the Panel will meet regularly to monitor performance against the Policy aims and objectives.

By reporting performance to Housemark, our performance will be benchmarked against other social housing providers. Quarterly performance reports will be produced for the Housing Management Team along with annual reports to the Housing Partnership. An example of the performance indicators which will be reported on are.

- Number and nature of new ASB cases by type reported per quarter.
- Number of cases closed per quarter (resolved successfully).
- Breakdown of measures (by type) used to address each complaint.
- Number of ASB customer satisfaction surveys returned & their responses.
- Outcomes for complainants and victims i.e. how intervention has improved the quality of life for victims.

As the principal aim of the new legislation is to make responding to ASB more person centred the quality of the outcomes and improvement in the quality of life for victim will be the most critical performance indicator.

3.2.2 Effective Consultation and Communication

The vision for the new strategy has remained largely unchanged:

The strategy continues to be monitored quarterly by reviewing the yearly Action Plan during the Môn Tenants and Officers Voice (MTOV).

The MTOV is also an opportunity to make amendments to the Action Plan to ensure tenant participation activities are reflecting the changing needs and priorities of the business.

The 2016/17 work programme has been focused on the following key areas:

- Ensuring that tenants play an active role in developing, delivering and monitoring housing services.
- Ensuring that tenant participation activities are representative of the wider tenant body by offering a wide range of tenant participation activities at a variety of different levels.
- Working in partnership with external agencies to increase the number of participation activities available to tenants and maximise the outcomes by sharing resources and skills.
- Developing initiatives to help raise awareness of Universal Credit and prepare tenants who will be affected.
- Reducing digital exclusion and fuel poverty.
- Improving communication with tenants and officers.
- Working with tenants to develop their skills, knowledge and confidence.

3.2.3 Successful outcomes of Tenant Participation

The key achievements of Tenant Participations during 2016 include the following:

- Funded 12 environmental projects via the Environmental and Community Improvement Fund at a total cost of £13,170. This has improved customer satisfaction and as a result tenants (from the 12 areas) now feel safe and proud of where they lived.
- In addition to the environmental projects mentioned above, the TP team worked in partnership with external agencies to carry out the following:
 - 7 Housing/Police surgeries.
 - 5 Family fun days to promote tenant engagement
 - 5 Rural Roadshows to promote Universal Credit and the upcoming changes

The above projects have strengthened partnership arrangements with local partners operating in the area which has increased opportunities to share skills and resources.

- Placed 8 Kiosk's within the following communities; Newborough, Amlwch, Llanfaes, Beaumaris, Llangefni (x2), Holyhead (x2). The kiosks are free to use and are connected to the internet. This has helped to reduce the barriers faced by tenants who are digitally excluded.
- In addition to the above the TP team secured funding from BT for free internet access for 2 years in Llanfaes community hall and Aberffraw communal lounge.
- Successful in receiving 3 TPAS Cymru and 2 Welsh Tenant Federation awards. TPAS Cymru awards include the following; 3rd place for 'My home Tenants Self Service Portal and computer kiosks' in the 'Digital Involvement' category and 2nd prize for the 'Fight Against Fuel Poverty project' in two the categories; *Environmental Project* and *Community Action*. The Welsh Tenant Federation awards include the following; 1st place for 'My home Tenants Self Service Portal and computer kiosks' in the Good Practice in communication category and 2nd place for the 'Fight Against Fuel Poverty project' in the 'Innovative projects' category
- Supported 6 Tenant and Resident groups to work with their communities and influence service improvements.
- Supported tenants involved who participate at a strategic level to attend TPAS Cymru's Tenant Open Network, conference and training events and the Welsh Tenants Federation conference, this has helped to improve their skills, confidence and knowledge.
- Held 4 quarterly Sheltered Housing Forums attracting between 50 and 100 tenants at each forum. This has supported the TP team to work towards the Social Services Health and Wellbeing Act 2016 by reducing loneliness and isolation of elderly tenants. The forums are also an opportunity to improve access to information of tenants living within sheltered housing schemes.
- Developed 2 tenant newsletters (Llais Môn), this has helped to improve communication with tenants.

- Launched 'My Home' tenant's self-service portal (SSP). There are currently 102 tenants registered and using the portal; 39 of which registered during 2016. This has empowered tenants to take ownership of their rent account and update any changes to their personal details. An upgrade of SSP is due in April 2017.
- Completed the 'Fight against fuel poverty project' in Dwyran and Llangoed which helped 30 elderly tenants who were in fuel poverty reduce their energy bills from 49p per unit to 28p per unit. Following the project Calor gas agreed to reduce all their customer's bills to the lower rate of 28p per unit.
- Carried out the following consultations with tenants:
 - Re-Modelling of Llawr Y Dref
 - A5025 Road Improvements
 - Proposed changes to the warden service (a new service has now been implemented).
 - Evaluation of the handyperson service offered to elderly and (registered) disabled tenants.

3.2.4 Communications – Print and Other Media

Effective communication is vital for keeping our Tenants, leaseholders and stakeholders involved with our work and plays a key role in delivering a tenant focussed service. During 2016/17 the TP team continued to communicate in the following ways:

Local Press	Tenant Newsletter
Social Media	Website
Tenant Forums and open days	Posters and Flyers
Booklets and Leaflets	

All tenants are offered publications in a format that suits their needs such as large print or braille.

3.2.5 Enabling our tenants to pay their rent

Rent is collectable through a variety of methods which include Direct Debit, standing orders, Paypoint, Post Office, direct from salaries, by debit card or credit card over the telephone, automated touch tone, on-line payments.

We currently offer Direct Debit dates on any date of the month in preparation for the Universal Credit. This will enable the tenants to pay their rent as and when they receive the Universal Credit payment. There are over 1200 tenants paying by direct debit which is approximately 32% of our stock.

Improving the service of income collection is paramount to maximising income to the HRA. During September 2016 we were AUDDIS compliant which enabled us to improve the administration and make it more efficient by reducing paper handling and errors and also process claims quicker. It is envisaged that we will become Paperless Direct Debit compliant to further improve the administration. There has been an increase in standing order payers and a new mobile app payment option will be available through the Mon App.

A Service Level Agreement between Housing and Housing Benefit has been produced and agreed to work towards an improved service. In addition, fortnightly meeting has been set up to improve communication, share statistical data and improve processing times, develop a corporate approach to recovering debt and share updates in regard to changes to regulations and legislation.

During August 2016, we introduced 'Daily Tenancies' which will improve our voids turnaround as well as maximising our income.

3.2.6 Poverty and Social Inclusion

Welfare Reform

Tenants tells us they wish the Housing Services to continue supporting them through changes in Welfare benefits. Rolling out of the Welfare Reform programme continues in Anglesey and it is expected that April 2018 will see the roll out of Universal Credit to all benefit claimants on the island. This will mean a culture change for benefit claimants and in order to support our Tenants get through the changes, we will:

- Be the first point of contact for advice and practical help for both existing and prospective Tenants;
- Provide pre-tenancy support and identify at an early stage, Tenants who may struggle to pay their rent on time;
- Provide targeted support and advice to Tenants who are directly impacted by the changes in Universal Credit, working closely with other agencies such as Mon CF, CAB, Shelter Cymru;
- Work closely with the DWP and Job Centre Plus on the roll-out of Universal Credit;
- Help Tenants maximise their income and manage their household budget;
- Provide a range of convenient payment options to make it easier for Tenants to pay their rent;
- Work with Registered Social Landlords and Digartref to plan and pilot initiatives which will support single people's accommodation and support, in particular those under 35 years old who are affected by Welfare Reform.

Fuel poverty

Fuel poverty (where people spend more than 10% of their household income on fuel bills) remains an issue for many families. To assist our Tenants save money on their fuel bills, we will:

- Promote a range of initiatives to support our Tenants to tackle fuel poverty;
- Continue to roll-out schemes which improve the energy efficiency of our homes, aiming to increase the number of properties to have an energy rating of above 65.

•

Support people into training, volunteering and work opportunities

Supporting People into training, volunteering and work opportunities not only increases household income but also brings health and well-being benefits to individuals and their families. There are many opportunities on the Island for work and a number of initiatives are available to help support Tenants and their families into training and future work opportunities which are currently in development on the Island. To support our Tenants, we will:

- Support Tenants who have been long-term unemployed into employment through programmes such as Lift, Communities for Work and Opus;
- Continue to work, develop and promote life-long learning opportunities with Coleg Llandrillo-Menai, Môn CF and Opus, which Tenants may wish to take up opportunities and support;
- Work with Job Centre Plus to maximise opportunities for employment;
- Look at piloting the development of social enterprises with our Tenants.

Digital inclusion

Our Tenants tell us that they would like us to do more to help them increase their digital skills and abilities. To do this, we will:

- Further promote access for Tenants to the 'My Home' portal, to enable access to view their rent accounts, make payments, report and monitor progress on outstanding repairs;
- Find out what services our Tenants would like to access through the internet;
- Work with colleagues in our Information and Technologies Service, to roll-out the Council's digital strategy, and invest in wi-fi facilities across all our communal lounges over the next 12-18 months

During March 2016 the arrangements for the Tenants Home Contents Insurance scheme was reviewed which resulted in the cover offered to tenants being improved and premiums reduced to make it more affordable and provide excellent value for money.

3.2.7 Difficult to lets / low demand

It is widely recognised that overall, the demand for properties far outweighs the supply available at any given time, however some properties are more difficult to allocate than others, these properties are referred to as 'Difficult To Let' (DTL).

Properties are classified as DTL if any or all of the following conditions are met:

- a property is offered and refused on three consecutive occasions
- the housing waiting list for that particular property type has been exhausted
- a property becomes empty in a scheme where there are already properties classified as DTL.

The majority of DTL properties historically have been based within sheltered housing schemes which have specific allocation criteria (tenants must be 60+ and or registered disabled).

The most prolific problems have been centred on one particular scheme developed in 1982 in 'Llawr y Dref' Llangefni where there are 28 sheltered units, many of which are above ground floor level which no lift access. The units of accommodation have also been recognised as being extremely small in size which prospective tenants have cited for grounds for refusal.

Following a comprehensive consultation process with both tenants and other key stakeholders we will be commencing a major remodelling programme for the Llawr y Dref scheme which will involve installing a lift into the scheme, re-modelling the individual flats to maximise the use of the internal floor-space available and improving the communal facilities available at the scheme.

It is expected that the re-modelling will ensure that the scheme is fully occupied.

Stock mis-match

Occasionally there will be a small number of properties which become classified as DTL, these will often be properties in rural locations where there are few public amenities and transport links.

Other methods of allocating DTL properties are currently being piloted, these being via social media.

Here is an example of a recent advert:

**CYNGOR IŴR
YNYS MON
ISLE OF ANGLESEY
COUNTY COUNCIL**

A ydych yn 55+ oed neu wedi cofrestru'n anabl ac yn chwilio am eiddo addas? Mae gennym eiddo i'w gosod ar unwaith yn y trefi / pentrefi canlynol - Cysylltwch gyda Gwasanaeth Tai'r Cyngor am fwy o wybodaeth ac i weld os yr ydych yn gymwys.

Are you aged 55+ or registered disabled and looking for suitable housing? We have immediate to let properties in the following towns/villages – Please contact the Council's Housing Service for more information and to see if you qualify.

- Caergybi/ Holyhead
- Llangefni
- Rhosnelgr

Gwasanaeth Tai/ Housing Services- 01248 752200 / timopi@ynysmon.gov.uk

3.2.8 Rent Reform



Based on the revised 'target rent' on the Welsh

Government policy on

Social Housing Rents, the Isle of Anglesey County Council's target rent for each type of properties for 2017/18 are:-

Type of Property	Target Rent for 2017/18
Bedsits	£65.23
1 Bedroom Flat	£73.39
2 Bedroom Flat	£81.54
3 Bedroom Flat	£89.69
4 Bedroom Flat	£97.85
1 Bedroom House	£81.11
2 Bedroom House	£90.13
3 Bedroom House	£99.13
4 Bedroom House	£108.14
5+ Bedroom House	£117.16

Using the above figures, there are 2,966 properties below the target rent, 71 properties above target and 743 properties on target. This totals to 78.46%, 1.88% and 19.66% respectively of our stock.

In order to achieve the current target rent figures, the Council propose to increase the rent by the formula, CPI + 2.5% + £2 per week and this will be accomplished by approximately 2022/23.

The void loss on our properties was £208,000 in 2015-16 compared to £193,000 in 2016-17 whilst garages had a rental income loss of £69,000 in 2015-16 compared to £62,000 in 2016-17.

3.2.9 Leasehold Services and Service Charges

This table shows the annual cost for each service and the number of properties affected :-

Service	Approximate Annual Cost £'000	Approximate Number of properties affected
Ground Maintenance	95	788
Door Entry	10.8	788
Fire Alarm & Equipment	7	99
Lift Service	10.8	788
Communal Heating & Lighting	17.9	788
Communal Aerial	5	1100
Communal Cleaning	22	130
Communal Painting	26	232
Sewerage	15.4	88
Management	11.3	972
Total	221.2	

Out of the total costs of service charges we expect to recover approximately £144.8k as exemptions are provided to tenants for Ground Maintenance.

In comparison to previous year charges, the total amount has increased slightly as the figures derive from actual figures.

3.2.10 Supporting our Tenants in their own homes

Following the mandatory requirement from Welsh Government to ensure that housing related support for older people is based upon assessed need rather than tenure the Council have reconfigured the way it delivers the support for Older People.

The historic warden services within 490 council sheltered accommodation property was decommissioned as the service did not demonstrate value for money.

Prior to the completion of the reconfiguration, only 9.8% of the provision was needs led. The revised model has been extended to include the wider community and includes people who reside as owner occupiers, general needs or within the private rented sector. Access is now equitable and where there is an assessed need for either direct support / intervention and or an alarm service, direct support is provided free of charge.

The service has been delivered by Gorwel which is a part of Grŵp Cynefin. In total the service has capacity to support 460 service users per week. A total of 380 people can receive up to 40 minutes a week support, whilst a further 80 with more complex issues are allocated an hour each. This enables 331 hours of housing related support to be provided to a maximum of 460 people aged 55 and over per week.

Support provided includes

- Assisting someone who is homeless or at risk of homelessness within 56 days to find somewhere to live.
- Provide a package of support to equip the vulnerable person to maintain a tenancy and mitigate the risk of a tenancy breakdown and or eviction.
- Provide assistance with rent arrears, debt management and budgeting skills.
- Support the service user to claim welfare benefits, and assist and enable the individual to continue to receive eligible benefits and deal with relevant agencies.
- Assist the service user to maintain the security of their accommodation e.g. explaining how to lock up and manage appropriate access.
- Encourage and motivate the service user to maintain any appointments, relevant to improving their ability to manage themselves in their accommodation.

- Encourage and motivate the service user to develop social skills and to acquire the necessary confidence to feel part of the community and participate in activities of interest.
- Promote, encourage and motivate the service users to develop the necessary life skills such as cooking, cleaning, and laundry.
- Provide the necessary support to enable a service user to access appropriate education, training and/or employment opportunities.
- Undertake welfare checks for those who previously received them as part of the warden service and continue to have an assessed need. It is anticipated that this provision will reduce over time and greater focus will be allocated to targeted and specialist intervention.
- Provide advice relating to move on and permanent housing opportunities.

It is a corporate aim of the Isle of Anglesey County Council to establish intergenerational community hubs and in doing so, to significantly contribute towards the creation of strong communities and developing resilient individuals and families.

There are a number of different community hub models available, which provide a focal point towards improving people's quality of life. The Council's vision is to oversee the development and utilisation of current assets such as Extra Care Accommodation and Sheltered Housing Schemes, Community and Leisure centres as well as Libraries as locations which will provide a raft of activities and support services, including advice and information, befriending, transport etc. A Community Hub will have strong working relationships with other local community services and should be a base for outreach and signposting people to other local services. The Council's intention is to have a menu of options for citizens to access by utilising existing structures e.g. third sector single point of access, local area co-ordination and access to community hubs in each designated geographical area.

3.2.11 Public Sector Adaptations

The budget includes a sum of £350k for major disabled adaptations. Typical works include the installation of stair lifts, provision of level access showers and extensions.

Minor adaptations such as handrails will continue to be funded via the revenue budget. The Housing Services also deliver the Enable grant on behalf of Welsh Government.

3.2.12 Safeguarding

Government legislation places a duty on all organisations to promote safeguarding. As Anglesey County Council staff, we have an important role to play in promoting the welfare and the safeguarding of children and adults considered to be either 'vulnerable' or at risk' within our community, irrespective of our individual roles.

All Housing Services staff have been issued with guidance which outlines what is meant by 'abuse', 'neglect' and exploitation and how to recognise signs and indicators and what to do in suspected cases. This complies with the Corporate Safeguarding Policy recently updated in 2016, and associated action plan which is updated annually.

The Housing Service has developed its own domestic abuse policy and all staff have been briefed on the safeguarding procedures and statutory tests for making referrals to Social Services.

The Corporate Scorecard within the Council, sets out the safeguarding aims and objectives for all Heads of Service to monitor and report upon in accordance with the Corporate Safeguarding Action Plan which is reviewed annually.

Appropriate training is provided in relation to Safe Recruitment Arrangements, where a DBS check is undertaken for all appointed staff, along with pre-employment checks and receipt of satisfactory references prior to commencing in the job role.

3.2.13 Supporting People Single Point of Access

A business case, recommending the establishing of a Supporting People Single Point of Access / Gateway Officer has been approved by the Supporting People Planning Group. Unlike the general management and administration of the Supporting People Programme, Welsh Government consider the Gateway role as a project in itself and therefore the annual grant funding can be used for this purpose.

It is envisaged that the new way of dealing with referrals, allocating appropriately timeously will be operational by the beginning of June 2107. The advantages of the role include:

- Witness a shift in the control referral management which is currently held by the SP providers on Anglesey
- Facilitate improved monitoring of vacancies across the sector;
- Reduce voids or non-utilisation of designated hours within projects;
- Facilitate easier and improved access to service for our most vulnerable service users;
- Provide a useful and more robust management tool to improve monitoring of service providers;
- Bring Ynys Môn into line with the vast majority of other Local Authorities in Wales who have implemented this approach, including 4 out of the 6 North Wales Local Authorities.
- Facilitate and improve communication and working practices between Supporting People and Housing Options and the Social Services Single Point of Access Team;
- Ensuring a more strategic approach is taken to the development of sustainable services and housing solutions and that the Supporting People Programme is responding to current and emerging needs;

- Assist in reducing gaps in both service and accommodation needs.

The cost of implementing this service is estimated at £50,000 (including on-costs and all back office expenses – fully funded via Supporting People). This will include one full time officer and some additional administrative support may be required.

3.2.14 Ongoing Low Level Floating Supporting

Following discussions with housing related support providers and stakeholders, it has emerged that a number of people who have presented with needs, remain vulnerable following the cessation of their period of support. A period of support can last for up to two years, and could include periods in hostels, refuges, supported housing, move-on accommodation and or floating support, or a combination of any of the afore mentioned types of accommodation. Providers are of the opinion that their time and effort delivering the support is devalued, and that the cessation of support does not always demonstrate best use of Supporting People funding. It is recognised that some people will require regular short-term intervention at sporadic periods in their lives. The people most likely to benefit from such a service would be those with learning difficulties who do not meet the statutory criteria for learning disability registration, low level mental health, such as anxiety and early signs of depression, older people who are isolated, and those with chaotic tendencies across service areas. Such problems may result in budgeting issues, debt management matters, or rent arrears occurring across council, housing association and private sector properties, without the required early intervention.

It's anticipated that contact with the service can be made at short notice following identification of a trigger point by the service user, family member and statutory or third sector organisation. Support is anticipated to last a very short period and should contribute to preventing the situation escalating to potential crisis levels and re-entry into the mainstream supported housing / floating support arena. The service would also be in keeping with the requirements of the Social Services and Wellbeing (Wales) Act 2014, where prevention of escalating need and the right help is available at the right time.

3.2.15 Right to Buy

Under the Housing Act 1985, the Council is required to sell Council properties to eligible sitting tenants at a discount which currently stands at £8,000.

Since the Right to Buy was introduced some 35 years ago the Authority has seen a reduction of approximately 3,100 units of its housing stock.

During 2016/17 the Council submitted an application to Welsh Government to suspend the Right to Buy for tenants for a period of 5 years.

On the 6th of September 2016 confirmation was received by Carl Sargent AM the Cabinet Secretary for Communities and Children that the suspension of Right to Buy for tenants had been granted on Anglesey for a period of 5 years up to the 6th of September 2021.

It is envisaged that the five year suspension period together with our new build development program will allow us to increase our housing stock and mitigate the risks of the increase in demand for quality affordable social rented properties expected on the Island due to significant economic developments planned.

3.2.16 Service Transformation

During 2016-2017, there was a re-structure of the management structure of the Housing Services which became operational January 1st, 2017. The Head of Service is joined by four Senior Managers, which will put the Service in a much stronger position to take forward the new ambitious Business Plan which reflect national and local expectations and opportunities which have presented through the Housing (Wales) Act 2014, Future Generations and Well-being Act 2015, Social Services and Well-being Act 2014 and also opportunities being created by major economic programmes which may be developed on the Island.

The remodelling of our Warden Service has ensured that those who require assistance receive the most appropriate level of contact which is suitable to their need as well as helping older people to live independently within their communities.

Cyswllt Môn

A key driver for change within the Smarter Working Project was to improve customer service. This was achieved in 2016 through introducing a more streamlined method of communicating with Council Services. 6 internal reception areas, from 3 Council owned buildings, were re-structured into one Council Services One Stop Shop (Cyswllt Môn).

Cyswllt Môn offers our customers a faster, less complex way of contacting the Council where queries can be dealt with from one location through the support of a trained Adviser who can offer a greater depth of information, support and guidance, through meeting the Service directly or independently using self-service terminals.

5 interview rooms, a large desk, soft seating and a self-service terminal are available to customers and Council staff to use when supporting or meeting our customers.

Customers are now able to visit the Council through Cyswllt Môn and have all their enquiries dealt with by the same person, on the same day preventing the need to go from one Service to another. Enquiries range from applying for a Blue Badge or Council Garage to reporting pot holes or Housing Maintenance support to looking at planning applications or enquiring about waste collections.

Prior to the Cyswllt Môn opening, a 'Happy or Not' machine was installed to monitor customer satisfaction. The same exercise has been in place since opening and there has been significant increase of 36% in customer satisfaction since opening the One Stop Shop.



Galw Gofal = outsourcing of out of hours service

The previous Out of Hours Call Monitoring for Emergency Repairs (OOH) consisted of having in place a manager/supervisor to receive calls outside of the call centre's core hours of 8:00 AM to 5:00 PM. The information from the calls received allowed the manager/supervisor to assess the nature of the repair and allocate a priority to it.

If the call generated an Emergency repair the Manager/Supervisor was empowered to allocate the job to the appropriate trade operative who would then attend to the repair in question.

This facility previously cost the authority £13,890.24 per annum to handle approximately 1400 calls per annum.

Following a feasibility assessment Galw Gofal were engaged on a 3-month pilot scheme in February 2016 to manage the out of hours call monitoring service. The

results of the pilot scheme found that we were providing a more professional, consistent service to our customers, this was evidenced by feedback from customers and the Repairs Forum tenant members.

Galw Gofal are able to provide us with reports for analysis of trends in OOH repairs including the type of repair, timing, seasonal affects and geographical hot spots. The success of the pilot period allowed us to progress into a full annual provision from May 2016.

An added value from this provision is the lone working protection we have installed for our OOH operatives, a two hour no-contact period has been established. The operative is to contact Galw Gofal as the works are completed or if two hours have expired Galw Gofal will contact the operative for a status report.

Outsource stores function at HMU

The Repairs and Maintenance service is currently supplied through a central stores operation based at Gaerwen which serves the whole of the IOACC Housing Stock in Anglesey. Following a tender process, Jewson were appointed as a single dedicated central stores operation with an agreed stock holding of up to 1500 standard items supported by the new providers own network of satellite distribution stores with a stock holding of between 200 and 500 lines of standard stock. It is expected that the provision will finally be out-sourced by April 2017.

IOACC considers that delivering the repairs service through this type of agreement will produce the best long term results. Subject to satisfactory performance and meeting the developed KPI requirements, it is anticipated that the remainder of the Supply of Building Materials will continue from April 2019 for the Responsive Repairs Service for an additional 3 years.

This will allow the ability of IOACC ,Supplier and its supply chain to secure long term high volume supply agreements resulting in downward pressure on prices, increases in efficiency of the Supplier resulting from diminishing learning curves as operatives become more familiar and skilled with the contract requirements and innovations introduced by the Supplier as part of the overall drive for continuous improvement.

3.2.17 The key drivers for the Repair & Maintenance Service

The vision for the service is as follows that it delivers “an excellent, customer focussed service, committed to delivering modern, efficient and high quality services, valued by our customers.” This will be achieved by continuously improving through consultation and feedback from our Tenants Forum and all of our customers, continuously challenging the methods and ways we provide our housing repairs and maintenance services.

This will be achieved by:

- Ensuring assets are maintained in a more efficient planned, sustainable and affordable way
- delivering a cost effective repairs and maintenance service, right first time ethos
- Ensuring homes are maintained to a high standard and meet all statutory obligations
- Developing the performance management framework for the repairs service to deliver real outcomes for customers
- Establishing appointment based maintenance service

4.0 Asset Management

4.1.1 WHQS Compliance and Investment Strategy

The Isle of Anglesey County Council was the one of the first Authorities to meet the WHQS standards back in 2012. The “Better Homes for People in Wales” states the Welsh Governments vision that “all households in Wales ... shall have the opportunity to live in good quality dwellings that are” :-

- in a good state of repair
- safe and secure
- adequately heated, fuel efficient and well insulated
- contain up to date kitchens and bathrooms
- well managed
- located in attractive and safe environments
- as far as possible suit the specific requirements of the household (e.g. specific disabilities)

Life cycles of key components allowed for within our 30 year cost projections include:

- Kitchen – 15 years
- Bathroom – 25 years
- Boilers – 15 years
- Radiators – 25 years
- Full re-wire – 25 years

We are satisfied that, wherever practically possible, all properties meet WHQS with the exception of refusals or acceptable fail criteria. Improvement works on past refusals are automatically carried out at Change of Tenancy. We could only consider recording an acceptable fail if the cost of remedy was economically impractical.

The following table confirms our current position in connection with the renewal of key elements:

Element	Total included on original scoping survey for replacement	Total carried out to date	Tenants Refusal	Total of properties not identified on scoping survey for replacement
Kitchen	3073	3407	220	151
Total of bathrooms / Level access shower	2271	3253	160	365
Re-wire	1543	2932	118	728

4.1.2 Environmental Works

The WHQS Environmental Standard requires homes to be located in “attractive and safe environments to which residents can relate and in which they can be proud to live.”

Our approach to deliver environmental improvements include the continued funding of the Environmental and Community Improvement Fund whereby tenants are invited to submit applications for funding towards community improvements of their choice. There were 17 successful applications during 2016/17.

In addition, over a number of years the Housing Service has invested significant finance in order to improve the condition of roads, paths and communal parking areas on our estates that have not been officially adopted by the Highway Authority. These improvement works have historically been agreed on an annual basis in consultation with colleagues from Highways. The work has been undertaken by term contractors engaged by Highways.

It has now been agreed that responsibility for non- adopted areas will transfer to Highways from 1st April, 2016. To facilitate this transfer, Housing Services contributed a final £250k towards essential maintenance during 2016/17. This arrangement will provide greater clarity for our residents in connection with future maintenance obligations.

A total of £400k is allocated towards environmental improvements in 2017/18. A significant proportion of this budget will be utilised to commence a 3 year programme involving the demolition of 202 garages which are no longer viable to maintain. This programme will deliver environmental improvements in connection with parking, improving safety and improved visual appearance in general.

4.1.3 Capital Investment Programme

The Planned Maintenance Programme for 2017/18 shown in the table below in the sum of £9,103m allocates the capital resources included in this Business Plan. The overall budget will include provision for carried forward commitment and slippage from the approved budget for 2016/17. Total budget including commitment is in the sum of £10,185m. The programme is underpinned by independently collected stock condition data and will contribute towards our Housing Management Strategy and the Corporate Asset Management Strategy.

This Public Sector Investment Programme forms part of the Corporate Capital Plan for 2017/18. In principle, it will adopt the same annual capital bidding process as the Corporate Capital Plan, with delegated authority granted to the Housing Services Board to prioritise and financially evaluate individual schemes.

<i>Scheme</i>	2016/17 (£ '000)	2017/18 (£ '000)	2018/19 (£ '000)
<i>Internal WHQS Works & Asbestos</i>	750	600	500
<i>Traditional Maintenance Programme</i>	4,832	4,635	2,377
<i>Fire Risk Management</i>	250	0	100
<i>Central Heating Works</i>	350	600	250
<i>Environmental Works</i>	350	400	250
<i>Re-modelling</i>	832	0	0
<i>Acquisition of existing Dwellings</i>	2,058	1,259	1,345
<i>New Build</i>	2,058	1,259	1,345
<i>Public Sector Adaptations</i>	250	350	250
	11,730	9,103	6,417

<i>Financing:</i>	2016/17 (£ '000)	2017/18 (£ '000)	2018/19 (£ '000)
<i>Major Repair Allowance</i>	2,650	2,650	2,650
<i>Capital Receipts</i>	565	0	0
<i>Revenue Contribution</i>	8,515	6,453	3,767
<i>Commitments Carried Forward</i>			
<i>Borrowing</i>	0	0	0
	11,730	9,103	6,417

4.1.4 Internal Investment Plan

The budget allocates the sum of £600,000 to tackle past WHQS refusals, capital elements upgraded at change of tenancy and for the continued replacement of kitchens, bathrooms and re-wires as they reach the end of their life cycles.

This budget will also be utilised for the continued management of asbestos within the housing stock or, where appropriate, the removal of asbestos containing materials.

Central Heating Works

During 2016/17 we commenced a 2 year boiler replacement programme to upgrade approximately 400 of our older and increasingly unreliable heating boilers.

As part of the works a survey of the existing heating system will be undertaken and if radiators require replacement, they will be replaced as part of the boiler renewal programme. This will allow us to ensure that the systems installed are fit for purpose, sized correctly and are as efficient as possible for our tenants. Once completed, we will expect to see a reduction in day to day call out's for our heating engineers.

During 2017-18 we have allocated a budget of £600k to continue this programme and will target approximately 270 gas and oil boiler replacements.

Fire Risk Management

To ensure continued compliance with the Regulatory Fire Reform Order 2005 we have allocated the sum of £250k towards upgrading and/or renewal of fire-fighting equipment and fire detection systems to comply with fire risk assessments.

During 2016-17 our specialist contractor undertook fire risk assessments which will inform expenditure plans for 2017-18.

4.1.5 Traditional External Planned Maintenance

Total budget for traditional Planned Maintenance is in the sum of £4.635m. The Housing Service expects that a minimum of 4 contracts will be awarded during 2017/18 which will involve over 170 properties.

Procurement of schemes valued at over £500k will continue to support the Welsh Governments Procurement Policy Statement and impact on the local economy will be measured via the Value Wales Community Benefit Tool.

It is the Housing Service's aim that that the above contracts and procurement strategy will afford local contractors every opportunity to bid for capital investment works.

The service is committed to maximising the money it spends within the local community and by doing so promotes social, economic and environmental well-

being. By using Value Wales we expect our contractors to deliver some of the following community benefits:-

- Work experience by working with Mon Communities First and Coleg Menai Llandrillo
- Employment of local labour
- Local apprentices/Trainees
- Opportunities for SME's
- Using local supply chains

The general scope of the work undertaken or currently on site typically involves re-roofing, the application of an insulated render system, replacement windows and doors where appropriate, external works to include paths, fencing and boundary walls. Dwellings which are not on the mains gas network also benefit, wherever practical, from the installation of Solar PV systems.

Home improvements in all the schemes mentioned above will significantly improve the comfort and appearance of the homes and, where applicable, make them more affordable to heat. Traditional external planned maintenance will continue to form the basis of our capital investment plans going forward.

4.2 Council Housebuilding Programme

Since the 1980's, councils have been discouraged by successive governments from building new affordable housing themselves, and encouraged to act as 'enablers', by facilitating RSL's to build new affordable housing. However, with the new flexibilities that came with self-financing arrangements this has now changed and Councils are once again encouraged to build.

Both the Elected Members and tenants are supportive of this direction, which has led to the council to agree to implement a new council house building programme. The main advantages for this are as follows:-

- Council's HRA land and Council owned land and properties could be developed for much needed affordable housing.
- The land and buildings are retained or Council/HRA assets rather than being transferring to an RSL at a subsidised price for the RSL to develop as affordable housing.
- Local Authorities are able to recover a significant part of VAT costs of improving and maintaining our properties thus reducing costs.
- It will enable the council to increase its housing stock instead of continuing to see reductions in the stock through right to buy, thus reducing the unit cost of managing and retaining the council's stock.

- The council will have greater control over the future allocation of affordable homes.

The Authority's Council House Development Strategy 2015-2020 includes targets to increase our housing stock by 95 units over the 5 year period. In view the additional needs identified for affordable housing we will be increasing the targets set within the Council House Development Strategy 2015-2020.

During 2016/17 financial year the acquisition of 15 ex-council houses previously sold through the right to buy was completed and we saw the completion of the Council's first scheme of 3 new build council houses being completed.

During 2017/18 we expect to continue with our new council house building program and have plans to commence development of 20 units during the year together with a further acquisition of 10 ex-council properties.

Our revised council house building program for the next three years will be:-

Year	Total
2017/18	30
2018/19	45
2019/20	60
Total	135

We are currently looking at sites in Pentraeth, Llanfaethlu, Valley, Llangefni and Holyhead for the following years programme.

As a result of our increased development programme we will be utilizing a proportion of the HRA's borrowing cap which is around £13m.

In order to achieve our aim of developing new council houses a small Development Team will be established within Housing Services and we will be seeking to purchase development services from one of our partner RSL's during 2017/18.

The Welsh Government Innovative Finance Team have announced that the second round of the Housing Finance Grant program will become available from April 2017 and that stock retaining local authorities will have access to this source of Grant funding from April 2018.

5.0 Monitoring and Evaluation

5.1 Performance Management 2017 / 2018

There is a Corporate approach to measuring quality of services and performance is reported on a quarterly basis through the Council's corporate performance scorecard and annually thereafter through its Annual Performance Report (APR). Both reports are scrutinised and challenged by Senior Officers and in public through Corporate Scrutiny Meeting and the Executive / Council.

The Council's introduced a Corporate Scorecard during 2013/2014 (which includes relevant and important data requested from senior officers and members alike) and this has evidenced benefits already.

Service reviews take place twice a year and are focussed on their financial management (June) and their performance management (November).

To prepare for the January reviews all services were expected to self-assess their performance against ten key criteria –

- External Audit recommendations
 - Internal Audit recommendations
 - Customer Service
 - Business Planning and Performance
 - Horizon Scanning
 - Governance & Accountability
 - Resource Management
 - People Management
 - Collaboration
 - Corporate Alignment

They are challenged by a Panel of Executive, Shadow Executive and Senior Officers with a view of coming to a corporate agreement on the service's position statement and its draft priorities for the forthcoming year.

This self-assessment model was introduced for the first time during 2014 and provides a corporate overview of service position.

5.1.1 Performance Indicators and Targets

A range of indicators are used to compare performance and gauge improvement, which gives an indication as to how effective the Council is in a particular area.

<p>Key Performance Indicators KPI's</p>	<p>Performance Indicators that are National or chosen by the Council which monitor the Council's key activities. These are reported to and monitored by Elected Members, Senior Leadership Team, staff and other partners on a quarterly basis.</p> <p>Examples include: rent arrears of current tenants, number of outcomes, rent arrears of former tenants.</p>
<p>Performance Indicators selected by Tenants</p>	<p>Indicators selected by our Tenants as being areas of performance important to tenants. Performance will be reported to the Môn Tenants Voice (MTV) on a quarterly basis.</p> <p>Examples include: % of appointments kept by HMU, % homes empty at year end.</p>
<p>Service Management Indicators</p>	<p>These indicators are monitored by the Head of Housing Services and the Housing Services Management Team and are usually used in areas in need of improvement. These are monitored on either weekly or monthly basis.</p> <p>Examples include: satisfaction with services received; void turnaround times; transformation of repairs and maintenance service</p>

5.2 Tenant Feedback

5.2.1 STAR

STAR is a survey designed to capture tenant's views on services' delivered by social landlords. It has been developed to measure customer satisfaction, monitor trends over time and benchmark performance against other landlords.

Housing Services' carried out their second STAR survey during 2015. A variety of different methods was used to encourage tenants to take part in the survey and 587 were received in total.

The survey was developed using 8 sections; Demographics, Core, General Services, Service Priorities, Perceptions, Stock (*Older people, leaseholders, Supported Housing, Wales*), Theme (*Advice and Support, Contact and communication, Neighbourhood, Responsive Repairs*), Service Specific (*Anti-social behaviour, Complaints and Estate Services*).

The results of the survey indicated a decrease in customer satisfaction in a number of service areas compared to 2012. As STAR offers social landlords the ability to measure customer satisfaction 'over time' it is difficult to understand why and when this has happened.

- 80% participants were satisfied with the overall service provided by Housing.
- 82% participants were satisfied with the overall quality of their home.
- 83% of participants were satisfied with their neighbourhood as a place to live.
- 69% of participants are satisfied with the way Housing Services deal with Repairs and Maintenance.
- 84% of tenants are proud of their home.
- 78% of participants were satisfied (fairly or very) with the condition of their property when they moved in.
- 96% of participants were satisfied (fairly or very) with the support service they receive.

HouseMark has now launched StarT (Survey of Tenants and Residents Transactions) which work alongside STAR and offers social landlords the ability to measure 'real time' customer satisfaction whilst also monitoring trends over time and benchmarking performance against other landlords.

It has been recommended that Housing Services' introduces StarT for services such as responsive repairs, complaints or new tenancies to gain an understanding of how and why the customer satisfaction has decreased since 2012 and also to monitor customer satisfaction more closely.

It is envisaged that the next STAR survey will be completed in 2018.

5.2.2 Tenant Auditing Group

The Tenant Auditing Group (TAG) was set up in 2008. The aim of the group is to support the delivery of a customer, citizen and community focused service which meets the needs of tenants now and in the future.

TAG work in partnership with Housing Services' and their work plan is determined by the priorities within the business plan. 7 audits have been completed to date; including a mystery shop of Housing's Customer Care Charter, day-to-day maintenance repairs service, Housing's lettable standard and the tenant participation service.

The group is currently carrying out an audit of the Corporate Customer Care Charter which is a follow-up to their 2015 audit. In 2015 TAG felt that the standard of Customer Care within Anglesey Council was satisfactory however, felt that there was room for improvement. A written report detailing recommendations for improvement was sent to the Customer Services' Excellence Board in October and was presented to the board in November.

5.4.5 Diversity and Equality

The Council is committed to equality of opportunity both in the provision of services and in its role as a major employer on the Island, and to the elimination of unfair and unlawful discrimination in its policies, procedures and practices.

We continue to embrace diversity and embed equality into working practices. The Strategic Equality Plan 2016 – 2020 has identified 7 new equality objectives that will enable the mainstreaming of equality into all Council functions.

The Housing Service is fully committed to ensuring equality of treatment for all our customers without discrimination or prejudice in line with corporate policies and practices.

We undertake Equality Impact Assessments on strategies and policies to help us understand the potential impact of decisions and service delivery on people with different protected characteristics. The assessments also identify potentially mitigating actions to reduce or eliminate adverse impacts. We currently subscribe to Tai Pawb, an organisation which promotes equality and social justice in housing in Wales.

We seek to ensure that housing advice and services are fully accessible to everyone. We seek to promote understanding and tolerance of the different cultures within our communities and also to ensure that people value the needs and contributions of individuals and groups of individuals within those communities. We achieve this by providing training for staff and tenants.

Tenant profiling data includes information on household composition and other information such as ethnicity, gender, age, disability and language and will enable us to tailor our services to ensure that they are appropriately provided when required. We will continue to capture the diversity profile of our tenants to help us gain a better understanding of individual needs. This has been completed for existing tenants and the profiling of new tenants is routinely carried out at commencement of tenancy. Tenants can now also access their tenancy and rent account online and update personal information by registering to use the 'My Home' tenant self-service portal.

The Housing Service is also guided by the Equality and Human Rights Commission's non-statutory Code of Practice in Racial Equality in Housing.

5.4.6 Welsh Language

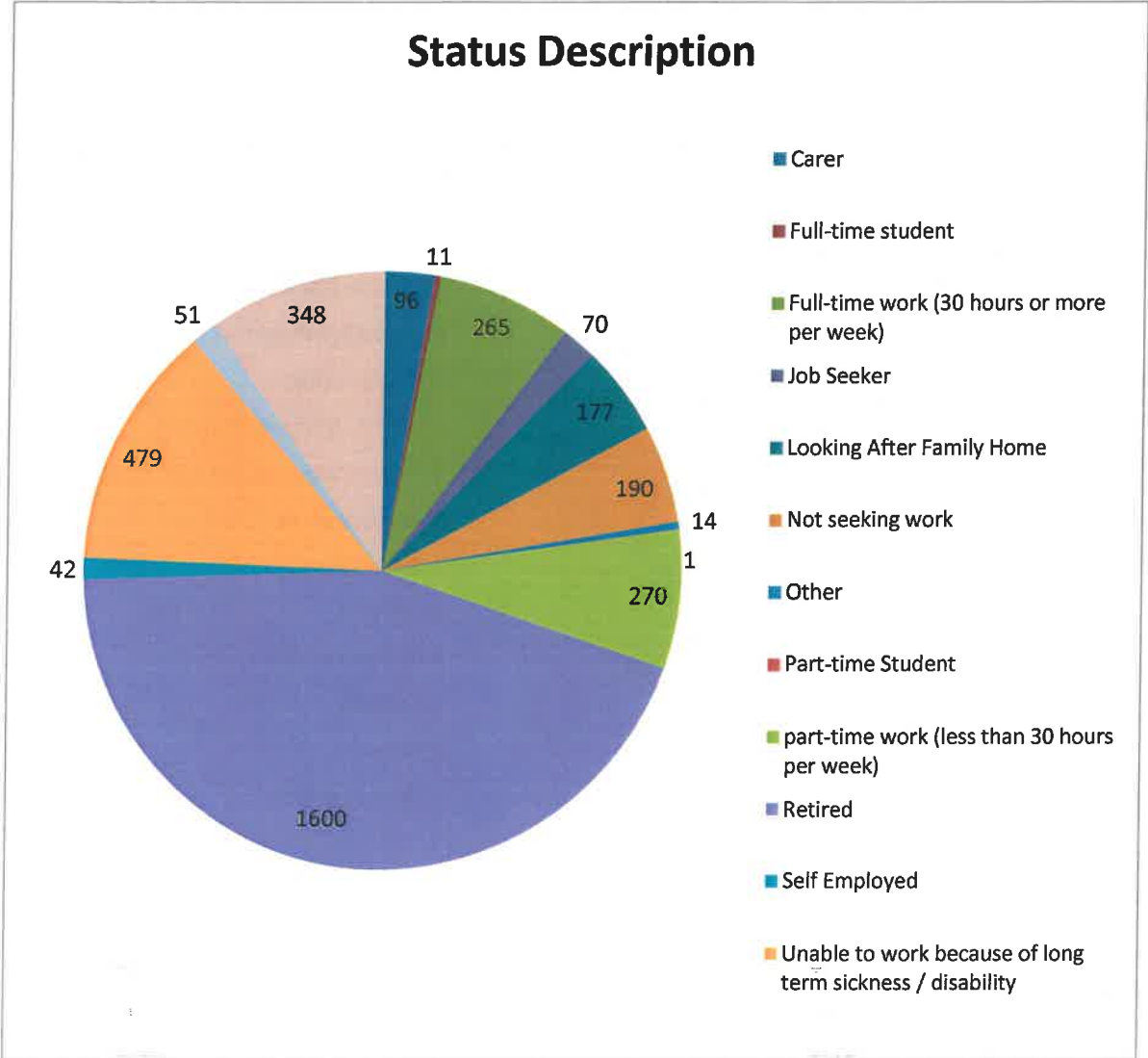
The County Council has now received a Compliance Order in relation to the Welsh Language Standards. This means that 154 statutory standards will come into force from 30/03/16 and will replace the Welsh Language Scheme. In addition, 6 further standards will come into force on 30/09/16.

On a practical level, these are as follows:

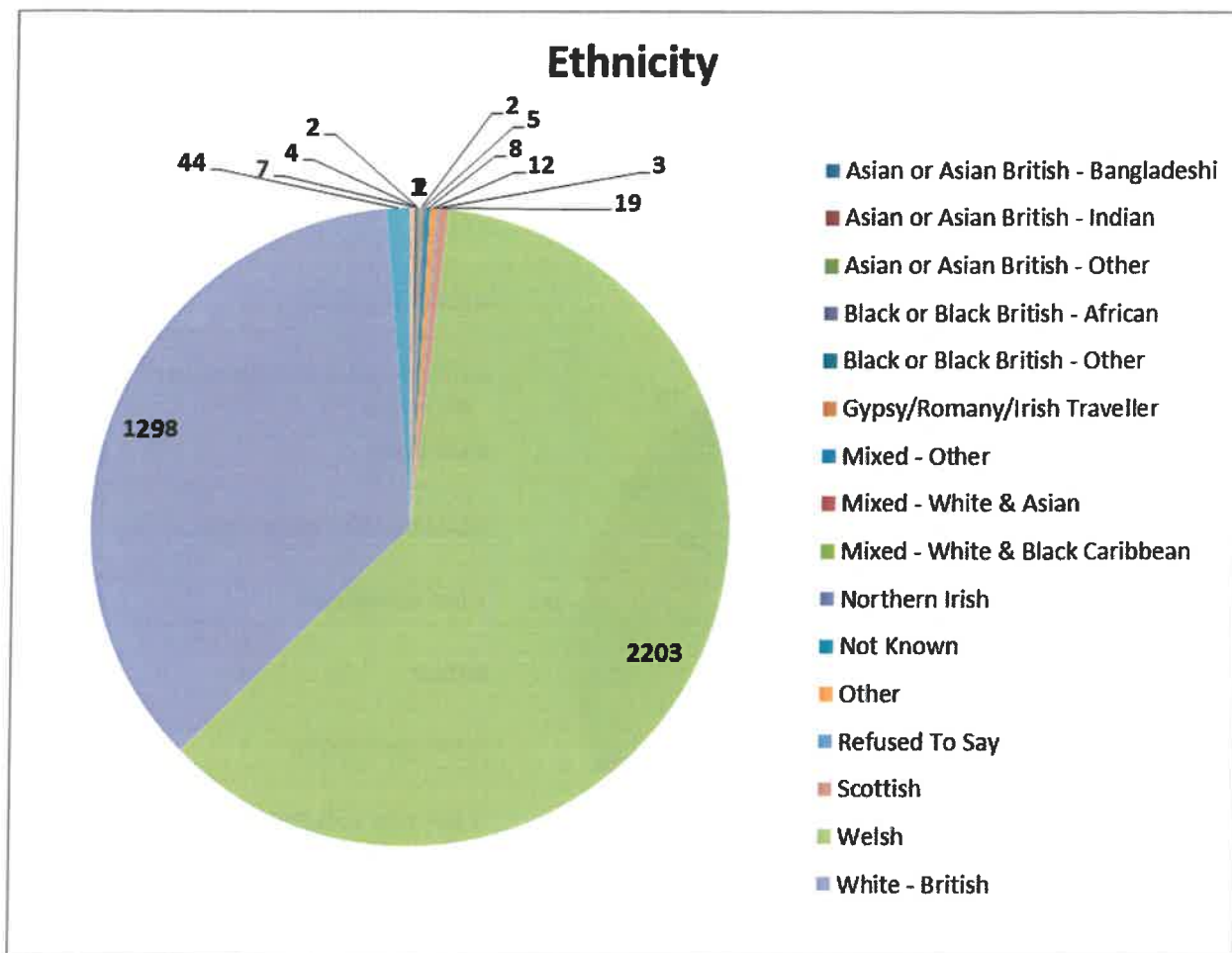
- the offer of language choice needs to be visible in our receptions;
- every telephone greeting must be bilingual with an offer of service through the medium of Welsh;
- any face to face interaction between a member of staff and a customer must offer the service through the medium of Welsh;
- any correspondence must be bilingual or in Welsh if that is the language choice of the customer;
- Welsh medium meetings should be provided to those who opt for Welsh medium meetings;
- when arranging public meetings, all promotional material must be available in Welsh and a translator present;
- all documentation, posters, notices, signage, forms and information pamphlets must continue to be produced bilingually (with a note on the English version stating that a Welsh version is available);
- a Welsh medium tender should not be treated less favourably than one presented in English and a Welsh medium interview must be offered to a Welsh medium tenderer;
- Welsh medium grant applications should not be treated less favourably than those presented in English;
- any employment matter (and associated written material) must be provided in Welsh if that is the employees' language preference;
- when amending or creating a policy, a Welsh Language Impact Assessment must be conducted.

The Council is committed to providing a bilingual service in Welsh and English across all its services. We promote a proactive approach to ensure that services can be provided in the Welsh language in accordance with the Welsh Government Strategy Framework 'Mwy Na Geiriau'/ More Than Words. We already ensure compliance with the Council's Welsh Language Scheme by monitoring services on a quarterly basis and undertake an annual survey of providers to evaluate compliance with the Welsh Language Standards, and the Welsh Language Measure for which the findings are shared with Welsh Language Commissioner's Department within Welsh Government.

5.4.7 Working Status of Council's Tenants



5.4.8 Ethnicity of the Council's Housing Tenants



5.5 Resource Planning

5.5.1 Staff training and development

The Council operates a comprehensive Performance Development Review (PDR) process. Formal, structured interviews are held between Line Managers and their staff on an annual basis.

The PDR process covers:

- Performance over the previous year;
- Personal development and training received over the previous year;
- Identify areas for development over the forthcoming year, including performance targets and training needs;
- Personal Action Plan for the forthcoming year.

The Council has a Corporate Training Programme – ranging from 1 day courses to longer development programmes such as management courses.

Other housing-related specialist courses are usually bought-in (if cost effective) or attended by a member of staff who will then train other staff.

5.5.2 Workforce Development Planning

Workforce development planning is an area where we as a business need to strengthen. Done well, this helps the service to estimate future workforce requirements and calculates the numbers, nature and services of potential employees who may meet that demand. It's about getting the right number of people, with the right skills, in the right place at the right time.

	Age Group	Male	Female	Total
Full Time		63	58	121
Part Time		2	7	9
	16 – 24	6	4	10
	25 – 34	13	23	36
	35 – 44	11	13	24
	45 – 54	18	14	32
	55 – 64	14	11	25
	65+	3	0	3

During 2017 – 2018 our priorities will be to:-

- Better understand the characteristics of the Housing workforce, in terms of sex, hours of work, age, turnover
- Understand the reasons for staff leaving employment and take appropriate action to reduce future turnover.
- Identify staff who are likely to retire, or who may leave the Council's employment, within foreseeable future, together with key / unique posts and plan and implement succession planning arrangements for post holders succession.

5.5.3 Communication with staff

We aim to ensure that all staff are equipped with the relevant skills and knowledge to enable them to carry out their roles and help deliver the service and Corporate priorities. We regularly communicate with staff through bi-monthly staff meetings, Team meetings, Tool Box Talks, Council monthly publication, Monitor (intranet) and staff forums.

6.0 Risk Management

6.1.1 Corporate Risk Register

The Corporate Risk Register identifies those risks which could impact on the Council's ability to meet its corporate aims and objectives. It identifies the source and consequences of the risk, the likelihood of it materialising, the impact it may have, and any mitigating action deemed necessary to manage the risk. The Corporate Risk Register is reviewed at least quarterly annually and in the light of any significant changes.

6.2 Housing Risk Register

All Officers have responsibility for identifying risks that threaten their area of activity. The Housing Management Team has the responsibility and accountability for assessing and managing the risks.

Risk Management is applied to each identified risk – and any new risks are entered on the Services' Risk Register. The main risks within the Housing Risk Register are included within the Council's Corporate Risk Register.

Key Housing Operational Risks are:-

- Rent restriction – following what is happening in England in relation to rents
- Increase in inflation – thus increasing costs
- Increase in Interest rates – thus increasing borrowing costs
- Local inflation in costs due to Wylfa Newydd
- Welfare Reform

The Business Plan has been stress tested to take account of the risks both individually and combined and the business plan remains viable throughout the 30 year period. (see appendix)

6.3 Housing Business Continuity Plan

- During 2015 / 2016, Housing Services produced a Business Continuity Plan which complements the Council's Corporate Business Plan. The Housing

Business Continuity Plan and explains what we would do if something serious happened to the Housing Services. Examples could be if the Council office buildings were badly damaged or if we lost a lot of staff, perhaps due to staff illness.

- Anticipated threats to service delivery (such as ICT, data management, severe weather, major careline or BT faults).
- The approach to be taken in the event of an E-bola outbreak, flu epidemic.
- Ways of minimising the threat / risk
- Disaster recovery and priorities
- Initial actions to be taken

This is reviewed regularly

7.0 HRA Financial Plan

7.1.1 Underlying Financial Assumptions

The information below is used as financial assumptions for the Business Plan

- Inflation is calculated using the Government target rate of 2% per annum.
- Rents are assumed to rise 1.5% above inflation per annum plus £2 per week until 2018/19 then 1% above CPI plus £2 per week until convergence with the benchmark rent attained (forecast to be 2024/25).
- The target rent is assumed to rise by 1.5% above inflation per annum until 2018/19 and 1% above inflation thereafter..
- The provision for bad debts is forecast to increase to 0.9% from 2017/18, 1.5% from 2018/19, reducing by 0.1% every 2 years until the 0.6% level is reached again.
- Voids are expected to reduce to 1.7% from 2017/18.
- Supporting people income relates to the agreed contribution to the alarm installations in HRA properties. This is not expected to increase with inflation.
- Right to Buy suspended for duration of plan.
- The capital plan is based on the Stock Survey, with component replacements being carried out as per schedule of component life cycles.
- It is assumed that a development programme of acquisitions and new build will continue in 2017/18 with 30 units, following this 45 units in 2018/19, 60 units in 2019/20 and 2020/21, 30 units each year from 2022/23 to 2029/2030, then 25 units per annum thereafter.
- The interest rate on credit balances is assumed to be 0.4% per annum, on loans 5.37% per annum. New borrowing is assumed to be over 30 years at an interest rate of 3%.
- The capital programme includes a one off programme of remodelling an existing scheme of 28 units which is currently hard to let. A provision of £832k has been included in the plan for 2017/18.
- Assumed that debt is not being re-paid early

- Other income includes feed in tariff income, commission from selling insurance, sewerage charges and recoverable repairs.

7.1.2 Treasury Management Policy

The Council has adopted a one-pool approach for loans which means that the costs of borrowing are averaged between the general fund and HRA in proportion to their respective capital financing requirements.

5 Year Capital & Revenue Budgets

Draft Revenue Budgets

	2017/18	2018/19	2019/20	2020/21	2021/2022
	£'000	£'000	£'000	£'000	£'000
Management Costs	2,878	2,936	2,994	3,054	3,115
Repairs and Maintenance	3,720	3,869	4,040	4,307	4,574
Other Costs		104			
Capital Financing Costs	3,697	3,438	2,264	2,385	2,449
Contribution to Capital Programme	8,882	9,757	9,543	10,481	10,431
Total Expenditure	19,177	20,104	18,841	20,227	20,569
Net Rental Income	15,905	16,909	18,400	19,292	20,577
Other Income	541	550	559	569	578
Interest on Balances					
Total Income	16,446	17,459	18,959	19,861	21,079
Revenue Surplus/(Deficit)	- 2,731	-1,645	118	-366	510
Balance Brought Forward	7,060	4,329	1,684	1,802	1,436
Balance Carried Forward	4,329	1,684	1,802	1,436	1,946

Draft Capital Budget

	2017/18	2018/19	2019/20	2020/21	2021/2022
	£'000	£'000	£'000	£'000	£'000
WHQS Improvements & Maintenance	6,585	5,981	6,244	5,789	6,148
New Build	4,125	6,436	8,959	9,552	10,143
Regeneration / Remodelling of existing stock	832	-	-	-	-
Other Improvements	-	-	-	-	-
Total Capital Expenditure	11,542	12,417	15,203	15,341	16,291
Capital Funding					
Major Repairs Allowance	2,660	2,660	2,660	2,660	2,660
Borrowing			3,000	2,200	3,200
Capital Expenditure funded by HRA	8,882	9,757	9,543	10,481	10,431
Total Capital Funding	11,542	12,417	15,203	15,341	16,291

8.0 HRA Key Priorities ACTION PLAN 2016 / 2017

General Housing Revenue Account Actions			
	Action	Responsibility for achievement	Target date
	Where housing need has been identified, assess and identify possible sites to inform council housebuilding plan.	Housing Business Manager	ongoing
	Complete refurbishment of Llawr y Dref scheme in Llangefni and allocate remodelled flats	Business Services Manager	July 2017
	Review Performance Measures	Business Services Manager	April 2017
Housing Management			
	Develop an up to date income management strategy and action plan	Rent, Income and Financial Inclusion Manager	March 2018
	Ensure early intervention & prevention to mitigate against effect of Universal Credit	Rent, Income and Financial Inclusion Manager	Monthly
	Review our tenant profile information and methods of collating information	Neighbourhood Team Manager	Monthly
	Review the Anti Social Behaviour Policy and trends in incidents	Neighbourhood Team Manager	March 2018
	Review the Commons Allocations Policy following it's implementation in 2016	Neighbourhood Team Manager	September 2017
Tenant Participation			
	Review the Local Tenants Participation Strategy	Neighbourhood Team Manager	April 2017
	Review the Customer Care	Neighbourhood Team	June 2017

	Service	Manager	
Housing Repairs and Maintenance			
	Complete the transformation of the Housing Maintenance Unit	Transformation Manager	September 2017
	Complete the externalisation of a modern, high quality stores function	Transformation Manager	April 2017
	Improve void property performance	Transformation Manager	March 2018
	Improve customer experience for end to end repairs process	Transformation Manager	March 2018
Housing Capital Plan			
	Complete 30 new units for rent by the Council	Business Manager	March 2018
	ensure model of housing related support for older people based upon need is rolled out to all potential tenants	Principal Development Manager	September 2018
	Agree work programme for the Development Team for Council House Building programme	Business Manager	April 2017
	Introduce Tenant Board Members to the Housing Services Board structure	Business Manager	May 2017

Appendix 1

30 Year Plan Sensitivity Analysis

Scenario	Base Case	Increase Bad Debt by 1.0%	No MRA Grant from 2018/19	Increase Maintenance costs by a further 1%	Increase Management costs by a further 1%	CPI and RPI increased by 1%	Increase Rents by Inflation Only from 2019/20
Year	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000
2017.18	4,329	4,329	4,329	4,329	4,329	4,329	4,329
2018.19	1,684	1,652	1,875	1,589	1,655	1,661	3,198
2019.20	1,802	1,730	2,303	1,506	1,714	1,702	6,541
2020.21	1,436	1,324	2,425	3,229	2,848	1,394	9,072
2021.22	1,944	1,790	3,614	5,853	4,924	1,753	12,115
2022.23	4,014	3,809	5,034	9,112	6,810	4,075	13,836
2023.24	2,689	2,515	3,867	9,017	5,282	2,805	12,936
2024.25	1,924	1,973	3,021	9,371	4,276	2,091	11,807
2025.26	2,969	2,980	4,078	11,405	5,039	3,300	11,947
2026.27	1,456	1,426	2,663	10,727	3,201	1,711	9,290
2027.28	2,663	2,585	4,041	12,596	4,038	2,888	9,372
2028.29	2,956	2,835	4,616	13,382	3,917	3,077	9,247
2029.30	1,484	1,316	3,522	12,207	1,982	1,505	7,124
2030.31	1,925	1,689	3,084	13,188	2,410	2,079	6,070
2031.32	3,097	2,781	3,406	14,667	3,528	3,493	5,286
2032.33	3,838	3,447	3,379	15,502	4,181	4,417	3,943
2033.34	4,566	4,097	3,399	16,077	4,780	5,331	3,244
2034.35	5,599	5,047	3,783	16,687	5,642	6,609	2,541
2035.36	4,542	3,906	2,930	16,562	4,385	5,415	2,141
2036.37	2,841	2,128	1,344	15,562	2,758	3,432	1,626
2037.38	3,647	2,852	2,357	16,788	3,600	3,937	3,396
2038.39	2,294	1,456	1,308	15,555	2,247	2,230	2,775
2039.40	4,611	3,717	3,621	17,625	4,515	4,405	5,282
2040.41	2,424	1,527	1,563	14,883	2,246	1,864	3,925
2041.42	7,055	6,155	6,417	18,583	6,751	6,124	9,131
2042.43	4,611	3,896	4,292	14,804	4,134	3,291	6,991
2043.44	3,000	2,463	3,042	11,368	2,291	1,493	5,027
2044.45	4,096	3,808	4,658	10,231	3,116	2,167	5,817
2045.46	2,761	2,729	3,948	6,166	1,614	1,526	3,902
2046.47	1,433	1,666	3,355	1,577	1,356	1,517	1,636
New Units	920	891	625	606	855	910	440
	Convergence Reached in 2024/25	Convergence Reached in 2024/25	Convergence Reached in 2024/25	Convergence Reached in 2024/25	Convergence Reached in 2024/25	Convergence Reached in 2025/26	Convergence not reached

Under all scenarios the borrowing cap is used to within £65k of the limit as measured using the CFR

The base case business plan shows the HRA to have a solid financial footing due to the condition of the housing stock that meets the Welsh Housing Quality Standards. The Council is planning significant investment in the development of new homes and the re-purchase of former Council dwellings, leading to an additional 920 homes over the 30 year period. In order to do this the Council will need to borrow additional funds, but is expected remain below the debt cap put in place after the buy-out from the former HRA subsidy scheme based on the current assumptions.

Increased Bad Debts

If the bad debt provision were to be increased by 1% above the provision in the base case the Council would need to reduce its investment in new properties, reducing the additional homes to 891.

Loss of MRA

Should the current MRA grant of £2.66m per annum be withdrawn after 2017/18, The Council would need to reduce the number of additional homes to 625. In addition savings would be required in the capital programme.

Increased Maintenance Costs by another 1% above inflation

The base case already prudently assumes that maintenance costs will increase by 1% above inflation throughout the duration of the plan, with a further 2% increase whilst Wylfa Newydd is being constructed. If costs were to increase by a further 1% per annum, the Council would need to reduce the number of properties to 606 and take action to reduce the planned maintenance programme in order to remain within the debt cap.

Increased Management Costs by a further 1% above inflation

The number of new properties being developed would be reduced to 855.

Increase in inflation by 1%

The number of new properties being developed would be reduced to 910.

Increase rents by inflation only after 2019/20.

Should the Welsh Government rent policy change and rents were to increase only at the rate of inflation, the Council would need to make significant savings in its capital programmes and take actions to reduce its revenue expenditure in order to remain within the debt cap. Under this scenario just 440 additional properties could be funded. In addition, with maintenance costs forecast to increase at a rate above inflation, this scenario would not be sustainable in the longer term.

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive
Date:	20 March, 2017
Subject:	Interim Homelessness Strategy and Work Plan
Portfolio Holder(s):	Councillor Aled M Jones
Head of Service:	Shan Lloyd Williams
Report Author:	Elliw Llŷr
Phone Number:	01248 752137
E-mail:	ElliwLLyr@ynysmon.gov.uk
Local Member:	n/a

A – Recommendation/Recommendations and Reason/Reasons
<p>Recommend that the Executive approve:-</p> <p>A1. The Interim Homelessness Strategy and Work Plan for the period 2017-2018, after which it is intended to present a Regional Strategy and Local Work Plan for a period of 5 years.</p> <p>Reasons</p> <p>In order to fulfil Part II of the Housing Act 2014, local authorities need to agree on a Homelessness Strategy. The intention of this paper is to present an Interim Strategy for 2017-18 as well as a work programme to create a Strategy for 2018 onwards for a period of 5 years.</p> <p>1. Background</p> <p>1.1 Local Authorities are required to form a Homelessness Strategy in order to:</p> <ul style="list-style-type: none"> • Prevent Homelessness • Provide suitable housing for people who are homeless or who are at risk of becoming homeless • Provide suitable support for people who are homeless or who are at risk of becoming homeless <p>There is an expectation that the strategy is in place by 2018. The Local Authorities of North Wales have expressed their intention to create a Regional Strategy with each Local Authority forming an individual Work Plan, and the Interim Strategy therefore needs to be approved for 2017-18 and that is the intention of this paper.</p> <p>1.2 This Interim Strategy and work plan have been developed in collaboration with our new partners who support homeless people or who need support in order to avoid being homeless.</p> <p>1.3 The housing operational services have been adapted in order to provide a service which responds to the requirements of the Act. There are two aspects to the service, i.e. Assessment and Solutions and our General Allocations Policy has been adapted in order to reflect the way</p>

applicants are assessed with regard to local contact and how critical their housing needs are.

1.4 There is an intention to draw up a Regional Homelessness Strategy for 2018 onwards and a workshop will be held in March in order to scope this work. The work of identifying the challenges has already taken place on the Island as part of the work of creating this work plan. The intention is to use this and statistical information regarding the population needs assessment and data regarding people who have access to homelessness services in order to be able to collaborate on a local level in order to prevent homelessness. The scoping paper and work programme will be approved by the Housing Management Team during April 2017.

B – What other options did you consider and why did you reject them and/or opt for this option?

Another option would be not take action for a period of about 18 months until the Regional Strategy is adopted. This could mean failing to collaborate with our key partners and risking the Supporting People Grant and the Homelessness Prevention Grant by Welsh Government as there would be no strategic overview of what we as a Council are trying to achieve. Not taking action would be contrary to the Future Generations Act, 2015 and the Social Services and Welfare Act, 2014.

C – Why is this a decision for the Executive?

Due to Legislative requirements, Executive approval is required.

CH – Is this decision consistent with policy approved by the full Council?

The Council has already approved a General Allocations Policy which reponds to the requirements of the Act as well as a Supporting People Plan Executive (14.2.17) which provides a service for vulnerable people who could be at risk of losing their homes without this support.

D – Is this decision within the budget approved by the Council?

There is a duty on the Council to provide this service for vulnerable people and a budget has been recognised for providing this service as well as a grant contribution by Welsh Government which funds support Services through the Supporting People Grant and the Homelessness Prevention Grant.

DD – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	

2	Finance / Section 151 (mandatory)	No comments
3	Legal / Monitoring Officer (mandatory)	No comments
4	Human Resources (HR)	No comments
5	Property	n/a
6	Information Communication Technology (ICT)	n/a
7	Scrutiny	n/a
8	Local Members	n/a
9	Any external bodies / other/s	The Strategy and Work Programme are based on priorities which have been identified by members of the Homelessness Prevention Forum which includes a number of service providers.

E – Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	The Local Housing Strategy has been the subject of an impact assessment and adoption of the Homelessness Strategy was an objective within that strategy as well as an Impact Assessment completed on this Interim Strategy.

F - Appendices:
Interim Homelessness Strategy and Work Plan

FF - Background papers (please contact the author of the Report for any further information):

ISLE OF ANGLESEY COUNTY COUNCIL

INTERIM HOMELESSNESS STRATEGY 2017-2018

1) Introduction

Isle of Anglesey County Council has developed an interim Homelessness Strategy with its partners which provides a plan for how the county will sustain and improve services which prevent homelessness and assist those who do become homeless. In particular three priority areas have been identified for the next 18 months following a workshop where organisations discussed the current risks for those most vulnerable to homelessness and how these could be addressed.

These priority areas are:

- Working to ensure the private rented sector best assists with homelessness prevention
- Ensuring tenants with mental health, drug and alcohol issues receive the support they need
- Addressing issues arising from the continuing implementation of welfare reform

2) Background

i) Legislation

Part II of the Housing (Wales) Act 2014 now provides a new legal framework for homelessness services in Wales

Local authorities in Wales must produce a Homelessness Strategy in order to achieve the following objectives

- the prevention of homelessness;
- that suitable accommodation is provided for people who are or may become homeless;
- that satisfactory support is available for people who are or may become homeless.

The 2014 Act states that that all Local Authorities must adopt a Homeless Strategy in 2018. Isle of Anglesey County Council has agreed to work with Local Authorities across North Wales to develop a comprehensive Homelessness Strategy in accordance with the statutory code of guidance for adoption in 2018. Each individual Local Authority will be responsible for producing its own local action plan. For this reason, an interim strategy has been developed to guide work until 2018 when the new regional Strategy is expected to be adopted.

ii) National context

Part II of the Housing (Wales) Act 2014 has significantly changed the statutory duties placed upon local authorities regarding homelessness and has placed a much greater emphasis on the prevention of homelessness.

Effective partnership working is a key component of part II. The Allocation of Accommodation and Homelessness Code of Guidance 2015 states "*the successful development and delivery of the strategy will be dependent upon strong partnership arrangements with other statutory and voluntary sector organisations as well as the private rented sector*".

The 2014 Act made various aspects of the Welsh Government 10 Year Homelessness Plan for Wales (Welsh Government 2009), statutory duties. The 11 themes of the Homelessness Plan have been used to shape this interim Homelessness Action plan for the authority.

In turn the intentions of Part II of the Act align closely with the wide ranging intentions of the Welsh Government's Well-being of Future Generations (Wales) Act 2015 and the Social Services and Wellbeing (Wales) Act 2014. A theme of the Well-being of Future Generations Act is to make public bodies think more about the long-term, working better with people and communities and each other, looking to prevent problems and taking a more joined up approach. Similarly, the emphasis in Social Service and Wellbeing Act is that well-being is best achieved through joined up services working to meet the individual needs of those in receipt of services. Over the period of the interim Strategy and on into the full 2018 Strategy this type of approach will need to become embedded in joint working between services to prevent homelessness both in a crisis situation and in the long term. As required under the Social Service and Well-being Act a population needs assessment, produced in partnership by North Wales authorities, is currently being finalised and will provide an important information base for understanding and acting on needs which relate to homelessness.

iii) Local context

On Anglesey a Homeless Prevention Forum meets regularly to enable agencies to work in partnership to prevent and respond to homelessness. The forum is made up of agencies, stakeholders and interested parties who deliver a service to Anglesey residents who have accommodation and/or support needs relating to homelessness or the prevention of homelessness.

The local authority itself has specific duties to help people who are homeless or threatened with homelessness. In response to the new homelessness prevention duties in the Housing (Wales) Act 2014, Isle of Anglesey County Council has reviewed the structure of the Housing Options team and reviewed the Housing Allocation Policy. Housing Options has been divided into two teams; assessment and solutions. The new structure ensures all customers receive housing advice within five working days of the first contact and subsequently a housing options interview is available for every customer who requires advice or assistance with obtaining suitable housing.

The Allocation Policy has changed from points based to a banding system. A customer's band status is determined by whether or not they have a local connection and how urgently they need housing.

The Policy means that only customers in housing need are able to register for a social tenancy and these customers will have a better understanding of their housing priority and how soon they are likely to be offered housing. Those who are not entitled to register for social housing are informed about other options such as how they can on 'Tai Teg', Anglesey and Gwynedd's affordable housing register for intermediate rental or assisted home ownership, which can help them find accommodation to meet their needs.

iv) Issues affecting people at risk of homelessness on Anglesey

The interim strategy responds to any existing gaps in provision and also takes account of wider issues which may increase the risk of homelessness for some groups or make meeting their needs more challenging. The following have all been identified as important concerns which need to be addressed in the action plan to 2018 and more broadly across the Council. Two issues are of particular significance:

a) Impacts of Welfare reform

The long term programme of changes to welfare benefits continues and over the next two years mitigation or planning is needed in relation to:

Measure	Main risk
1. Roll out of universal credit	<ul style="list-style-type: none">• Direct payments• Online applications
2. Proposed capping of social rents at Local Housing Allowance levels from 2019	Rate for under 35s likely to be set at £58.11 pw (shared room rate) making tenancies unaffordable in the social sector.
3. Freeze of local housing allowance at 2016 levels for four years.	Reduction in private lets at rents affordable to residents in need.
4. Increasing numbers subject to benefits sanctions	Increased risk of homelessness due to rent arrears and reduced income.
5. Potential restrictions on housing benefits to 18-21 year olds	More young people put at risk of homelessness.

b) Wylfa Newydd power station

In Autumn 2016, Horizon undertook the Pre- Application Consultation II re. the planned Wylfa Newydd Power Station on Anglesey. It is the intention of Horizon to apply for a develop consent order in 2017 with the final investment decision expected in 2018.

Main site works are expected to take place from 2019/2020 (subject to any changes in Horizon's develop consent strategy), however enabling works for the project have already begun and workers from outside the island are already working here and needing accommodation. IACC has identified a high risk of impacts on the housing of local people as a result of the influx of construction workers and has started working with Welsh Government, neighbouring authorities and Horizon to discuss its concerns and seek appropriate mitigation measures. The Homelessness Prevention Forum will also have an important role in monitoring the effects of increasing numbers of workers linked to the Wylfa Project seeking accommodation in the area.

3) Development of the interim Strategy

To identify the key areas of work during the interim period a workshop, facilitated by the Welsh Local Government Association's lead Homelessness and Supporting People Officer, was held in November 2016 attended by members Anglesey's Homeless Prevention forum and other stakeholders.

Prior to the workshop partners were asked to complete a questionnaire which asked them to note down what they feel are currently the main causes and risks to people becoming homeless and initial ideas for collaboration to try and address the issues.

The top 3 areas for concern were identified as follows:

- The private rented sector
 - Landlords not willing to accept tenants in receipt of Housing Benefit.

- Rent levels exceed the Local Housing Allowance.
- Unsuitable accommodation; condition and size.
- Tenants with mental health, drug and alcohol issues
 - Unable to engage effectively with support services.
 - Partnership arrangements with the Health Service.
- Universal Credit
 - Direct payments
 - Online applications.
 - Housing Benefit restrictions for under 21s.
 - Increased number of sanctions.

The above were discussed in further detail during the workshop with a focus on finding solutions to address the issues and have resulted in the three priority themes of the strategy and many of the related actions.

The Action Plan

The action plan covers a period of up to 18 months when the regional strategy will be put in place. and takes into account many of the themes used by the Welsh Government within the 2009 10-year homeless plan. The 10 year homeless plan sets out a long term approach to addressing homelessness.

The 11 themes of the 10 year plan are

- Improving Health and Wellbeing
- Developing the private rented sector
- Sustaining Tenancies
- Providing housing advice
- Minimising mortgage repossession
- Criminal Justice – breaking the cycle
- Preventing homelessness from domestic abuse.
- Improving life chances; skills and employment
- Maximising financial inclusion
- Tackling rural homelessness
- Housing Asylum Seekers and Refugees

The 11 themes recognise that homeless people have a diverse range of needs and that varied services and interventions are needed to engage, support and empower service users. By addressing these areas Anglesey is putting in place a comprehensive series of measures which aim to address the cause of homelessness.

The first three of these are the particular focus of the interim action plan as these were areas identified as immediate priorities by stakeholders in the recent consultation exercise.

The Action Plan will be monitored quarterly by Anglesey's Homeless Prevention Forum and reported to the Anglesey Housing Partnership.

CYNLLUN GWEITHREDU

ACTION PLAN



www.ynysmon.gov.uk

www.anglesey.gov.uk

Homelessness Prevention Action Plan 2017-18

Provision of Housing and Welfare Advice

Aim: to ensure that the focus of advice is primarily on prevention and is accessible to all who need it.

Page 245

No.	Project/Task	Action	Target date	Required Outcome	Measured by	Lead partner	Progress
1)	Further improve advice to prevent homelessness by ensuring the Housing Options Team and third sector organisations work together as effectively as possible.	a) Develop and adopt Service Level Agreement which agrees priorities and clearly sets out the roles of different organisations with an agreed monitoring framework	September 2017	Improved and measurable joint working to prevent homelessness	Completion and implementation of SLA	Strategic Housing, IACC	
2)	Ensure best possible access to financial advice and digital inclusion for people who claim	Map sources of financial advice and training on IT suitable for this group and ensure the options are made	September 2017	Better access to financial and digital inclusion by service users	Completion and publication of mapping	Strategic Housing, IACC	

	benefits and those at risk of homelessness.	known to providers and service users.		and opportunities to avoid duplication of services	exercise		
--	---	---------------------------------------	--	--	----------	--	--

Developing the private rented sector

Aim: Improve access to a range of decent accommodation in the PRS, which is affordable and sustainable for vulnerable people.

No.	Project/Task	Action	Target date	Required Outcome	Measured by	Lead partner	Progress
3)	Promote increased knowledge among existing and potential landlords of the types of properties needed on Anglesey by people needing to rent.	Share local housing need information gathered by the local authority with private landlords Via newsletters, landlord subgroup and annual forum	November 17	Better understanding among private landlords of local needs, with a view to an improved supply of smaller properties at manageable rents	Appropriate channels used to share information. Feedback from landlords.	IoACC Environmental Health (Private Sector) team.. Partners: IACC Housing options, housing strategy officers support providers to build picture of needs	
4)	Explore options to facilitate sharing, particularly for single people under age 35 as a response to welfare benefit changes which restrict housing costs to shared accommodation rate	Establish task and finish group to consider opportunities Stage 1 – report on local opportunities for developing shared accommodation models Stage 2- set up pilots based upon initial appraisal		Stage 1 – understanding of tenancy issues, opportunities and risks Stage 2 – pilot established		Digartref to lead Task and Finish group to consider opportunities	

5)	Re. Private rented Sector Develop a programme of actions which encourage and support private landlords to offer tenancies to more vulnerable customers who are facing homelessness or at risk of homelessness.	<ol style="list-style-type: none"> 1. Review effectiveness of measures currently in use. 2. Consider potential measures including <ul style="list-style-type: none"> • Training sessions which provide landlords with more knowledge and experience of how to support tenants with support needs or in receipt of benefits • Signpost more potential tenants to the Credit Union so they can understand the benefits of Jam Jar accounts • Identify more landlords who are willing to take tenants on low income and in receipt of benefits. • Use incentives in appropriate circumstances to incentivise landlords to grant tenancies to more vulnerable tenants 		Greater access to accommodation in the private rented sector by more vulnerable customers	<ol style="list-style-type: none"> 1) Updated programme of action to increase engagement from private landlords on Anglesey 2) More landlords listed by the Council as willing to accept low income / benefit dependent tenants. 	IACC Service Manager Community Housing	
6)	Contribute to the improvement of condition of properties in the private rented accommodation.	<p>Continue to ensure private rented accommodation is compliant with current legislation.</p> <p>Continue to promote Rent Smart Wales. Begin enforcement for</p>	Report at end of second and fourth quarter	Reduce the number of tenants moving on due to poor conditions of private rented properties.	Number of landlords registered on Rent Smart Wales. Number of referrals re. private rented	IoACC Environmental Health (Private Sector) team.	

		landlords not yet registered as part of Rent Smart Wales.			sector undertaken by EHOs and number of enforcements.		
--	--	---	--	--	---	--	--

Improving Health and Well-being

- Ensure that housing standards promote health and wellbeing.

No.	Project/Task	Action	Target date	Required Outcome	Measured by	Lead partner	Progress
7)	Carry out work to begin to improve partnership arrangements with the NHS in relation to people at risk of homelessness.	Members of Anglesey Homelessness Prevention Forum to make joint feedback around weaknesses around hospital discharge, detox programme, dual diagnosis to a) Local Service Board b) Hospital discharge sub-group of Housing and Health 2025* (*Housing and Health 2025 is a North Wales partnership working to ensure that avoidable health inequalities exist in North Wales in 2015 will end by 2025.)	December 2017	The Local Service Board is made aware of the where improvements could be made .	Response from LSB.	IACC Strategic Housing team to convene task and finish group from members of Homelessness Prevention Forum	

Sustaining tenancies

- Tailor-made support services to suit the needs of vulnerable people to enable them to gain and maintain the skills and/or confidence necessary to gain and maintain accommodation.

No.	Project/Task	Action	Target date	Required Outcome	Measured by	Lead partner	Progress
8)	Explore expansion of initiatives which support engagement with vulnerable service users who are difficult to engage with through existing routes	Consider setting up or extension of -befriending/ peer monitoring service. --drop in sessions. -advocacy services and mediation services	Measured twice yearly	Engage with people previously unwilling to engage through offering a wider range of initiatives of a more informal and flexible nature	No of service users engaging as a result of the new initiatives.	IACC Housing Options team, Housing Management and Strategy Team to work with Digartref.	
9)	Develop options for continuation of support beyond 2 years in cases where the individuals circumstances warrant it.	Evaluate the adequacy of 2 year support; explore other options i.e dip-in and out service.	Dec 2017	Providing a service which meets the needs of customers who have continuing support needs	Results of the evaluation, followed by implementation of proposal if appropriate.	Supporting People.	
10)	Develop a consistent approach for customers requiring support which enables them to access the right support as smoothly as possible Improve access to Supporting People services through establishing a Single Point of Access based with the Council's Housing Options Team	Set-up a single point of access within the Local Authority for all supporting people funded services.	Dec 2017	The role of each partner is understood. Customer accesses the right service for them.	New single point of access in place and working effectively.	Supporting People.	

This page is intentionally left blank

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	20/03/17
Subject:	Proposal to continue the collaborative arrangement for the delivery of a Joint Planning Policy Service for Isle of Anglesey County Council and Gwynedd Council for a further 5 years (2017-2022)
Portfolio Holder(s):	Councillor Richard Dew Councillor Ieuan Williams
Head of Service:	Dylan J. Williams
Author: Phone number: Email:	Dylan Williams, Head of Regulation and Economic Development 2499 dwxpl@ynysmon.gov.uk
Local Members:	Applies to all members

A - Recommendation / s and Reason /s
<p>To approve the proposal to continue to deliver the Joint Planning Policy Service for Isle of Anglesey County Council and Gwynedd Council for a further 5 years.</p> <p>To authorize Senior Officers from the Regulation Department and the Legal Section to review and agree a new collaboration agreement in order to extend the period of joint working to include:</p> <ol style="list-style-type: none"> 1. Reviewing and agreeing arrangements for the administration, operation and management of the Joint Planning Policy Unit;

B - What other options did you consider and why did you reject them and/or opt for this option?
<p>Isle of Anglesey County Council's Executive Committee and the Board of Gwynedd Council agreed to work together to deliver a Joint Planning Policy Service back in June 2010, when it was agreed to:</p> <ol style="list-style-type: none"> i. Establish the Joint Planning Policy Unit to deliver a Planning Policy Service for the Local Planning Authorities of Anglesey and Gwynedd. ii. Establish a Joint Project Board to oversee the work of the Unit. iii. That the Unit begins work on a single Local Development Plan for the Local Planning Authorities of Anglesey and Gwynedd. iv. Establish a Joint Local Development Plan Panel to guide the production of the LDP for both Authorities. v. Establish a Joint Planning Policy Committee as a cross-boundary decision making body vi. That the Head of the Regulation Department and the Head of the Legal and Democratic

Services Department be authorized to implement i), ii), iii), iv) and v).

A collaboration agreement was drawn up to implement the decision of both Councils, with the term of the agreement based on the period for preparing a Joint Local Development Plan on behalf of both areas' Planning Authorities (excluding the Snowdonia National Park Area). The current agreement therefore states that joint working arrangements shall continue until the joint LDP is adopted, or until December 31, 2017 (whichever was the earlier), unless the two LPAs agree to extend the period. At the moment, we hope that both Councils will be in a position to consider adopting the LDP during June / July 2017 conditional upon the dates of meetings of the Full Councils (See Appendix 1: LDP Timetable and Actions).

Why was the Joint Planning Policy Service established?

1. When considering the justification for collaboration, both Councils agreed that that were similarities in both Authorities' planning policy service provision. This was most evident in the policy services functions, the key matters around policy services functions, customer contact, the character of the areas and the main challenges faced by both Authorities (e.g. significant developments such as Wylfa Newydd etc.) in preparing the LDP, which is the main area of work.
2. Several possible scenarios were explored in terms of what form of collaboration would be most likely to benefit both Authorities. It was agreed that the optimum option was to establish a Joint Planning Policy Unit (with Gwynedd Council as the Host Authority for the JPPU), to begin the process of preparing a Joint Local Development Plan for both LPA areas. The business case at the time included planning and financial reasons for this form of cooperation with the benefits including:
 - a. Shared expertise
 - b. Career development opportunities
 - c. A more robust service
 - d. Increased flexibility in terms of staff resources and more effective use of staff
 - e. Planning on a more strategic level and cross-boundary integration of policies
 - f. Simplifying, streamlining and improving liaison arrangements with customers thereby improving customer service
 - g. Sharing costs, maximizing use of resources and cost savings for both Councils
 - h. A shared vision for the LDP
 - i. Shared research for the LDP
 - j. Combined knowledge and effort to further strengthen arguments in order to achieve common goals (e.g. housing for local people, language matters)
 - k. Fully addressing the issues around the soundness of the LDP
 - l. Delivering a robust LDP
2. Delivering the LDP is the main output of the planning policy service's work and every LPA is required to produce a Plan. It is a process which requires extensive expertise, some external commissioning work and a public inspection towards the end of the process.
3. Preparing the LDP is the most expensive component of the planning policy service, and at the time, having examined the costs of commissioning research and public inspections in

other authorities, an estimated cost of around £ 250,000 per year (not including staff costs) was provided for the preparation of a Local Development Plan. Profiling work was undertaken to estimate potential expenditure on the preparation process, which forecasted that the cost of preparing 2 Schemes (1 for IACC and 1 for Gwynedd Council) would amount to approximately £1.9 million, with a Single Joint Plan prepared by a Joint Planning Policy Unit costing around £1.3 million. Based on the profiling work undertaken before commencing the process, this would result in cost savings of around £600,000 between both Authorities from a collaborative arrangement.

What is the purpose of the JPPU and the Joint Planning Policy Committee?

When the JPPU was formed, it comprised 12 members of staff and its aim was to '**facilitate sustainable development, contribute to social and economic regeneration and create an environment of the highest quality accessible to all, by controlling the use of land and buildings**'. The main duties of the JPPU can be summarized as follows:

- a. Producing a Single LDP for the Local Planning Areas of Isle of Anglesey County Council and Gwynedd Council
- b. Monitoring the Gwynedd adopted UDP
- c. Producing Supplementary Planning Guidelines.
- d. Providing expert advice (including advice on planning applications, proposals, appeals and enforcement issues) and consultation responses on planning policy matters for both planning authorities, external organizations and the public.
- e. Conducting surveys of Housing Land Availability annually.
- f. Contributing to the production of Development Briefs and Strategies for both Authorities

The JPPU is accountable to the Joint Planning Policy Committee created as part of the collaboration agreement, which comprises 14 Councillors (7 from each of the two Councils). The role of the Joint Planning Policy Committee is to:

- a. Agree and complete the Deposit Joint LDP for Anglesey and Gwynedd.
- b. Agree and complete reports on responses to consultations and (where appropriate) changes to the Deposit Joint LDP for Anglesey and Gwynedd.
- c. Adopt Supplementary Planning Guidelines in respect of the Joint LDP for Anglesey and Gwynedd.
- d. To receive and accept the Planning Inspector's report.
- e. To be responsible for monitoring and reviewing the Anglesey and Gwynedd Joint LDP

There is also a Joint LDP Panel comprising the same elected member representation as the Joint Planning Policy Committee. Its role is to consider draft documents which have contributed to the development of the Joint LDP.

Assessment of the collaboration arrangements

At a meeting of the Joint LDP Panel on 24 June 2016, it was agreed that it is an opportune time to review the current arrangements of the joint Planning Policy service for Anglesey and Gwynedd Councils.

Subsequently it was agreed that Christian Branch (Regulation and Economic Development, IACC) would undertake a review on behalf of Dylan Williams (Head of Regulation and Economic Development) and Gareth Jones (Senior Manager of Planning, Environment and Public Protection, Gwynedd Council). The purpose of the review was to:

- a. Ascertain the efficiency and appropriateness of the existing cooperative arrangements.
- b. Outlining lessons learned from the current arrangements that will influence and guide future collaborative working arrangements.
- c. Consider future arrangements.

A copy of the full review is available in Appendix 2 but the main conclusions of the review are summarized below.

The collaboration model is ground-breaking in the field of planning policy. The project has been innovative and unique in terms of planning policy in Wales. The collaborative model is recognized by the Welsh Government as an example that other Planning Authorities should consider following. It is also believed that the arrangement is generally going in the same direction as the thrust of the Welsh Government's White Paper (January 2017) on local government reorganization and preparations for the regional delivery of strategic land use planning services.

The timetable in Appendix 1 shows that both Councils have nearly reached the end of the Joint LDP preparation process. Both councils will consider the Plan for adoption during June / July 2017. This is strong evidence that the arrangements have generally worked and are likely to achieve the main aim of the collaboration arrangement, namely to adopt a Joint Local Development Plan. This will provide a strong policy foundation to facilitate developments that meet the economic, social and environmental needs of both Councils and prevent harmful development.

The Unit has developed into a strong team with broad planning policy expertise and experience and the ability to provide a bilingual service, which of course is extremely important for the residents of the area of both Councils. Planning Officers are responsible for specific planning matters rather working by geographical area, which has facilitated the delivery of consistent cross-boundary guidance. The capacity and wide range of expertise within the Unit have reduced the amount of work needing to be commissioned from outside consultants.

Collaborating to produce a single plan has achieved savings for both Councils. As had already been noted, the main cost (excluding staff costs) related to the process of preparing the Local Development Plan and the relevant matters can be summarized as follows:

- Both Councils anticipated that a Single Plan would save £600,000 between both Authorities.
- Looking at the costs of the process to date (2011-2017), it appears that the two Councils have achieved cost savings of at least around £320,000 (each). Costs for 2016 - 2017 include the costs of the public inspection - which is one of the largest costs and could be up to £ 500,000. Having only one public inspection will save more money.
- Increased capacity and expertise within the unit means that most of the work has been undertaken by the Unit, thereby reducing costs relating to externally commissioned work.
- The arrangement has probably lead to cost savings for organizations such as Welsh Government, Natural Resources Wales etc as a result of input into one Scheme as opposed

to two separate schemes.

As well as cost savings for both Councils, savings / cuts will delivered as a result of reducing the number of staff in the Unit from 12 to 10 (end of March 2017) and subsequently to 8 (end of March 2018), delivering savings of £ 111,570 to be divided between the two Councils.

Having regard to the above, it is believed that the collaborative arrangement has been appropriate and efficient and that it has largely delivered the benefits anticipated when the arrangement was originally established and that it has proved successful. Once the Plan is formally adopted it is important to recognize and celebrate this success and the part played by the Unit's staff, members of the Joint Planning Policy Committee and the two Councils.

Although the arrangement is considered to be a success, the Review identifies opportunities to improve and strengthen the joint working arrangements, together with matters to be addressed if the arrangement is to continue for the future. These matters include:

- a. Strengthening ownership of the unit within the two Councils.
- b. Strengthening and improving the joint management arrangements for the Unit's work and priorities and for performance, finance and staffing matters.
- c. Need to create a clear and firm work programme for the Unit after the Plan has been adopted and explore the resources needed (in a period of savings / cuts)
- d. Need more concrete arrangements for co-operation and integration with both Council's planning services and other services.
- e. The Unit needs to work more flexibly and be more visible within the two Councils.
- f. Need to define the role of the Unit in addressing the needs of the Wellbeing of Future Generations Act

The Review recommends that there is justification for continuing the collaborative arrangement for the next 5 years (2017-22) to coincide with the first formal review of the Plan. This is of course subject to the new arrangement addressing the issues in a) to f) above, as part of a new collaboration agreement.

It is noted that the Review of JPPU, as contained in Annex B, has been scrutinized at a meeting of the Joint LDP Panel on 27 January 2017, and that the committee members supported the recommendation unanimously.

The Review of the Unit concludes that the collaborative arrangement has been a success, which largely justifies continued collaboration for a further 5 years. Although the Review touches upon the potential benefits to both Councils of continued collaboration, it is considered necessary to expand on those benefits when considering the future of the Planning Policy Service. The scope of the work of the Policy Unit after adoption of the Plan needs to be addressed as well as identifying what exactly are the potential benefits to both Councils.

The Scope of Work of the Joint Planning Policy Unit 2017 - 2022

4. It is anticipated that the main duties of the Unit will include:
 - a. Annual monitoring of the Joint LDP policies and preparation of a **joint Annual Monitoring Report** to be submitted to the Welsh Government and published
 - b. Producing one set of **SPGs** for both Councils that will expand upon the policies in the LDP
 - c. Examining the viability of **creating a Community Infrastructure Levy Charging Schedule** for developments (CIL Regulations) in both LPA areas.
 - d. Conducting annual surveys to measure the **availability of land for housing** in both LPA areas
 - e. Providing expert advice to both LPAs in **response to inquiries about planning policy issues**.
 - f. Initiating a review of the Joint Local Development Plan and publishing a **report of the Review**;
 - g. Depending on the conclusions of the review of the Plan, undertaking a **process to amend** the Joint Local Development Plan (the brief or full revision procedure).

In addition to the above main duties, the work of the Unit will also include contributing to the process of creating a National Development Framework and / or Strategic Development Plan, as required, working with specific communities in the areas of both Councils to create a Location Plan, as required, and leading on providing specialist planning policy advice / input for both Councils, regionally and nationally. Appendix 3 elaborates on the scope of the Unit's work and also draws attention to the statutory requirements. What is highlighted here is that the work of the Unit does not end, by any means, once Plan has been adopted.

What are the benefits for both Councils of continuing the collaborative arrangement?

Having a single adopted Joint Local Development Plan for both authority areas will provide a firm foundation for both Authorities and will facilitate development that meets their needs. It also places both in a stronger position to be able to take advantage of the potential benefits of continuing the current collaborative arrangement.

Paragraph 25 above demonstrates that the Unit will have a wide range of duties to perform, once the Plan has been adopted, with a number of these duties being statutory. Continuing the collaboration arrangements will mean that a single Unit will only have to fulfil the duties once for both Councils.

What other options did you consider?

If the two Authorities were to consider bringing the collaborative arrangement to an end, this would

mean splitting the Unit and forming smaller Units within the two Councils. Given that staff numbers in the Unit will reduce to 8 by the end of March 2018, we would be looking at two small units with about 4 members of staff each. The 2 small units would be required to fulfil the duties in paragraphs 25 and 26 alone and separately, including 2 Annual Monitoring Reports, 2 sets of SPGs, 2 Reviews of the Plan and 2 processes for revising the Plan. It is believed that it is reasonable to conclude that this option would not benefit the two Councils given:

- The potential negative impact of disbanding the Unit
- The loss of expertise in specific areas
- This would be at odds with Welsh Government's aspirations for further cooperation in the field of planning
- Duplication of work and the potential costs to both Councils
- The likely negative impact on both Councils' policy services

It is believed that continuing the current collaborative arrangement is justified in terms of planning and cost savings. From a planning perspective, the review has confirmed that the collaborative arrangement has been a success, and establishing a single strong unit that has developed broad expertise has been an important part of that success. Continuing the arrangement will allow both Councils to build on this success, while attempting to retain the expertise that has been developed in the Unit. It is believed that this would place the two Councils in the strongest position to meet the financial and planning challenges over the next 5 years. It is also believed that this will ensure that both Councils have a strong voice within the region (and nationally), when consideration is given to the preparation of strategic development plans.

It is believed that continuing the current arrangements will continue to provide savings for both Councils, but it is difficult to quantify a figure. Costs would be saved by avoiding duplication of work, and Appendix 4 provides includes the estimated costs of preparing one set of documents only (not including staff costs) by a Joint Planning Policy Unit. The costs include the cost of preparing 17 SPGs, a Housing Land Study, monitoring, assessing the need for a levy charging schedule, printing the LDP (post adoption) and amending the Plan. The estimated cost is around £631,000 with approximately £409,000 of the total being spent on amending the Plan. The work on amending the Plan could extend beyond 2022 unless an early review is required. It is reiterated that these are indicative costs only but it is reasonable to conclude that both Councils could be facing costs of around £631,000 each, rather than between them, should the collaboration arrangement be brought to an end.

Q – Why is this is a decision for the Executive?

As we have entered the final year of the collaboration agreement, it is believed that it is timely to consider and decide the future provision of the Planning Policy Service for both authorities. This will provide assurance and stability for both Councils and to the staff of the Joint Planning Policy Unit (JPPU).

To be able to fully address the future provision of the Planning Policy Service, it is considered

necessary to examine the business case and the justification for establishing the collaborative arrangement in the first place, and to assess whether the arrangement has delivered the benefits which were anticipated at the time by the two Councils. It is also necessary to reiterate the purpose of JPPU under the existing collaboration arrangement. In this context, it is noted that an Independent Review of the Joint Planning Policy Unit has been undertaken recently (See Appendix 2). The main findings and recommendations of the review will be considered in this report, in determining the way forward for the Planning Policy Service. It is also believed that account should be taken of exactly what work needs to be undertaken by the Planning Policy Service over the next 5 years and the benefit to the two Councils of continuing the collaborative arrangement, subject to a review of the collaboration agreement.

Preparing the LDP is the main output of the planning policy service and every Local Planning Authority is required, by law, to produce a Plan. It is a process requiring extensive expertise, some external commissioning and a public inspection towards the end of the process.

CH – Is this decision consistent with the policy approved by the full Council?

The Executive Committee of Isle of Anglesey County Council and the Board of Gwynedd Council agreed the structure for the provision of a Joint Planning Policy Service back in June 2010.

D – Is this decision within the budget approved by the Council?

A financial contribution has identified within the Regulation and Economic Development Service’s budget.

Looking at the costs of the process to date (2011-2017), it appears that the two Councils have saved costs.

See Appendix 4: The estimated cost for the next 5 years (excluding staff costs)

DD - Who did you consult?		What were their views?
1	Chief Executive / SLT (Mandatory)	
2	Finance / Section 151 (Mandatory)	
3	Legal / Monitoring Officer (Mandatory)	If the staffing level of the Unit reduces by third over the next year, then a plan must be in place to reflect this.
4	Human Resources (HR)	
5	Property	
6	Information and Communication Technology (ICT)	
7	Scrutiny	
8	Local members	Not relevance at this time.

9	Any external bodies / other / other	
----------	--	--

E - Risks and any mitigation measures (if applicable)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome agreements	
7	Other	

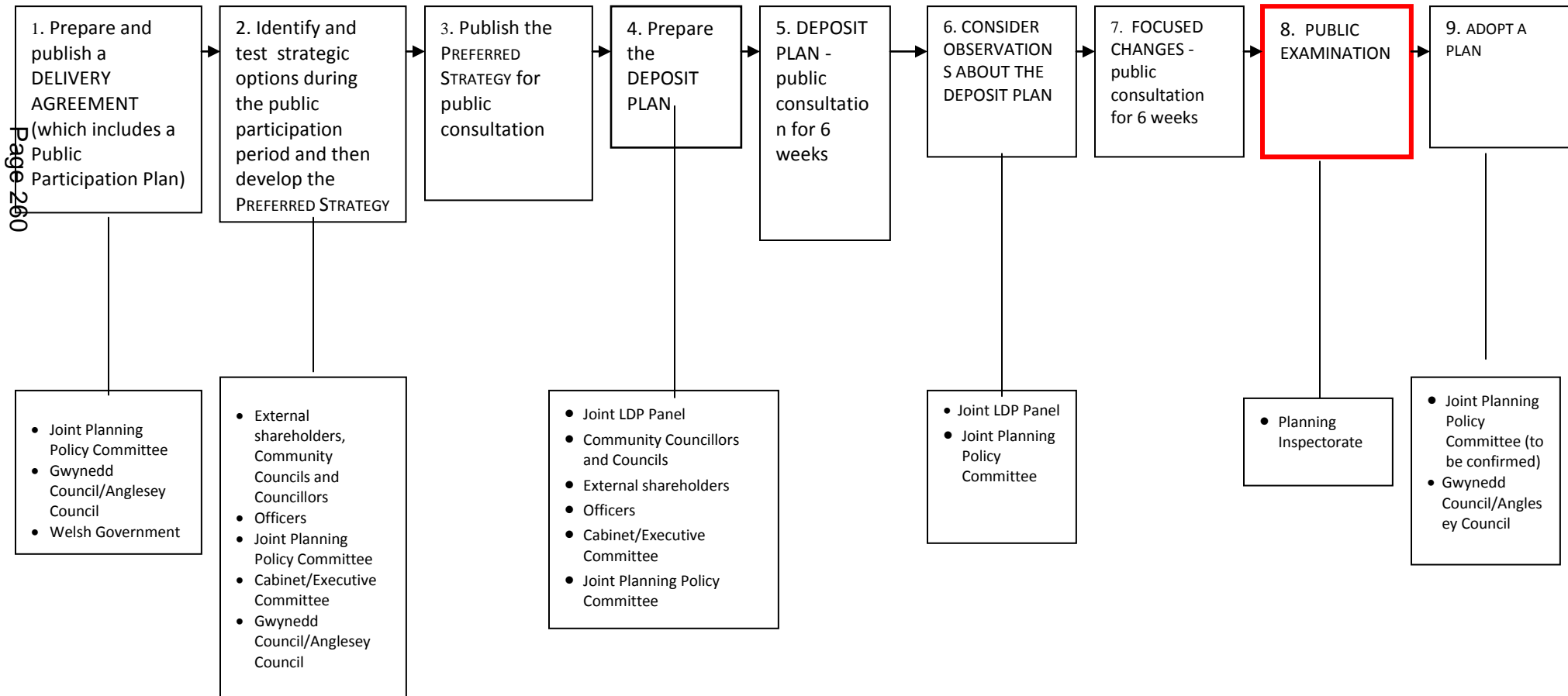
F - Attachments:
Appendix 1: Timeline and stages for the preparation of the Joint Local Development Plan Annex 2: Review of the Joint Planning Policy Unit Appendix 3: Scope of the work of the Joint Planning Policy Unit Appendix 4: The estimated cost for the next 5 years (excluding staff costs)

FF - Background Papers (please contact the author of the report for further information):

APPENDIX 1 - Timetable and preparation steps of the Joint Local Development Plan

November 2011 & January 2014	November 2011 - January 2013	May - June 2013	July 2013 – December 2014	Feb - March 2015	April 2015 – January 2016	February - April 2016	March 2016 - May 2017	June / July 2017
------------------------------	------------------------------	-----------------	---------------------------	------------------	---------------------------	-----------------------	-----------------------	------------------

JOINT LDP PROCESS



Official



Review of the Joint Planning Policy Unit

January 2017
Regulation and Economic Development

1) Purpose

The Isle of Anglesey County Council (IACC) and Gwynedd Council (GC) anticipates that the process to prepare and adopt a new Joint Local Development Plan (JLDP) will be completed successfully early in 2017.

Given that the delivery of the JLDP was the primary objective of establishing the Joint Planning Policy Unit (JPPU), it is therefore timely and appropriate to undertake a high-level review of the existing collaborative arrangements to ensure that they remain fit for purpose, resilient and affordable.

The purpose of the high-level review is threefold:

- a) To determine the effectiveness and appropriateness of the current collaborative arrangements for the joint delivery of planning policy functions for the Isle of Anglesey and Gwynedd County Councils.
- b) To identify lessons learnt from the current arrangements which will influence and inform future collaborative working - including contextual issues such as financial challenges; a changing working programme; challenges of complying with new legislation; the consenting of major projects; current perceptions etc.
- c) To identify and consider future (alternative) organisational and staffing arrangements which will meet the current and anticipated needs of both Councils in a robust, efficient and cost effective manner.

The Review has been jointly commissioned by Dylan J. Williams (Head of Regulation and Economic Development, IACC) and Gareth Jones (Senior Manager Planning, Environment and Public Protection Service, GC). The intention is to present the review to the Joint Local Development Panel for consideration and endorsement.

2) Background

On the 15th June 2010, Gwynedd Council and the Isle of Anglesey County Council agreed to establish joint working arrangements for the provision of a planning policy function. The business case presented to the Gwynedd Board and IACC Executive Committee is included in **Annex A**. Both Authorities agreed that:

- A JPPU would be created to deliver the planning policy functions for Gwynedd and Anglesey.
- The JPPU would commence work on a single Local Development Plan for Gwynedd and Anglesey.
- That a Joint Planning Policy Committee (JPPC) would be formed as a formal cross boundary decision-making body.

The JPPU was established formally by GC and IACC on the 1st May 2011 – with a Joint Planning Policy Shared Service Agreement subsequently agreed in October 2011. A copy of the Shared Service Agreement is included in **Annex B**.

It was agreed that the joint working arrangements would continue until the JLDP was adopted or the 31st December 2017 (whichever was the sooner) unless extended by the agreement of the Partner Local Planning Authorities (PLPAs).

The purpose of the JPPU was defined as to **‘facilitate sustainable development, contribute to social and economic regeneration as well as creating an environment of the highest quality which is accessible to all, by controlling the use of land and buildings’**.

The main duties of the JPPU can be summarised as:

- Producing a single Local Development Plan for the Gwynedd Council and Isle of Anglesey Council Local Planning Authority areas in accordance with the Town and Country Planning (Local Development Plan) (Wales) Regulations 2005 (or as amended).
- Monitoring the adopted Gwynedd Unitary Development.
- Producing Supplementary Planning Guidance.
- Providing specialist advice (including advice on planning applications, proposals, enforcement issues and appeals) and consultation responses on planning policy issues to the PLPAs, external organisations and the general public.
- Undertaking Housing Land Availability Surveys on an annual basis.
- Contributing to the production of Development Briefs and Development Strategies for the PLPA.

Other duties include:

- Advising or participating in regional, sub-regional and cross boundary planning issues such as transport, waste, minerals, renewable energy.
- Providing evidence and appearing as expert witnesses at the Independent Examination into the single Local Development Plan for the PLPA.
- Providing evidence and appearing as expert witnesses on policy issues in planning and or enforcement appeals when required.
- Representing the interests of the Joint Planning Policy Committee with the press or other media and with other external organisations.
- Responding to other relevant land use planning issues that arise.

The benefits of establishing the JPPU for the IACC and GC were expressed as:

- The creation of a more resilient team with increased flexibility and efficiency in terms of staffing and resources.
- Increased capacity to prepare a ‘sound’ JLDP.
- Ability to plan at a more strategic level and integrate cross boundary policies.
- A shared, regional vision for the Local Development Plan.
- The uniting of specialist knowledge and effort to put greater weight behind arguments to achieve common goals.
- A streamlining of current management structures and the introduction of standard procedures and policies.
- A simplification and streamlining of existing liaison arrangements to improve customer service.
- Improved career development opportunities for planning policy officers.

The JLDP was submitted to the Welsh Government and the Planning Inspectorate in March 2016 for independent Examination. The programmed Examination Hearing Sessions were held between September to November 2016. Additional Hearing Sessions may be held following completion of public consultation about Matters

Arising Changes (MACs) scheduled to take place for 6 weeks in January / March 2017. The Inspector's report is expected in May 2017 depending on the issues raised following the public consultation on the MACs.

3) Governance of the Joint Planning Policy Unit

Both IACC and GC agreed that a 'Host Authority' was required to manage and co-ordinate the day to day work of the JPPU. It was determined that, given its 'recent' experience of preparing and adopting the Gwynedd Unitary Development Plan, that GC should be the Host Authority.

GC is the principal employer of the JPPU (all IACC staff were transferred to GC via the TUPE regulations) and GC manages the provision of accommodation, office equipment and IT support etc.

The Unit is managed by a Planning Manager and it is located in Bangor City Council Offices. The Unit initially consisted of 12 permanent members of staff, but will reduce to 10 by the end of March 2017 and 8 by the end of March 2018 as a result of the need to identify savings. The current structure of the JPPU is included in **Annex C**.

The governance of the JPPU and JLDP consists of a Joint Project Board and Joint Planning Policy Committee. These arrangements are outlined in further detail overleaf.

The JPPU is accountable to the Joint Planning Policy Committee and it ensures that the advice given to it is competent and compliant with current law and good practice.

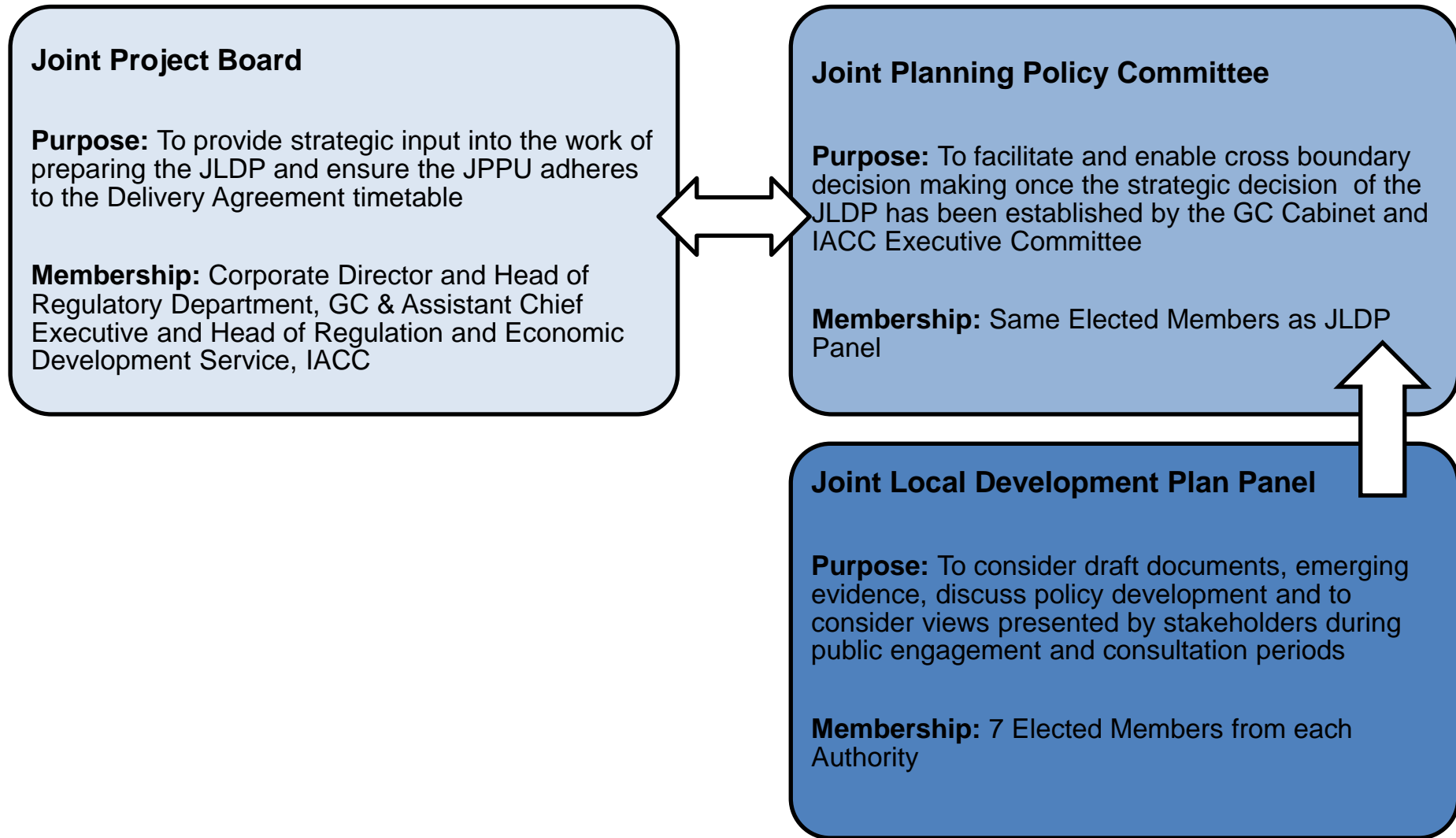
The role of the Joint Planning Policy Committee is to:

- a) To agree and finalise the Anglesey and Gwynedd Deposit JLDP.
- b) To agree and finalise reports on consultation responses and (where appropriate) amendments to the Anglesey and Gwynedd Deposit JLDP.
- c) To adopt Supplementary Planning Guidance in respect of an adopted Anglesey and Gwynedd JLDP.
- ch) To receive and accept the Planning Inspector's report.
- d) To have responsibility for the monitoring and review of the Anglesey and Gwynedd JLDP.

There is also a Joint Local Development Plan Panel made up of the same Members as the Joint Planning Policy Committee, who consider draft documents and feed into policy development.

Further information on the Policy Committee and Plan Panel can be viewed [here](#).

Diagram 1: Governance of the JPPU and JLDP



4) Financial Overview of the Joint Planning Policy Unit

GC is responsible for the financial management and administration of the JPPU. The Planning Manager, the Senior Manager and Head of Finance set the annual budget for the JPPU and present recommendations to the Joint Project Board for agreement.

GC invoices the IACC for payment in advance for the equivalent of 50% of the total annual JPPU staff costs after the 1st April. Any underspend on staffing is reinvested back into the Unit.

The accounting and auditing in relation to Joint Committees requires a report on the final annual accounts to be presented to the Joint Planning Policy Committee annually. This has been undertaken in accordance with the relevant requirements as part of the joint working arrangement and the annual final accounts for this joint working arrangement, have been subject to audit by an external auditor approved by the Auditor General for Wales.

Annex CH provides an overview of the JPPU's staff costs since 2013/14. Please note that additional savings/ efficiencies (already approved) will see the Unit's number of staff reduce from 12 to 10 (on the 1st April 2017) to 8 officers (on the 1st April 2018). This will achieve savings of £111,570 (to be split equally between both Councils).

GC also invoices the IACC for payment in advance in relation to its contribution to the preparation of the JLDP and any supporting research. Any underspend on these activities is routinely reinvested into the JPPU budget for the following year.

Annex D provides a summary of the costs of preparing the JLDP since 2011/12. Integral to the joint working business case was the financial benefits arising from one multi-skilled Unit producing a single Plan for both Authorities. This approach meant the Unit undertaking more evidence work internally; a reduction in the amount of work procured externally and only having one independent Examination (the part of the process with the highest costs). The information provided in **Annex E** summarises that both Authorities have (to date) avoided costs of an additional £300,000 each from the preparation of the JLDP.

5) Performance Management of the Joint Planning Policy Unit

The Planning Manager co-ordinates the work of the JPPU through an annual work programme, and reports directly to the Senior Manager Planning, Environment and Public Protection Service, GC (who subsequently reports to the Joint Project Board).

The Joint Project Board maintains an overview of the work of the JPPU and makes operational decisions in relation to the service provided by the Unit to both Authorities. The Project Board is scheduled to meet four times a year.

In order to ensure that the JLDP’s strategic direction is aligned with the corporate objectives of both Councils, a Strategic Officers Group has also established. This Group consists of Senior Officers from a cross-section of relevant Services, together with relevant Cabinet Members from both Councils.

The only formal measure to assess the JPPU’s performance (ref: IACC Planning and Public Protection 2016-17 Service Delivery Plan) is:

Key Action	Responsible Office	By When	Success Criteria		16/17 Target
Achieving milestones in JLDP Delivery Agreement	Planning Manager	Start 01/04/16	Q1	Submit Deposit Plan documentation to Planning Inspectorate	Q1: 100%
			Q2	Hold Public Examination of the Plan	Q2: 100%
		End 31/03/17	Q3	Hold Public Examination of the Plan	Q3: 100%
			Q4	Receive Planning Inspector's Report	Q4: 100%

The JPPU reports on progress in relation to this action and success criteria on a quarterly basis. In addition, the JPPU has also been reporting to the IACC’s Transformation Programme Boards.

6) Stakeholder Engagement

To inform this review of the JPPU, the Reviewer has engaged with key internal and external stakeholders (via an electronic survey) to obtain their comments and feedback. These stakeholders included the JPPU, the Joint Planning Policy Committee; GC and IACC Elected Members and Senior Managers and statutory consultees (including the Welsh Government and Natural Resources Wales).

The survey focussed on three key questions:

- *What are the main achievements of the Joint Planning Policy Unit?*
- *Which aspects of the Joint Planning Policy Unit work well?*
- *Which aspects of the Joint Planning Policy Unit could be improved?*

The responses received to these questions is summarised in **Annex DD**.

7) Analysis of Stakeholder Responses

In order to undertake an impartial and arms-length review of the JPPU, the Reviewer has analysed the responses received from stakeholders, as well as considered the information/ evidence he has collated from various sources of information regarding the current collaborative working arrangements (including the Joint Working Business Case).

The analysis and evaluation has also been undertaken with reference to the various principles underpinning the establishment and management of shared services (ref: [‘Shared Services and Management – A Guide for Councils’](#)):

- Shared services can improve the quality of services provided; enhance resilience and deliver cost-effectiveness through the reduction of duplication.
- Effective shared services require clear leadership from both politicians and managers.
- Shared service management arrangements bring with it many challenges. Some of the most commonly cited barriers to effective shared services are cultural or behavioural.
- Robust and effective structures and processes are critical to ensure appropriate levels of control over shared services.
- Shared services are both a real and perceived threats to sovereignty – i.e. the ability of Elected Members and Officers to determine what happens in their areas can be a major stumbling block to sharing.
- It is important to establish governance arrangements that provide an appropriate level of assurance to Elected Members about the performance of shared services and opportunities for members to influence their operation.
- The “lead” organisation must have the capacity, capability and resources to deliver the shared service solution.
- The aim of the Shared Service agreement must be clear, practical and realistic.
- The success of any shared service is reliant upon effective communication, proactive relationships and a shared understanding.
- Being able to demonstrate the success of a shared services is critical to garnering support; whilst not adequately measuring the benefits of a shared service could mean that its success is not properly celebrated.

- Every shared service requires an exit strategy.

Given the varied nature of the responses and feedback received, it has been necessary to undertake a retrospective (backward looking) and prospective (forward-looking) analysis of the working arrangements.

The Reviewer is of the opinion that:

Looking Back

- i. The progress that the JPPU has made in preparing the JLDP and reaching the examination stage of the process is a significant achievement and milestone for both Authorities.
- ii. The JPPU is a close-knit team with a strong spirit/ ethos. All officers have embraced the Unit's establishment and have contributed to its activities and achievements. It is apparent that the Unit has integrated successfully into a skilled and experienced team that has developed systems, processes and working practices that help to deliver a consistent planning policy function.
- iii. There is limited quantitative evidence however to illustrate that the quality of the service provided to users has improved as a result of the collaborative arrangements.
- iv. It is apparent that ownership of, and accountability for, the JPPU and JLDP by previous IACC senior officers could have been more effective and definitive. It is felt by many that this indifference has contributed towards the negative profile of the Unit and concerns regarding how the Plan has been prepared. Coupled with the regular changes to the IACC's political representation on the Joint Planning Policy Committee, this has often created challenges for the JPPU in terms of effective and meaningful leadership and engagement.
- v. Some concerns have been expressed regarding the sharing of financial information relating to the JPPU and JLDP between GC and IACC. This lack of regular information has caused uncertainties and difficulties for the IACC's Finance Service to set up, monitor and close appropriate and accurate budgets in an effective and efficient manner. The Reviewer notes the concerns but also understands that this has not been raised previously as an issue by IACC directly with GC.
- vi. Similarly, there needs to be greater recognition of the need for more regular communication and reporting of the JPPU's work programme, performance (achievements, outputs and outcomes) to enable both Authorities to undertake robust monitoring of the collaborative working arrangements. The only performance measure relates to the preparation of the JLDP; and there is no recognition of the JPPU's other duties to assess the success and impact of the Unit. Opportunities for both Authorities to influence and prioritise the work of the JPPU (through the Joint Project Board) need to be improved.

Looking Forward

- vii. When adopted, the JLDP will be a clear demonstration that there is merit in undertaking regional collaborative activities to address and respond to common issues and challenges. There is great significance attached by both Councils to the fact that the collaborative working arrangements are unique in Wales and that the JLDP will be the first of its kind to be prepared under such circumstances. The Reviewer notes that Welsh Government has referred to the JPPU as a good practice model for other Councils to follow in terms of collaboration.
- viii. Clarity and certainty is required as to what is the role/ purpose of the JPPU post the adoption of the JLDP. The Plan will need to be monitored on an annual basis and reviewed after 4 years (unless the monitoring reveals the need to undertake and early review). The JPPU will also be required to prepare an extensive range (circa 19) of new Supplementary Planning Guidance in addition to exploring each LPA's viability to deliver a Community Infrastructure Levy tariff. Both Development Management sections in Anglesey and Gwynedd will require support from the JPPU to correctly interpret the new planning policies in the adopted JLDP. A detailed work programme is required to outline potential future activities to secure the ongoing support of both Authorities and ensure that the required resources are available.
- ix. The JPPU will also need to consider and respond to the implications of new legislation (e.g. the Well-being of Future Generations (Wales) Act 2015) which will impact upon the scope of future activities and the resources required to undertake them.
- x. Any collaborative arrangements require clear, robust and equitable governance by both Councils in order for them to be effective, add value and be cost effective. The terms of the Shared Services Agreement need to be reviewed to ensure they remain appropriate and meet the needs and expectations of both Authorities. It is evident that, for some, there have been concerns and frustrations regarding the value/ benefits of the collaborative arrangements. For example, concerns have been expressed as to whether the socio-economic needs of Anglesey have been properly recognised and addressed during the preparation of the JLDP. The Reviewer would refer to the issues raised in point ch (above) which may have contributed to such concerns.
- xi. Further to this, and dependent upon a respondent's area of interest (either thematically or geographically), the perception and profile of the JPPU is varied and inconsistent. The JPPU is congratulated by some for the quality of services provided and the way it engages with stakeholders and customers; whilst other respondents have identified clear areas for improvement and concerns exist regarding a perceived imbalance in its objectivity and activities. The Reviewer would again refer to the issues raised in point ch which may have contributed to such concerns.

- xii. Further work is required to improve the profile and visibility of the JPPU to ensure its contribution to the statutory responsibilities of both Authorities is fully recognised. It needs to be emphasised that this work is often complex, contentious and challenging. In addition, there needs to be improved accessibility to the JPPU (for service users and other Council officers) and more regular engagement with the respective Development Management sections of GC and IACC.
- xiii. The budget required to fund the JPPU in the immediate future is currently uncertain (i.e. linked to the Unit's future work programme). Whilst financial savings have been made previously with further savings agreed for 2017 and 2018, it is inevitable that further efficiencies will have to be considered by the Councils as a result of the unprecedented financial challenges facing both the GC and IACC. It is anticipated that this will impact upon the capacity of the JPPU and the availability of resources to fund its future activities.
- xiv. In order for the JPPU to operate more successfully in the future, it is imperative that there is full accessibility to, and integration with, the IACC's planning functions' digital information systems. The failure to address this barrier has impacted upon the JPPU's ability to undertake its cross boundary responsibilities effectively and in a timely manner.

8) Conclusions

In conclusion, and with particular regard to the purpose of the high level review (See Section 1), it is apparent that the collaborative working arrangements between Gwynedd Council and the Isle of Anglesey County Council are considered to have been effective and appropriate given the progress that has been achieved in relation to the preparation of the JLDP; the financial savings that have been realised from only having to prepare one Plan for both areas; as well as the proficient and experienced Team that has been established and developed since 2011. The preparation of a “joint” development plan has been a lengthy, challenging and often contentious process, and the JPPU and the Members of the Joint Planning Policy Committee must be commended for their professional and committed approach to the task.

Furthermore, it must be recognised that the work of the JPPU is not limited to producing the JLDP, and therefore does not end when the Plan is adopted. The work of the JPPU consists of a variety of other duties, including the statutory requirement to monitor the adopted Plan on an annual basis; the production of new Supplementary Planning Guidance and the provision of specialist planning policy advice. If the JPPU were to be disbanded, then all duties would have to be duplicated in the individual Authorities by separate Units/ Teams.

Given the overall success of the JPPU as a model for collaboration (and assuming that the Joint Plan is adopted), the Reviewer considers that there is sufficient justification to continue with the JPPU as the model for continued joint working with regard to the provision of planning policy capacity. However, there are lessons to be learnt from the current arrangements as concerns have been expressed regarding the governance, accountability, scope of influence, profile and priorities of the JPPU – as well as uncertainty regarding the value and contribution of the Unit (i.e. to matters more than just the JLDP). These concerns must be addressed in order to ensure that any future collaborative working is effective, robust and equitable; whilst opportunities to improve the profile, visibility and integration of the JPPU with both Authorities and other stakeholders must also be identified and realised.

In terms of future organisational and staffing arrangements, it is imperative that the purpose of the JPPU is redefined following the anticipated adoption of the JLDP and that both Authorities have sufficient detail and clarity about the nature of the Unit's future work programme. Given the scale of the financial challenges facing both Authorities, the Reviewer believes that further savings/ efficiencies, in addition to those already achieved, will be required to be considered from the JPPU and that this will inevitably impact upon the Unit's future capacity and resources. The Reviewer notes that any additional savings over and above those already agreed will ultimately be a matter for the individual Councils to decide.

As a final comment, the Reviewer fully recognises the uncertainty and apprehension created for the JPPU by the timing of the review given that it coincided with the formal examination of the JLDP. Unfortunately, it was not possible to avoid this situation given the need to complete the review in order to identify, as early as

possible, the scope/ nature of future working arrangements as well as inform current budget setting processes.

9) Recommendations

It is considered that there is sufficient justification to continue with the JPPU as the preferred collaboration model for the provision of a planning policy function for GC and IACC. It is therefore recommended that a new Shared Service Agreement is prepared for the next five years (2017-2022) to correspond with the first formal review of the Plan. A new/ amended Shared Service Agreement should reflect the following:

- a) A re-definition of the purpose and role of the JPPU following the adoption of the JLDP to reflect the needs and expectations of the IACC and GC.
- b) Establishing a clear, specific and outcome orientated work programme for the JPPU post the adoption of the JLDP and securing sufficient resources (in a period of savings/ efficiencies).
- c) Strengthening the overall governance and shared ownership of the JPPU in both Councils – including refining the role of the Joint Planning Policy Committee and the Joint Local Development Plan Panel.
- ch) Reviewing and establishing the most effective office location for the JPPU in order to better integrate the Unit and its Officers with the planning services of both Councils (and their respective business systems and working practices) and potentially reduce overheads and costs.
- d) Improving current management arrangements and influence in relation to financial planning and reporting, HR issues, the monitoring of performance and the prioritisation of work/ activities.
- dd) Encouraging more effective communication and engagement with internal and external stakeholders to improve the JPPU's profile and visibility and ensure acknowledgement of the Unit's duties, achievements and added value.
- e) Improving the profile and awareness of the JPPU, capabilities, knowledge and expertise with both Councils.
- f) Defining the role of the JPPU in addressing the specific requirements of the Wellbeing of Future Generations Act.

Annex A - Joint delivery of the Planning Policy Service Business Case

MEETING	COUNCIL'S BOARD
DATE	15 June 2010
TITLE	Proposals for the joint delivery of the Planning Policy Service
PURPOSE	Approve the joint delivery of the Planning Policy Service for Anglesey and Gwynedd
RECOMMENDATIONS	<ul style="list-style-type: none"> i) That a Joint Planning Policy Unit (JPPU) is created to deliver the Planning Policy Service for Gwynedd and Isle of Anglesey Local Planning Authorities. ii) That a Joint Project Board is created to oversee the work of the JPPU iii) That the JPPU commences work on a single Local Development Plan (LDP) for Gwynedd and Isle of Anglesey Local Planning Authorities. (Scenario 1) iv) That a Joint Local Development Plan Panel is formed to provide input into the production of a single LDP for both Authorities. v) That a Joint Planning Policy Committee is formed as a formal cross boundary decision making body. vi) That the authority is given to the Head of Regulatory Department and the Head of Democratic and Legal Department to implement i), ii), iii), iv) and v).
AUTHOR	Aled Davies, Head of Regulatory Department (Gwynedd) Jim Woodcock, Head of Planning and Public Protection (Anglesey)
PORTFOLIO LEADER	Councillor Gareth Roberts (Gwynedd) Councillor Aled Morris Jones (Anglesey)

1. INTRODUCTION

Background

- 1.1 This report is submitted following discussions between Gwynedd Council and the Isle of Anglesey County Council regarding opportunities for the delivery of the Planning Policy Service. The recommendations in this report have been agreed in principle by the Leaders, relevant Portfolio Leaders and Heads of Services of both Authorities. The

discussions between the Authorities have related mainly to the possible options for joint working on delivering Local Development Plans (a statutory requirement) as this is the primary function of the Planning Policy Service. However, the recommendations in this report relate to the delivery of the Planning Policy Service as a whole for Gwynedd and Anglesey authorities (see **Appendix 1** Local Planning Authority Areas).

- 1.2 There have been discussions with the Snowdonia National Park Authority, but the type of joint working referred to in this report may not suit their needs at present, due to the advanced stage they have reached in the production of their Local Development Plan. However, it may be possible that the recommendations of this report could also apply to the Snowdonia National Park Authority in the future.
- 1.3 The purpose of this report is to make recommendations on the most effective way to provide the Planning Policy Service for Gwynedd and Anglesey. The report will include the following:
 - The justification for a joint working arrangement
 - The preferred option for the delivery of the service
 - Possible scenarios for delivering the LDP
 - Recommendations on how best to deliver the service

2. THE JUSTIFICATION FOR A JOINT WORKING ARRANGEMENT

- 2.1 In order to assess whether there is justification for a joint working arrangement for the delivery of the Planning Policy Service for Gwynedd and Anglesey, there is a need to look at the existing service arrangements in the Authorities, how the Planning Inspectorate will assess the LDP and the strengths, weaknesses, opportunities and threats relating to the service.

The existing service arrangements

- 2.2 The overall purpose of the Planning Policy function is:

To facilitate sustainable development, contribute to social and economic regeneration as well as creating an environment of the highest quality which is accessible to all, by controlling the use of land and buildings by:

- 1. Producing and monitoring development plans**
- 2. Producing Supplementary Planning Guidance**
- 3. Providing specialist advice and consultation responses on Planning Policy issues to the Authority, external organisations and the general public**
- 4. Undertaking Housing Land Availability Surveys on a yearly basis**
- 5. Contributing to the production of Development Briefs and Development Strategies**
- 6. Promoting sustainable development**

Current service arrangements

- 2.3 It is considered that the main issues relating to current service arrangements are as follows:
 - The **functions** of the planning policy service in Gwynedd and Anglesey are to a significant extent the same. The principal function of the Planning Policy Service revolves around the production, monitoring, review and interpretation of the Local Development Plan (LDP). Other functions of the Planning Policy Service, such as

Official

production of Supplementary Planning Guidance, Development Briefs and Annual Housing Land Assessments are mainly related to the LDP for the Authority.

- The Planning Policy Service also has an **advisory function** in respect of providing advice on planning applications to the Development Control Section and providing policy advice to other Local Authority services, Members, the general public and various other external organisations. In addition to this, the Service has an important function in trying to ensure that the needs of the Authority are considered in national and regional policy and guidance and provides responses on consultation documents produced by various organisations, including the Welsh Assembly Government and other Local Authorities.
- The **key issues** relating to the functions of the Planning Policy Service are mainly related to the production, monitoring and review of the LDP. There is a statutory process related to the production of the LDP, requiring the production of specific documents such as Strategic Environmental Assessments and Health Impact Assessments. There is also a statutory procedure requiring consultation at certain stages and an independent examination (similar to a public inquiry). The LDP will provide land use planning policies on housing, employment, tourism, transport, waste, minerals, energy and the environment. Supplementary Planning Guidance will provide more detailed information on the various policies of the LDP. The **key issues** in respect of the production and the content of the LDP are generally common to both Gwynedd and Anglesey.
- There is a wide range of **customer contacts** with various departments and services within the Council as well as external organisations and the general public. Customer contacts are mainly by e-mail, letter and telephone, although there is also face to face customer contact.
- There are key similarities in the **character** and profile of Gwynedd and Anglesey. Both authorities are predominately rural in character, have a high quality natural and built environment (areas of outstanding natural beauty, a number of Special Areas of Conservation, Special Protection Areas, National Nature Reserves, Sites of Special Scientific Interest, a large number of listed buildings, scheduled ancient monuments, conservation areas and areas of archaeological importance). Both Authorities have a dispersed and low density of population per hectare and the highest percentage of Welsh speakers in Wales averaging over 60% of Welsh speakers. The economy in both authority areas is reliant upon a small number of key employers (e.g. Public Sector (County Councils, Health Service), Wylfa and RAF Valley (Anglesey). Tourism has a significant role to play in the economies of the 2 Authorities and given the rural character of the area the agricultural industry is still prominent. The main **challenges** facing Gwynedd and Anglesey include the following:
 - i) The entire coastline and other parts of the area is at risk of **flooding**
 - ii) **Climate change** is happening and there is a need to respond to its possible effects and reduce further effects (e.g. energy conservation and provision of renewable energy)
 - iii) **Energy** developments primarily at Wylfa and in the Irish Sea with associated infrastructure and other land use implications

- iv) **Conservation** and enhancement of the area's environmental assets
 - v) High house prices, particularly in rural areas has lead to a strong demand for **affordable housing** to meet local housing needs
 - vi) Changes in **household characteristics** in terms of size and composition
 - vii) **Public service provision** in peripheral locations in particular, undermined by social and demographic changes and providers' financial constraints
 - viii) The **economy** has historically grown at a significantly slower rate than that of the rest of Wales and the UK. The current economic recession has seen the closure of key employers (e.g. Anglesey Aluminium) and the job losses in both private and public sectors
 - ix) Changing **shopping patterns** mean that town centres and villages are at risk
 - x) Inadequate **infrastructure** throughout the area
 - xi) Development and the future of the **Welsh Language and culture**
 - xii) Deficiency of **employment land** in some part of the area
 - xiii) Parts of the area suffer multiple **deprivation**
 - xiv) Understanding and satisfying the need for **Gypsies and travellers** in the area
 - xv) Planning for the provision of a network of **waste** management facilities for the sustainable management of waste
- **Staff structures and management** within the 2 Authorities are located within a service, or department that also includes Development Control. In Gwynedd the Planning Policy Team has 5 permanent FTE and 1 temporary FTE which includes a Planning Policy Manager. In Anglesey the Team consists of 8 permanent FTE, which includes a Planning Policy Manager (currently vacant), another vacant post and a post reporting to Economic Development, making 5 permanent FTE in post at the moment.
 - The Authorities currently **collaborate** informally on an "ad hoc" basis and share knowledge and expertise. This collaboration occurs through the North Wales Planning Officers' Group (Policy) which meets at least twice a year. There is also the North West Wales Consortium for Local Housing Market Assessment which has representatives from the 2 Authorities. There have also been instances when work has been commissioned jointly and these areas of work have included retail studies and will also include work on meeting the accommodation needs of gypsies and travellers.

How the Planning Inspectorate will assess the LDP

2.4 Towards the end of the LDP production process, the LDP for both Authorities will be subject to an Independent Examination by a Welsh Assembly Government Planning Inspector. The purpose of this examination is to determine whether the Plan is sound. There are 10 tests for soundness which are procedural, consistency and coherence and effectiveness tests. The specific tests include the following:

- It is a land use plan which has regard to other relevant plans, policies and strategies relating to the area **or adjoining areas**
- The plan sets out a coherent strategy from which its policies and allocations logically flow and, **where cross-boundary issues are relevant, it is compatible with the development plans prepared by neighbouring authorities**

2.5 If the LDP does not meet the tests for soundness it will be **rejected** by the Planning Inspector, which is a significant risk for an Authority. The key issues here are that the LDP for 1 Authority must have regard to the LDP of adjoining areas. There are key strategic cross boundary issues relevant to both Gwynedd and Anglesey, which means that the LDP for 1 Authority must be compatible with the other. These strategic cross-boundary issues would include the Mon-Menai Hub, the future of Wylfa and the role of Bangor as a sub regional centre.

Strengths, weaknesses, opportunities and threats

2.6 Based on a subjective assessment of the existing provision of the Planning Policy Service in Gwynedd and Anglesey, the following is considered to represent the current Strengths, Weaknesses, Opportunities and Threats to the service: (Not all of the following are relevant to both Authorities)

STRENGTHS	WEAKNESSES
Local knowledge of the area Service in the same Department / Service / Directorate as Development Control Professional service provided to customers High profile Expertise / specialist knowledge Customer service, responsiveness Provision of a bilingual service Good links with Development Control	Reliance on grant to fund staff No formal collaboration between the Authorities Limited resources impacting service Difficulties with recruitment Limited resources fund LDP production Lack of career development opportunities No standard service performance indicators Duplication of work Risks regarding the soundness of individual LDP for each area
OPPORTUNITIES	THREATS
Sharing of specialist knowledge Provision of standard procedures and policies Career development opportunities Increase flexibility of staff resource Plan at a more strategic level (this can relieve pressures in one authority by developing in the other) Integration of cross boundary policies Simplify and streamline liaison arrangements with customers Standardisation of ITC procedures Sharing of costs (e.g. producing 1 or 2 LDP instead of 3) More chance of meeting the tests for soundness	Lack of funding and resources Difficulties due to different ITC systems Possible lack of support from Members Possible staff apprehension Reduced accessibility for customers Difficulty in supply of support service functions Possible conflict due to different priorities in the 2 Authorities Inconsistencies in staff terms and conditions

Justification for joint working

2.7 The existing service arrangements highlight the similarities of the Planning Policy Service in both Authorities in respect of the functions of the service, the key issues relating to the functions of the service, the customer contacts, the character of the areas and the main challenges facing both Authorities in the preparation of the LDP.

- 2.8 Furthermore, it is essential that the LDP of one Authority has regard to the LDP of the other Authority and that the LDP of both Authorities are compatible, as these issues will be assessed by the Planning Inspectorate to test the soundness of the Plans. Failure to meet the tests for soundness would result in the Planning Inspectorate **rejecting** a Plan.
- 2.9 Given the existing service arrangements and the tests related to assessing the soundness of the LDP, it is considered that there is a clear justification for a joint working arrangement to deliver the Planning Policy Service.

3. PREFERRED OPTION FOR THE DELIVERY OF THE SERVICE

Joint Planning Policy Unit

- 3.1 The possible options which have been considered for delivery of the service have been specific to formalising collaboration between the Planning Policy services in the 2 Authorities. It is considered that in order to build on existing strengths, address existing weaknesses and take advantages of the opportunities, there has to be formal collaboration between the services of both Authorities. It is considered that the only option which is likely to put the service in a position to benefit from the opportunities relating to joint working, would be to create a Joint Planning Policy Unit which would be managed by a Host Authority. This would centralise the service in one office location with a Host Authority managing the day to day work of the JPPU.
- 3.2 A Joint Project Board to include the Head of Regulatory Department (Gwynedd Council) and the Head of Planning and Public Protection Services (Isle of Anglesey County Council) would be created to oversee the work of the JPPU. The Host Authority would therefore report to the Joint Project Board.
- 3.3 There would have to be an Agreement (or equivalent) in order to agree details such as the terms of reference for the JPPU, the Host Authority and the Joint Project Board.
- 3.4 The benefits for Gwynedd and Anglesey of providing the service through a JPPU include:
- Sharing of specialist knowledge
 - Provision of standard procedures and policies
 - Career development opportunities
 - Creation of a more resilient service
 - Increase flexibility of staff resource and more efficient use of staff resource
 - Plan at a more strategic level and integration of cross boundary policies
 - Simplify, streamline and improve liaison arrangements with customers and thereby improve customer service
 - Sharing of costs and making the best use of resources
 - Having a shared vision for the LDP
 - Sharing research for the LDP work
 - Streamlining of management structure
 - Combining knowledge and effort to put greater weight behind arguments to achieve common goals (e.g. housing for local people, language issues)
 - Fully addressing the issues relating to the soundness of LDP
 - Capacity to prepare sound LDP

Selection of Host Authority for the Joint Planning Policy Unit

- 3.5 There is agreement between both Authorities that a Host Authority is required in order to manage the day to day work of the JPPU.
- 3.6 The Head of Regulatory Department (Gwynedd) and the Head of Planning Services (Anglesey) agree that having regard to the existing staffing structures of both Authorities, the recent experience in Gwynedd of taking the Gwynedd Unitary Development Plan through to adoption, there is a justification for practical reasons, that the Host Authority of the JPPU should be Gwynedd Council.
- 3.7 With the creation of a JPPU, a new staff structure would be created which would provide the opportunity to make the best possible use of vacant posts. It would also lead to career opportunities, the sharing and development of specialist knowledge and skill in planning policy issues.
- 3.8 In order to deal with the key strategic issues such as Wylfa, other energy development, the role of Bangor as a sub-regional centre and sustainable transport, there will need to be a consideration in future as to whether additional staff would be required as part of the JPPU.

4. POSSIBLE SCENARIOS FOR DELIVERING THE LDP

The current position

- 4.1 The current position regarding LDP production is that Gwynedd has commenced work on a Delivery Agreement, having recently had its Unitary Development Plan adopted (July 2009). However, there is as yet no formal request submitted to WAG to formally commence work on the LDP.
- 4.2 Anglesey has formally commenced work on the LDP but has to redraft the Pre-Deposit Draft which was due to go out to consultation in August 2010. However, this redrafting depends on the possible implications of the Government's Energy Strategy and the potential development of Wylfa and as a result, on Anglesey as an "Energy" Island. The Government is in the process of undertaking a Strategic Site Assessment, with the final selected sites to be announced in 2010. Furthermore, since work commenced on the LDP, Anglesey Aluminium, one of the major employers on the Island has recently closed. Both these issues may have significant implications on the current LDP work.
- 4.3 Anglesey's original timetable indicated that their LDP would be adopted in September 2013. Following discussions between both Authorities, Anglesey recently commissioned work to assess the current evidence base work undertaken, identify the work required and to advise on whether the adoption of their LDP by September 2013 would be realistic. The advice given is based on the JPPU working on the Anglesey LDP and the assessment undertaken states that a more realistic date of adoption would be December 2013. This advice goes on to state:- *"however it must be stressed that*

this is a best case scenario and the timetable could easily slip by 6 months and more if the Plan encounters problems or suffers from insufficient decision making". The Anglesey LDP, mainly due to uncertainties regarding the future of Wylfa in particular could therefore easily take until early in 2015 or beyond to be adopted.

- 4.4 Having regards to the positions of the respective Authorities, various scenarios can be considered in terms of how the Joint Planning Policy Unit could deliver the LDP. The 2 Authorities have considered 3 scenarios all of which would require:
- A Host Authority for the JPPU
 - A Joint Project Board
 - That the JPPU at some stage works on a single LDP for both Authorities

Additional governance arrangements would need to be set up for the work on 1 LDP as described in Scenario 1.

- 4.5 **SCENARIO 1: JPPU to immediately commence working on 1 Joint LDP for Gwynedd and Anglesey.**

Governance:

It is important that there are political and administrative governance arrangements in place to ensure that both Authorities support and have ownership of the high level strategic direction of the LDP. It is also important that all Members of both Authorities have an input into the LDP production process.

There will be a need to report to both Authorities in the production of the single LDP. This will include reporting to:

Full Council (Gwynedd and Anglesey)

The LDP regulations require that certain stages of the LDP are reported to the Full Council.

- **Council Board and the Executive (Gwynedd and Anglesey)**

This will ensure ownership and support by both Authorities to the strategic direction of the single LDP.

- **Scrutiny Committee (Gwynedd and Anglesey)**

This will ensure that all Members of both Authorities will have an opportunity to participate at key stages of the preparation of the single LDP.

Working on a single LDP for both Authorities will also require the creation of a **Joint Local Development Plan (LDP) Panel**. This Panel will be made up of Members from Anglesey and Gwynedd and will have the main responsibility of steering the LDP production. The JPPU would report on the progress of the LDP work to the Joint LDP Panel.

There would also have to be a cross boundary decision making body having powers to make cross boundary decisions, following the agreement of the strategic direction of the LDP by the Gwynedd Council Board and the Anglesey Executive. The most practical and effective way to achieve this would be to create a **Joint Planning Policy Committee** made up of Members from Gwynedd and Anglesey. This would avoid potential risks to the LDP timetable that may arise from having to get all the decisions from the individual Authorities, whilst at the same time respecting the fact that certain

decisions / approvals at key stages will be made by the individual authorities. Arrangements will also need to be put into place for resolving potential differences in decisions made through this governance arrangement.

It is considered that the political governance arrangement referred to above will provide the right balance in terms of decision making, scrutiny and input with regards to the process of producing the LDP. The table in **Appendix 2** provides an indication of how the reporting and decisions would be undertaken for the production of the LDP.

Timescale: Adoption of Joint LDP for Gwynedd and Anglesey by 2016. This is an approximate target date, given that unexpected situations can arise during plan production that can have an impact on the timescale for adoption.

Benefits: All of the benefits of providing the service by the JPPU as specified in 3.4 above, but more specifically in respect of the production of the LDP:

- i. **Have a focus on 1 Joint LDP with a shared vision for the 2 Authorities.**
This scenario provides the best possible opportunity to plan at a more strategic level and for the integration of cross boundary planning policies.
- ii. **1 adopted Joint LDP may in place for both LPA areas**
This scenario would have an approximate target date of 2016 for the adoption of a single LDP for Anglesey and Gwynedd.
- iii. **Planning for different outcomes**
There are strategic issues which will affect both LPA areas and the most significant has to be Wylfa B. Whether Wylfa B goes ahead or not, it will impact on forward planning in Anglesey and Gwynedd Local Planning Authority areas. This is an issue that both Authorities will have to plan for regardless and working as a JPPU on 1 Joint LDP, will put both Authorities in a stronger position to plan for and deal with different outcomes more effectively.
- iii. **Saving costs**
This scenario has the potential for saving costs. These cost savings would be likely to be seen in the cost of the process required to produce the Joint LDP. The initial cost savings will not be significant, but will become evident in the plan making process as there will be less duplication of work and work can be undertaken more efficiently and quickly. The production of 1 Joint LDP for both Authorities would remove the duplication of work associated with the production of 2 LDP (one for each Authority). Evidence base work could be jointly commissioned; there would be 1 SEA, 1 HIA, 1 Independent Examination and consultations based on 1 Joint LDP. Based on current data available regarding LDP production, it is estimated that on average the cost of producing 1 LDP works out at approximately £250,000 per annum (on top of existing staffing costs) based on Gwynedd estimates. On average it would therefore cost 1 Authority £1m to £1.25m to produce 1 LDP and 2 Authorities £2m to £2.5m to produce 2 LDP. Producing 1 Joint LDP instead of 2 LDP (1 for each Authority) would be likely to cost less (possibly 70% of the cost of producing 2 LDP), as this would avoid duplication. It must be emphasised that these costs are estimated costs and that the cost of one LDP for each Authority would be likely to differ.

Issues and risks:

- i) Work on the Anglesey LDP would be abandoned and there would be a delay in Anglesey having an adopted LDP. However, this delay would only be approximately 12 months more than it would take to adopt the Anglesey LDP and the evidence base could be used in the production of 1 Joint LDP. It must be stressed that the work undertaken for the Anglesey LDP would not be wasted as it would contribute to the work required for the Joint LDP.
- ii) The administrative governance arrangements described above would be required, which would include the creation of a Joint Planning Policy Committee having the power to make cross boundary decisions. If this is not put in place to make decisions, this could delay the plan production process, as there would then be a need to report everything to the relevant Committees of both Authorities.
- iii) There has to be a firm commitment by both Authorities to produce 1 Joint LDP.
- iv) Human resource issues relating to relocations / transfer
- v) Setting up costs including costs of new offices and IT issues. These would be likely to be offset by shared management costs for the JPPU, as well as the cost savings in the process of producing only 1 Joint LDP.

4.6 SCENARIO 2: JPPU to continue work on Anglesey LDP through to adoption and then commence work on 1 Joint LDP for Gwynedd and Anglesey

Governance: The JPPU would initially report to the existing LDP Panel and Committee(s) in accordance with the existing decision making process set up for Anglesey, as this would be specifically related to the Anglesey LDP. The governance for work on the 1 Joint LDP for both Gwynedd and Anglesey would be the same as scenario 1, and would have to be set up prior to the commencement of work on the Joint LDP.

Timescale: Adoption of Anglesey LDP in early 2015. Commence work on 1 Joint LDP for Gwynedd and Anglesey in 2014 with adoption of 1 Joint LDP in 2019.

Benefits: All of the benefits of providing the service by the JPPU as specified in 3.4 but more specifically in respect of the production of the LDP:

- i) **Anglesey may have an adopted LDP by early 2015**
The initial benefit here would be for Anglesey, but the work of the JPPU on the Anglesey LDP would develop an understanding of the process, the key issues and lessons could be learnt for the preparation of the 1 Joint LDP for both Anglesey and Gwynedd.
- ii) **Preparatory work on 1 Joint LDP for Anglesey and Gwynedd can commence**
There would be scope to jointly commission elements of the evidence base work.
- iii) **Planning for different outcomes**
The JPPU would still be in a stronger position as the Unit would be working on the Anglesey LDP but would also be developing a vision and undertaking preparatory work for 1 Joint LDP for both areas.
- iv) **Saving costs**

These would mainly be relevant to the work on 1 Joint LDP for both authorities and would again be cost savings relating to the plan making process (see Scenario 1). However, in addition to this there would be the cost of completing the process of producing the LDP for Anglesey.

Issues and risks:

- i) Work would not commence on the Joint LDP to include Gwynedd area until 2014 and there would possibly be no adopted LDP coverage for Gwynedd until 2019.
- ii) The real cost savings in the LDP process would not be seen until the work commenced on the 1 Joint LDP for both Authorities, although there would be a delay in spending for Gwynedd in the initial period.
- iii) There would still be an element of duplication in the process of producing the LDP as 2 Plans (Anglesey LDP and a Joint LDP) would be produced over the next 10 years.
- iv) With this scenario 2 plans are produced over the next 10 years and savings in the process will only be likely to be evident when production commences on the 1 Joint LDP for Gwynedd and Anglesey in 2014. The production of the LDP for Anglesey would be approximately £1m to £1.25m (on top of existing staffing costs) which would be additional to the cost of producing 1 Joint LDP to cover both areas.
- v) The Anglesey LDP if adopted in early 2015 would only have taken approximately 12 months less than it would have taken to adopt 1 Joint LDP for Gwynedd and Anglesey areas.(i.e. Scenario 1)
- vi) There would have to be a firm commitment by both Authorities that 1 Joint LDP would be produced for both areas otherwise this would represent too much of a risk for Gwynedd.
- vii) Human resource issues relating to relocations / transfer
- viii) Setting up costs, new office costs and IT issues. These would be likely to be offset by shared management costs for the JPPU.

4.7 SCENARIO 3: JPPU to continue work on Anglesey LDP through to adoption and at same time work on Gwynedd LDP and then commence work on 1 Joint LDP for Gwynedd and Anglesey.

Timescale: Adoption of Anglesey LDP early 2015. Adoption of Gwynedd LDP in 2016. Commencement of work on 1 Joint LDP for Gwynedd and Anglesey in 2015 with adoption of 1 Joint LDP in 2020.

Governance: The JPPU would continue reporting to the existing LDP Panels and Committees in accordance with the existing decision making processes in the respective Authorities. The governance specified in scenario 1 would apply for the production of the Joint LDP for Gwynedd and Anglesey.

Benefits: All of the benefits of providing the service by the JPPU as specified above but more specifically in respect of the production of the LDP:

- i) **Anglesey may have an adopted LDP by early 2015 and Gwynedd by late 2016**
There would be benefits for both Authorities in terms of having adopted LDP with up to date planning policies. The work of the JPPU on 2 LDP would also be good preparation for production of 1 Joint LDP for both Authorities.
- ii) **Preparatory work on 1 Joint LDP for Anglesey and Gwynedd can commence**
There would be scope to jointly commission elements of the evidence base work in preparation for the Joint LDP to cover both Authorities.
- iii) **Planning for different outcomes**
The JPPU would still be in a stronger position as the Unit would be working on the Anglesey LDP and the Gwynedd LDP, but would also be developing a vision and undertaking preparatory work for 1 Joint LDP for both areas.
- iv) **Saving costs**
These would mainly be relevant to the work on 1 LDP for both authorities and would again be cost savings in the process (see Scenario 1). However, in addition to this there would be the cost of completing the process of producing the LDP for Anglesey and the LDP for Gwynedd, on top of the cost of producing 1 Joint LDP.

Issues and risks:

- i) This scenario would mean that work would not commence on 1 Joint LDP for GC and Anglesey until 2015.
- ii) There would still be duplication in the process of producing the LDP as 3 Plans (Anglesey LDP, Gwynedd LDP and 1 Joint LDP) would be produced over the next 10 years. The production of 2 LDP (1 for each Authority) would be approximately £2m to £2.5m – which would be additional to the cost of producing 1 LDP to cover both areas.
- iii) With this scenario 3 plans are produced over the next 10 years and savings in the process will only be likely to be evident when production commences on the 1 Joint LDP in 2015.
- iv) The LDP for Anglesey if adopted in early 2015 would only have taken approximately 12 months less than it would have taken to adopt 1 Joint LDP for Gwynedd and Anglesey areas.(i.e. Scenario 1)
- v) There would have to be a firm commitment by both Authorities to produce 1 Joint LDP for both areas.
- vi) Human resource issues relating to relocations / transfer
- vii) Setting up costs, new office costs and IT issues. These would be likely to be offset by shared management costs for the JPPU.

Appendix 3 illustrates indicative timescales for commencement of work and adoption of LDP having regard to the 3 scenarios referred to above.

Main risks of joint working

- 4.8 The risks associated with this collaborative arrangement will involve the same risks which the 2 Authorities will face in producing their LDP. However, the level of risk should be less as the management of the LDP work by the JPPU would contribute towards cross boundary compatibility and integration of planning policies in both

authorities. This should as a result contribute towards addressing the issue of soundness of the LDP, which will be an initial key consideration of the Planning Inspector in assessing the LDP.

- 4.9 If a JPPU was not created, both Authorities would still have to work on their individual LDP which would both be subject to a formal review 4 years following adoption. However, neither Authority would reap the benefits provided by the creation of the JPPU.
- 4.10 There may be risks relating to human resources within the service as there would be a change in the way that the service is provided, although the nature of the work would essentially be the same. Discussions with staff, the union representative and the Human Resources Department have already commenced.
- 4.11 It is essential that once the JPPU is created, there is no “opt out” clause for any Authority during LDP production, as this could represent a significant and unacceptable risk to both Authorities. It is also likely that the Welsh Assembly Government would require that there is a firm commitment by both Authorities to deliver the Joint LDP.

5. CONCLUSIONS

- 5.1 The assessment of the existing service arrangements in both Authorities has highlighted the similarities in the key functions of the service, the character and profile of the 2 Authorities as well as the main challenges facing both Authorities in the production of the LDP. Furthermore, ensuring that the Plan passes the soundness test is vital. A formal joint working arrangement would put both Authorities in a stronger position to meet the soundness test relating to compatibility of cross boundary policies in particular. It is considered that there is a clear and robust justification for a joint working arrangement between Gwynedd and Anglesey.
- 5.2 The creation of a Joint Planning Policy Unit managed by a Host Authority would make the best possible use of limited resources and would have the best possible chance of taking advantages of the opportunities available through joint working. This is considered to be the case regardless of the scenarios for production of the LDP.
- 5.3 It is considered that commencement of work on 1 Joint LDP as soon as possible (Scenario 1) would provide the most benefits for both authorities. The evidence base work undertaken by Anglesey to date should form part of the base information, which would feed into the process of producing a single LDP to cover both Authorities and contribute significantly to the work of the JPPU. This evidence base must be built upon, especially in terms of extending initial research work to cover the Gwynedd Authority area.
- 5.4 It is also evident with regards to the timescales for production of the Anglesey LDP (Scenario 2), the Gwynedd LDP (Scenario 3) and the single LDP for both Authorities (Scenario 1), that there is likely to be no significant difference.
- 5.5 Scenario 1 would be a pragmatic approach to dealing with the uncertainties relating to Wylfa, particularly as these are uncertainties that will have an impact on both

Authorities. It would reduce risks relating to soundness and would reduce future expenditure on the plan preparation. Furthermore, there is an opportunity here for an “exemplar” project which can demonstrate the effectiveness and efficiency of joint working between Authorities to the rest of Wales.

- 5.6 The principal objective here is to make the most effective and efficient use of resources, to put in place a framework to facilitate the provision of 1 LDP to cover the Gwynedd and Anglesey Local Planning Authority Areas. This involves the creation of a Joint Planning Policy Unit (JPPU), the creation of a Joint Project Board to oversee the work of the JPPU, the creation of a Joint Local Development Plan Panel to steer the plan production and the creation of a Joint Planning Policy Committee, as a cross boundary decision making body for the single LDP.

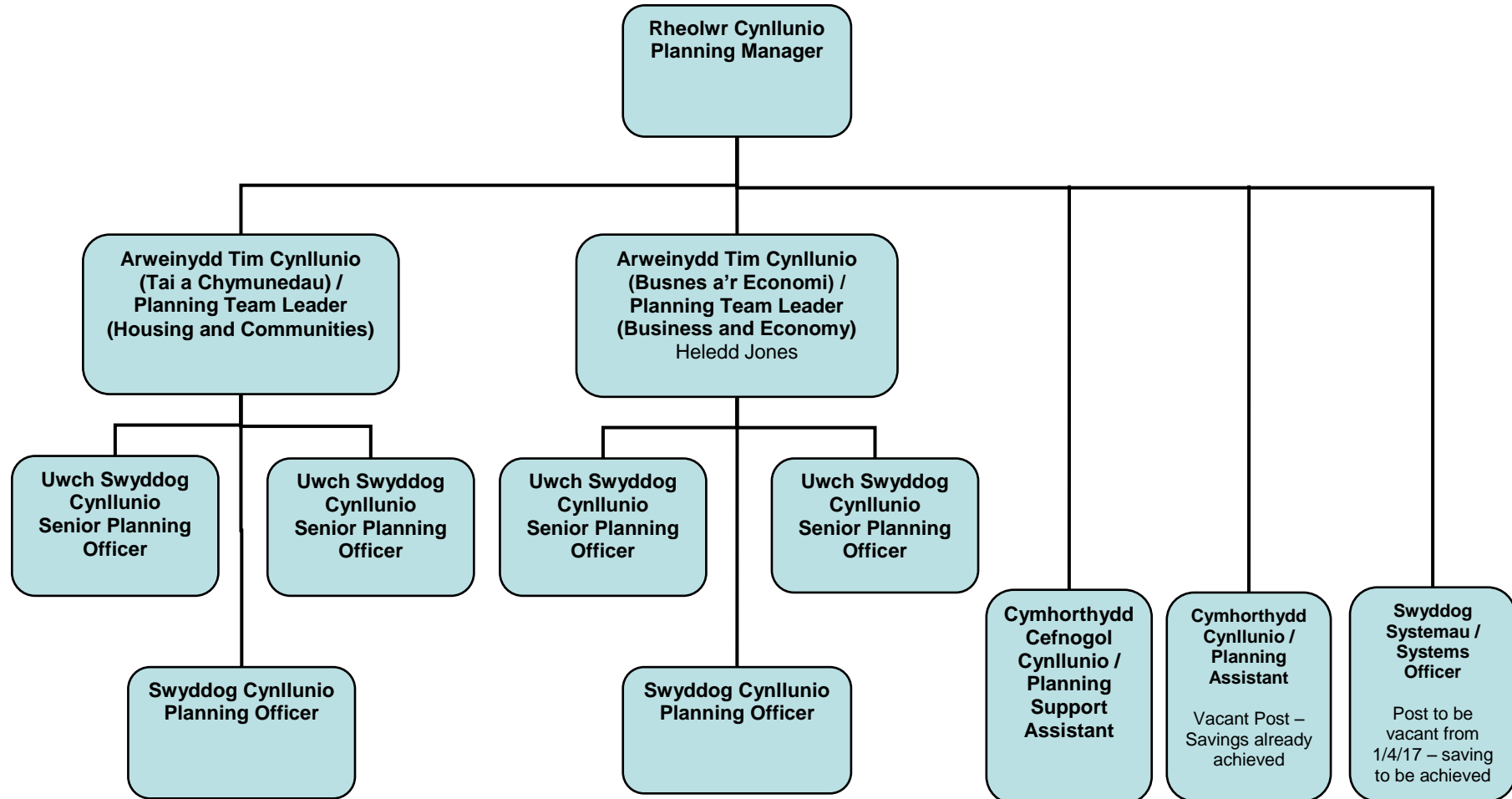
RECOMMENDATIONS:

- i) That a Joint Planning Policy Unit (JPPU) is created to deliver the Planning Policy Service for Gwynedd and Isle of Anglesey Local Planning Authorities.**
- ii) That a Joint Project Board is created to oversee the work of the JPPU**
- iii) That the JPPU commences work on a single Local Development Plan (LDP) for Gwynedd and Isle of Anglesey Local Planning Authorities. (Scenario 1)**
- iv) That a Joint Local Development Plan Panel is formed to provide input into the production of a single LDP for both Authorities.**
- v) That a Joint Planning Policy Committee is formed as a formal cross boundary decision making body.**
- vi) That the authority is given to the Head of Regulatory Department and the Head of Democratic and Legal Department to implement i), ii), iii), iv) and v).**

Annex B – Joint Planning Policy Unit Shared Service Agreement

Please see the attached PDF file.

Annex C - Structure of the JPPU (January 2017)



Annex CH - Overview of the JPPU's staff costs and savings since 2013/14

	2013-14		2014-15		2015-16		2016-17		2017-18		2018-19	
Costs	FTE	Total	FTE	Total	FTE	Total	FTE	Total	FTE	Total	FTE	Total
Management costs	N/A	£11,960	N/A	£13,520	N/A	£13,670	N/A	£14,050	N/A	£14,050	N/A	£14,050
JPPU Capacity	12.0	£444,450	11.6	£424,580	11.6	£429,250	11.6	£442,880	10.0	£394,520	10.0	£394,520
Savings/ Efficiencies	-	-	0.4 Post Flexible retirement of Planning Assistant	-	-	-£50,000 Reduction of £25,000 by both GC and IACC funded by underspends from preparing the JLDP	-	-£50,000 Reduction of £25,000 by both GC and IACC funded by underspends from preparing the JLDP	-	-£1,640 Approved saving – 2 posts to be deleted (Systems Officer & Policy Assistant)	-2.0 Posts	-£61,640 Additional saving of £60,000 approved (2 posts)
Total	12.0	£444,450	11.6	£424,580	11.6	£379,250	11.6	£392,880	10.0	£392,880	8.0	£332,880
Summary of savings since 2013/14											-4.0	-£111,570

Annex D - A summary of the costs of preparing the JLDP and the anticipated savings for each Authority

The following table provides information originally included in the Shared Service Agreement (Appendix F). The information about the potential expenditure was based on the best available information, which was drawn from an analysis of expenditure by other local planning authorities on research and process costs. At the time of writing it was anticipated that Horizon, under an emerging Planning Performance Agreement, would contribute to some elements of research on the basis that the research would entail work 'over and above' research that would be required without the Wylfa Newydd Project. The last row in the table refers to known funding available from Welsh Government in the form of performance related grants. The table seeks to demonstrate potential savings for both Authorities: in excess of £300,000 per Authority.

Possible expenditure profiles LDP

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Total
Gwynedd	140,600	86,600	87,600	109,600	41,600	441,600	42,600	950,200
Mon	179,000	100,000	86,000	108,000	40,000	440,000	41,000	994,000
Total	319,600	186,600	193,600	217,600	81,600	881,600	83,600	1,944,200
Joint Gwynedd & Môn	236,600	157,600	127,600	139,600	42,600	540,600	52,600	1,297,200
Minus budget by Horizon for evidence base work	(64,500)	(64,500)						
Minus budget by Welsh Government to be spent before end of March 2011	(25,000)							

Official

In accordance with the specific accounting and audit reporting requirements for Joint Committees a report presenting the final accounts is presented to the Joint Planning Policy Committee annually. The final accounts are subject to audit by an external auditor approved by the Auditor General for Wales. The following provides an overview of the actual costs relating to the process of preparing the Joint Local Development Plan.

Year	Actual process costs (£)	Income (£)	Net costs (£)
2011 – 2012	59,122	(7,426)	51,696
2012 – 2013	178,702	0	178,702
2013 – 2014	152,167	(364)	151,803
2014 – 2015	169,480	(157,272)	12,208
2015 – 2016	78,050	(4,620)	73,430
Total costs	637,521	(169,682)	467,839

It is reasonable to assume that each Authority would have had to spend the equivalent amount of money to prepare individual Local Development Plans. On this basis, each Authority has potentially saved in the region of £318,760 **to date** (i.e. £637,521/ 2) by preparing a Joint Local Development Plan. This broadly aligns with the level of savings anticipated at the start of the process. The burden on each Authority has also been reduced as a result of income, which includes a relatively substantial ‘one off’ grant from Welsh Government for research work and payment for work undertaken in relation to the Wylfa Newydd project under the Planning Performance Agreement.

Actual costs for 2016 – 2017 are anticipated to be higher than previous years on the basis that the costs of the Public Examination will have to be covered by the Councils. This may amount to approximately £500,000 in total. Apart from the Wyla Newydd, the issues and matters raised at the Examination Hearings were common to both Councils. Again, it is reasonable to assume that a single Examination of a Joint Local Development Plan presents a clear financial benefit for both Councils, as the Inspector’s fees and all other costs associated with an examination, e.g. Programme Officer, are shared on a 50:50 basis.

Annex DD - Summary of Stakeholder Feedback

a) What are the main achievements of the Joint Planning Policy Unit?

- i. Good progress on the JLDP (i.e. collation of robust evidence base, preparation of consultation documents etc.) and reaching the examination stage of the preparation process.
- ii. Adherence to the JLDP [Delivery Agreement's](#) tight timetable and progressing the JLDP through the governance arrangements of both Authorities without disagreement or conflict.
- iii. Preparation of a robust planning policy framework for North West Wales (together with a strong baseline) to provide consistency for developers and decision makers.
- iv. The collaborative/ joint working arrangements are innovative, ground breaking and unique in Wales.
- v. Successful establishment and integration of the Unit - with little support or assistance from either Authority.
- vi. Clarity in terms of roles and responsibilities. Successful integration of staff and technology leading to the sharing and development of new/ broader skills.
- vii. Excellent service provided to all the Unit's customers (both internally and externally). Good working relationships developed and maintained across Council Departments and Services.
- viii. Friendly and approachable staff who provide clear and consistent guidance and support.
- ix. Effective consideration of cross boundary (and potentially contentious) issues e.g. Wylfa Newydd.
- x. The sharing of specialist/ expert capacity to ensure the Authorities have access to professional planning policy advice.
- xi. The provision of strong, professional and appropriate support to both Authority's Planning Services (and other Service areas such Housing and Economic Development).
- xii. Support for, and input into, various partnerships and groups e.g. Housing Partnerships etc.
- xiii. High level of computer literacy and technical competence i.e. mapping software.
- xiv. The development of planning policies to safeguard the Welsh language.
- xv. Completion of the annual housing surveys.
- xvi. Financial savings for both Authorities as a result of the collaborative working.

b) Which aspects of the Joint Planning Policy work well?

- I. Effective collaboration and co-operation between the JPPU and both Authorities
- II. The successful integration of officers, working practices and systems ensuring a consistent approach to the Unit's work programme and tasks.
- III. The skills, experience and professionalism of all staff. The Unit is friendly, approachable and offers bilingual services.
- IV. Specialist expertise within the JPPU that can advise on specific issues.
- V. Consistency in terms of the advice given and the standard of information provided to service users.
- VI. A wider, regional consideration of planning policy issues, rather than a purely local focus.

- VII. The standard of pre-application advice which helps to shape planning applications (and also generate significant income for the respective Planning Services).
- VIII. Effective communication and engagement with Elected Members and communities.
- IX. The sharing of good practice (within the Unit, with both Authorities and with other partners).

c) Which aspects of the Joint Planning Policy Unit could be improved?

- I. Need to improve awareness of the JPPU to ensure people have a better understanding of what activities it undertakes for both Authorities.
- II. The lack of regular contact with Officers from both Authorities means less opportunities for informal co-operation and closer working.
- III. More support from Senior Managers and Elected Members – especially when individuals express frustrations with the implications of planning policies and/or processes.
- IV. More engagement with both Council's Senior Leadership Teams to discuss strategic planning policy issues before any detailed work is undertaken.
- V. Certainty is required that the JPPU addresses Gwynedd and Anglesey issues fairly, equally and in a balanced manner.
- VI. More proactive engagement with stakeholders to ensure greater ownership and understanding of planning policy issues.
- VII. Need to encourage Services from both Authorities (e.g. Education) to take a greater interest in planning policy issues and the preparation of development plans.
- VIII. It should be easier for the general public to engage with Officers from the Unit. The profile of the Unit is too low in locations such as Llangefni, Pwllheli and Caernarfon.
- IX. Belief that the JPPU is isolated/ detached in the Town Hall in Bangor.
- X. Stronger engagement between the Unit and Development Management staff in both Authorities.
- XI. The perception of the Unit is poor within some Services. Officers should "hot desk" with officers from Gwynedd and Anglesey to promote the work of the Unit, as well as provide greater opportunities to meet with residents in their own communities.
- XII. The JPPU's inability to access IACC systems is a barrier to effective communication.
- XIII. Lack of recognition in IACC offices that JPPU staff work for the Authority i.e. having to sign into buildings and wear visitor badges.
- XIV. The JPPU must do more to create a positive climate to encourage economic development in Gwynedd and Anglesey.
- XV. The JPPU working arrangements should be expanded to include Planning specialist services so that there is greater variety and consistency in the advice provided.
- XVI. Improved use of project management techniques and processes.

APPENDIX 3 Joint Planning Policy Unit's Work Scope 2017 - 2022

Principal Duties:

1. **Annual Monitoring** – collect and analyse (i) contextual information about the two areas (to identify any significant contextual changes i.e. wider strategic matters effecting the local area and the context the Plan is implemented within); and (ii) information about planning permissions and developments in the two area, in order to monitor the implementation of the Joint Local Development Plan policies annually, using the adopted Monitoring Framework and the Assessment of Sustainability Report.
2. Prepare one **joint Annual Monitoring Report** to be presented to the Welsh Government and published;
3. Produce one series of **Additional Planning Guidelines** on the policies relevant to the two Local Planning Authorities as well as a small series of Additional Planning Guidelines that will only be relevant to sites in one of the two Local Planning Authorities;
4. Explore the viability of **creating a levy list** for developments (CIL Regulations) in the two Local Planning Authority areas or for relevant sub areas;
5. Conduct annual reviews to measure separately **the availability of land for housing** in the two Local Planning Authority areas in compliance with Technical Advice Note 1 and combine the information to report on the situation in the Plan's area;
6. Provide specialist advice in **response to enquiries on planning policy matters** to the two Local Planning Authorities: applications for advice before submitting a planning application; planning applications; enforcement cases and appeals and public hearings;
7. Start on a full Joint Local Development Plan review every four years since its adoption and publish a Review Report;
8. Depending on the conclusions of the review of the Plan, undertake a **process to reform** the Joint Local Development Plan (the short or full reform procedure).

Other Duties:

9. Represent the two Councils as necessary to contribute to the process of creating a National Development Framework and / or a Strategic Development Plan, as necessary;
10. Collaborate with specific communities in the areas of the two Councils to create a Location Plan, as necessary;
11. Appear as a witness on policy matters in planning or enforcement appeals as necessary;
12. Provide specialist advice in response to enquiries on planning policy matters to other departments in the two Local Planning Authorities, external organisations and the general public, as necessary;
13. Contribute specific input into developing and implementing objectives and policies in both Councils' strategies and corporate plans, where this is relevant to planning policy matters;
14. Take part in group meetings / multi-disciplinary Partnerships (county, cross county, district and National) giving specialist advice on planning policy matters;

15. Lead or contribute by providing a response on behalf of the two Councils to consultations by the Welsh Government and other relevant bodies if there are land use planning implications;
16. Lead or contribute to Research work within the two Councils, where the work is relevant to planning policy matters;
17. Raise awareness amongst officers and Members within the two Councils of any significant changes to national planning policy;
18. Respond to other land use planning matters that could arise.

Task		Observations
1.	Annual monitoring	<p>Statutory Requirement</p> <p>68 policy indicators / targets and thresholds + consideration of substantial contextual changes + monitoring sustainability (Sustainability Assessment report).</p> <p>Develop data bases relevant to the Planning Register + undertake relevant field work, e.g. housing, employment, shops + research work e.g. the Welsh language.</p> <p><u>Costs</u> – officer time to establish the data pools, methods of collecting data and undertaking any field work or analysing information on contextual changes.</p> <p>One data base instead of one each and ensure consistency in measuring / interpreting information.</p>
2.	Prepare the Annual Monitoring Report	<p>Statutory Requirement. Prepare the Annual Monitoring Report for 1 / 4 - 31 / 3. Present the AMR to the Welsh Government by 31 / 10 every year and publish it on the website. The first AMR therefore by 31 / 10 / 18.</p> <p>The 1st AMR to cover Gwynedd and Anglesey but recognising spatial tendencies where it is relevant to do so. The specific structure to follow. Conclusions and recommendations at the end of the AMR.</p> <p>No requirement to get the Councils' decision but it is good practice to get the support of the Joint Planning Policy Committee and the recommendation of the two Councils before presenting to the Welsh Government.</p> <p><u>Costs</u> – officer time to prepare the Report. A small cost for printing the hard copy to place in public libraries and</p>

		<p>offices (unless the public can be referred to the computers that are available).</p> <p>One AMR not one each, ensuring consistency of measuring / analysing information and recommendations for solving any matters consistently. If officers' or Members' awareness should be raised to improve understanding of policy objectives what is the action needed to get to grips with matters – there is the opportunity to do so jointly or at least ensure the same message is given to everyone who is relevant.</p>
3.	Produce Additional Planning Plan	<p>17 subjects have been identified so far, to be completed group by group within 18 months of adopting the Plan.</p> <p>Apart from the revised Additional Planning Plan for Wylfa Newydd and those that will involve producing a development brief for housing designation – 1 Additional Planning Plan for every subject to be used by both Councils.</p> <p><u>Costs</u> – officer time to prepare a draft for the Scrutiny Panel / Committee, hold public consultation and analyse observations to prepare the final Additional Planning Plan.</p> <p>Possible printing costs at the time of the public enquiry to produce hard copies for public libraries and offices.</p> <p>Printing costs at the time of the public enquiry to produce hard copies for Community Councils as not all the clerks are on line and not all members of the Community Councils are on line.</p> <p>By preparing 1 Additional Planning Plan one by one instead of one each – promote consistency with regards how policies are implemented.</p>
4.	CIL	<p>Research work to identify the strategic infrastructure and test whether the market is viable enough to maintain a levy; public consultation on the initial draft list; consider the observations and prepare the final draft list for another public consultation; an independent Inspector to consider the matter; consider the Inspector's recommendations and adopt the levy list (if it</p>

		<p>is viable to do so).</p> <p>Guidelines to encourage cross border working. Need to show a joint relationship with Local Development Plan. But, work could show that only sub-areas / zones could be relevant and viable. Opportunity to take advantage of the Unit following work connected with the Affordable Housing Viability Assessment and connections with the two Counties' housing, economic development and property officers.</p> <p><u>Costs</u> – officers' time updating the evidence for infrastructure requirements and harmonizing research work on the local market. Costs of commissioning research work by specialists and the costs of a public inspection.</p> <p>Share costs instead of each Council shouldering the cost.</p> <p>Ensure cross boundary consistency.</p>
5.	Availability of Land for Housing Study	<p>Statutory Requirement</p> <p>A number of steps to correspond with current TAN 1: Input specific information on planning permission for housing from APAS / ANITE to the Unit's AATT data base for the two Planning Authorities (monthly), digitise information (GIS) (monthly), produce forms for sites (yearly), undertake field work for each site with detailed planning permission (April / May – yearly); record field work information in the data base, contact landowners / developers to understand the intentions for the sites, produce lists and record development predictions year by year for the next 5 years, discuss with the Study Group, contact the Welsh Government to see if an Inspector (yearly) is needed, publish the report by the end of September (yearly).</p> <p><u>Costs</u> – officers' time to do the background and analysis work + field work; software maintenance. Potential for cost and time savings if information on sites could be input whilst doing the field work.</p> <p>One report. Consistency whilst collecting and analysing information.</p>

6.	Full review of the Plan – every four years from the date of its first adoption	<p>Statutory requirement</p> <p>Interpret the annual monitoring work over a period of time and record in the Review Report, making recommendations with regards Amending the Plan.</p> <p><u>Costs</u> – officers' time preparing the report. No printing costs as far as I can see apart from a small cost for printing a hard copy for public libraries and offices.</p>
7.	Amending the Plan (short or full amending procedure)	<p>Statutory requirement</p> <p>Follow an arrangement similar to the process for preparing the Plan originally but doing it quicker. Achievement Agreement, update on the basis of relevant evidence e.g. land employment, retail, housing requirements....., publish Deposit Plan for the public consultation, Public Enquiry, Adoption.</p> <p><u>Costs</u> – officers' time, commissioning research work, sustainability assessment, etc., printing documents at the time of the public consultation, public enquiry. Less expensive than preparing a Plan from scratch. Share costs 50:50</p>

APPENDIX 4: Estimated expenditure 2017 – 2022

With the exception of staff costs, this is a brief estimate of potential costs:

Work field	Description	Estimated costs (£k) 2017 – 2022
Joint Local Development Plan (adoption)	Design and print a hard copy & pdf of final version = £25k Design software to produce an on-line interactive copy of the LDP and SPG = £35k	60
Supplementary Planning Guidance (SPG)	17 SPG have been identified thus far. Costs of printing copies for libraries, offices and community councils during the public consultation = £34k Costs of external consultant (not including preparatory work on Wylfa Newydd's amended SPG - funded by Horizon) = £50k	84
Availability of Land for Housing Study	Costs of external consultant (adding to capacity) = £12.5k Developing field work recording software = £10k Database maintenance = £5.5k	23
Social Infrastructure Levy	Costs of external consultant = £10k Planning Inspectorate (if a hearing is required) = £5k	15
Annual monitoring of the Joint Local	A study to identify retail land = £10k	40

Work field	Description	Estimated costs (£k) 2017 – 2022
Development Plan	<p>Local Housing Market Study 2020 (a contribution towards it) = £10k</p> <p>A Study of the Accommodation Needs of G & T 2020 (a contribution towards it) = £10k</p> <p>Various - Research and Information Unit = £10k</p>	
<p>Joint Local Development Plan - revision stage</p> <p>(It is noted that this could take place after 2022 unless an early review is required)</p>	<p>Research work - update current ones - commission external consultants = £200k</p> <p>Design and print a hard copy & pdf of Deposit version = £25k</p> <p>Design software to produce an on-line interactive copy during the public consultation stage = £35k</p> <p>Planning Inspector for Public Examination = £100k</p> <p>Programme Officer = £24k</p> <p>Design and print a hard copy & pdf of final version = £25k</p>	409
TOTAL		631

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	The Executive Committee
Date:	20th March 2017
Subject:	The Welsh in Education Strategic Plan 2017-2018, and modifications to the Education Language Policy
Portfolio Holder(s):	Councillor Kenneth Hughes
Head of Service:	Delyth Molyneux
Report Author: Tel: E-mail:	Delyth Molyneux 2916 dxmed@ynysmon.gov.uk
Local Members:	Relevant to all members

A –Recommendation/s and reason/s
<p>The Executive Committee are asked to approve the following:</p> <ol style="list-style-type: none"> 1. The Welsh in Education Strategic Plan 2017-2020; 2. The Action Plan for delivering the WESP objectives; 3. The review of the Anglesey Education Language Policy in light of the WESP and the IoACC language policy. <p><u>Reasons</u></p> <p>All Local Authorities are expected to present the Welsh in Education Strategic Plan to the Welsh Government, outlining how the Council will improve Welsh language provision (Appendix 1).</p> <p>Appendix 3 provides a picture of performance over many years, together with offering targets for the coming year.</p> <p>It is required that the WESP shows how we will respond to the following outcomes:</p> <ol style="list-style-type: none"> 1. More seven-year-old children being taught through the medium of Welsh. 2. More pupils continuing to improve their Welsh skills on transfer from primary to secondary school. 3. More 14-16 students study for qualifications through the medium of Welsh. 4. More 14-19 aged students studying subjects through the medium of Welsh, in

schools, colleges and work based learning.

5. More pupils and students with higher skills in Welsh
6. Welsh medium provision for Additional Learning Needs (ALN).
7. Workforce planning and continuous professional development (CPD).

Over the past few months the WESP was drafted and was subject to consultation with the Council Language Forum, the schools and other expected stakeholders, and there was an opportunity for the public and relevant organisations to respond. Responses were received from several organisations. The Plan was modified in light of this consultation and it was agreed to add the WESP Action Plan outlining the measures to be taken by the department to deliver the WESP (Appendix 2).

The Council Language Forum will monitor the progress of the WESP on an annual basis and the department will regularly report to the forum on the implementation of the WESP Action Plan during the year.

As a result of drawing up the new Welsh in Education Strategic Plan it was timely for the education department to review some aspects of the Education Language Policy for Schools in accordance with the outcomes and aims and objectives within the Welsh in Education Strategic Plan 2017-2020 (Appendix 4).

B – What other options did you consider and why did you reject them and/or opt for this option?

Not relevant

C – Why is this a decision for the Executive?

Elected member approval is expected for the Isle of Anglesey County Council WESP and Education Language Policy.

CH – Is this decision consistent with policy approved by the full Council?

Yes

D – Is this decision within the budget approved by the Council?

Yes

DD – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	Discussed and agreed by the SMT
2	Finance / Section 151 (mandatory)	No comments
3	Legal / Monitoring Officer (mandatory)	No comments
4	Human Resources (HR)	No comments
5	Property	
6	Information Communication Technology (ICT)	
7	Procurement	
8	Scrutiny	
9	<p>Any external bodies / other/s Cymdeithas yr Iaith,</p> <p>The Welsh Language Commissioner</p> <p>Parents for Welsh Education</p> <p>Anglesey County Council Language Forum</p> <p>Regulatory and Economic Development Service</p>	<p>Comments and proposals for amendments were received which have been included within the new WESP and the appended action plan as far as possible.</p>

E – Risks and any mitigation (if relevant)	
1	Economic
2	Anti-poverty
3	Crime and Disorder
4	Environmental
5	Equalities
6	Outcome Agreements
7	Other

F - Appendices:

--

FF - Background papers (please contact the author of the Report for any further information):

--

Strategic Plan for Welsh in Anglesey Education **2017-2020**

Draft

1. Anglesey's vision, aim and objectives for Welsh medium education over the next three years.

Vision:

That all Anglesey's children and young people are bilingually proficient and possess the ability to use both languages equally at the end of their educational career by ensuring that not one pupil is deprived of that ability or right.

Aim:

That every pupil who goes through the Anglesey education system is fully bilingual when reaching 16 years of age, and is equally confident in speaking both languages in the world of work, culturally and socially.

Objectives:

- **Early Years:** Ensuring, through the organisation and provision of dedicated and appropriate nursery provision (including immersion techniques), that every child is given (whatever their linguistic background) a solid foundation in Welsh as soon as possible.
- **Foundation Phase:** Building on the foundation set in the nursery and reception classes by continuing to develop pupils' grasp of Welsh.
- **Key Stage 2:** Continuing to develop the children's grasp of Welsh by paying attention to their language skills.
- **Key Stage 3:** Ensuring that every pupil who has received a Welsh First Language assessment at the end of KS2 continues to study Welsh First Language in order to ensure appropriate progression and continuity in the language; and that appropriate and purposeful intervention is available for those pupils who have yet to reach level 3+ at the end of KS2, in order that they may continue to develop their language skills; ensuring for pupils who are Welsh learners in KS3, that they learn Welsh as soon as possible through appropriate provision in KS3.
- **Key Stage 4:** Ensuring that all pupils study Welsh as a subject to the end of Yr11 and sit an exam in GCSE Welsh at the end of KS4: ensuring for 'latecomers' to KS4, that they receive a solid foundation in Welsh through appropriate provision by the end of the Stage.

- **Key Stage 5:**

- Increase the provision for Post-16 Welsh medium education and raise students' awareness of this provision.
- Ensuring that every Post-16 student possesses knowledge of Wales' cultural, economic, environmental, historical and linguistic characteristics through comprehensive language awareness programmes and the Welsh Curriculum, and that this is an integral part of the ethos for all the Authority's schools, in order that they develop to be bilingually confident citizens which enables them to be full members of the bilingual society of which they are a part.

The plan also embodies and conforms to the policies and strategies of the Council and Welsh Government.:

- Welsh Language Strategy 2016 – 2021 Anglesey County Council
- Anglesey Council Lifelong Learning Department's Language Policy
- Welsh Government's draft strategy for 'One million Welsh speakers by 2050'

As an appendix to this Plan, an Action Plan will be produced which will detail the actions necessary in order to pursue and reach the aim and objectives noted. The plan will be evaluated annually through reporting on the progress to the Anglesey Strategic Language Forum. As part of the Forum's remit, they will be expected to scrutinise the Plan's implementation.

2. Local authorities have a statutory duty under section 10 of the Learner Travel (Wales) Measure 2008 to promote entry to education and training through the medium of Welsh. Give a statement regarding the accessibility to Welsh language provision in your local authority in relation to transport from the home to school. Note any challenges and/or areas of good practice through cooperation.

Welsh medium education provision is available in the primary and secondary schools of four of the Authority's five school catchment areas and entry and transport from the home to the school to that provision is available as the County's natural service.

For pupils who live in the Holyhead catchment area and wish to receive Welsh medium / bilingual education, there is provision available to transport pupils from the catchment to Bodedern Secondary School. The transportation to the school is free of charge. This provision is a historic one.

3. Achieving outcomes 1-7 :

Outcome 1: More seven year old children being educated through the medium of Welsh

Aim: Increase the percentage of pupils following the First Language track and are assessed in Welsh as a First Language at the end of the Foundation Phase by summer 2017 whilst aiming for 86% by 2020.

Percentage of seven year old children assessed in Welsh as a First Language at the end of the Foundation Phase:

Current situation:	Targets:			
2015-16	2016-17	2017-18	2018-19	2019-20

72.4%

76%

80.4%

84.8%

86%

Objectives:

1. Increase the number of seven year old learners educated through the medium of Welsh.
2. Ensuring that proposals for the 21st Century Schools strengthen Welsh medium provision.
3. Increase the ability to take advantage of Welsh language provision through immersion plans and centres for latecomers.
4. Targeting those schools which do not conform to the Council's Lifelong Learning Department's Language Policy.

Supporting statement:

1. The numbers above compare very favourably with the majority of authorities in Wales, but the Authority recognises the need to strengthen the first language provision in those schools opting to assess Welsh as a second language. With the Welsh Government's intention to abolish second language Welsh, the Authority is in a strong position to respond to that requirement.
2. The expectation is the same in relation to Welsh for all schools, which is to provide the opportunity for all the County's pupils to be confidently bilingual. Consequently, any new plans presented, for instance proposals for 21st Century Schools, are subject to the requirements of the Authority's Language Strategy and the Council's Lifelong Learning Department's Language Policy.

There has been considerable remodelling in the Authority recently. A number of smaller schools have been closed with pupils transferring to nearby schools, all of which are Welsh medium schools. In 2017, two new schools will open in the North of the County, these being:

- Ysgol y Llannau, an area school which will serve three villages where the schools are closing – Ysgol Llanfachraeth, Ysgol Ffrwd Win and Ysgol Cylch y Garn. The new school will be a Welsh medium school and will continue with the work of the three present schools.
- Ysgol Cybi, Holyhead. The school will accept pupils from Y Parc, Llaingoch and Thomas Ellis schools. This school will also be a Welsh medium school, significantly strengthening the language provision for the town's pupils.

There is a consultation regarding the future of the schools to the south-west of the County, and also the schools in the Llangefni catchment area. It is proposed that an area school be established in the Newborough area to provide education for the pupils of Bodorgan, Newborough, Dwyran and Llangaffo schools in due course. This school will also be a Welsh medium school, providing a full Welsh education. The Authority is wholly committed to learning spaces of the highest quality where Welsh is promoted and cultivated. The Authority is purposively planning in order to face the challenges of the County's significant proposed development in the future.

3. The Authority's Language Strategy and the Council's Lifelong Learning Department's Language Policy emphasize bilingualism and the aim of setting strong foundations for Welsh in the early years and developing this in the key stages which follow, the need to 'gauge the demand' is not relevant locally. The Authority supports the provision for children aged 3 and upwards by one of two methods:
 - Supporting through grant 41 locations not maintained – 28 through Mudiad Meithrin and 11 through WPPA Playgroups. The above provision is made on

the understanding that the locations implement the Authority's Language Policy.

- Financing schools through the Fair Financing formula to provide a nursery class. In January 2016, 41 schools had a nursery class providing for a total of 680 pupils.

The Authority provides support for the relevant staff. For the sector which is not maintained, three support teachers are employed to regularly visit these locations. Providing leadership to implement the requirements of the Language Policy is at the core of their support. In the schools sector, one support teacher is employed through GwE to work with the schools. During recent years, the 'Dechrau'n Deg' project has developed strongly on the Island. The 'Dechrau'n Deg' workers work with these locations to develop provision. There are ten nurseries on the Island, nine are privately-run, although there is contact between a voluntary organisation and four of these. The other is supported through the Communities First committee in Holyhead. The Authority is eager to cooperate with private nursery providers to promote the language objectives of the Language Policy.

4. There is a Language Centre on Anglesey. The aim of the Language Centre is to provide an intensive Welsh course for incomers in order to enable them to blend in to the bilingual society and participate fully in the experiences of bilingual education. This provision is central in assisting primary and secondary schools to implement the current Language Policy. There is one Language Centre at Ysgol Moelfre with a satellite unit at Ysgol Llanfawr and it is intended that the current provision be supported. This year, similar provision was trialled for latecomers to the secondary schools in order to meet their needs. A pilot scheme was conducted within a new Language Centre located in Bodedern Secondary School. Gwynedd's Secondary Language Centre plan was updated and digitised and through the use of the language grant, and contributions from the island's five secondary schools, the experiment was a success. There is no funding to continue with the system at this time, although there is a need for it, but the Authority is committed to provide a similar service if there is a significant influx to the island due to future developments (e.g. Wylfa B).
5. The Authority is fully dedicated to ensure that every pupil receiving their education in the County possesses a full mastery of the Welsh language at the end of their educational career. It is the Authority's theory that it is 'the child's right' to be able to communicate fluently in both languages, allowing them to play a full part in the bilingual society within which we all live. Every pupil should be proficiently bilingual, enabling them to communicate, work and play a full part in this area's culture and providing information to all stakeholders is essential to the success of this process.
6. The Language Charter has been at work in all the County's schools for the past two years and almost all primary schools have received the scheme's Bronze accreditation at the end of the last school year. An integral part of the Charter's procedures are the relationships with parents, Governors and the local community. Information is prepared for parents in the form of a dedicated pamphlet and presentations by headteachers and members of the school councils. The success of the Language Charter and its objectives are dependent on the cooperation of all stakeholders and there are numerous examples of successes during the past two

years. There is remarkable goodwill towards the language, understanding of the advantages of bilingualism and a general recognition that no child should be deprived of this privilege.

One of the Charter's specific requirements is to appoint champions for the language and the Authority will research further into opportunities to strengthen that role alongside the Menter Iaith Môn service. The Authority has been developing partnerships during recent years in order to enrich pupils' experiences through Welsh. It is an aim to further strengthen this cooperation with the partners with the aim of developing and sharing a common vision for the development of Welsh on Anglesey. The connections with the pre-school sector which are not maintained, Menter Iaith Môn, Yr Urdd, the Health Service, the Council's leisure Department and the Young Farmers organisation are established and they are part of the Anglesey Education Language Forum. Connections have been created with the 14-19 sector and Bangor University and there is also a representation of elected members. The Authority believes that by cultivating and strengthening cross-sector connections in this way that it is possible to satisfy the need for broad and viable provision through the Welsh language in the society which our schools serve. The Council will further build on this relationship and it is intended to continue to establish social, educational and business-world partnerships to promote Welsh in our schools. Anglesey Council's Language Strategy is also key to this development.

The Language Charter is operational in the primary sector, and there is an increasing demand by the secondary schools for a similar system. Dependent on Gwynedd County Council's pilot scheme in pilot schools, the Authority will move to establish a Language Charter for the secondary sector. This, in essence, will assist in strengthening the Authority's language continuum.

Outcome 2: More pupils continuing to improve their Welsh skills when transferring from the primary school to the secondary school.

Aim: ensuring that pupils transferring to the secondary sector continue to follow the first language track they followed in the primary sector and that pupils who followed second language Welsh are encouraged to move to first language Welsh when appropriate, aiming for 80% being assessed as Welsh First Language by 2020.

Percentage Year 9 learners assessed in Welsh as a First Language at the end of KS3:

Current Situation:	Targets:			
2015-16	2016-17	2017-18	2018-19	2019-20
67.3%	70%	73%	77.3%	80%

Objectives:

1. Increase the percentage of Year 9 pupils assessed in Welsh (First Language)
2. Ensuring more effective transition from the pre-school period to statutory provision, between Key Stages 2 and 3 and Key Stages 3 and 4.
3. Ensuring a higher proportion of Welsh language provision within the Council's schools. Increase the use of Welsh as a teaching and learning medium.

Supporting statement:

1. The % assessed in Welsh as a first language at the end of KS 3, in comparison with

other authorities, is good. However, there is room for further improvement by strengthening the Welsh first language provision in the FPh and KS 2 and tracking pupils in KS 3. A procedure was established for language coordinators to track pupils in Years 7, 8 and 9. The outcome of that procedure will become apparent during the period of this plan.

2. The % who succeed in achieving a GCSE in Welsh as a first language (A*-C) has increased over the past few years. (77.5% in summer 2016). Improving the continuity between KS2 and KS3 has had a positive impact on the % who go on to sit a GCSE in Welsh first language. It is necessary to further increase the number of pupils given the opportunity to continue to study their subjects through the medium of Welsh in the secondary sector. The Authority monitors the secondary schools' language targets and encourages setting challenging targets. It is necessary to continue to increase the percentage assessed in Welsh first language in KS3 through ensuring that the schools set challenging targets and act to achieve them. This diligence will also allow holding regular discussion with individual schools in order that pupils may receive the best opportunities to achieve in accordance with their ability by the end of KS4. The Authority will monitor schools' language targets and directly challenge arrangements through the Regional School Improvement Service (GwE) to ensure an increase in the numbers of pupils studying Welsh First Language to the end of KS4.
3. Although there is good continuity between the Foundation Phase and between the Foundation Phase and Key Stage 2, there is some decrease in the % who received assessment by a Welsh first language teacher in Yr9, having received a Welsh First Language assessment at KS2 and in recent years. The figure has decreased further in 2016. The Authority expects the secondary schools to pay attention to this and ensuring consistency in implementing the Language Policy is one of the priorities of the Council's Strategic Language Plan. Although pupil numbers can vary considerably over a period of time, the above data suggests a decrease in the numbers who continue to follow the language track set in the primary sector after they transfer to the secondary. The Authority will attend to this, monitoring it, in order to ensure language continuity.
4. In terms of continuity of Welsh, it is expected that every school should plan for continuity in Welsh as a subject and as a learning medium for all pupils. Secondary schools will receive information for each pupil's language faction (each pupil's bilingual proficiency) from the catchment area's Language Coordinator, as they transfer from the primary school. It is expected that every school uses the information to decide on a programme to improve Welsh skills. Language continuity for pupils from Year 6 to Year 7 and onwards is reported on by the Coordinator as they track development according to language factions. The secondary schools use the language factions information to set targets at the beginning of Year 7 and the Authority will monitor progress in years 7, 8 and 9 to ensure that the language development continues. In order to set quantitative targets, a baseline must be established, and this is to be done at the beginning of the plan. The Authority is collaborating with 'Teuluoedd Ysgolion Môn' and individual schools to motivate them to receive their education through the medium of Welsh. In the summer of 2016 72.5% of Year 6 pupils received a Welsh First Language assessment and there is a will within the schools and the Authority to increase the number that will be following their subjects through the medium of Welsh. The Authority is in discussion with these schools and working to agree on achievable targets to increase the number that will follow the first language track for the good of the pupils and to ensure that they are proficient in Welsh by the end of their educational career. This is an on-going process

but it is proposed that it be established in the Foundation Phase initially and being extended through the schools. The Authority has adopted the 'Language Charter' together with the schools. (see Statement 6, Outcome 1) This step has strengthened our schools' Welsh medium education. Primary school headteachers support the Charter's principles.

Outcome 3: More 14-16 students studying for qualifications through the medium of Welsh.

Aim: Increase the number of pupils aged 16 who are following courses through the medium of Welsh. A challenging but achievable target was set of 80% of pupils to follow at least two subjects through the medium of Welsh and by 2020 for 48% of pupils to study at least five subjects through the medium of Welsh.

Outcome 4: More 14-19 students to study subjects through the medium of Welsh in schools, colleges and work-based learning.

Aim: Increase by 5% the number of students post-16 who follow courses through the medium of Welsh by 2020.

Percentage of learners who were registered for a Welsh first language GCSE along with at least two qualifications through the medium of Welsh.

Current situation:	Targets:			
2015-16	2016-17	2017-18	2018-19	2019-20
73.6%	75 %	76.5%	78%	80%

Percentage of learners who were registered for a Welsh first language GCSE along with at least five other qualifications on level 1 or level 2 through the medium of Welsh:

Current situation:	Targets:			
2015-16	2016-17	2017-18	2018-19	2019-20
42.7%	44%	45%	46.5%	48%

Objectives:

1. Increase the percentage of students 14-16 who are studying for qualifications through the medium of Welsh.
2. Ensure that provision for learners 14-19 conforms to the Learning and Skills (Wales) Measure 2009.
3. Increase the percentage of students 16-19 who study subjects through the medium of Welsh in schools.
4. Work through 14-19 area networks and 14-19 forums in order to maintain and improve Welsh medium provision.

Supporting statement:

1. Every school is responding to the Learning and Skills Measure and are benefitting from collaborative partnerships.
2. Continuing to promote the development of Welsh medium education will be one of the main strategic priorities of the 14-19 Network and ensuring appropriate linguistic

continuity will be a core part of the Network's cooperative groups remit. The local cooperation financing protocols state the expectation that every 14-16 course financed through the grant should be available bilingually (in rare exceptions only will consideration be given to support courses which are available in one language only). In accordance with the Learning and Skills Measure, every school ensures that each KS4 pupil makes use of the individual Learning Pathway Plan which is available bilingually to record their learning pathway.

- The 14-19 Network utilises 14-19 grant revenue to promote post-16 Welsh medium/bilingual provision. There is language continuity for vocational cooperative provision in KS4. The necessary work of strategic planning is led in the context of the requirements of the Post-16 Consortium for Gwynedd and Anglesey's transformation agenda. Attention is paid to recognising the main factors which influence the choice of post-16 learning medium. The work of the Post-16 Consortium, when recognising needs and setting priorities, considers data relating to language medium. The need for consistency has been recognised in the processes of admitting learners to post-16 courses in the area to ensure they receive information regarding the medium through which the subject is to be taught. There is also a need to establish a framework of measures for Welsh in order that post-16 provision, including vocational courses, is monitored and to recognise gaps in Welsh medium provision. Another aspect of the Consortium's work will be to recognise opportunities in the economy where the use of the Welsh language is essential for work.

Outcome 5: More pupils and students with higher skills in Welsh.

Aim: That schools set realistic, challenging and achievable targets for our students aiming for the following targets by 2020:

- 41.9% O6+ at the end of the FPh.
- 40.9% L5+ at the end of KS2
- 70.1% L6+ at the end of KS3.
- 20.5% A*/A GCSE Welsh First Language at the end of KS4.

For those pupils who are following the second language track, 85% achieving grades A* - C in GCSE Welsh as a Second Language by 2020 will be the aim.

Current situation:		Targets:			
2015-16		2016-17	2017-18	2018-19	2019-20
FPh: O6+	36.4%	40.4%	40.9%	41.4%	41.9%
KS2: 5+	35.3%	39.4%	39.9%	40.4%	40.9%
KS3: 6+	66.5%	68.6%	69.1%	69.6%	70.1%
KS4: A*/A	16.9%	17.8%	18.7%	19.6%	20.5%

Objectives:

1. Improve Welsh literacy skills.
2. Improve provision and standards in Welsh as a First Language.
3. Improve provision and standards in Welsh as a Second Language.
4. Increase the opportunities for learners of all ages to practice their Welsh outside the classroom.

Supporting Statement :

1. The National Literacy Framework (2012) plays an obvious role in the Authority's plans to improve pupils' literacy skills in Welsh. Additionally, one of the objectives in GwE's Literacy and Numeracy Strategy is to ensure that every pupil in every school

within the region has the necessary skills in language and number to succeed on their journey through school. Schools are supported by addressing literacy development in general as well as developing skills in Welsh. This is done by promoting learning communities and professional development that address relevant aspects.

2. The % that receive a Welsh first language assessment at the end of the key stages and the % that reach the expected levels/grades are good. However, we need to continue to improve and raise standards in Welsh and in this context every secondary school will be expected to use the language factions to plan linguistically to use Welsh as a teaching medium. It is anticipated that the cooperation between primary and secondary schools with regards to the mutual understanding of levels/assessments and the preparation of learner profiles to be accredited will assist this process
3. Results in Welsh as a Second Language in KS2 and KS3 are low. The target reflects the expectation of significant progress and is realistic. Note that the majority of individual school results will exceed the target. In the same way, maintaining a result of over 70% at the end of KS4 will set a challenge for schools.
4. Promoting the Welsh language is one of the Lifelong Learning Department's priorities. The department works alongside Menter Iaith Ynys Môn as a lead partner on the following aspects:
 - Promoting the advantages of a Welsh education.
 - Promoting Welsh courses for families and parents.
 - Raising the status of the Welsh language in the eyes of young people.
 - Training for the wider school workforce to improve language skills.

Outcome 6: Provision for Special Educational Needs (SEN) through the medium of Welsh

Aim: Continue to ensure that 100% of services are available through the medium of Welsh.

Objectives:

1. Improve the provision for Welsh medium Special Educational Needs.

Supporting statement:

1. Anglesey's SEN services are provided primarily by the Special Educational Needs Joint Committee (SENJC), which is a joint arrangement with Gwynedd County Council. The SENJC staff include specialist teachers, educational psychologists, statement coordinators and administration/clerical staff. Consequently, pupils and their parents have access to a completely bilingual service and the whole process of creating SEN statements, including documentation, is offered to parents/guardians in Welsh or in English. This builds on the provision received through the referral scheme which is at work in the sector which is not maintained but financed.
2. There is complete compliance with the Code of Practice of SEN Wales. Equality of language provision is ensured in all services and parents' language preference is sought early on in the process of dealing with a child who has SEN. Assessments are conducted in the parents' chosen language and steps are taken to ensure that all involved in the process are made aware of the child's language requirements. Requirements are also complied with regarding the bilingual provision of individual teaching plans and all correspondence and written material is either bilingual or Welsh.

3. Welsh medium or bilingual resources are provided for the pupils. Welsh medium and bilingual provision is available for the whole range and diversity of SEN. A bilingual educational psychology service is provided for Special Schools and mainstream schools. One difficulty which may arise in the future is ensuring an adequate supply of bilingual educational psychologists.
4. It is expected that learning support assistants should be bilingual. Most of the training provided for them is also bilingual.
5. The Lifelong Learning Department has a service level agreement with SNAP. It is ensured during contact meetings with them that they are aware of their requirements from the perspective of the Welsh language.
6. As the Authority provides a bilingual SEN service, the need to “gauge the demand” is not relevant.

Outcome 7: Planning the workforce and Continuing Professional Development (CPD)

Aim: That every member of the Authority’s education workforce is able to communicate effectively through the medium of Welsh to a level appropriate to the post.

Objectives:

1. Ensuring an adequate supply of practitioners for Welsh medium education.
2. Improving the language skills and methodology of practitioners.
3. Integrating considerations of the Welsh medium into all aspects on the ‘Improving Schools’ programme.

Supporting statement:

1. There were no vacant primary or secondary teaching posts which required the ability to teach through the medium of Welsh at the beginning of September 2016. This is also true of the teaching/classroom assistants for working through the medium of Welsh. When advertising posts, the Authority states that it is required for postholders to be able to communicate through the medium of Welsh and English to a suitable level for the post. Staff are encouraged to develop their language skills and are released, if necessary, to learn or to polish their skills. The ‘Teuluoedd Ysgolion’ scheme allows teachers and assistants to collaborate in developing language skills when the need arises.
2. GwE, in collaboration with other key stakeholders, have designed and prepared a comprehensive cross-sector Leadership Programme for the Region’s practitioners which is provided through the medium of Welsh, and bilingually. The Authority is committed to cultivating leadership capacity through encouraging and supporting every practitioner to develop their leadership potential and the leadership potential of other practitioners. Staff are encouraged to take advantage of these effective professional development opportunities.
3. All guidance given to the schools is available and provided by the authority through the medium of Welsh.

Signed:..... Date:

(Signature of the Chief Education Officer within the local authority required)

Appendix 1

Data

Welsh in Education Strategic Plan for Anglesey 2017-2020:

Action Plan



Language Strategy

Objective:	Actions:	Responsibility:	By:	Success Criteria:	RAG		
					2017-18:	2018-19:	2019-20:
Welsh in Education Strategic Plan	<ul style="list-style-type: none"> • To draw up the Welsh in Education Strategic Plan for 2017-18. The plan to: <ul style="list-style-type: none"> ➤ respond to WG requirements and guidance ➤ be consistent and in keeping with the Council Language Strategy • To consult with stakeholders on the 2017-20 WESP (draft) • To confirm the WESP and present it to the WG • To present the 2017-20 WESP together with the Action Plan and expectations to Head Teachers • To present the 2017-20 WESP together with the Action Plan and expectations to school Governing Bodies • All schools to state that the Welsh language is one of the main school priorities in the SDP, drawing up a three-year action plan and reviewing the plan on an annual basis 	Senior Education Officer	November 2016	The 2017-20 WESP approved by the Council and WG			
			December 2016				
			February 2017				
		Senior Education Officer	March 2017	The 2017-20 WESP together with the Action Plan presented to each school Governing Body			
		School Head Teachers	June 2017				
		School Head Teachers	July 18/19/20				

	<ul style="list-style-type: none"> ➤ An annual evaluation presented to the Council Language Forum ➤ The Language Forum to scrutinise the implementation of the 2017-18 WESP • All schools to monitor the Language Policy, SDP priorities (Welsh) and the 2017-18 WESP Action Plan: <ul style="list-style-type: none"> ➤ Reporting to the Governing Body on an annual basis ➤ Reporting annually on progress towards the 2017-20 WESP objectives and targets to the Council's Head of Learning 	Language Forum School Head Teachers	July 18/19/20	WESP on an annual basis The Head of Learning has scrutinised school progress towards the 2017-20 WESP objectives and targets			
--	---	--	------------------	---	--	--	--

Outcome 1:	More seven-year-old children being taught through the medium of Welsh				Targets:		
					2017-18:	2018-19:	2019-20:
Objective:	Actions:	Responsibility:	By:	Success Criteria:	RAG		
					2017-18:	2018-19:	2019-20:
1	<p>Increase the number of seven-year-old children who are taught through the medium of Welsh</p> <ul style="list-style-type: none"> • All schools have been clearly instructed regarding the Authority's expectations in relation to the language policy and language strategy in the February 2017 good practice meeting. • All Welsh Medium schools assess Yr 2 pupil Welsh language progress in June 2017. • The Authority to offer immersion training for 3-7-year olds for specific schools before the end of Mach 2017. Holyhead area. • Schools to invest in GwE oracy training giving consideration to oracy in the Foundation Phase in June 2017 	<p>Senior Authority Officer</p> <p>Primary Schools</p> <p>Senior Officer/ GwE</p> <p>GwE</p> <p>Primary Schools</p>	<p>June 2017</p> <p>February 9th</p> <p>June 2017</p> <p>March 2017</p> <p>June 2017</p> <p>July 2017</p>	<p>National and county expectations made perfectly clear to all Primary School Head Teachers</p> <p>95.7% of primary schools on Anglesey test pupils in Welsh at the end of the Foundation Phase in June 2017</p> <p>Immersion training targeted to raise the confidence of specific</p>			

	<ul style="list-style-type: none"> GwE CA monitor the immersion provision through classroom visits and reporting on progress to the Authority, July 2017 Target schools to collaborate on a school to school basis through planning suitable activities with schools already using immersion methods successfully. GwE opinion/data evidence. 		November 2017	<p>staff in the Holyhead area</p> <p>GwE monitoring reports note evidence of effective immersion method provision in all targeted school. 6% increase in the percentage of pupils making progress in Welsh by 2020</p> <p>Successful school to school partnerships and plans raising standards in Welsh in the FP</p>			
2	<p>Ensure that 21st Century School offers offer full consideration to Welsh-medium provision</p> <ul style="list-style-type: none"> The Authority to work with Governing Bodies to set a definite strategic direction stating the requirement for each new school to be identified as a Welsh Medium School. [In accordance with the modernisation programme] The Authority to work with the various partners such as Menter Môn, to persuade communities to see the advantages of being fully bilingual. Shadow and permanent Governing Bodies to commit to the County Language Strategy and Policy and take supportive action to protect and develop Welsh Medium schools. 	<p>Senior Officers Education Authority</p> <p>Governing Bodies</p>	Immediately and in accordance with the modernisation programme	<p>Welsh is the linguistic status of 100% of newly opening schools</p> <p>All stakeholders have accepted the Welsh language status of each new school</p> <p>An increase in proficient Welsh communicators by 2020. Reach a 6%</p>			

				increase target.			
3	<p>Increase the ability to take advantage of Welsh-medium provision through immersion plans [and centres for late arrivals.]</p> <p>Early Years grant funding to provide immersion training in March 2017 [target schools, Holyhead area].</p> <ul style="list-style-type: none"> • Target Schools strategic planning through prioritising Foundation Phase training and taking full advantage of the March and April 2017 immersion training. • Extending immersion training to schools outside of the Holyhead area through use of the Welsh Grant. June 2017 • Head Teacher/SLT/Governing Body of each school to ensure that progress in Welsh is prioritised in SDP's from Summer 2017 onwards. • CA's monitoring progress in Welsh through scrutinising books, classroom observation, analysing data and reporting back to the Authority. • The Authority to continue with the financial commitment to support language centres so that they support pupils who are latecomers for 10 weeks and for three full terms. • The Authority/GwE to strengthen the use of Language Centre teacher expertise to lead on immersion method training in specific areas in Key 	<p>Senior Education Authority Officer GwE</p> <p>Schools</p> <p>Schools Education Authority</p> <p>Schools</p> <p>GwE</p> <p>Senior Authority Officer</p> <p>GwE</p>	<p>March 2017</p> <p>April 2017</p> <p>July 2017</p> <p>July 2017 November 2017</p> <p>April 2017</p> <p>March 2018</p>	<p>Intensive immersion methods in operation in all target schools during the Summer Term.</p> <p>Language strategy adopted and implemented in all schools.</p> <p>2% increase on the previous year in Welsh results in the FP by July 2018</p> <p>All school SDP's to prioritise the Language Strategy in Summer 2017 and to act according to their further development needs</p> <p>Evidence of progress through GwE monitoring reports</p> <p>Funding protected 2017-18 2018-19 2019-20</p>			

	Stage 2. Autumn 2017			Effective use of expertise			
4	<p>Target those schools who do not conform with Council's Lifelong Learning Department's Language Policy</p> <ul style="list-style-type: none"> The Authority and GwE to offer an introduction to the Chairs of target schools on the County language strategy and language policy so that they have a better understanding of the expectations and the effect this will have on their school and pupils. The Authority and GwE to recognise the target school results during the first year will not reach the higher quartiles in Welsh in the Foundation Phase by Summer 2017. Recognition that it will be a challenge for some schools to reach the higher quartiles over two years in Welsh. [Summer 2018]. These schools will be provided with additional support. Schools to receive supportive guidance by GwE so that standards on Welsh deliver the Authority's ambition to have 95% of schools on Anglesey assessing in Welsh first language in June 2017 and that 100% of schools on Anglesey assess Welsh first language by June 2019. 	Senior Authority Officer GwE	June 2017	<p>The linguistic status of 100% of FP classes fully deliver the County's aims and objectives by 2019.</p> <p>Schools have confidently responded to the challenge of the strategy and have fully adopted the Language Policy.</p> <p>The number of pupils assessed in Welsh first language has increased. 100% by 2019</p> <p>5%+ increase in pupils scoring O5+ by 2020</p>			

Outcome 2:	More pupils continuing to improve their Welsh skills on transfer from primary to secondary school				Targets:		
					2017-18:	2018-19:	2019-20:
					73%	77.3%	80%
Objective:	Actions:	Responsibility:	By:	Success Criteria:	RAG		
					2017-18:	2018-19:	2019-20:

1	<p>To increase the percentage of Year 9 pupils assessed in Welsh (First Language)</p> <ul style="list-style-type: none"> • Primary Language Co-ordinators in each catchment to check that Yr6 pupils who have succeeded in attaining 3+ in Welsh follow the Welsh language track in Year 7. • Each Secondary School to ensure that they adhere to the County language strategy and policy. • Each secondary school to carefully map its staffing structure by Summer 2018 so that the Welsh first language education provision is fully implemented in Key Stage 3 by 2020. • Through building on good practice from the primary schools, widely developing the Welsh Charter in Year 7. A continuous and powerful focus on the Welsh language in all secondary schools within classes, in the canteen and in the corridors. • To ensure that the Language Charter programme develops year on year with the cohort of pupils starting their secondary school career in September 2017. 	<p>School GwE</p> <p>Secondary and Primary Schools</p> <p>Secondary</p> <p>Secondary Schools</p> <p>Secondary Schools Officers Language Charter</p>	June 2018	<p>A higher percentage of pupils continuing on the same language track from Primary to Secondary School, September 2017</p> <p>Secondary Schools implementing the County Language Policy. By 2020, 80% of schools in the County will offer one language track in Key Stage 3.</p> <p>School staffing structures promote the County's targets. 100% of curricular subjects can be taught through the medium of Welsh.</p> <p>Clear Welsh ethos in all Secondary Schools.</p> <p>Pupils' Welshness is strong from the primary to secondary schools. Evidence from the School Councils, Urdd membership.</p>			
2	Promotion of more effective transfer from the preschool period to statutory provision, between Key Stages 2 and 3 and Key Stages 3 and 4.						

	<ul style="list-style-type: none"> • Within the primary sector, and specifically the Foundation Phase, all schools to plan a definite partnership programme with parents and non-maintained establishments to sell the advantages of our communities' bilingualism. The Welsh image of all schools on Anglesey is strong. Introducing a transfer policy. • All catchments to ensure that their transfer policies fully consider the linguistic needs of all pupils along their educational journey and that those needs are always met to encourage proficiency in Welsh as well as in English. <p>I</p> <ul style="list-style-type: none"> • Secondary Schools recognising the good work done in the primary schools to immerse and keep pupils on the Welsh first language track for all pupils who have reached level 3+ at the end of KS2 in September 2017. • Schools to prepare purposeful and structured CS3 to CS4 transfer plans so that 10% more pupils sit 2 Welsh Medium subjects at GCSE and that 5% more pupils sit 5 subjects through the medium of Welsh by 2020 where reasonably possible. 	<p>Primary Schools</p> <p>Primary/Secondary Schools</p> <p>Secondary Schools</p> <p>Secondary Schools</p>	<p>June 2018</p> <p>June 2017</p> <p>January 2018</p> <p>June 2020</p>	<p>Consistency in the messages from 95% of schools by September 2018 and 100% by 2020</p> <p>Effective tracking of language cohorts with the aim of 80% of secondary schools keeping all transferred Yr7 pupils on one language track by 2020.</p> <p>Secondary Schools setting a high level of challenge and clear expectations in order to protect and insist on the Welsh language for all school stakeholders.</p> <p>A higher percentage of pupils sitting the Welsh medium GCSE exam by 2020. An increase of 5%.</p>			
3	<p>Promotion of a higher proportion of Welsh medium provision within bilingual schools.</p> <ul style="list-style-type: none"> • Schools to identify appropriate opportunities where their Welsh medium provision can be increased within specific subject work plans. • Year on year increase in Welsh medium provision. • Offer of sabbatical training for teachers lacking in confidence in Welsh 	<p>Secondary Schools</p> <p>GwE</p>	<p>Sept 2018</p>	<p>Cross curricular increase in Welsh medium provision.</p> <p>At least one additional foundation subject offered every year.</p> <p>Increase in teacher Welsh</p>			

				medium skills.			
4	<p>Promotion of the use of Welsh as a teaching and learning medium to increase the % identified in the A and B language cohorts.</p> <ul style="list-style-type: none"> Schools to map the Welsh curriculum across the subject areas. Setting an achievable challenge – building on the percentage year on year. Monitoring methods measuring an increase in provision through scrutinising work books /checking teacher assessments / tracking attainment data at the end of each year. The Authority to use all schools' end of year data as string evidence of progress for the Language Forum. 	<p>School</p> <p>GwE Authority</p> <p>Senior Officer</p>	<p>Sept 2018</p> <p>Sept 2018</p>	<p>All schools have a strategic direction to increase the percentage of pupils taught through the medium of Welsh across the subjects. Annual increase in provision in all schools.</p> <p>Strong provision raising standards to level 6,7 and 8 in Welsh by the end of Yr 9 5% more by 2019.</p> <p>Annual reports give a clear picture of the increase against the CSA.</p>			

Outcome 3:	More 14-16 students study for qualifications through the medium of Welsh				Targets:		
					2017-18:	2018-19:	2019-20:
					76.5%	78%	80%
Objective:	Actions:	Responsibility:	By:	Success Criteria:	RAG		
					2017-18:	2018-19:	2019-20:
1	<p>Increase the percentage of 14-16 students who are studying for qualifications through the medium of Welsh.</p> <ul style="list-style-type: none"> All schools to ensure that all CS4 subjects are available through the medium of Welsh and English. All secondary schools to include a statement on language progression 	<p>School Head Teachers Secondary</p>	<p>Sept 2020</p>	<p>All KS4 subjects available through the medium of Welsh and English.</p>			

	<p>from KS3 to KS4 in their language policy and that increasing the numbers following qualifications through the medium of Welsh is one element of the main priority – the Welsh language in the SDP.</p> <ul style="list-style-type: none"> • Raise the awareness of parents of Welsh medium education in KS4. • Aiming towards the expectation that all pupils who gain: <ul style="list-style-type: none"> ➤ Level 5 or higher in Welsh as a first language at the end of KS3 follow at least five subjects through the medium of Welsh in KS4 ➤ Level 4 in Welsh as a first language at the end of KS4 follow at least two subjects through the medium of Welsh in KS4 							
--	---	--	--	--	--	--	--	--

Outcome 4:	More 14-19 aged students studying subjects through the medium of Welsh, in schools, colleges and work based learning				Targets:		
					2017-18:	2018-19:	2019-20:
Objective:	Actions:	Responsibility:	By:	Success Criteria:	RAG		
					2017-18:	2018-19:	2019-20:
1	<p>Ensure that provision for 14-19-year-old learners conforms with the Learning and Skills Measure (Wales) 2009</p> <ul style="list-style-type: none"> • All schools to ensure that they conform with the Learning and Skills Measure (Wales) 2009 	Gwynedd and Anglesey Post-16 Consortium + 14-19 Network	July 17/18/19/20				
2	<p>Increase the percentage of 16-19-year-old students who study subjects through the medium of Welsh in schools.</p> <ul style="list-style-type: none"> • All schools/college to ensure that all subjects for post-16 pupils are available through the medium of Welsh and English. • All schools/college to include a statement on language progression from KS4 – post-16 in their language policy and 	Gwynedd and Anglesey Post-16 Consortium	Sept 2020	<p>Availability of Welsh medium provision fully planned and implemented</p> <p>Language policy conforming with County requirements</p>			

	<p>that increasing the numbers following qualifications through the medium of Welsh is one element of the main priority – the Welsh language in the SDP</p> <ul style="list-style-type: none"> Raising parents' awareness of post-16 Welsh medium education Raising students' awareness of opportunities in the local economy where use of the Welsh language is essential for work 	<p>Secondary Schools</p> <p>All Education Stakeholders</p>	<p>Sept 2020</p> <p>Sept 2018</p>	<p>Open evenings / handbook / newsletter / website are suitable methods of communicating opportunities to families</p>			
3	<p>Work through 14-19 area Networks and 14-19 Forums to maintain and improve Welsh-medium provision.</p> <ul style="list-style-type: none"> Ensuring that Welsh medium education is one of the main priorities of the Gwynedd and Anglesey Post-16 Education Consortium and the 14-19 Network Welsh medium provision is a priority in the 14-19 Network in considering post-16 curricular provision 	<p>Secondary Schools and the Gwynedd and Anglesey Consortium</p>	<p>Sept 2019</p>	<p>Have a strategic action plan in place to promote post-16 Welsh medium education</p> <p>Effective collaboration within sectors to identify opportunities across the Island</p>			

Outcome 5:	More pupils and students with higher skills in Welsh				Targets:		
					2017-18:	2018-19:	2019-20:
Objective:	Actions:	Responsibility:	By:	Success Criteria:	RAG		
					2017-18:	2018-19:	2019-20:
1	Improve Welsh Literacy skills work.						
2	<p>Improve Welsh First Language provision and standards.</p> <ul style="list-style-type: none"> All schools to give attention to improving standards in Welsh as a first language in each KS 	School Head Teachers		<p>An increase in the number of pupils:</p> <ul style="list-style-type: none"> Gaining O6+ at the end of the FP in Welsh first 			

				language <ul style="list-style-type: none"> • Gaining L5+ at the end of KS2 in Welsh first language • Gaining L6+ at the end of KS3 in Welsh first language • Gaining grades GCSE A*/A in Welsh first language 			
3	Improve Welsh second language provision and standards. <ul style="list-style-type: none"> • Ensuring that appropriate second language Welsh provision is available for latecomers leading to a GCSE qualification available in all schools. 	School Head Teachers		Latecomer pupils gaining a relevant qualification			
4	Increase opportunities for learners of every age to practise their Welsh outside the classroom. <ul style="list-style-type: none"> • All secondary schools to commit to 'Supporting Language Use Projects' (SLUP) and to promote the informal use of Welsh • All secondary and primary schools to include a statement on a Welsh ethos and culture in their handbook and that the promotion the informal use of the Welsh language is one element of the main priority – the Welsh language in the SDP • All schools, primary and secondary are fully committed to the Language Charter. • All schools to offer social opportunities such as the Urdd, Young Farmers etc. 		Sept 2018 Sept 2018 Sept 2018	100% commitment Statement on the Welsh language in all handbooks The Language Charter implemented in the Secondary schools Extracurricular social clubs offered at least one evening a week for a term.			

Outcome 6:	Welsh medium provision for Additional Learning Needs (ALN)				Targets:		
					2017-18:	2018-19:	2019-20:
Objective:	Actions:	Responsibility:	By:	Success Criteria:	RAG		
					2017-18:	2018-19:	2019-20:
1	Improve Welsh-medium Additional Learning Needs (ALN) provision.						

Outcome 7:	Workforce planning and continuous professional development (CPD)				Targets:		
					2017-18:	2018-19:	2019-20:
Objective:	Actions:	Responsibility:	By:	Success Criteria:	RAG		
					2017-18:	2018-19:	2019-20:
1	<p>Ensure an adequate supply of practitioners for Welsh-medium education.</p> <ul style="list-style-type: none"> Raise awareness of post-16 pupils of career opportunities in education Collaboration with Teacher Training Universities to increase to a sufficient supply of practitioners 						
2	<p>Improve practitioners' language skills and methodology.</p> <ul style="list-style-type: none"> All schools and education centres to encourage and hold language improvement sessions for staff Work with human resources to provide sabbatical courses 		Sept 2019				
3	<p>Integrate Welsh-medium consideration in every aspect of the 'School Improvement Programme'.</p> <ul style="list-style-type: none"> All education sectors judged on their Welsh medium provision during GwE visits 	Authority and GwE	2017				

Welsh in Education Strategic Plan – Anglesey

Foundation Period:

- Pupil numbers in the CS cohort, and the number assessed in First Language Welsh:

FP	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Pupil Numbers:	682	678	671	721	755	751
Number Assessed in Welsh First Language	469	510	468	520	539	544
% Assessed in Welsh First Language	68.7%	75.2%	69.7%	72.1%	71.4%	72.4%

- Performance at the end of the Foundation Period (% Literacy and Communication Skills – Welsh I 5+) % of the number assessed in Welsh as First Language:

FP	Performance:			Targets:			
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Anglesey	88.1%	89.8%	86.2%	93.0%	93.2%	93.4%	93.6%
GwE	88.4%	88.8%	87.8%	94.4%	94.8%	95.3%	
Wales	89.8%	91.3%	90.7%				

- The Authority's FP Welsh First Language assessment position against other Authorities:

FP	2011-12	2012-13	2013-14	2014-15	2015-16
1	98.4	97.5	97.8	98.6	98.2
2	75.2	76.4	74.0	76.3	75.4
3	73.3	69.7	72.1	71.4	72.4
4	55.6	55.6	55.4	57.0	56.8
5	23.7	28.1	25.1	26.5	26.6
6	23.2	22.9	24.5	24.3	23.3
Wales	21.9	22.4	22.2	22.2	22.0
7	21.2	19.9	19.9	20.7	21.0
8	20.5	19.1	19.7	19.2	18.9
9	19.4	18.8	19.3	19.1	18.5
10	17.7	17.4	18.9	18.3	16.6
11	16.7	17.4	18.7	16.4	16.5
12	15.0	15.2	15.1	15.8	15.5
13	13.6	14.2	14.1	14.6	15.3
14	12.2	13.1	12.9	14.4	14.9
15	12.1	12.6	12.0	11.8	13.0
16	10.2	11.9	11.7	11.6	11.4
17	9.8	9.2	10.2	11.3	11.4
18	9.5	8.4	8.6	9.4	8.3
19	6.8	8.0	5.8	6.2	7.1
20	4.6	5.3	5.7	5.7	6.6
21	4.6	5.2	5.1	5.0	4.6
22	4.3	4.9	4.5	4.8	3.5

Wales
Anglesey

Atodiad 1

Key Stage 2:

- Number of pupils in the KS2 cohort, and the number assessed in Welsh as First Language:

KS2	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Number of Pupils:	659	685	682	644	707	659
Number Assessed in Welsh First Language	530	572	508	468	494	478
% Assessed Welsh First Language	80.4%	83.5%	74.5%	72.8%	69.9%	72.5%

- Number of pupils assessed in Welsh as Second Language at the end of KS2:

KS2	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Number of pupils:	659	685	682	644	707	659
Number assessed in Welsh First Language	128	77	168	179	166	177
Number assessed in Welsh Second Language	19.4%	11.2%	24.6%	27.8%	23.5%	26.9%
Number who gained Level 4+	62	26	65	116	83	119
% who gained Level 4+	48.4%	33.8%	38.7%	64.8%	50.0%	67.2%

- Performance at the end of Key Stage 2 (% Welsh Level 3+ and 4+) - % of the number assessed in Welsh as First Language:

KS2	Performance:			Targets:			
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Anglesey: 3+	94.6%	97.6%	96.9%				
Anglesey: 4+	83.4%	89.7%	88.0%	94.8%	95.0%	95.2%	95.4%
GwE (4+)	87.2%	89.7%	88.9%	96.4%	97.8%	99.1%	
Wales (4+)	88.1%	90.5%	90.8%				

- The Authority's KS2 Welsh First Language assessment position against other Authorities:

KS2	2011-12	2012-13	2013-14	2014-15	2015-16
1	99.2	99.2	97.5	98.8	97.9
2	83.8	74.9	72.5	69.9	73.1
3	70.9	71.6	71.6	69.8	69.7
4	51.4	50.5	50.2	51.9	50.5
5	21.9	23.1	23.0	22.3	22.1
6	21.6	21.9	21.2	21.5	21.5
Wales	20.2	20.0	20.2	20.2	21.0
7	20.1	18.8	19.4	19.0	20.4
8	18.9	18.3	18.1	18.7	18.7
9	16.5	17.3	16.2	15.6	17.0
10	15.4	16.4	15.0	15.4	15.6
11	12.2	13.1	13.7	14.3	15.3
12	11.2	12.9	11.9	14.1	13.9
13	10.5	10.4	11.8	12.0	12.4
14	10.0	9.4	11.5	11.2	11.1
15	10.0	8.8	9.8	10.6	10.6
16	8.2	7.8	8.8	9.9	9.8
17	8.1	7.1	8.5	7.8	8.9
18	6.6	6.3	8.3	7.6	7.5
19	5.5	4.5	5.8	5.1	6.0
20	3.9	4.3	4.5	3.9	4.6
21	3.2	3.6	3.7	3.5	4.3
22	2.1	2.7	3.2	3.1	3.2

Wales
Anglesey

Key Stage 3:

- Number of pupils in KS3 cohort, and the number assessed in Welsh as First Language:

KS3	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Number of pupils:	736	664	685	622	660	661
Number assessed in Welsh First Language	466	431	423	418	428	445
% assessed in Welsh First Language	63.3%	64.9%	61.8%	67.2%	64.8%	67.3%

- Number of pupils assessed in Welsh as Second Language at the end of KS3

KS3	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Number of Pupils:	736	664	685	622	660	661
Number assessed in Welsh Second Language	270	233	262	204	232	216
% Assessed in Welsh second language	36.7%	35.1%	38.2%	32.8%	35.2%	32.7%
Number who gained Level 5+	181	154	199	156	180	148
% who gained Level 5+	67.0%	66.1%	76.0%	76.5%	77.6%	68.5%

- % of pupils who gained level 3 or higher in KS2 who had a Welsh First Language assessment at the end of KS3:

KS2 → KS3	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
% of pupils who gained level 3+ at the end of KS2 who had a Welsh First Language assessment at the end of KS3	77.9%	84.3%	81.3%	87.2%	82.9%	87.7%

- Performance at the end of Key Stage 3 (% Welsh Level 5+) - % of the number assessed in Welsh as a First Language:

KS3	Performance:			Targets:			
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Anglesey	88.4%	93.2%	92.1%	92.8%	93.3%	93.5%	93.7%
GwE	89.9%	92.3%	92.9%	93.8%	94.8%	95.8%	
Wales	90.1%	90.9%	92.0%				

- The Authority's KS3 Welsh First Language assessment position against other Authorities:

KS3	2012	2013	2014	2015	2016
1	86.1	81.2	83.2	82.5	83.7
2	64.9	64.2	67.2	64.8	67.3
3	60.7	61.8	64.8	61.8	64.3
4	36.5	39.0	43.2	36.6	42.2
5	18.8	20.2	21.3	19.9	20.1
6	18.7	18.9	19.4	17.9	19.9
7	17.2	17.1	19.2	17.4	17.9
Wales	16.8	17.0	17.8	17.0	17.7
8	13.8	15.5	14.1	15.2	15.8
9	13.7	13.0	12.5	13.3	15.1
10	11.0	11.7	12.1	12.7	14.1
11	11.0	11.2	11.8	11.4	13.0
12	10.6	10.5	11.6	11.4	12.7
13	10.4	10.4	10.6	10.5	12.7
14	10.3	10.0	9.7	10.3	10.7
15	9.7	9.3	9.3	9.3	10.5
16	8.4	8.9	8.8	9.2	8.4
17	5.9	6.6	6.7	5.7	5.2
18	4.6	4.6	5.5	5.1	3.9
10	0.0	0.0	0.0	0.0	0.0
20	0.0	0.0	0.0	0.0	0.0
21	0.0	0.0	0.0	0.0	0.0
22	0.0	0.0	0.0	0.0	0.0

Wales
Anglesey

Key Stage 4:

- Number of pupils in KS4 cohort, and the number who sat Welsh First Language GCSE examination:

KS4	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Number of pupils:	687	712	721	640	668	599
Number sitting Welsh First Language GCSE	481	499	491	456	426	395
% sitting Welsh First Language GCSE	70.0%	70.1%	68.1%	71.3%	63.8%	65.9%

- Number of pupils in KS4 cohort, and the number who sat Welsh Second Language (full course) GCSE report :

KS4	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Number of pupils:	687	712	721	640	668	599
Number sitting Welsh second language GCSE	106	170	185	150	196	138
% sitting Welsh Second language GCSE	15.4%	23.9%	25.7%	23.4%	29.3%	23.0%

- Performance at the end of Key Stage 4 (% A*-C Welsh First Language GCSE full course) - % of the number assessed in Welsh as First Language:

KS4	Performance:			Targets:			
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Anglesey	71.6%	71.6%	77.5%	78.9%	79.6%	80.3%	81.0%
GwE	72.7%	75.6%	76.2%				
Wales	73.7%	75.1%					

- Performance at the end of Key Stage 4 (% A*-C Welsh Second Language GCSE) - % of the number assessed in Welsh as Second Language:

KS4	Performance:			Targets:			
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Anglesey	76.1%	81.3%	74.6%				85%
GwE							
Wales							

- % of KS4 pupils registered for Welsh First Language GCSE who studied for qualifications through the medium of Welsh:

KS4	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
% who studied 2+ through the medium of Welsh	69.7%	69.4%	73.4%	75.5%	88.8%	73.6%
% who studied 5+ through the medium of Welsh	48.7%	61.5%	68.1%	60.5%	47.6%	42.7%

Foundation Period – Key Stage 4:

- % of pupils in each KS who were assessed in Welsh as First Language:

KS		2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
FP	% Assessed in Welsh First Language	68.7%	75.2%	69.7%	72.1%	71.4%	72.4%
KS2	% Assessed in Welsh First Language	80.4%	83.5%	74.5%	72.8%	69.9%	72.5%
KS3	% Assessed in Welsh First Language	63.3%	64.9%	61.8%	67.2%	64.8%	67.3%
KS4	% sitting Welsh First Language GCSE	70.0%	70.1%	68.1%	71.3%	63.8%	65.9%

Post-16:

- Number of Welsh and Welsh Second Language GCSE applicants at the end of KS4 who moved on to study Welsh First Language / Welsh Second Language to Advanced Level:

KS4		2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Wlsh1	Number of candidates (Wlsh1)	481	499	491	456	426	395
	Number who go on to study Advanced Level.	20	24	27	23	27	20
	% who go on to study Advanced Level	4.2%	4.8%	5.5%	5.0%	6.3%	5.0%
Wlsh2	Number of candidates (Wlsh2)	106	170	185	150	196	138
	Number who go on to study Advanced Level.	3	4	3	5	4	4
	% who go on to study Advanced Level.	2.8%	2.4%	1.6%	3.3%	2.0%	2.9%

Outcomes of Welsh in Education Strategic Plan – Anglesey

Outcome		Current Situation:	
Outcome 1	Percentage of seven year old pupils assessed in Welsh as First Language at the end of the Foundation Period	72.4%	
Outcome 2	Percentage of Year 9 learners who are assessed in Welsh as first language at the end of KS3	67.3%	
	Percentage of Year 6 learners assessed in Welsh First Language three years earlier	74.5%	
	Effective transfer and linguistic continuity- Rates of language progression between:		
	<ul style="list-style-type: none"> Welsh-medium child-care settings in the non-maintained sector for children under 3 years of age and Welsh-medium/bilingual schools presenting the Foundation Period: 	XX%	
	<ul style="list-style-type: none"> Welsh-medium child-care settings in the non-maintained sector for children under 3 years of age and non-maintained settings financed presenting the Foundation Period: 	XX%	
<ul style="list-style-type: none"> Welsh-medium non-maintained settings financed and Welsh medium/bilingual schools: 	XX%		
<ul style="list-style-type: none"> Non-maintained childcare settings for pupils under 3 years of age and Welsh-medium non-maintained settings financed presenting the Foundation Period and then Welsh-medium/bilingual schools: 	XX%		
<ul style="list-style-type: none"> The Foundation Period and Key Stage 2: 	93.7%		
<ul style="list-style-type: none"> Key Stages 2 and 3: 	87.6%		
<ul style="list-style-type: none"> Key Stages 3 and 4: 	94.5%		
	Secondary Schools: % Yr9 and Yr11 pupils who follow Welsh first language	KS3:	KS4:
	<ul style="list-style-type: none"> Ysgol Syr Thomas Jones 	90.2%	98.8%
	<ul style="list-style-type: none"> Ysgol Caergybi/Holyhead 	18.2%	16.2%
	<ul style="list-style-type: none"> Ysgol Llangefni 	99.2%	91.7%
	<ul style="list-style-type: none"> Ysgol Bodedern 	82.7%	87.6%
	<ul style="list-style-type: none"> Ysgol David Hughes 	78.0%	66.7%
Outcome 3	<ul style="list-style-type: none"> Percentage of Year 11 pupils who are registered for GCSE Welsh First Language who study for 2 or more level 1 or level 2 qualifications through the medium of Welsh : <ul style="list-style-type: none"> ➤ Target for increasing this percentage by the end of the Plan 	73.6%	
	<ul style="list-style-type: none"> Percentage of Year 11 pupils who are registered for GCSE Welsh first language who study for 5 or more level 1 or level 2 qualifications through the medium of Welsh: 	80%	
	<ul style="list-style-type: none"> Percentage of Year 11 pupils who are registered for GCSE Welsh first language who study for 5 or more level 1 or level 2 qualifications through the medium of Welsh: 	42.7%	
	<ul style="list-style-type: none"> Percentage of Year 11 pupils who are registered for GCSE Welsh first language who study for 5 or more level 1 or level 2 qualifications through the medium of Welsh: 	48%	

Atodiad 1

Outcome 4	<p>Percentage of Post- 16 students who study 2 or more subjects:</p> <ul style="list-style-type: none"> ➤ Through the medium of Welsh ➤ bilingually 	<p>XX%</p> <p>XX%</p>
Outcome 5	<p>Improve the provision and standards of Welsh First Language:</p> <ul style="list-style-type: none"> • Percentage of end of FP pupils who attain at least Outcome 5: 86.2% • Percentage of end of KS2 pupils who attain at least Level 4 for teacher assessments in Welsh: 88.0% • Percentage of end of KS3 pupils who attain at least Level 5 for teacher assessments in Welsh: 92.1% • What is the percentage of end of KS4 pupils who attain grades A*-C in GCSE Welsh First Language : 74.6% 	
	<p>Improve the provision and standards of Welsh First Language:</p> <ul style="list-style-type: none"> • Percentage of end of FP pupils who attain at least Outcome 6: 36.4% • Percentage of end of KS2 pupils who attain at least Level 5 for teacher assessments in Welsh: 35.3% • Percentage of end of KS3 pupils who attain at least Level 6 for teacher assessments in Welsh: 85.7% • What is the percentage of end of KS 4 who attain grades A*/A in GCSE Welsh First Language: XX% 	
	<p>Improve the provision and standards of Welsh second language</p> <ul style="list-style-type: none"> • Percentage of end of KS2 pupils who attain at least Level 4 for teacher assessments in Welsh second language: 67.2% <ul style="list-style-type: none"> ➤ Target at the end of the plan: XX% • Percentage of end of KS3 pupils who attain at least Level 5 for teacher assessments in Welsh second language: 68.5% <ul style="list-style-type: none"> ➤ Target at the end of the plan: XX% • Percentage of end of KS3 4 pupils who attain grades A*-C Welsh Second Language Full Course GCSE : 74.6% <ul style="list-style-type: none"> ➤ Target at the end of the plan: 85% 	
	<p>Percentage of the Year 11 cohort who have registered for</p> <ul style="list-style-type: none"> ➤ Welsh First Language GCSE: 65.9% ➤ Welsh Second Language GCSE: 23.0% ➤ Not registered for either or: 11.1% 	
	<p>Welsh A level:</p> <ul style="list-style-type: none"> ➤ Total number of students who follow Welsh First Language A Level 2016-17 as percentage of the Yr11 pupils Welsh Second Language GCSE 2015-16 registrations: 7.6% ➤ Total number of students who follow Welsh Second Language A Level 2016-17 as percentage of the Yr 11 Welsh Second Language GCSE full course 2015-16 pupil registrations : 7.2% 	



The Isle of Anglesey County Council's Lifelong Learning Department

Language Policy

The Isle of Anglesey County Council's Lifelong Learning Department implements a bilingual policy through all the County's schools .

Every Headteacher is expected, in consultation with his/her staff and the Governing Body to review the school's Language Policy annually.

Vision:

That all Anglesey children and young people are able to communicate confidently by the end of KS2 and are proficiently bilingual at the end of their school career ensuring that no pupil is deprived of that ability or merit.

Objective:

That every pupil who goes through Anglesey's education system is completely bilingual by the end of their educational career and is confident to communicate in both languages equally in the world of work, culturally and socially.

General Aim:

1. To develop the ability of all the pupils and students to be confidently bilingual in order to enable them to be full members of the bilingual society of which they are part.

2. Increase the social use of Welsh amongst the educational workforce and children and young people who attend educational establishments within the Authority and also as a learning medium.
3. All the county's educational establishments reflect and strengthen the Language Policy in their administration, their social life and their pastoral procedure as well as in their curricular provision.

Specific Aims:

1. **Early Years:** Ensure a purposeful and efficient nursery provision and organization by including immersion methods, that every pupil whatever his language background is given a firm foundation in Welsh in order to enable him/her to attain the objective of full bilingualism as soon as possible.
2. **Foundation Period:** Build upon the foundations set in the Early Years by continuing to develop the pupils' grasp of Welsh, and developing their skills in English by the end of the period.
3. **Key stage 2:**
 - Continue to develop the pupils' skills in both English and Welsh giving attention to developing their language skills in both languages ensuring - through purposeful planning - an equal level of bilingualism by the end of the Period;
 - for pupils who are Welsh learners in KS2, ensure that they learn Welsh as soon as possible through the Primary Language Centres
4. **Key Stage 3:**
 - Ensure that every pupil who has followed a Welsh first language track in the Primary sector continues to follow Welsh First Language and English in order to ensure appropriate continuity and continuation in both languages;
 - Increase the use of Welsh as a learning medium and the number of subjects taught through the medium of Welsh

- That there is appropriate and purposeful intervention for those pupils who do not attain level 3+ at the end of KS2 for them to continue to develop their language skills;
- for pupils who are Welsh learners in KS3, ensure that they learn Welsh as soon as possible through appropriate provision in KS3.

5. Key Stage 4:

- Ensure that every pupil who has followed a Welsh First Language track in the Primary sector continue to follow Welsh First Language and English in order to ensure appropriate continuity and continuation in both languages;
- Ensure that all pupils study both English and Welsh as a subject until the end of Yr11 and sit an examination in an acknowledged qualification in both languages at the end of KS4;
- Increase the use of Welsh as a learning medium and the number of subjects taught through the medium of Welsh
- For pupils who are Welsh learners in KS4 ensure that they receive a Foundation in Welsh through appropriate provision by the end of the Period.

6. Key Stage 5:

- Ensure that there are opportunities available for students to follow subjects through the medium of Welsh.
- Ensure that post-16 students have knowledge and understanding of Wales' cultural, economic, environmental, historical and linguistic characteristics through comprehensive language awareness programmes and enrich the Welsh Curriculum through all the Authority's schools, developing them to be confidently bilingual citizens in order to enable them to be full members of the bilingual society of which they are part.

7. **Special Education:** in the case of pupils with intensive learning difficulties a Headteacher is given the right – in consultation with the Lifelong Learning Department - to give individual consideration to every case, whilst ensuring that pupils have the necessary language skills for them to cope as adults within their communities.

See also:

- Anglesey's Welsh Language strategy, 2016 - 2021
 - Anglesey's Welsh in Education Strategic Plan, 2014 – 2017
 - Anglesey's Welsh in Education Strategic Plan, 2017 – 2020
- Individual Schools' Language Policies

Appendix 1

Assessment Requirements:

Foundation Period: Every pupil (with the exception of latecomers who arrive at school after December 31 in their last year of the FP, namely Yr2) is expected to receive a '*Literacy and Communication Skills – Welsh*' assessment. The expected level is D5

KS2: Every pupil (with the exception of latecomers who arrive at school during the last year of KS2, namely Yr6) is expected to receive a Welsh First Language and English assessment at the end of KS2. The expected level is L4

KS3: Every pupil who received a First Language Welsh assessment in KS2 is expected to follow a first language track in the Secondary school. Every pupil (with the exception of latecomers who arrive in school during the last year of KS3, namely Yr9):

- who had a Welsh first language assessment in KS2
- who came to the County during the first two years of KS3 (namely Latecomers) is expected to receive a Welsh First Language assessment at the end of KS3. The expected level is L5.

KS4: Every pupil who received a Welsh First Language assessment in KS3 is expected to follow a first language track in the Secondary school's year 10 and 11. Every pupil:

- Who had a Welsh First Language assessment in KS3 – is expected to sit an acknowledged qualification in Welsh First Language at the end of KS4
- Who follows Welsh First Language GCSE, is expected to follow some of the other subjects through the medium of Welsh
- Who had a Welsh second language assessment yn KS3 –is expected either:
 - to 'Cross the bridge' to a first language track sitting an acknowledged qualification in Welsh First Language at the end of KS4; Or
 - to sit an acknowledged qualification in Welsh second language at the end of KS4
- Who arrived in school during KS4 to follow an appropriate course to give them a Welsh Foundation

A pupil cannot be assessed as a second language pupil if he/she has been assessed as First Language in the prior Key Stage.

Draft

This page is intentionally left blank

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	20 March 2017
Subject:	Lowering Age of Admission at Ysgol Brynsiencyn
Portfolio Holder(s):	Councillor Ken Hughes
Head of Service:	Delyth Molyneux
Report Author: Tel: E-mail:	Gareth Jones 01248 752947 dgjed@anglesey.gov.uk
Local Members:	Hywel Eifion Jones Victor Hughes

A –Recommendation/s and reason/s
<p>A request was received from the Governing Body at Ysgol Brynsiencyn for the Authority to consider lowering the age of admission so as to admit pupils part time in the September following their third birthday.</p> <p>The Executive agreed, June 2016, to begin the consultation process on the proposal -</p> <p>“The proposal is to lower the admission age of Ysgol Brynsiencyn to admit pupils on a part time basis from the September following their 3rd birthday with effect from 31 August 2017”.</p> <p>An open meeting was held at the school on 13 September 2016 to discuss the draft Consultation Document. Then the final document was prepared and consultation took place between 24 October and 4 December. The report was published on the Council’s website.</p>

The Executive, on considering the report, agreed for a Statutory Notice to be published inviting any objections to the proposal. The Notice ran from 6 February to 5 March 2017. There were no objections. The report is attached and all interested parties have received a copy and the report has been published on the Council's website.

Authority officers recommend that the proposal be accepted and that the age of admission to Ysgol Brynsiencyn be lowered so that the school accepts part time pupils from September 2017.

B – What other options did you consider and why did you reject them and/or opt for this option?

The alternative option is to maintain the present arrangements but there have been no objections to the proposal.

C – Why is this a decision for the Executive?

The change in the age range of a school is a “regulated alteration” within school reorganisation and is subject to the provisions of the School Organisation Code, 006/2013. It is a decision for the Executive Committee who are required to publish proposals on the change and to consider the responses.

CH – Is this decision consistent with policy approved by the full Council?

Yes, as the Authority has followed the process over the last few years with other schools.

D – Is this decision within the budget approved by the Council?

Yes.

DD – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	
2	Finance / Section 151 (mandatory)	
3	Legal / Monitoring Officer (mandatory)	

4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	

E – Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	

F - Appendices:		
REPORT ON THE RESPONSES TO THE STATUTORY NOTICE REGARDING PROPOSALS TO LOWER THE ADMISSION AGE OF YSGOL BRYNSIENCYN AS FROM 31 AUGUST 2017		

FF - Background papers (please contact the author of the Report for any further information):		
None		

Appendix 1 .

**REPORT ON THE RESPONSES TO THE STATUTORY NOTICE REGARDING
PROPOSALS TO LOWER THE ADMISSION AGE OF YSGOL BRYNSIENCYN AS
FROM 31 AUGUST 2017**



**CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL**

**ADRODDIAD AR YR YMATEBION I'R RHYBUDD
STATUDOL YNGLŶN Â CHYNNIG I OSTWNG
OED MYNEDIAD
YSGOL BRYNSIENCYN
AR
31 AWST 2017**

**REPORT ON THE RESPONSES TO THE
STATUTORY NOTICE REGARDING
PROPOSALS TO LOWER THE ADMISSION AGE
OF YSGOL BRYNSIENCYN
AS FROM
31 AUGUST 2017**

ADRODDIAD AR YR YMATEBION I'R RHYBUDD STATUDOL YNGLŶN Â CHYNNIG I OSTWNG OED MYNEDIAD YSGOL BRYNSIENCYN AR 31 AWST 2017

Yn ystod y cyfnod rhwng 6 Chwefror a 5 Mawrth 2017 bu'r Cyngor, drwy gyhoeddi Rhybudd Statudol, yn casglu unrhyw wrthwynebiadau ar y cynnig canlynol -

“Y cynnig yw i ostwng oed mynediad Ysgol Brynsiencyn i dderbyn disgyblion yn rhan amser o'r mis Medi yn dilyn eu penblwydd yn 3 oed; hyn yn weithredol o 31 Awst 2017.”

Rhannwyd y Rhybudd Statudol i bawb sydd â diddordeb, gan gynnwys yr Awdurdod a sicrhawyd bod copiau o'r rhybudd ar gael yn yr ysgol ac yn y lleoliadau nas-gynhelir perthnasol ac ar safwe Cyngor Sir Ynys Môn.

Ymatebion.

Yn dilyn cyhoeddi Rhybudd Statudol ar y cynnig i ostwng oed mynediad yr ysgol ni dderbyniwyd unrhyw wrthwynebiad.

Camau nesaf.

1. Bydd yr Awdurdod yn rhannu'r adroddiad yma gyda pawb sydd â diddordeb gan gyhoeddi'r adroddiad ar wefan y Cyngor.
2. Cyflwynir yr adroddiad i'r Pwyllgor Gwaith gan swyddogion yr Awdurdod ar 20 Mawrth 2017 ynghyd â argymhelliad.

REPORT ON THE RESPONSES TO THE STATUTORY NOTICE REGARDING PROPOSALS TO LOWER THE ADMISSION AGE OF YSGOL BRYNSIENCYN AS FROM 31 AUGUST 2017

During the period between 6 February and 5 March 2017 the Council, through the publication of a Statutory Notice collected any objections to the following proposal -

“The proposal is to lower the admission age of Ysgol Brynsiencyn to admit pupils on a part time basis from the September following their 3rd birthday with effect from 31 August 2017.

The Statutory Notice was provided to all interested parties, including the Authority and it was ensured that the notice was available at the school and at the relevant non-maintained settings as well as on the Isle of Anglesey website.

Responses.

Following the publication of the Statutory Notice on the proposal to lower the age of admission at the school no objections were received.

Next steps.

1. The Authority will share this report with all interested parties and the report will be published on the Isle of Anglesey web site.
2. Authority officers will present the report to the Executive Committee on 20 March 2017 along with a recommendation.

Atodiad A Y Rhybudd Statudol. / Appendix A The Statutory Notice

RHYBUDD STATUDOL

Hysbysir drwy hyn yn unol ag adran 41 a 43 o Ddeddf Safonau a Threfniadaeth Ysgolion (Cymru) 2013 a'r Cod Trefniadaeth Ysgolion fod Cyngor Sir Ynys Môn ar ôl ymgynghori â'r cyfryw bersonau ag sy'n ofynnol, yn cynnig, gan ddilyn el rymoedd priodol, gostwng oed mynediad Ysgol Brynsiencyn i dderbyn disgyblion yn rhan-amser o'r Medi yn dilyn eu pen-blwydd yn 3 oed. Ar hyn o bryd mae Ysgol Brynsiencyn yn derbyn plant yn llawn amser yn y Medi yn dilyn eu pen-blwydd yn 4 oed.

Cynhaliodd Cyngor Sir Ynys Môn gyfnod ymgynghori cyn penderfynu cyhoeddi'r cynnig hwn. Mae adroddiad ar yr ymgynghoriad sy'n cynnwys crynodeb o'r materion a godwyd gan ymgynghoreion, ymatebion y cynigwyr a barn Estyn ar gael ar wefan Cyngor Sir Ynys Môn. (www.ynysmon.gov.uk)

Cynigir gweithredu'r cynnig ar 1 Medi 2017. Cyngor Sir Ynys Môn (yr awdurdod lleol) fydd yr awdurdod derbyn.

Bydd y meithrin yn darparu lle i 9 o blant ar sail rhan amser.

Gall unrhyw un wrthwynebu'r cynigion cyn pen cyfnod o 28 diwrnod o ddyddiad cyhoeddi'r cynigion hyn, hynny yw erbyn 5 Mawrth 2017. Dylid anfon gwrthwynebiadau at Gareth Jones (Swyddog Addysg), Adran Dysgu Gydol Oes, Swyddfa'r Cyngor, Llangefni, Ynys Môn, LL77 7TW.

Arwyddwyd



DELYTH MOLYNEUX (Pennaeth Dysgu)

Ar ran Cyngor Sir Ynys Môn

Dyddiad – 6 Chwefror 2017

NODYN ESBONIADOL

(Nid yw'r Nodyn Esboniadol hwn yn rhan o'r Hysbysiad, yn hytrach, ymgais ydyw i gynnig eglurhad)

Rhybudd Statudol yw hwn sy'n dweud y bydd Ysgol Brynsiencyn yn derbyn plant 3 oed yn rhan amser o 1 Medi 2017.

STATUTORY NOTICE

Notice is given in accordance with section 41 and 43 of the School Standards and Organisation (Wales) Act 2013 and the School Organisation Code that the Isle of Anglesey County Council having consulted such persons as required, propose, in pursuance of their powers, to lower the age of admission at Ysgol Brynsiencyn so as to admit pupils part time in the September following their third birthday. At present Ysgol Brynsiencyn admits children full time in the September following their fourth birthday.

The Isle of Anglesey County Council undertook a period of consultation before deciding to publish this proposal. A consultation report containing a summary of the issues raised by consultees, the proposer's responses and the views of Estyn is available on the Isle of Anglesey County Council's website. (www.anglesey.gov.uk)

It is proposed to implement the proposal on 1 September 2017. The Isle of Anglesey County Council (the local authority) will be the admission authority.

Within a period of 28 days after the date of publication of these proposals, that is to say by 5 March 2017 any person may object to the proposals. Objections should be sent to Gareth Jones (Education Officer) , Lifelong Learning Department, Isle of Anglesey County Council, Council Offices, Llangefni, Anglesey LL77 7TW.

Signed



DELYTH MOLYNEUX (Head of Learning)
for the Isle of Anglesey County Council

Date – 6 February 2017

EXPLANATORY NOTE

(This Explanatory Note does not form part of the Notice but is offered by way of clarification)

This is a statutory notice saying that Ysgol Brynsiencyn will admit 3 year old pupils on a part time basis from 1 September 2017.

DIM I'W GYHOEDDI / NOT FOR PUBLICATION

Trawsnewid y Gwasanaeth Diwylliant /Transformation of the Cultural Service

PRAWF BUDD Y CYHOEDD PUBLIC INTEREST TEST

Paragraff 12,13,14 Atodlen 12A Deddf Llywodraeth Leol 1972 Paragraph 12,13,14 Schedule 12A Local Government Act 1972	
Y PRAWF – THE TEST	
<p>Mae yna fudd i'r cyhoedd wrth ddatgan oherwydd / There is a public interest in disclosure as:-</p> <p>Gwelir enwau a swyddogaethau staff yn y siart strwythur staff</p> <p><i>Staff names and roles are provided in the staff structure diagram.</i></p> <p>Mae sylwadau a wneir gan blant yn cael eu cynnwys, ond gellid eu hadnabod yn lleol. <i>Comments made by children are included, but they could be identified locally.</i></p> <p>Ymagwedd busnes y Cyngor yn cael ei datgelu, yn arbennig ei safiad tuag at arddangoswyr; mae hefyd yn darparu gwybodaeth a allai, o bosib wneud y Cyngor yn wan a/ neu'n agored i niwed wrth ymdrin â chyflenwyr.</p> <p><i>The Council's business approach is revealed, in particular its stance towards exhibitors; it also provides information that could, potentially make the Council vulnerable and /or weakened in its dealings with suppliers.</i></p>	<p>Y budd y cyhoedd with beidio datgelu yw / The public interest in not disclosing is: -</p> <p>Gwybodaeth yn ymwneud ag unigolyn penodol (Para12) <i>Information relating to a particular individual (Para 12)</i></p> <p>Gwybodaeth sy'n debygol o ddatgelu pwy yw'r unigolyn (Para 13) <i>Information which is likely to reveal the identity of an individual (Para 13)</i></p> <p>Gwybodaeth yn ymwneud ag unigolyn penodol (Para12) <i>Information relating to a particular individual (Para 12)</i></p> <p>Gwybodaeth yn ymwneud â materion busnes neu ariannol unrhyw unigolyn penodol (Gan gynnwys yr awdurdod sy'n dal y wybodaeth) (para 14)</p> <p><i>Information relating to the financial or business affairs of any particular person (including the authority holding that information) (para 14)</i></p>
<p>Argymhelliad: *Mae budd y cyhoedd wrth gadw'r eithriad yn fwy o bwys na budd y cyhoedd wrth ddatgelu'r wybodaeth [* dilewch y geiriau nad ydynt yn berthnasol]</p> <p>Recommendation: *The public interest in maintaining the exemption is more important than the public interest in disclosing the information. [*delete as appropriate]</p>	

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank