

# Public Document Pack



CYNGOR SIR  
YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL

Dr Gwynne Jones.  
Prif Weithredwr – Chief Executive

CYNGOR SIR YNYS MÔN  
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<b>RHYBUDD O GYFARFOD</b>	<b>NOTICE OF MEETING</b>
<b>PWYLLGOR GWAITH</b>	<b>THE EXECUTIVE</b>
<b>DYDD LLUN 17 GORFFENAF 2017 10.00 o'r gloch</b>	<b>MONDAY 17 JULY 2017 10.00 am</b>
<b>SIAMBR Y CYNGOR SWYDDFEYDD Y CYNGOR LLANGFNI</b>	<b>COUNCIL CHAMBER COUNCIL OFFICES LLANGFNI</b>
Swyddog Pwyllgor	<b>Ann Holmes</b> 01248 752518 Committee Officer

## **AELODAU/MEMBERS**

### **Plaid Cymru/Party of Wales**

John Griffith, Llinos Medi Huws, R Meirion Jones, Robert G Parry, OBE, FRAGS

### **Annibynnol/Independent**

Richard Dew, Dafydd Rhys Thomas, Ieuan Williams

## **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 - 8)**

To submit for confirmation, the draft minutes of the meeting of the Executive held on 12 June 2017.

**4 THE EXECUTIVE'S FORWARD WORK PROGRAMME (Pages 9 - 24)**

To submit a report by the Head of Democratic Services.

**5 CORPORATE SCORECARD - QUARTER 4, 2016/17 (Pages 25 - 36)**

To submit a report by the Head of Corporate Transformation.

**6 SUMMARY OF DRAFT FINAL ACCOUNTS 2016/17 (Pages 37 - 52)**

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

**7 EMPTY HOMES STRATEGY (Pages 53 - 102)**

To submit a report by the Head of Housing Services.

**8 ANNUAL REPORT BY THE STATUTORY DIRECTOR OF SOCIAL SERVICES 2016/17 (Pages 103 - 146)**

To submit a report by the Assistant Chief Executive (Governance and Business Process Transformation).

**9 SCHOOLS' MODERNISATION - LLANGEFNI AREA - STATUTORY CONSULTATION (Pages 147 - 206)**

To submit a report by the Head of Learning.

**10 SCHOOLS' MODERNISATION - STRATEGIC OUTLINE PROGRAMME - BAND B (2019-2024) (Pages 207 - 238)**

To submit a report by the Head of Learning.

**11 EXCLUSION OF THE PRESS AND PUBLIC (Pages 239 - 242)**

To consider adoption of the following:-

***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.***

“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”.

**12** **FUNDING OF STAFF COSTS WITHIN CHILDREN'S SERVICES** (Pages 243 - 254)

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

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## THE EXECUTIVE

### Minutes of the meeting held on 12 June, 2017

- PRESENT:** Councillor Llinos Medi Huws (Chair)  
Councillor Ieuan Williams (Vice-Chair)
- Councillors Richard Dew, John Griffith, R. Meirion Jones,  
R.G.Parry, OBE, FRAGs, Dafydd Rhys Thomas
- IN ATTENDANCE:** Chief Executive  
Assistant Chief Executive (Partnerships, Community and Service Improvement),  
Head of Function (Resources) & Section 151 Officer  
Head of Function (Council Business)/Monitoring Officer  
Head of Learning  
Head of Highways, Waste & Property Services  
Head of Housing Services  
Head of Democratic Services (for item 4)  
Principal Surveyor (RG) (for item 9)  
Committee Officer (ATH)
- APOLOGIES:** None
- ALSO PRESENT:** Councillors Glyn Haynes, Aled Morris Jones, Alun Mummery, Shaun Redmond
- 

The Chair welcomed all those present to the Executive's first meeting under the new Council.

#### 1. DECLARATION OF INTEREST

Councillors R.G.Parry, OBE, FRAGs and Ieuan Williams declared a personal and prejudicial interest with regard to item 8 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 24 April, 2017 were presented for confirmation.

**It was resolved that the minutes of the previous meeting of the Executive held on 24 April, 2017 be confirmed as correct.**

#### 4. THE EXECUTIVE'S FORWARD WORK PROGRAMME

The report of the Head of Democratic Services incorporating the Executive's Forward Work Programme for the period from July, 2017 to February, 2018 was presented for the Executive's approval.

The Head of Democratic Services reported on changes to the Forward Work Programme since the previous reporting period as follows –

- **Items new to the Forward Work Programme**

- Items 12, 33 and 38 which relate to the write-off of debts in value over £5,000 the decision on which is delegated to the Portfolio Member for Finance and the Section 151 Officer under the Council's scheme of delegation.
  - Items 9 and 11 which are scheduled for consideration by the Executive at the 17 July, 2017 meeting.
  - Items 18 and 21 which are scheduled for consideration by the Executive at the 18 September, 2017 meeting.
  - Item 23 which is scheduled for consideration by the Executive at the 30 October, 2017 meeting.
  - Items 29 and 30 which are scheduled for consideration by the Executive at the 27 November, 2017 meeting.
  - Items 35 and 36 which are scheduled for consideration by the Executive at the 18 December, 2017 meeting.
  - Items 40, 41, 42, 43, 44, 45, 46 and 47 which are scheduled for consideration by the Executive at its designated Budget meeting on 19 February, 2018.
- **Items deferred to a later date**
    - Item 6 (Update on the Smallholdings Programme of Improvements) now re-scheduled from the 17 July meeting as shown originally on the work programme to the 18 September, 2017 meeting of the Executive.
    - Item 8 (Gypsy and Traveller Sites) re-scheduled to the 17 July, 2017 meeting of the Executive.

**It was resolved to confirm the Executive's updated Forward Work Programme for the period from May to December, 2017 subject to the additional change reported at the meeting.**

## **5. 2016/17 REVENUE BUDGET MONITORING REPORT**

The report of the Head of Function (Resources) and Section 151 Officer setting out the provisional outturn of the financial year from 1 April, 2016 to 31 March, 2017 was presented for the Executive's consideration.

The Portfolio Member for Finance reported that the overall projected financial position for 2016/17 is an underspend of £633k; this is an improvement on the forecast overspend reported at Quarter 3. The explanations for significant variances on the controlled budgets by services are included within the report. A number of items are excluded from the service budgets as expenditure against these are outside the control of the services. After taking into account these items, the overall underspend for the Council decreases to £311k which is the sum available to be transferred to the Council's General Balances.

The Portfolio Member for Finance highlighted the following as issues to be noted –

- A potential commitment in the region of £2.8m to settle outstanding equal pay claims which reduces the uncommitted reserve level from £7.886m to £5.086m. The Council is at present seeking to obtain the Welsh Government's agreement to be allowed to treat this expenditure as capital expenditure which would charge the cost to the revenue budget over a number of years. Should the Welsh Government accede to the request then the £2.8m becomes uncommitted and goes back to the general reserve available to the Council.
- A deterioration in the position of the Central Education budget's position being overspent by £861k at year end compared to £775k at Quarter 3. An increase in specialist out of county placements from the commencement of the new academic year has led to significant budgetary pressures on the service and accounts for £396k of the overspend. School transport costs have also overspent to the sum of £331k.
- Children's Services were overspent by £1,019k at outturn which is significantly more than the projected outturn at Quarter 3 and is attributable to the cost of meeting the often specialist provision for looked after children. This is a demand led provision over which the service only has limited control. However, mitigating measures are being implemented primarily by taking a preventative approach to ensuring the wellbeing of the looked after population on Anglesey as described in paragraph 3.3.2 of the report.

- An underspend of £1.541m on Corporate Finance due mainly to a one off windfall and savings on Corporate Financing will fund the overspend on services.

The Portfolio Member for Finance concluded that the savings achieved in 2016/17 were due in part to providential circumstances which raises the question as to their continuing availability in 2017/18. The message to services is that it is imperative they hit their savings targets for the 2017/18 financial year.

The Head of Function (Resources) and Section 151 Officer reiterated that services, especially Education and Children's Services are experiencing financial pressures. Moreover as savings are factored into budgets it becomes increasingly difficult for services to underspend; it is a situation that calls for close and careful management.

The Executive noted the overall position and made particular reference to the overspend in the Central Education Budget. The Executive noted that School Transport is an area that has historically overspent on budget and given so it was asked whether the budgets for this provision as well as for out of county placements are realistic and whether these budgets would benefit more from a zero based budgeting approach where funding is allocated on a needs basis. The Head of Function (Resources) and Section 151 Officer said that he believed that school transport could yet yield further savings by considered and careful organisation; the education out of county placements budget came under pressure in September which could not have been foreseen; it is a budget that is especially susceptible to the movement of children in and out of the care system.

The Executive noted that the 2017/18 financial year is likely to prove challenging and needs to be closely monitored.

**It was resolved –**

- **To note the position set out in respect of financial performance for 2016/17.**
- **That the outturn as reported in this document remains provisional until the completion of the statutory audit.**

**6. 2016/17 CAPITAL BUDGET MONITORING REPORT – QUARTER 4**

The report of the Head of Function (Resources) and Section 151 Officer setting out draft outturn position of the Capital Programme for 2016/17 financial year was presented for the Executive's consideration.

The Portfolio Member for Finance referred to the table as at paragraph 2.1 of the report which provides a summary of capital expenditure to 31 March, 2017. He reported that the budget for the General Fund was £38.665m with expenditure of £28.033m incurred at 31 March, 2017 which equates to 73% of the budget. The main reasons for the underspend was the large underspend against the budget for the 21<sup>st</sup> Century Schools, the Holyhead and Llangefni Strategic Infrastructure and the New Highways to Wylfa Newydd. Funding for these projects can also be carried forward to 2017/18. Details of all capital schemes' expenditure against the budget is provided in Appendix B of the report. The proposal is for £4.677m to be carried forward in to 2017/18 as slippage for capital schemes that did not complete by the end of March, 2017.

The smallholdings programme of improvements was extended for an additional year. Taking into account the £1.281m deficit brought forward from 2015/16, total capital receipts of £2.854m at year end and expenditure of £1.226m, there is now a surplus of £0.307m. The net surplus from the sale of smallholdings and the improvement programme will be ring-fenced for future improvements to smallholdings.

With regard to capital receipts, overall, 2016/17 was a successful financial year with over £5m being received.

**It was resolved –**

- To note the draft outturn position of the Capital Programme 2016/17 that is subject to audit.
- To approve the carry forward of £4.677m to 2017/18 for the underspend on the programme due to slippage. The funding for this will carry forward to 2017/18.

#### **7. 2016/17 HOUSING REVENUE ACCOUNT (HRA) BUDGET MONITORING REPORT – QUARTER 4**

The report of the Head of Function (Resources) and Section 151 Officer setting out the financial performance of the Housing Revenue Account (HRA) for 2016/17 was presented for the Executive's consideration.

The Portfolio Member for Finance reported that the draft financial position for 2016/17 shows an underspend of £3,263k. Therefore, the HRA generated a surplus of £525k (against a planned deficit of £2,738k) leaving a balance on reserves of £7,567k which can be carried forward to fund future capital programmes, including new build, as outlined in the latest 30 year business plan. Details are provided in Appendix A to the report.

The Chair requested that Scrutiny be provided with quarterly updates on the HRA budget to complement the regular financial reporting to Scrutiny on the revenue and capital budgets. The Head of Function (Resources) and Section 151 Officer confirmed that that is the intention.

**It was resolved –**

- To note the position set out in respect of the financial performance of the Housing Revenue Account (HRA) for 2016/17.
- That the outturn as reported within the document remains provisional until the completion of statutory audit.

#### **8. TEMPORARY DISCRETIONARY HIGH STREET BUSINESS RATES RELIEF SCHEME 2017/18**

The report of the Head of Function (Resources) and Section 151 Officer requesting the Executive to use discretionary relief powers under Section 47 of the Local Government Act 1988 to adopt a temporary business rates relief scheme was presented for consideration.

*Having declared a personal and prejudicial interest in this matter, Councillor R.G.Parry, OBE, FRAGS and Ieuan Williams withdrew from the meeting during the consideration and determination thereof.*

The Portfolio Member for Finance reported that the Welsh Government has announced that it will provide a non-domestic rates high street rates relief from 1 April, 2017 which will be available for one year only to 31 March, 2018. The relief is targeted at high street retailers in Wales and will provide two tiers of non-domestic rates relief for eligible high street retailers occupying premises with a rateable value of £50,000 or less in the 2017/18 financial year, subject to state aid limits. Award of the relief will be application based. Details of the eligibility criteria and expectations are set out in the Guidance at Appendix A to the report.

**It was resolved –**

- That the Authority use its discretionary relief powers granted under Section 47 of the Local Government Act 1988 to award the Welsh Government's temporary "High Street Rates Relief" scheme. Relief to be provided in accordance with the Welsh Government's "Non-domestic Rates High Street Rates Relief Guidance" 19 April, 2017 as at Appendix A to the report.
- That the Head of Function (Resources) and Section 151 Officer, under the Council's Scheme of Delegation to Officers (part 3.5.3.5.19 of the Constitution) makes suitable arrangements to administer and determine applications for the "Non-domestic Rates High Street Rates Relief" scheme.



## 9. ENERGY EFFICIENCY STRATEGY

The report of the Head of Service (Highways Waste and Property) incorporating an Energy Efficiency Strategy for 2017 to 2022 was presented for the Executive's consideration and approval.

The Portfolio Member for Highways, Waste and Property reported that the strategy has been formulated to respond to national commitments on energy including the Wellbeing of Future Generations (Wales) Act 2014; rising energy prices and long-term damage to the environment. The strategy also designates roles and responsibilities to implement the strategy, to identify and make the best use of Government grants and to disseminate the message about saving energy more widely across the Council. The aim of the strategy is to enable the Council in Anglesey to deliver a 15% reduction in its energy consumption by 2022 and to ensure that all its energy consumption derives from a carbon neutral source by 2050. The Council's annual expenditure on energy and waste was over £2.1m in 2015/16; by adopting the recommendations of the strategy, the Council can mitigate the effects of above inflation increases in fuel costs. The Council has already initiated a number of energy saving projects, some of which have come to fruition. The overall objectives are to reduce energy consumption; to promote green energy sources and to generate employment opportunities from the green energy industry. This will be done initially on an invest to save basis with the expectation that much of the expenditure will be recouped over time in lower energy costs.

The Portfolio Member Member for Highways, Waste and Property said that the Executive will be provided with regular progress reports; Members of the Executive are also keen to receive more specific information about actual and potential energy saving plans.

The Head of Service (Highways, Waste and Property) said that the Council does have a programme of energy saving works which is dependent wholly on Welsh Government grants e.g. the SALIX Wales funding programme. The Authority has been particularly successful with regard to funding for street lighting with 40% of street lighting now LED lighting which has been paid for by the saving on the energy consumed and also by the reduced maintenance costs for this type of lighting. It is accepted that currently there is no capital funding available internally within the Council to support this programme there being other priorities in the capital programme.

The Executive whilst supporting the strategy, sought assurance regarding the achievability of the strategy's aims given the funding limitations. The Executive also requested that it have sight of the programme of energy saving works referred to by the Officer and further suggested that there might be potential alternative sources of funding e.g. interest free loans for the programme that could be explored.

The Head of Service (Highways, Waste and Property) confirmed that the strategy is capable of being realised. There are grants/finance for example for lighting which can be paid back over a fixed term and if a scheme meets the energy efficiency criteria then there is good chance of securing a grant – another such high priority scheme is boiler replacement in the leisure centres. The Officer said that the energy saving programme will be brought to the Executive in the near future.

The Assistant Chief Executive (Partnerships, Community and Service Improvement) said that progress against the energy efficiency plan will be monitored by the internal Corporate Land and Building Assets group.

**It was resolved to approve the Energy Management Strategy for 2017 to 2022 as presented.**

## 10. COMPULSORY PURCHASE ORDER – LLANGFNÍ LINK ROAD

The report of the Head of Service (Highways Waste and Property) seeking the Executive's approval to make a Compulsory Purchase Order under section 239 of the Highways Act 1980 to acquire land necessary to deliver Section 3 of the Llangfni Link road was presented.

The Portfolio Member for Highways, Waste and Property reported that sections 1 and 2 of the Llangfni Link road were opened in March, 2017 and work on section 4 has commenced in June, 2017. Advanced works are due to commence on section 3 in October, 2017 and although terms have been agreed with the landowner, the purchase of the land necessary for this section has not been

completed due to a dispute between the directors of the company. A formal authority for a CPO is required to proceed which it is also hoped will prompt the landowners to come to an agreement.

**It was resolved –**

- **That the Council makes a Compulsory Purchase Order (CPO) under Section 239 of the Highways Act 1980 to acquire land required for Section 3 of the Llangefní Link Road as shown on the plan appended to the report.**
- **To delegate authority to the Head of Service (Highways, Waste and Property) to take all actions necessary to secure confirmation of the CPO.**

#### **11. EXCLUSION OF PRESS AND PUBLIC**

It was resolved under Section 100(A)(4) of the Local Government Act 1972, to exclude the press and public from the meeting during the discussion on item 12 on the grounds that it involved the disclosure of exempt information as defined in Schedule 12A of the said Act and in the Public Interest Test as presented.

#### **12. SYRIAN REFUGEES**

The report of the Head of Housing Services setting out the progress to date on delivering the Syrian Refugee Re-settlement scheme on Anglesey was presented for the Executive's consideration.

The Executive noted the position and welcomed the progress made hitherto.

**It was resolved –**

- **To note the progress made to date.**
- **To endorse the next steps which are to take up to 10 individuals over the next 12 months.**
- **To endorse the Officers' recommendation that the Council does not at present participate in the Unaccompanied Asylum Seeking Children National Transfer Scheme for the reasons outlined in the report.**

#### **13. CHANGES TO THE CONSTITUTION**

The report of the Head of Function (Council Business)/Monitoring Officer setting out proposed changes to the Constitution to accommodate two additional Executive posts was presented for the Executive's consideration. The Executive was informed that the changes were considered necessary to provide additional capacity and the maximum flexibility available to focus on particular areas of priority within the Council and that they reflect statutory provisions. Increasing the Executive's membership in the way proposed would be cost neutral based on the Deputy Leader and one Chairperson continuing to refuse the senior salaries to which their posts are eligible.

**It was resolved –**

**To recommend that section 2.7.2 of the Constitution be amended to read as follows –**

**“The Executive will consist of the Leader together with at least 2, but no more than 9 other Councillors, to include the Deputy Leader all of whom shall be appointed to the Executive by the Leader.”**

- **To recommend that the number of Executive posts eligible to receive a senior salary be increased with immediate effect, from 7 to 8.**
- **To agree in principle that the Council apply to the Independent Remuneration Panel for Wales (IRPW) for permission to extend the number of Members of the Isle of Anglesey County Council eligible to receive a senior salary, from the current cap of 15, up to a maximum of 16.**
- **Subject to the Council approving the final application, and the IRPW's permission being given, to authorise the appointment of a further Member of the Executive (making a total of 9), who will be eligible for a senior salary.**

- **To acknowledge that the appointment of two further Executive Members shall be cost neutral on the basis they be funded from savings achieved by the Deputy Leader and once Chairperson, both of whom will continue to refuse receipt of the senior salaries for which their posts are eligible.**

#### **14. STRATEGIC LEADERSHIP PLAN FOR SCHOOLS**

The report of the Head of Learning setting out the steps and resources required to implement a development plan to develop future school leaders on Anglesey was presented for the Executive's consideration and approval.

The Portfolio Member for Education reported that the proposals are based on the principles of the Schools Modernisation programme plan already adopted and they respond to the changes in the Schools Service Structure and the need to develop school leaders locally.

The Executive noted the proposals and sought clarification of the timeline for finalising and implementing the Development Plan/Programme as well as any financial commitments/costs beyond the first year which have been estimated at £56k.

The Head of Learning said that the Development Programme is not meant as a one-off course but is rather a rolling programme of development over time in which different forms of support can be tailored to the individual's needs both within and without the school. A number of individuals have already been identified to participate in the programme and preparatory support and professional development work has commenced. It is envisaged that the programme can be funded via the Small and Rural Initiative Schools Grant which the Welsh Government is yet to approve. Should it transpire that the Welsh Government's approval is not forthcoming it is possible that the Executive could then be asked to lend its support for funding for this programme in future. However, the Education Service is confident that the package for Future School Leaders complements the activities identified as the eligibility criteria for the grant.

**It was resolved to approve a Development Plan for developing future school leaders to include the elements outlined in the report.**

**Councillor Llinos Medi Huws  
Chair**

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ISLE OF ANGLESEY COUNTY COUNCIL	
<b>Report to:</b>	<b>The Executive</b>
<b>Date:</b>	<b>17 July 2017</b>
<b>Subject:</b>	<b>The Executive's Forward Work Programme</b>
<b>Portfolio Holder(s):</b>	<b>Cllr Llinos Medi</b>
<b>Head of Service:</b>	<b>Lynn Ball Head of Function – Council Business / Monitoring Officer</b>
<b>Report Author:</b> Tel: E-mail:	<b>Huw Jones, Head of Democratic Services</b> <b>01248 752108</b> <a href="mailto:JHuwJones@anglesey.gov.uk">JHuwJones@anglesey.gov.uk</a>
<b>Local Members:</b>	<b>Not applicable</b>

<b>A –Recommendation/s and reason/s</b>
<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 <b>September 2017 – April 2018</b>;</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.

<b>E – Who did you consult?</b>		<b>What did they say?</b>
1	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (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	<b>Finance / Section 151</b> (mandatory)	
3	<b>Legal / Monitoring Officer</b> (mandatory)	
5	<b>Human Resources (HR)</b>	
6	<b>Property</b>	
7	<b>Information Communication Technology (ICT)</b>	
8	<b>Scrutiny</b>	
9	<b>Local Members</b>	Not applicable.
10	<b>Any external bodies / other/s</b>	Not applicable.

\* Key:

*Strategic – key corporate plans or initiatives*

*Operational – service delivery*

*For information*

2

<b>F – Risks and any mitigation (if relevant)</b>		
<b>1</b>	<b>Economic</b>	
<b>2</b>	<b>Anti-poverty</b>	
<b>3</b>	<b>Crime and Disorder</b>	
<b>4</b>	<b>Environmental</b>	
<b>5</b>	<b>Equalities</b>	
<b>6</b>	<b>Outcome Agreements</b>	
<b>7</b>	<b>Other</b>	
<b>FF - Appendices:</b>		
The Executive's Forward Work Programme: September 2017 – April 2018.		

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

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

# THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: September 2017 – April 2018

Updated: 7 July 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.

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.

Page 12 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 **September 2017 – April 2018** 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: September 2017 – April 2018

Updated: 7 July 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)
<b>September 2017</b>						
1	<b>Write off of Debts in value over £5,000 (O)</b>  Approve write off of debts	Finance Portfolio Holder and Section 151 Officer	Resources  Marc Jones Head of Function – Resources/Section 151 Officer  Cllr John Griffith		Delegated decision  29 September 2017	
2	<b>The Executive's Forward Work Programme (S)</b>  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 Llinos Medi		The Executive  18 September 2017	
3	<b>Annual Performance Report (Improvement Plan) 2016/17</b>  Approval of report and recommendation to full Council.	Forms part of the Council's Policy Framework – a collective decision is required to make a recommendation to the full Council.	Corporate Transformation  Scott Rowley Head of Corporate Transformation  Cllr Dafydd Rhys Thomas	4 September 2017	The Executive  18 September 2017	26 September 2017
4	<b>Corporate Plan 2017 – 2022</b>  Approval of report and recommendation to full Council.	Forms part of the Council's Policy Framework – a collective decision is required to make a recommendation to the full Council.	Corporate Transformation  Scott Rowley Head of Corporate Transformation  Cllr Dafydd Rhys Thomas	4 September 2017	The Executive  18 September 2017	26 September 2017

\* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: September 2017 – April 2018

Updated: 7 July 2017

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5 <b>Corporate Scorecard – Quarter 1, 2017/18 (S)</b>  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  Cllr Dafydd Rhys Thomas	4 September 2017	The Executive  18 September 2017	
6 <b>Employee Benefits</b>  Authority to procure a service for employee benefits.		Corporate Transformation	Scott Rowley Head of Corporate Transformation  Cllr Dafydd Rhys Thomas		The Executive  18 September 2017	
7 <b>2017/18 Revenue and Capital Budget Monitoring Report – Quarter 1 (S)</b>  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  Cllr John Griffith	TBC	The Executive  18 September 2017	
8 <b>Annual Treasury Management Review 2016/17</b>	This is a matter for the Executive as it falls within the Council's Budget Framework.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer  Cllr John Griffith	TBC	The Executive  18 September 2017	
9 <b>Proposed changes to the Contract Procedure Rules</b>  To recommend to the full Council the amendments proposed by the	Collective decision required by the Executive in order to put forward a recommendation to the Council as a final decision will involve	Resources / Council Business	Marc Jones Head of Function – Resources / Section 151 Officer  Lynn Ball		The Executive  18 September 2017	26 September 2017

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Procurement Section before a final decision by the Council.	amendment to the Constitution.		Head of Function – Council Business / Monitoring Officer  Cllr John Griffith Cllr Dafydd Rhys Thomas			
10 <b>CSSIW Inspection of Children's Services in Anglesey – Improvement Plan</b>		Children's Services	Llyr Bryn Roberts Interim Head of Children's Services  Cllr Llinos Medi	11 July & 4 September 2017	The Executive 18 September 2017  <b>To be confirmed</b>	
11 <b>Performance Review of Social Services (CSSIW)</b>			Caroline Turner Assistant Chief Executive – Governance and Business Process Transformation  Cllr Llinos Medi	4 September 2017	The Executive 18 September 2017	
12 <b>Sensitive Allocations Policy</b>	This is a matter for the full Executive because of its connection to the Housing Revenue Account Business Plan	Housing	Shan Lloyd Williams Head of Housing Services  Cllr Llinos Medi		The Executive 18 September 2017	
13 <b>Gypsies and Traveller Sites</b>		Housing	Shan Lloyd Williams Head of Housing Services  Cllr Llinos Medi		The Executive 18 September 2017	

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14	<b>Smallholdings Programme of Improvements – update</b>	Highways, Waste and Property	Dewi Williams Head of Highways, Waste and Property  Cllr Bob Parry OBE	4 September 2017 (to be confirmed)	The Executive  18 September 2017	
15	<b>Major Projects Legacy Framework</b>  Approval of Framework	Regulation & Economic Development	Dylan Williams Head of Regulation & Economic Development  Cllr Richard Dew		The Executive  18 September 2017	
<b>October 2017</b>						
16	<b>The Executive's Forward Work Programme (S)</b>  Approval of monthly update.	Council Business	Huw Jones Head of Democratic Services  Cllr Llinos Medi		The Executive  30 October 2017	
17	<b>Capital Budget Strategic Plan 2018/19</b>	Resources	Marc Jones Head of Function – Resources / Section 151 Officer  Cllr John Griffith	TBC	The Executive  30 October 2017	

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18	<b>Schools' Modernisation – Llangefni Area - Outline Business Case</b>	Learning	Delyth Molyneux Head of Learning  Cllr R Meirion Jones	TBC	The Executive  30 October 2017	
<b>November 2017</b>						
19	<b>2018/19 Budget (S)</b>  To finalise the Executive's initial draft budget proposals for consultation.	Council Business	Marc Jones Head of Function – Resources / Section 151 Officer  Cllr John Griffith	17 October 2017	The Executive  6 November 2017	
20	<b>The Executive's Forward Work Programme (S)</b>  Approval of monthly update.	Council Business	Huw Jones Head of Democratic Services  Cllr Llinos Medi		The Executive  27 November 2017	
21	<b>Corporate Scorecard – Quarter 2, 2017/18 (S)</b>  Quarterly performance monitoring report.	Corporate Transformation	Scott Rowley Head of Corporate Transformation  Cllr Dafydd Rhys Thomas	13 November 2017	The Executive  27 November 2017	

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22 <b>2017/18 Revenue and Capital Budget Monitoring Report – Quarter 2 (S)</b>  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  Cllr John Griffith	TBC	The Executive  27 November 2017	
23 <b>2018/19 Council Tax Base (S)</b>  To determine the tax base for 2018/19	This is a delegated matter for the Executive as it falls within the Council's Budget and Council Tax setting framework	Resources	Marc Jones Head of Function – Resources / Section 151 Officer  Cllr John Griffith	TBC	The Executive  27 November 2017	
24 <b>2018/19 Council Tax Reduction Scheme (O)</b>  To recommend to the Full Council the proposed scheme for 2018/19.	A collective decision is required to make a recommendation to the Full Council as part of the Budget and Council Tax setting framework	Resources	Marc Jones Head of Function – Resources / Section 151 Officer  Cllr John Griffith		The Executive  27 November 2017	12 December 2017
25 <b>Transformation of the Library Service</b>		Learning	Delyth Molyneux Head of Learning  Cllr R Meirion Jones	13 November 2017	The Executive  27 November 2017	

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26	<b>Transformation of the Culture Service</b>	Learning	Delyth Molyneux Head of Learning  Cllr R Meirion Jones	14 November 2017	The Executive  27 November 2017	
<b>December 2017</b>						
27	<b>Write off of Debts in value of over £5,000 (O)</b>  Approve write off of debts	Finance Portfolio Holder and Section 151 Officer	Resources  Marc Jones Head of Function – Resources / Section 151 Officer  Cllr John Griffith		Delegated Decision  15 December 2017	
28	<b>The Executive's Forward Work Programme (S)</b>  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 Llinos Medi		The Executive  18 December 2017	
29	<b>Treasury Management Mid Year Review 2017/18</b>	This is a matter for the Executive as it falls within the Council's Budget Framework.	Resources  Marc Jones Head of Function – Resources / Section 151 Officer  Cllr John Griffith		The Executive  18 December 2017	

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30 <b>Treasury Management Strategy 2018/19</b>  Adoption of strategy for the new financial year.	This is a matter for the Executive as it falls within the Council's Budget Framework.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer  Cllr John Griffith	TBC	The Executive  18 December 2017	28 February 2018
<b>January 2018</b>						
31 <b>The Executive's Forward Work Programme (S)</b>  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 Llinos Medi		The Executive  29 January 2018	
<b>February 2018</b>						
32 <b>Write off of Debts in value of over £5,000 (O)</b>  Approve write off of debts	Finance Portfolio Holder and Section 151 Officer	Resources	Marc Jones Head of Function – Resources / Section 151 Officer  Cllr John Griffith		Delegated Decision  28 February 2018	
33 <b>The Executive's Forward Work Programme (S)</b>  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 Llinos Medi		The Executive  19 February 2018	

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34	<b>2018/19 Budget (S)</b>  Adoption of final proposals for recommendation to the County Council.	This is a matter for the Executive as it falls within the Council's Budget Framework.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer  Cllr John Griffith	5 February 2018	The Executive  19 February 2018	28 February 2018
35	<b>Fees and Charges 2018/19</b>	This is a matter for the Executive as it falls within the Council's Budget Framework.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer  Cllr John Griffith		The Executive  19 February 2018	
36	<b>Financial Reserves</b>  To provide an update on the situation relating to financial reserves.	This is a matter for the full Executive as it provides assurance of current financial position.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer  Cllr John Griffith		The Executive  19 February 2018	
37	<b>Discretionary Business Rate Relief Policy (O)</b>  Approve new policy following public consultation	A collective decision is required detailing additional business rates relief to be awarded to charities and non-profit making organisations.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer  Cllr John Griffith		The Executive  19 February 2018	

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38 <b>Charges for non-residential services 2018/19</b>  Approval.	A collective decision is required as the matter involves material financial considerations.	Adults' Services	Alwyn Jones Head of Adults' Services  Cllr Llinos Medi		The Executive  19 February 2018	
39 <b>Standard Charge for Council Care Homes 2018/19</b>  Approval.	A collective decision is required as the matter involves material financial considerations.	Adults' Services	Alwyn Jones Head of Adults' Services  Cllr Llinos Medi		The Executive  19 February 2018	
40 <b>Independent Sector Residential and Nursing Home Fees 2018/19</b>  Approval.	A collective decision is required as the matter involves material financial considerations.	Adults' Services	Alwyn Jones Head of Adults' Services  Cllr Llinos Medi		The Executive  19 February 2018	
41 <b>Charges for independent home care services 2018/19</b>  Approval.	A collective decision is required as the matter involves material financial considerations.	Adults' Services	Alwyn Jones Head of Adults' Services  Cllr Llinos Medi		The Executive  19 February 2018	

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<b>March 2018</b>						
42	<p><b>The Executive's Forward Work Programme (S)</b></p> <p>Approval of monthly update.</p>	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	<p>Huw Jones Head of Democratic Services</p> <p>Cllr Llinos Medi</p>		The Executive 26 March 2018
43	<p><b>Corporate Scorecard – Quarter 3, 2017/18 (S)</b></p> <p>Quarterly performance monitoring report.</p>	This is a matter for the full Executive as it provides assurance of current performance across the Council.	Corporate Transformation	<p>Scott Rowley Head of Corporate Transformation</p> <p>Cllr Dafydd Rhys Thomas</p>		The Executive 26 March 2018
44	<p><b>2017/18 Revenue and Capital Budget Monitoring Report – Quarter 3 (S)</b></p> <p>Quarterly financial monitoring report.</p>	This is a matter for the full Executive as it provides assurance of current financial position across the Council.	Resources	<p>Marc Jones Head of Function – Resources / Section 151 Officer</p> <p>Cllr John Griffith</p>		The Executive 26 March 2018
45	<p><b>Discretionary Housing Payments Policy 2018/19 (O)</b></p> <p>Report on administration of the policy for 2017/18 and any recommended changes – determine policy</p>	There is a requirement for a collective decision by the Executive in detailing additional help towards housing costs for some benefit claimants	Resources	<p>Marc Jones Head of Function – Resources / Section 151 Officer</p> <p>Cllr John Griffith</p>		The Executive 26 March 2018

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<b>April 2018</b>							
46	<b>The Executive's Forward Work Programme (S)</b>  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 Llinos Medi		The Executive  30 April 2018	

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<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>REPORT TO:</b>	<b>CORPORATE SCRUTINY &amp; EXECUTIVE COMMITTEE</b>
<b>DATE:</b>	<b>26th JUNE 2017 / 17<sup>th</sup> JULY 2017</b>
<b>SUBJECT:</b>	<b>SCORECARD MONITORING REPORT - QUARTER 4 (2016/17)</b>
<b>PORTFOLIO HOLDER(S):</b>	<b>COUNCILLOR DAFYDD THOMAS</b>
<b>HEAD OF SERVICE:</b>	<b>SCOTT ROWLEY</b>
<b>REPORT AUTHOR:</b> TEL: E-MAIL:	<b>GETHIN MORGAN</b> 01248 752111 <a href="mailto:GethinMorgan@anglesey.gov.uk">GethinMorgan@anglesey.gov.uk</a>
<b>LOCAL MEMBERS:</b>	<b>n/a</b>

<b>A - Recommendation/s and reason/s</b>	
<b>1.1</b>	This is the final scorecard of the financial year 2016/17.
<b>1.2</b>	It portrays the relatively positive position of the Council against its operational objectives for Quarter 4.
<b>1.3</b>	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"> <li><b>1.3.1</b> 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. <ul style="list-style-type: none"> <li><b>1.3.1.1</b> <i>To hold a workshop with the Executive and Shadow Executive during Q2 to confirm relevant indicators for inclusion on the 17/18 scorecard</i></li> <li><b>1.3.1.2</b> <i>To revise the 17/18 targets to ensure they are challenging yet achievable and where targets are not met in the year that a year on year improvement is the minimum expectation</i></li> </ul> </li> <li><b>1.3.2</b> Sickness data is used to prioritise and target resource to undertake service sickness challenge panels during 17/18, which has been instrumental in the improvement of our sickness management figures for 2016/17.</li> </ul>

<p><b>1.3.3</b> The Children's Services is to monitor the service improvement plan inclusive of performance against targets through the Children's Scrutiny Panel</p> <p><b>1.3.4</b> Further support in evaluating the processes of collating Learning indicators is undertaken during the new financial year and the need to improve performance in schools across all levels.</p> <p><b>1.4</b> The Committee is asked to accept the mitigation measures outlined above.</p>		
<b>B - What other options did you consider and why did you reject them and/or opt for this option?</b>		
n/a		
<b>C - Why is this a decision for the Executive?</b>		
This matter is delegated to the Executive		
<b>CH - Is this decision consistent with policy approved by the full Council?</b>		
Yes		
<b>D - Is this decision within the budget approved by the Council?</b>		
Yes		
<b>DD - Who did you consult?</b>		<b>What did they say?</b>
1	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	This was considered by the SLT at their meeting on the 12 <sup>th</sup> June and their comments are reflected in the report
2	<b>Finance / Section 151</b> (mandatory)	No comment
3	<b>Legal / Monitoring Officer</b> (mandatory)	No comment
4	<b>Human Resources (HR)</b>	Comments included within the body of the report
5	<b>Property</b>	
6	<b>Information Communication Technology (ICT)</b>	
7	<b>Scrutiny</b>	
8	<b>Local Members</b>	
9	<b>Any external bodies / other/s</b>	
<b>E - Risks and any mitigation (if relevant)</b>		
1	<b>Economic</b>	
2	<b>Anti-poverty</b>	
3	<b>Crime and Disorder</b>	
4	<b>Environmental</b>	
5	<b>Equalities</b>	
6	<b>Outcome Agreements</b>	
7	<b>Other</b>	
<b>F - Appendices:</b>		
<p>Appendix A - Scorecard Monitoring Report – Quarter 4, 2016/17 &amp; Scorecard</p> <p>Appendix B – Programme Board Summary Document, April 2017</p> <p>Appendix C - Review of Attendance Management - IoACC, June 2017, Wales Audit Office</p>		

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

- 2016/17 Scorecard monitoring report - Quarter 3 (as presented to, and accepted by, the Executive Committee in March 2017).

## SCORECARD MONITORING REPORT – QUARTER 4 (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 A) portrays the position at the end of 2016/17 and will be considered further by the Corporate Scrutiny Committee and the Executive during June.

## 2

### 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 the year it pleasing to note that the vast majority of indicators performed well against their targets for the year. We do however note that 2 indicators underperformed as Amber or Red against their annual target for the year.
- 2.1.3 One indicator within Adult Services was Amber for the year against its target –
  - (i) PM19 – AMBER - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over. Q4 – 6.05 Target - 1.5. 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 and it was noted in the Q3 report that this target was not going to be achieved for the year because of this.

**Mitigation** – The mitigation identified in the Q3 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.
- 2.1.4 One indicator exist within Children's Services continued to show an underperformance from Q3 as follows –
  - (i) SCC/025 – the % of statutory visits to looked after children due in the year that took place in accordance with regulations Q4 – 79.35% Target – 100, RED. This compares with a performance of 82.79% for 2015/16. This indicator was also discussed in the Q3 Scorecard report.



**Mitigation** - The increase in LAC population has led to an increase in demand which has impacted on performance of this PI. However, the Service continues to focus on improvement in a number of key areas. There is a clear expectation that children are seen within the relevant timescale. Targeted interventions is being undertaken with individual Social Workers to improve their performance in relation to LAC Children Statutory visits. Professional accountability for their own performance is emphasised through supervision sessions and Team meetings.

It is also acknowledged in the scorecard that 3 out of 4 Children's Services indicators have underperformed against targets. These have already been identified by the service and will now be monitored in the service improvement plan through the Children's Scrutiny Panel.

- 2.1.5** Indicators 15-18 on the scorecard relate to school performance. The Learning service recognise that whilst the results for indicators 15 and 16, KS4 and KS3 performance respectively, have improved they have not improved in line with Wales and more work is needed to improve at a greater pace. Indicators 17 and 18, KS2 and Foundation Phase, have both declined on the performance of 2014/15. The service have identified the need to improve both stages but in particular the Foundation Phase.
- 2.1.6** Whilst the remaining indicators are all ragged **GREEN** or **YELLOW** within the performance management section it should be noted that this does not mean that our position on a national basis would improve as a result. For example, based on 15/16 quartile results, our current performance would achieve a change in quartile for 6 of our indicators (only 8 indicators are currently be compared nationally) –
- (i) 3 of which would improve on their 15/16 quartile result, namely
    - a. WMT / 009b - the % of waste collected by LA's and prepared for reuse and / or recycled due to our success of achieving 65.79% this year.
    - b. WMT / 004b - the % of municipal waste sent to landfill due to this falling to 6.6%
    - c. THS / 011c – the % of non-principal (C) roads that are in overall poor condition improving to 10.1%
  - (ii) 3 of which would decline on their 15/16 quartile result, namely
    - a. STS / 005b – the % of highways inspected of a high or acceptable standard of cleanliness
    - b. STS / 006 – the % of reported fly-tipping incidents cleared within 5 working days
    - c. SCC / 025 – the % of statutory visits to LAC due in the year that took place in accordance with regulations
- 2.1.7** Whilst this is a mixed story overall, we will not officially know how we have performed in comparison with others until the results for 16/17 are published by Welsh Government in September. The overall picture will be discussed in the Annual Performance Report, to be considered by the Corporate Scrutiny Committee and Executive prior to adoption by the Council in the autumn.
- 2.1.8** A large amount of indicators have either come close to or hit the targets for the year. This is encouraging, however 4 of those indicators have declined

year on year. In order to progress and improve our standing as an achieving council, the **SLT recommends** –

**2.1.8.1** To hold a workshop with the Executive and Shadow Executive during Q2 to confirm relevant indicators for inclusion on the 2017/18 scorecard,

**2.1.8.2** to revise the 17/18 targets to ensure they are challenging yet achievable and where targets are not met in the year that a year on year improvement is the minimum expectation.

**2.1.9** Appendix B 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 quarterly 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 2016/17 has achieved the corporate target at **9.78** Days Sick per FTE against the target of 10 Days sick per FTE, and is **GREEN** on the Scorecard. This is a significant improvement when compared with 2015/16 where 11.68 Days Sick per FTE was recorded. This is a total of 4737 days less sickness than 2015/16.

**2.2.2** This positive result is a reflection of the hard work undertaken by the Council over the last few years under the leadership of the Chief Executive and the sickness challenge panels supported by HR. The graph below demonstrates this improvement (Table 1).

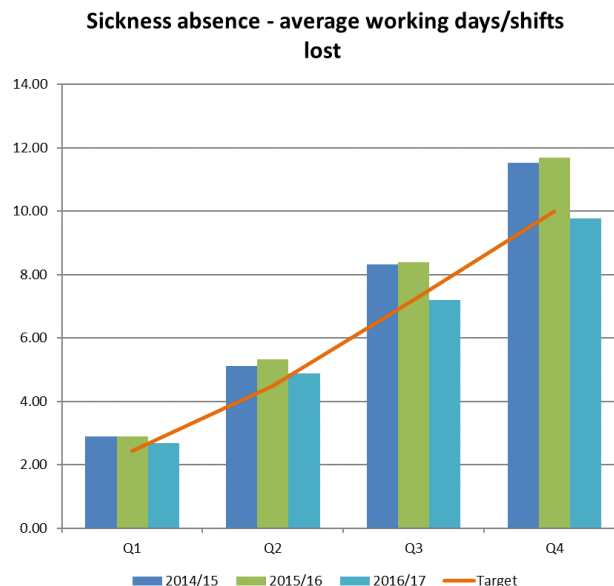


Table 1

**2.2.3** The result of 9.78 Days Sickness per FTE should see our national performance improve from the bottom quartile to the upper median quartile (based on 2015/16 performance data).

**2.2.4** Service Performance against these targets for Q4 indicate that only 2 Services are RED compared to their targets for the year:

**2.2.4.1** Children’s Services – RED – 13.91 Days Sick per FTE (Target 10.5). The service have considerably improved their sickness during Q4 (Table 2) and year on year as their 15/16 figure was 16.27 days sick per FTE.

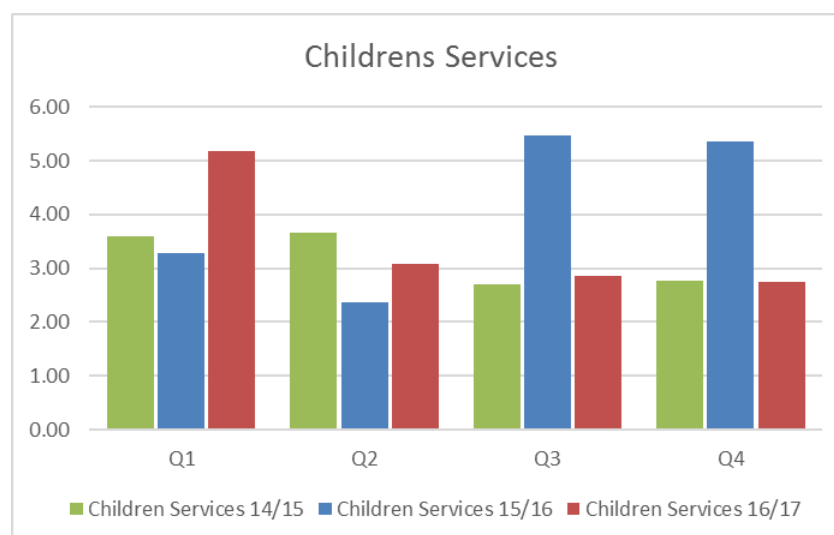


Table 2

**2.2.4.2** Highways, Waste and Property – RED – 11.23 Days Sick per FTE (Target of 9.5). The service saw a slight improvement in their sickness rates during Q4 (Table 4) with a slight decline on their overall sickness rate when compared with 15/16 result of 11.18.

**2.2.4.3** The service consists of a number of sub-divisions and a number of those divisions have performed well against targets this year, namely Highways (6.6 days per FTE) and Property (9.09 days per FTE).

**2.2.4.4** Waste (19 days per FTE), has improved from the previous year with a number of long term sickness cases which have now left the Council. It is anticipated as a result, this improvement will continue into 17/18. There has also been some improvement in the sickness rates of Cleaners at 10.84 days per FTE, but there has been an issue with regards to MCT staff (25.2 days per FTE) where serious sickness has impacted on performance.

**2.2.4.5** It is noted however, that whilst performance against target has slipped during 2016/17 of the 334 staff which the service employs 132 have been present every day of the year.

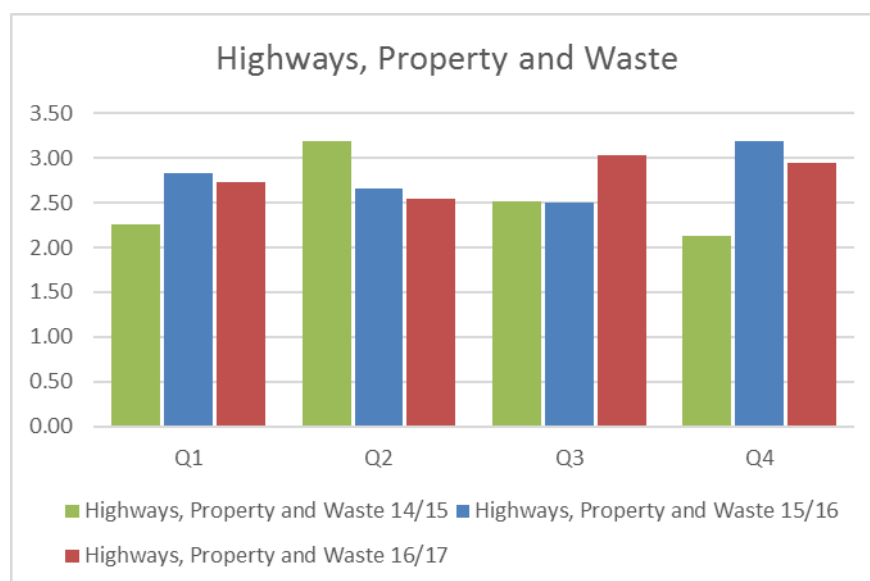


Table 3

**2.2.5** It is important to note that the figures reported in this year's sickness statistics do not include days off sick due to bereavements (916 Days). If we were to include bereavements in the calculation we would still see a significant improvement on 15/16 (10.18 Days per FTE). This change in the calculation has been made to meet the guidance provided by Data Unit Wales as per the national performance indicator.

**2.2.6** In order to continue to keep pace with sickness management, Service targets have been identified for the forthcoming year based on the trends of 2016/17. These can be seen in Table 4 below:

Service	2017/18 Target
Adult Services	12.5
Children Services	12.5
Council Business	8
Highways, Property and Waste	10
Housing	10
Learning	9.5
Regulation and Economic Development	7
Resources	7
Senior Management	7
Transformation	7

**2.2.7** The ARM figures for Q4 at 57%, have declined on performance from Q3 which was 75% (these figures do not include Schools). Although a decline and now ragged RED on the scorecard, Human Resources have noted that the quality of the ARMs coming through from services continue to be greatly improved. Services have been reminded of the need to undertake ARMs and this will be an area for particular attention in the challenge panels of 2017/18.

- 2.2.8** Following the Corporate Scrutiny Committee's request to follow up on the Wales Audit Office report on absence management for the Council, the report has now been received. The report is positive and has been discussed by the SLT. It demonstrates from a WAO perspective that –
- 2.2.8.1** The Council has significantly improved its corporate arrangements to manage attendance by introducing more robust absence policies and procedures
  - 2.2.8.2** The Council has prioritised attendance management and has strengthened its strategic approach which is robust and challenging
  - 2.2.8.3** The Council's management of Council staff attendance has significantly improved and it is proactive in holding schools to account for attendance management.
- 2.2.9** Whilst positive in its nature, the report however does note two proposals for improvement –
- 2.2.9.1** In order to provide the necessary challenge to schools with regard to their attendance management arrangements, the Council should continue to ensure that it has the capacity to provide each school with monthly comparative data on teacher and non-teacher absence rates, and provide each school with the necessary support and guidance to implement attendance management arrangements.
  - 2.2.9.2** The Council should consider schools attendance performance in its quarterly reports to the Executive and Corporate Scrutiny Committee on Council services.
- 2.2.10** The WAO – Review of Attendance Management, Isle of Anglesey County Council report is attached as Appendix C.
- 2.2.11** During the year the council undertook a staff survey for the first time since 2013 and 3 indicators have been included in the People Management section (indicators 15-17). In total 560 staff took part which gave the council a 95% confidence level (give or take 4%) that the data represented the feeling across council staff.
- 2.2.12** The recommendations coming out of the staff survey have been presented to the SLT and will be included within the Council's Self-Assessment. The Council's Self-Assessment is a collaborative effort by a number of managers and staff across the organisation which identifies strengths and weaknesses within operational boundaries. It is envisaged that the findings will be presented to elected members over the forthcoming weeks.
- 2.2.13** *The SLT therefore recommends –*
- 2.2.13.1** *Sickness data is used to prioritise and target resource to undertake service sickness challenge panels during 2017/18, which has been instrumental in the improvement of our sickness management figures for 2016/17.*

## 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 used the technology to submit 248 reports 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). This number shot up to 1001 reports during Q4 as online forms were introduced to the website. The belief is these reports will continue to increase as more forms are added to the website. 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 541k unique visits to the website during the year. Our social media presence has also resulted in a total of 21k social media accounts following us on Facebook (9.5k followers) and Twitter (11.5k followers). An good example of why social media is important to the channel shift agenda is that by promoting the budget consultation through the medium of Facebook, the council reached approximately 44,339 people. (3,849 people through Welsh posts and 40,490 people through English posts).
- 2.3.3** Regarding Customer Complaints Management, by the end of the year 71 Complaints were received (compared to 59 in 15/16) and 5 Stage 2 complaints in Social Services (compared to the same amount in 15/16). All of the complaints have received a response and of these complaints 15 were upheld in full (Adult Services [1], Childrens Services [1], Regulation & Economic Development [2], Highways, Waste & Property [5], Resources [3], Learning [1], and Council Business [1]), 10 were partially upheld (Regulation & Economic Development [1], Highways, Waste & Property [4], Council Business [1], Resources [1] and Housing [3]) whilst the remaining 49 were not upheld. These indicators are reported to and tracked by the Customer Service Excellence Board.
- 2.3.4** A total of 80% of the complaints have been responded to within timescale with late responses (Adult Services [5] Highways, Waste & Property [1], Housing [1], Waste & Housing [1], Council Business [1] and Childrens Services [17]). This is significantly up from the 64% at the end of 2015/16 and has met the target of 80% for the year.
- 2.3.5** The % of FOI requests responded to within timescale performed at 77% at the end of 2016/17 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 5700 questions during 2016/17.
- 2.3.6** In total there was 1037 FOI requests with 236 late responses in 2016/17. The majority of the late responses came from Resources which equated to 33% of the late responses. This had 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 saw an improvement during the 4<sup>th</sup>

quarter with 43% late responses recorded for 16/17 from the 59% up to the end of Q3. Other services include Learning with 17% (41% of the 97 received by the service), Social Services with 21% (24% of the 203 received by the service) and Regulation & Economic Development with 13% (17% of the 187 received by the service). Our response to FOIs is important and the SLT and Heads of Service continue to monitor the performance of FOIs closely.

- 2.3.7** The Mystery Shop (Items 16-19 on the scorecard) exercise was undertaken once again been undertaken by the Tenants Advisory Group following their efforts in 2015/16. There was an agreed change for this year to focus on selected front facing services to enable a more detailed audit than in 2015/16. The services which were audited were Libraries, Leisure, Housing, Public Protection, Education and Childrens Services. The remaining services will be the focus of the next audit planned for 2017/18.
- 2.3.8** The report notes that “Overall the standard of Customer Care within Anglesey Council has improved since the last audit, however there is still room for improvement” and recommendations of their report can be seen below:
- All emails to include a signature detailing the officer’s name and job role.
  - Set up automated acknowledgement responses for all publically available emails such as housing@ynysmon.gov.uk
  - All officers working in a reception area to wear name badges rather than lanyards
  - Officers responsible for answering the telephones to be aware of the customer care charter.
- 2.3.9** The Customer Service Excellence Board have accepted the recommendations and have agreed to a programme of implementation.

## **2.4 FINANCIAL MANAGEMENT**

- 2.4.1** The total underspend for the Council as at 31st March 2017 was £311k (0.47%).
- 2.4.2** The Services saw a £538k overspend on their controlled budgets which is better than that reported in quarter 3. The services that experienced 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 over-spend on services was funded by an underspend in Corporate Finance of £1.541m which is mainly due to a one off windfall and savings on Corporate Financing.
- 2.4.3** In addition there is an estimated shortfall on the collection on Council Tax of £370k mainly due to the requirement to provide for bad debts. Accounting Adjustments of £321k bring the total underspend for the Authority back to £311k

- 2.4.4** It's important to note that the capital spend noted in the scorecard does not include HRA figures. As a result, the report to the Executive on end of year capital spend varies from this figure as it also includes HRA spend.
- 2.4.5** It should be noted that this is a provisional outturn report contained within the scorecard, the Council's Statement of Accounts are currently being produced for the statutory deadline of 30th June 2017 and are then subject to External Audit, with the final Statement of Accounts being brought to Full Council during September 2017. Any variations from this reported outturn will be noted during the Full Council meeting in September

### **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.
- 3.1.1.1** *To hold a workshop with the Executive and Shadow Executive during Q2 to confirm relevant indicators for inclusion on the 17/18 scorecard*
- 3.1.1.2** *To revise the 17/18 targets to ensure they are challenging yet achievable and where targets are not met in the year that a year on year improvement is the minimum expectation*
- 3.1.2** Sickness data is used to prioritise and target resource to undertake service sickness challenge panels during 2017/18, which has been instrumental in the improvement of our sickness management figures for 2016/17.
- 3.1.3** The Children's Services is to monitor the service improvement plan inclusive of performance against targets through the Children's Scrutiny Panel.
- 3.1.4** Further support in evaluating the processes of collating Learning indicators is undertaken during the new financial year and the need to improve performance in schools across all levels.
- 3.2** The Committee is asked to accept the mitigation measures outlined above.



Appendix A - Cerdyn Sgorio Corfforaethol - Corporate Scorecard Ch-Q4 2016/17

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	↓	71	59	59	65
02) No of Stage 2 Complaints received for Social Services	-	→	5	-	5	
03) Total number of complaints upheld / partially upheld	-	↓	25	-	21	
04) Total % of written responses to complaints within 20 days	Gwyrdd / Green	↑	80%	80%	64%	
05) Number of concerns (excluding Social Services)	-	↑	191	-	261	71
06) Number of Stage 1 Complaints for Social Services	-	→	54	-	53	
07) Number of Compliments	-	↓	566	-	712	521
08) % of FOI requests responded to within timescale	Melyn / Yellow	↑	77%	80%	67%	65%
09) Number of FOI requests received	-	-	1037	-	854	894
10) % of telephone calls not answered	Gwyrdd / Green	↓	13%	15%	12%	
11) No of AppMôn users	-	-	-	-	-	-
12) No of reports received by AppMôn	-	↑	1001	-	-	-
13) No of web payments	-	-	10144	-	-	-
14) No of 'followers' of IOACC Social Media	-	↑	21k	-	-	-
15) No of visitors to the Council Website	-	↑	541k	-	-	-
16) % of written communication replied to within 15 working days of receipt (Mystery Shop)	Gwyrdd / Green	↑	78%	-	67%	
17) % of written responses in the customers language of choice (Mystery Shop)	Gwyrdd / Green	↑	100%	-	100%	
18) % of telephone calls answered bilingually (Mystery Shop)	Gwyrdd / Green	↑	83%	-	77%	
19) % of staff that took responsibility for the customer query (Mystery Shop)	Melyn / Yellow	↓	87%	-	90%	

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	↑	9.78	10	11.68	11.53
04) Short Term sickness - average working days/shifts lost per FTE	-	-	4.72	-	4.89	5.49
05) Long Term sickness - average working days/shifts lost per FTE	-	-	5.06	-	6.79	6.04
06) % of stress related sickness	-	→	7%	9%	7%	5%
07) % of RTW interview held within timescale	Melyn / Yellow	→	78%	80%	84%	85%
08) % of RTW interview held	Melyn / Yellow	↑	91%	95%	-	-
09) % of Attendance Review Meetings held	Coch / Red	↓	57%	80%	-	-
10) Local Authority employees leaving (%) (Turnover) (Annual)	-	-	10%	-	-	-
11) % of PDR's completed within timeframe	Gwyrdd / Green	↓	80%	80%	-	-
12) % of staff with DBS Certificate (if required within their role)	-	↓	91.40%	-	98%	-
13) No. of Agency Staff	-	↑	15	-	26	21
14) Overall I am satisfied with my job	-	→	83%	-	-	85%
15) I know what is expected of me	-	↑	94%	-	-	92%
16) I feel that I have enough support from Anglesey to help me deal with stress	-	↓	51%	-	-	69%

Rheolaeth Ariannol / Financial Management	CAG / RAG	Tuedd / Trend	Cyllideb / Budget	Canlyniad / Actual	Amrywiad / Variance (%)	Rhagolygon o'r Gwariant / Forcasted Actual	Amrywiad a Ragwelir / Forcasted Variance (%)
01) Forecasted end of year outturn (Revenue)	Gwyrdd / Green	-	£124,037,000	£123,726,000	-	-	-
02) Forecasted end of year outturn (Capital)	-	-	£38,664,770	£28,033,124	-	-	-
03) Salary Year to Date Variance	-	-	-	-	-	-	-
04) % of Budget spent on Salary	-	-	-	-	39.71%	-	-
05) Cost of agency staff	Coch / Red	↓	£252,860	£1,411,093	458.05%	-	-
06) Budget v Actuals	-	-	-	-	-	-	-
07) Achievement against efficiencies	Ambr / Amber	↑	£2,980,000	£2,569,560	-13.77%	-	-
08) Income v Targets (excluding grants)	Gwyrdd / Green	↑	£25,717,640	£28,708,199	11.63%	-	-
09) Amount borrowed	-	-	-	£6.2M	-	-	-
10) Cost of borrowing	-	-	£8,435,760	£7,605,780	-9.84%	-	-
11) % invoices paid within 30 days	Ambr / Amber	→	-	81.15%	-	-	-
12) % of Council Tax collected (for last 3 years)	Melyn / Yellow	↑	-	98.90%	-	-	-
13) % of Business Rates collected (for last 3 years)	Melyn / Yellow	→	-	98.90%	-	-	-
14) % of Sundry Debtors collected (for last 3 years)	Melyn / Yellow	↑	-	97.70%	-	-	-
15) % Housing Rent collected (for the last 3 years)	Gwyrdd / Green	-	-	100.26%	-	-	-
16) % Housing Rent collected excl benefit payments (for the last 3 years)	Gwyrdd / Green	-	-	100.63%	-	-	-

Rheoli Perfformiad / Performance Management	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Canlyniad 15/16 Result	Canlyniad 15/16 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	↓	20.51	22	⇒	20.3	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	Gwyrdd / Green	↑	94.4	93	↑	90.8	-
03) PM18 - The percentage of adult protection enquiries completed within statutory timescales	Gwyrdd / Green	↑	90.48	90	-	-	-
04) PM19 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	Ambr / Amber	↓	6.05	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	-	↑	62.6	-	-	-	-
06) PM20b - The percentage of adults who completed a period of reablement and have no package of care and support 6 months later	-	⇒	33.33	-	-	-	-
07) SCC/025: The % of statutory visits to looked after children due in the year that took place in accordance with regulations	Coch / Red	↓	79.35	100	↓	82.79	Canolrif Isaf / Lower Median
08) PM24 - The percentage of assessments completed for children within statutory timescales (42 working days)	Melyn / Yellow	↓	89.17	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	↓	17.53	15	-	-	-
10) PM33 - The percentage of looked after children on 31 March who have had three or more placements during the year	Gwyrdd / Green	↑	5.04	8	-	-	-
11) Attendance - Primary (%)	-	-	94.8	-	-	95.1	-
12) Attendance - Secondary (%)	-	-	94.6	-	-	94.5	-
13) No. of days lost to temp exclusion - Primary	-	-	21.5	-	-	-	-
14) No. of days lost to temp exclusion - Secondary	-	-	241	-	-	-	-
15) KS4 - % 15 year olds achieving L2+	-	-	58.8	-	↑	56.9	-
16) KS3 - % pupils achieving CSI	-	-	87.6	-	↑	84.5	-
17) KS2 - % pupils achieving CSI	-	-	89.4	-	↓	91.8	-
18) FPh - % pupils achieving CSI/FPI	-	-	84.7	-	↓	86.2	-
19) LCL/001b: The no. of visits to public libraries during the year	Melyn / Yellow	⇒	288k	290k	↓	289k	-
20) LCL/004: The no. of library materials issued, during the year	Melyn / Yellow	↓	272k	284k	↓	284k	-
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	Melyn / Yellow	↓	90.2	92	↑	89.5	-
23) Productivity of workforce- % time which is classified as productive	Gwyrdd / Green	↑	80.1	75	↑	74.6	-
24) The average number of calendar days to let lettable units of accommodation (excluding DTLs)	Melyn / Yellow	↑	28	25	↑	33.7	-
25) STS/005b: The percentage of highways inspected of a high or acceptable standard of cleanliness	Melyn / Yellow	↓	93.4	94	↓	95.1	Canolrif Isaf / Lower Median
26) STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	Gwyrdd / Green	↓	97.31	96	↑	98.5	Uchaf / Upper
27) WMT/009b: The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled	Gwyrdd / Green	↑	65.79	60	↑	59.5	Canolrif Isaf / Lower Median
28) WMT/004b: The percentage of municipal waste sent to landfill	Gwyrdd / Green	↑	6.6	16.9	↑	16.9	Canolrif Isaf / Lower Median
29) THS/011c: The % of non-principal (C) roads that are in an overall poor condition (annual)	Gwyrdd / Green	↑	10.1	13.5	↑	13.5	Canolrif Isaf / Lower Median
30) No. of attendances (young people) at sports development / outreach activity programmes	Gwyrdd / Green	↑	113k	70k	↓	132k	-
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	Melyn / Yellow	↑	464k	467k	↑	458k	Canolrif Isaf / Lower Median

## Appendix B – Programme Summary Update: Q4 2016/17

RAG: **Completed** **On Track** **Behind Schedule – Needs key decisions /support**  
**Late** (White = not started)

Programme/Project	Related Projects	RAYG and brief Update
<b>Modernizing Schools</b>	<b>Llannau Area</b>	External structure of the building has been completed.
	<b>Holyhead Area</b>	The project continues to develop well and is on time.
	<b>Bro Rhosyr and Bro Aberffraw</b>	Full Business Case approved in principal by WG
	<b>Llangefni Area</b>	Report on consultation going to Executive July 17
<b>Adult Social Care</b>	<b>Llangefni Extra Care</b>	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.
	<b>Amlwch Extra Care</b>	The work on the Amlwch area is now at a Pause and Review stage until 2018
	<b>South of the Island Extra Care</b>	Holistic considerations for a new area are being considered by the Board
	<b>Garreglwyd - EMI</b>	
	<b>Supported Living</b>	Further confirmation of the project's risk strategy is needed as well as re-assessment of the related financial situation
	<b>Re-tendering of Home Care Services</b>	
	<b>Outsourcing Warden Services</b>	
<b>Transformation of Libraries, Youth Services, Museums and Culture</b>	<b>Transformation of Museums and Culture</b>	A revised timetable has been agreed by the Libraries, Culture and Youth Transformation Board on the 20/12/16
	<b>Remodelling of Library Service</b>	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
	<b>Review of Youth Services</b>	The report on the proposed remodelling of the Youth Service was presented to the Executive Committee in February 2017 with decision on revised model taken.
<b>Leisure</b>		
<b>Energy Island</b>		The programme has been invited to the Board in January 2017 to provide an update on the program's future

Appendix B – Programme Summary Update: Q4 2016/17

RAG: **Completed** **On Track** **Behind Schedule – Needs key decisions /support**  
**Late** (White = not started)

<b>Vibrant and Viable Places (VVP)</b>		Moving forward well as a whole. Some risks have been recognized as detailed below with the Market Hall project
<b>Market Hall</b>		Anticipated 4 week delay (out of a 92.5 week programme) due to unforeseen delays related to difficult ground conditions. Phase 1 works underway with Phase 2 tender documents nearing completion with an anticipated issue by late July.
<b>Local Development Plan (LDP)</b>		
<b>Destination Management Plan (DMP)</b>		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
<b>Single Status</b>		
<b>Resource Link – Northgate (HR)</b>		
<b>Customer Service Excellence</b>		
<b>Procurement</b>		
<b>Energy Efficiency</b>		
<b>Business Continuity</b>		
<b>ICT Strategy</b>		
<b>Modernise and Co-ordinate the benefits advice service</b>		
<b>WCCIS</b>		
<b>Policy Management</b>		



# Review of Attendance Management – **Isle of Anglesey County Council**

Audit year: 2017

Date issued: June 2017

Document reference: 326A2017

This document has been prepared as part of work performed in accordance with statutory functions.

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We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg.

Ni fydd gohebu yn Gymraeg yn arwain at oedi.

This document is also available in Welsh.

The team who delivered the work comprised Andy Bruce and Gwilym Bury under the direction of Huw Rees.

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The Council has significantly improved its corporate arrangements to manage attendance by introducing more robust absence policies and procedures.

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## Detailed report

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The Council has strengthened its policies and procedures for managing attendance 5

The Council has prioritised attendance management and has strengthened its approach which is robust and challenging 6

The Council's management of Council staff attendance has significantly improved and it is proactive in holding schools to account for attendance management 7

# Summary report

- 1 In December 2015, the Wales Audit Office published its Corporate Assessment Report which concluded that the Council was addressing ongoing issues with high levels of sickness absence and poor rates of the completion of Performance Development Reviews.
- 2 To support the Isle of Anglesey County Council (the Council) in reducing its sickness absence levels, it has agreed for the Wales Audit Office to undertake a local review of attendance management.
- 3 In this review we concluded that **the Council has significantly improved its corporate arrangements to manage sickness attendance by introducing more robust absence policies and procedures**. We reached this conclusion because:
  - the Council has strengthened its policies and procedures for managing attendance absence;
  - the Council has prioritised attendance management and has strengthened its strategic approach which is robust and challenging; and
  - the Council's management of Council staff attendance has significantly improved and it is more proactive than before in holding schools to account for attendance management.
- 4 We have made two proposals for improvement.

## Proposals for improvement

### Exhibit 1: proposals for improvement

Proposals for improvement	
P1	In order to provide the necessary challenge to schools with regard to their attendance management arrangements, the Council should continue to ensure that it has the capacity to provide each school with monthly comparative data on teacher and non-teacher absence rates, and provide each school with the necessary support and guidance to implement attendance management arrangements.
P2	The Council should consider schools' attendance performance in its quarterly reports to the Executive and Corporate Scrutiny Committee on Council services.

- 5 The audit team wishes to thank all those we met for their time in contributing to this review.



# Detailed report

## The Council has significantly improved its corporate arrangements to manage attendance by introducing more robust absence policies and procedures

### The Council has strengthened its policies and procedures for managing attendance absence

- 6 In December 2015, the Wales Audit Office published its Corporate Assessment Report which concluded that the Council was addressing ongoing issues with high levels of sickness absence and poor rates of the completion of Performance Development Reviews.
- 7 The Corporate Assessment reported that the Council's Transformation Plan had identified the HR and People Strategy and the management of staff performance as areas that need to be addressed to enable further progress. The Council had rightly identified that it needs to understand the new skills and capabilities that will be required in the medium term, and to plan how best to add this capacity to its workforce.
- 8 In June 2016, the Wales Audit Office published its Annual Improvement Report which concluded that the Council was continuing to address ongoing issues with high levels of sickness absence. The Council is aware of this issue and has sharpened its focus on preventing long-term sickness absence, increasing the levels of absence review meetings (ARMs) to the same percentage as return to work interviews and has plans to further increase the percentage of ARMs in 2017. To enable services to gain the support they need to help improve sickness levels, the Council has subsequently extended the contract of the Sickness Absence Management Co-ordinator to September 2017.
- 9 To support the Council in reducing its sickness absence levels, it has agreed for the Wales Audit Office to undertake a local review of absence management. Sickness absence clearly carries a measurable cost and is also directly related to the continuity of service delivery.
- 10 The Council has a clear and comprehensive policy and procedures documents on absence management. This is largely based on a standard national policy developed for use by many councils in the UK. The Council has publicised the revised policy through training for managers and staff representatives which describes the impact and costs of sickness absence. The policy provides an overview of the maximising attendance at work policy, sets out the factors that can contribute to absence by staff and explains the procedures managers need to follow to manage short and long-term absences.

- 11 The policy also includes performance measures, responsibilities of employees and line managers, short-term and long-term illnesses and the support of Occupational Health. These are key areas we would expect to be contained in a policy and procedures document.
- 12 The Council has also produced guidance for staff to encourage maximising attendance at work and sets out the details of the policy on the management of sickness absence and the support available to staff. All new staff are given induction training which includes the sickness management policy and the impact of sickness absence on the Council.

### The Council has prioritised attendance management and has strengthened its strategic approach which is robust and challenging

- 13 Human Resources (HR) staff and managers we spoke to were confident that, with their support, sickness absence was being managed proactively by all line managers and in accordance with the sickness absence policy and procedure. The Council is regularly auditing compliance with the sickness absence policy through quarterly reports to the Executive and Corporate Scrutiny Committee. The Chief Executive holds monthly meetings with services to discuss sickness absence and agree action where performance is not meeting the Council's targets. There is an HR case management database for sickness absence cases, where management action is recorded.
- 14 The Council believed that at the time of the Corporate Assessment, an effective Performance Development Review (PDR) system had the potential to identify issues such as skills and shortages. The completion rate of PDRs has historically been inconsistent, exacerbating the lack of strategic workforce planning. However, a recent focus on the completion of PDRs had led to an improvement, and this should, in turn, lead to a better awareness of underlying issues which may be impacting upon sickness levels.
- 15 The Council consider individual sickness cases on their merits but the guidance offered to managers deliberately does not encourage a belief that the sickness records of staff are necessarily acceptable even if the defined thresholds set in the policy have not yet been reached. The Council's initial trigger points for action (three or more periods of sickness totalling five days in a 12-month period) are robust and more challenging for managers than many other public sector bodies. Managers are looking for any underlying absence patterns and interviewing staff to establish the reasons for this even when trigger points had not been reached. The HR team and managers we spoke to said that meetings between operational managers and HR staff regularly occur to discuss problematic absence patterns as part of sickness absence management.

- 16 The Council conducts attendance review meetings with staff where trigger points have been reached to explore reasons for absence from work and identify underlying issues. The procedures for conducting these meetings are clearly set out and in the sample cases we looked at the meetings were well documented and clear targets and actions were set out for staff and their managers.
- 17 Where further action is required the Council's sickness capability panels (for cases of frequent short term absences) and case review panels (for cases of long term absence) also have clear procedures for conducting these meetings and in the sample cases we looked at, the meetings were well documented and showed compliance with the Council's procedures.
- 18 The Council's policy is to take steps to provide support for staff who are ill and to help promote a more speedy recovery, so that they can return to work. However, where a return to work is unlikely in the foreseeable future, employment is being terminated where necessary and appropriate.

### **The Council's management of Council staff attendance has significantly improved and it is proactive in holding schools to account for attendance management**

- 19 The Council has significantly improved its management of staff attendance, with levels of sickness absence falling from an average of 14.4 days per full time member of staff in 2012-13 to 9.78 days in 2016-17. In 2013, the role of a Corporate Sickness Absence Management Co-ordinator was established on a temporary basis with the responsibility to support and work with the heads of service, service managers, and the HR team to improve the levels of sickness absence. The completion of return-to-work questionnaires increased from 59% in 2013-14 to 90% in the first nine months of 2016-17.
- 20 Long-term sickness rates have also declined in 2016-17 by over 25%, and it is possible that the overall Council's sickness absence rate at 9.78 days in 2016-17 which four years ago was among the highest will now be closer to the average for councils in Wales.
- 21 One of the greatest number of days lost due to sickness absence in any one service is Education. In 2015-16 a total of 11,318 days were lost due to school staff sickness.

Exhibit 2: School staff sickness absence Isle of Anglesey for 2015-16

	Number of days sick
Primary School teachers	1,821
Secondary School teachers	3,249
Primary School other staff	2,098
Secondary school other staff	4,150
Total	11,318

- 22 Schools' governing bodies have responsibility for the oversight of attendance management arrangements for staff in schools. The Council has a statutory duty to promote high standards in its schools. Effective resource and staff absence management plays a key role in the delivery of high standards. In promoting high standards, the Council should monitor, challenge, and support its schools.
- 23 The Council recognises that it needs to improve the support and challenge offered to schools with regard to the management of their sickness absence. In the national report<sup>1</sup> by the Wales Audit Office in 2013 on Covering Teachers' Absence, one of the recommendations is that councils should provide schools with comparative data on teacher absence rates. In 2016 the Council officers have had a series of meetings with schools to discuss the level of sickness absence in some schools on the Isle of Anglesey. In addition, the Council has revised the Primary schools' 'Absence scheme' which provides financial reimbursement for primary schools where school staff are absent for any reason.
- 24 The issues on absence management that the Council and schools are facing are not new, but the urgency and pace at which they need to respond to them are taking on greater significance. At present, the Council does provide each school with monthly comparative data on teacher and non-teacher absence rates but it does not specifically consider schools' absence performance in its quarterly reports to the Executive and Corporate Scrutiny Committee. In order to provide the necessary challenge to schools with regard to their absence management arrangements we propose that the Council should consider strengthening its reporting arrangements.

<sup>1</sup> Wales Audit Office national report: **Covering Teachers' Absence**, September 2013



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<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>REPORT TO:</b>	<b>EXECUTIVE COMMITTEE</b>
<b>DATE:</b>	<b>17 JULY 2017</b>
<b>SUBJECT:</b>	<b>SUMMARY OF DRAFT FINAL ACCOUNTS 2016/17</b>
<b>PORTFOLIO HOLDER(S):</b>	<b>COUNCILLOR JOHN GRIFFITH – PORTFOLIO HOLDER (RESOURCES)</b>
<b>HEAD OF SERVICE:</b>	<b>MARC JONES</b>
<b>REPORT AUTHOR:</b>	<b>CLAIRE KLIMASZEWSKI</b>
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<b>LOCAL MEMBERS:</b>	n/a
<b>A - Recommendation/s and reason/s</b>	
<p>This report presents the draft Comprehensive Income and Expenditure Statement for 2016/17 and the Draft Balance Sheet as at 31 March 2017. The report also presents information about reserves and balances.</p> <p>It is important to note that these figures are unaudited and may, therefore, be subject to change. A report will be presented to the Executive following the completion of the External Audit.</p> <p>Recommendations:-</p> <ol style="list-style-type: none"> <li>1) That the Executive note the draft unaudited main financial statements for 2016/17;</li> <li>2) That the Executive note the position on earmarked reserves and to approve the use of, or increases to, individual reserves as noted in Appendix 4;</li> <li>3) That the Executive approve the new reserves amounting to £482k as shown in table 2 below;</li> <li>4) That the Executive approve £250k from the general reserve to fund additional voluntary redundancy costs in 2017/18;</li> <li>5) That the Executive note the school balances position;</li> <li>6) That the Executive note the HRA balances as at 31 March 2017.</li> </ol>	
<b>B - What other options did you consider and why did you reject them and/or opt for this option?</b>	
n/a	
<b>C - Why is this a decision for the Executive?</b>	
This matter is delegated to the Executive.	
<b>CH - Is this decision consistent with policy approved by the full Council?</b>	
Yes	
<b>D - Is this decision within the budget approved by the Council?</b>	
Yes	

<b>DD - Who did you consult?</b>		<b>What did they say?</b>
1	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	TBC
2	<b>Finance / Section 151</b> (mandatory)	n/a – this is the Section 151 Officer's report
3	<b>Legal / Monitoring Officer</b> (mandatory)	TBC
4	<b>Human Resources (HR)</b>	
5	<b>Property</b>	
6	<b>Information Communication Technology (ICT)</b>	
7	<b>Scrutiny</b>	
8	<b>Local Members</b>	
9	<b>Any external bodies / other/s</b>	
<b>E - Risks and any mitigation (if relevant)</b>		
1	<b>Economic</b>	
2	<b>Anti-poverty</b>	
3	<b>Crime and Disorder</b>	
4	<b>Environmental</b>	
5	<b>Equalities</b>	
6	<b>Outcome Agreements</b>	
7	<b>Other</b>	
<b>F - Appendices:</b>		
<ul style="list-style-type: none"> <li>• Appendix 1 - Report summarising the main financial statements and impact on reserves;</li> <li>• Appendix 2 – Draft Comprehensive Income and Expenditure Statement 2016/17;</li> <li>• Appendix 3 – Draft Balance Sheet as at 31 March 2017;</li> <li>• Appendix 4 – Earmarked reserves 2016/17;</li> <li>• Appendix 5 – School Balances per school.</li> </ul>		
<b>FF - Background papers (please contact the author of the Report for any further information):</b>		
<ul style="list-style-type: none"> <li>• 2016/17 revenue budget outturn report 12 June 2017 to the Executive;</li> <li>• 14 February 2017 – Use of reserves and balances report to the Executive.</li> </ul>		



## 1. PURPOSE

This report aims to present the draft main financial statements for the financial year 2016/17. A summary of all reserves held by the Council is also presented for approval.

## 2. BACKGROUND

- 2.1 Each year the Council is required by law to produce a draft set of accounts which must be signed by the Section 151 Officer by the following 30 June. The draft accounts for 2016/17 have been completed and the external auditors, Deloitte, started the audit of the accounts on Monday 12 June 2017.
- 2.2 The full draft statement of accounts 2016/17 were presented to Audit Committee on 28 June 2017. The final audited accounts will be presented to Audit Committee, the Executive and Full Council in September 2017.
- 2.3 The main draft financial statements, the Comprehensive Income and Expenditure Account 2016/17 and the Balance Sheet as at 31 March 2017, are presented below.
- 2.4 The final audited accounts are required to be approved by Full Council on or before 30 September 2017.

## 3. THE DRAFT COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT 2016/17

- 3.1 The draft Comprehensive Income and Expenditure Statement (CIES) 2016/17 is presented in Appendix 2.
- 3.2 This statement shows the cost of providing services in the year in accordance with the statutory accounting requirements and covers both the Council Fund and the Housing Revenue Account (HRA) in one financial statement. This presents the costs of services differently from that reported for draft outturn to the Executive on 12 June 2017.
- 3.3 Outturn is reported on the basis of the structure of organisation and reports on costs funded through the Revenue Support Grant and Council Tax, etc. The service headings on the CIES are, from 2016/17, organised based on the organisation's structure at Service/Function level. However, the CIES also includes statutory accounting adjustments such as depreciation and pension adjustments which do not affect outturn so the outturn report and the CIES are not directly comparable.
- 3.4 The CIES shows the net cost of services was £121.897m with the deficit of £8.548m on the provision of services. In addition, there is a surplus of £299k on other comprehensive income and expenditure from accounting adjustments relating to the revaluation of non-current assets, such as Land and Buildings and the remeasurement of the Pension Liability. The total comprehensive income and expenditure on the CIES is a deficit on services of £8.249m. This mainly relates to accounting adjustments rather than true cost of services. The Government accepts that council tax payers should not be required to fund these accounting adjustments. Therefore, local authority accounts exclude the impact of these in the note called Adjustments between Accounting Basis and Funding Basis under Regulations (note 7 in the Authority's Statement of Accounts). This note for 2016/17 shows £5.805m of accounting adjustments which are cancelled out in the Movement in Reserves Statement (MIRS). This means that the true impact on the Council and HRA reserves from the provision of services is reduced from £7.392m to £2.743m.

**3.5** The draft outturn report 12 June 2017 highlighted an estimated net underspend of £311k. Further work since the preparation of that report has identified errors in the accounting treatment of capital expenditure, a capital grant and a loan repayment. Following the correction of these items, the underspend on the Council Fund revenue account has increased to £447k. The Council's general reserve will increase by this amount from the financial performance of the Council in 2016/17. However, the general reserve was reduced during the year following the movement of £1.027m to Invest-to-save earmarked reserves. An amount of £395k from earmarked reserves were returned to the Council Fund general reserve as the reserves were no longer needed for the purpose originally earmarked for. This gives a net decrease in the general balances of £189k. A summary of the movement in the general reserves is provided in Table 1 below.

#### **4. DRAFT BALANCE SHEET AS AT 31 MARCH 2017**

- 4.1** Appendix 3 presents the draft balance sheet for the Council as at 31 March 2017.
- 4.2** This shows the assets and liabilities of the Council at that date. The Council had £375.235m of non-current assets (£360.566m at 31 March 2016). This relates to operational assets used by the Council for the provision of its services which are within property, plant and equipment. It also includes heritage assets, investment properties, intangible assets and long-term debtors.
- 4.3** The value of non-current assets increased by £14.669m, this was as a result of a combination of expenditure on new or refurbished assets and gains on the revaluation of assets. The balance sheet also highlights net current assets of £39.035m (£47.822m at 31 March 2016). These include assets held for sale, stock, short-term debtors and cash and cash equivalents. The main changes are due to: a reduction in cash and cash equivalents £2.684m, a reduction in debtors who owe the Council money of £3.159m and assets held for sale have reduced by £2.864m. The reduction in current assets is likely to be due to the progression of the 21<sup>st</sup> Century Schools programme and other capital expenditure which have contributed to the increase in non-current assets described above.
- 4.4** The total of current liabilities is £28.813m (£26.0m at 31 March 2016), this relates to the amounts owed to others. £5.553m of this relates to loans from the PWLB and Welsh Government which are due to be paid back in 2017/18.
- 4.5** Long-term liabilities amount to £219.646m (208.328m at 31 March 2016), £111.557m relates to long-term loans from the PWLB. During March 2017, additional borrowing of £6.2m was taken out from the PWLB at a reduced rate of 2.2% specifically for the 21<sup>st</sup> Century Schools projects. However, £4m of this loan relates to the Welsh Government supported borrowing element of the project for which the Council will be reimbursed for interest and the loan amount over a twenty year period through the RSG.
- 4.6** The net assets of the Council are £165.811m (£174.060m at 31 March 2016). The majority of this, £134.173m, is held as unusable reserves which are accounting reserves such as the revaluation reserve, capital adjustment account and reserves such as the pensions' reserve. The remaining balance is held as usable reserves which amount to £31.638m (£34.381m at 31 March 2016). These include Council fund general and earmarked reserves, schools' balances and HRA reserves which are discussed below. The reduction in usable reserves is due to the use of earmarked reserves to fund the expenditure the reserves were set aside to fund, such as Job Evaluation costs.

## 5. COUNCIL FUND RESERVES

### 5.1 General Reserve

5.1.1 Table 1 below summarises the impact of the outturn and accounts on general balances.

**Table 1**

<b>Analysis of the Movement in Council Fund and HRA General Reserves 2016/17</b>	<b>Council Fund £m</b>	<b>HRA £m</b>	<b>Total £m</b>
<b>Opening general reserve 1 April 2016</b>	<b>8.886</b>	<b>7.042</b>	<b>15.928</b>
Transfer to invest-to-save earmarked reserves	-1.027	0	-1.027
Earmarked reserves returned to the general reserve as no longer required	0.395	0	0.395
Transfer from general reserve to increase the equal pay reserve	-0.513	0	-0.513
Revised balance after transfers between the general reserve and earmarked reserves	7.741	7.042	14.783
Net deficit on the provision of services	-7.392	-1.156	-8.548
Statutory accounting adjustments cancelled out in the MIRS	4.196	1.609	5.805
Net balance before transfers from earmarked reserves to fund earmarked costs within cost of service	4.545	7.495	12.04
Use of earmarked reserves to fund earmarked costs within the cost of services (excluding movements between the general reserve and earmarked reserves noted above)	4.152	0	4.152
<b>Council Fund General Reserve Balance as at 31 March 2017</b>	<b>8.697</b>	<b>7.495</b>	<b>16.192</b>
Remaining balances within earmarked reserves and school balances	15.446	0	15.446
<b>Total Usable Reserves available to the Council 31 March 2017</b>	<b>24.143</b>	<b>7.495</b>	<b>31.638</b>

5.1.2 The Council Fund General Reserve was £8.886m. £1.0m was transferred from the Council Fund General Reserve as approved by the Executive on 1 March 2016 to create earmarked reserves for invest-to-save projects. £0.027m was also transferred to an earmarked reserve to create the capacity to increase the recovery of debt income. In addition, as part of outturn, £0.513m was transferred to the Equal Pay Reserve to help fund Equal Pay costs in the future. The Council made a provision for this of £0.513m in the year but a statutory accounting adjustment required by the code cancelled this to nil. This had the result of improving the Council Fund balance by this amount, hence the increase in the Equal Pay reserve for the same amount. In addition to these movements from the Council Fund General Reserve, £0.395m was returned to the General Reserve from the release of earmarked reserves no longer required.

5.1.3 The net impact from the cost of the provision of services on the Council Fund for 2016/17 was £3.196m. This hides the fact that the Council underspent on its 2016/17 budget by £0.447m. This is because, in addition to budgeted costs, the cost of services include costs funded by earmarked reserves rather than from just the Council annual budget.

5.1.4 When all the movements in the general reserves are taken into account, the closing balance of the general reserve is £8.697m, a reduction of £0.189m over the year. The reduction would have been £0.447m higher if the Council had not underspent by this amount.

**5.1.5** The year-end balance of £8.697m would appear to be a healthy balance, however, this balance will be under significant pressure if the Council is required to fund Equal Pay costs from the general reserve in the future. The Head of Function (Resources) / Section 151 Officer has mitigated the impact of this by increasing the Equal Pay reserve to £1.059m.

**5.1.6** The Executive is asked to consider approval for £250k from the general reserve in 2017/18 to fund voluntary redundancies. There has been an increase in the number of applications for voluntary redundancies in 2017/18 than had been forecasted at budget setting.

**5.1.7** In the Executive meeting of 14 February 2017, the minimum general reserve balance was set at £6m. This was increased from £5m in 2015/16 in accordance with the Council's Reserves Policy and taking into account future cost pressures and the impact of Equal Pay.

## 5.2 Earmarked Reserves

**5.2.1** In the Executive meeting of 14 February 2017, the existing earmarked reserves of the Council, which amounted to £15.994m at the start of the year, were considered and the Executive approved the continuation of these reserves. At this time, £11.610m of these existing reserves were estimated to carry-forward to 2017/18. The actual carry-forward from these reserves is £11.717m at 31 March 2017. In addition, £1.158m of earmarked reserves have been approved previously by the Executive. These relate to the transfer of general reserve of £1m to earmarked reserves as discussed above. Approval was also provided by the Executive on 19 September 2016 that any underspend on Planning Major Developments to be transferred to an earmarked reserve. This is to provide capacity to support major developments in the future. £241k was transferred from surplus planning income from major projects to the earmarked reserve. In addition, at year-end £482k of earmarked reserves were created in line with the Council's Reserves Policy. Table 2 below details these new earmarked reserves created. The total earmarked reserves at 31 March 2017 was £13.357m as shown in Appendix 4.

**Table 2**

Reserve	Reserve	Service	Balance at start of year £'000	Transfers In £'000	Transfers Out £'000	Balance at end of year £'000	Reason
ZQ322	Developer Contribution Highways	Highways, Waste and Property	-	54,480	-	54,480	To allow developer contributions to be reinvested on Anglesey in the future
ZQ422	Project Dev - B water Park	Regulation and Economic Development	-	20,000	-	20,000	To support the Breakwater Park project
ZQ423	Planning & Legal Costs	Regulation and Economic Development	-	50,000	-	50,000	To mitigate against Planning appeal costs
ZQ424	Winter Maintenance	Highways, Waste and Property	-	33,478	-	33,478	To provide additional resources for future Winter maintenance costs
ZQ425	Northgate HR /Payroll Project	Transformation and Resources	-	302,843	- 53,900	248,943	To implement the Northgate Human Resources/ Payroll project
ZQ426	Restricted Contingency Funded Projects	Resources	-	20,830	-	20,830	Civica Development work
			-	481,631	- 53,900	427,731	

**5.2.2** An update of the reserves is shown in Appendix 4. The analysis of earmarked reserves in Appendix 4 highlights that £7.279m was spent from the reserves during the year. Some reserves were increased and new reserves were created to provide for essential future projects. Increases amounting to £4.641m were added to earmarked reserves. The majority of these relate to long-standing earmarked reserves and any increases relate to specific requirements to include amounts in reserves. The Executive is asked to approve these increases. This also includes new reserves which are also presented in Table 2 above for Members' approval. Overall, earmarked reserves reduced by £2.634m.

## 6. SCHOOL BALANCES

**6.1** Table 3 provides a summary of school balances which amounted to £2.089m at 31 March 2017 (£2.462m at 31 March 2016). All schools had balances in surplus apart from 4 primary schools (3 as at 31 March 2016) and 1 secondary schools (1 as at 31 March 2016), which had a combined deficit of £0.260m (£0.160m as at 31 March 2016). For all but one of the schools in deficit there is a plan of action to bring the schools out of a deficit position. We are currently still working with the remaining school to agree a plan of action to reduce the deficit.

**Table 3**

	Balance 01/04/2015 £'000	Addition / (Reduction) for 2015/16 £'000	Balance 31/03/2016 £'000	Addition / (Reduction) for 2016/17 £'000	Balance 31/03/2017 £'000
Community and Voluntary Primary Schools	1,511	205	1,716	(294)	1,422
Community Secondary Schools	629	(325)	304	(76)	228
Community Special School	98	68	166	(10)	156
Foundation Primary School	200	76	276	7	283
<b>Total</b>	<b>2,438</b>	<b>24</b>	<b>2,462</b>	<b>(373)</b>	<b>2,089</b>

**6.2** The full list of the schools' position is shown in Appendix 5.

## 7. HOUSING REVENUE ACCOUNT (HRA) BALANCE

The opening balance on the HRA on 1 April 2016 was £7.042m. During the year, a surplus of £0.453m was achieved, resulting in a closing balance of £7.495m. This balance will be reinvested in the HRA in the future and will be used toward repayment of the HRA loan buy-out.

## DRAFT COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT 2016/17

2016/17			Services	Note	2015/16 Restated		
Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000			Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000
64,775	(14,267)	50,508	Lifelong Learning		61,525	(15,615)	45,910
31,430	(9,054)	22,376	Adult Services		29,418	(7,286)	22,132
8,902	(466)	8,436	Children's Services		8,108	(327)	7,781
5,993	(3,906)	2,087	Housing		5,448	(3,917)	1,531
29,214	(7,700)	21,514	Highways, Property and Waste		29,237	(7,076)	22,161
11,694	(6,284)	5,410	Regulation and Economic Development		11,078	(5,304)	5,774
4,433	(223)	4,210	Transformation		4,042	(192)	3,850
28,461	(19,598)	8,863	Resources		28,285	(19,490)	8,795
1,994	(458)	1,536	Council Business		1,811	(384)	1,427
2,321	(194)	2,127	Corporate and Democratic Costs		2,333	(26)	2,307
892	(11)	881	Corporate Management		1,273	-	1,273
97	-	97	Non-distributed costs		96	-	96
10,137	(16,285)	(6,148)	Housing Revenue Account (HRA)		31,062	(14,894)	16,168
<b>200,343</b>	<b>(78,446)</b>	<b>121,897</b>	<b>Deficit on Continuing Operations</b>		<b>213,716</b>	<b>(74,511)</b>	<b>139,205</b>
		23,042	Other operating expenditure	12			19,167
		8,861	Financing and investment income and expenditure	13			9,664
		(145,252)	Taxation and non-specific grant Income	14			(144,024)
		<b>8,548</b>	<b>Deficit on Provision of Services</b>				<b>24,012</b>
		(7,632)	Surplus on revaluation of non-current assets	11c, 15 & 17			(12,825)
		7,333	Re-measurement of net Pension liability	11ch & 41			(35,938)
		<b>(299)</b>	<b>Other Comprehensive Income and Expenditure</b>				<b>(48,763)</b>
		<b>8,249</b>	<b>Total Comprehensive Income and Expenditure</b>				<b>(24,751)</b>

## DRAFT BALANCE SHEET AS AT 31 MARCH 2017

	Note	31-Mar-2017 £'000	31-Mar-2016 £'000
Property, plant and equipment	15	364,436	350,283
Heritage assets	17	3,454	3,194
Investment property	18	6,092	5,983
Intangible assets	19	606	417
Long-term investments	44	1	1
Long-term debtors	24	646	688
<b>Long-term Assets</b>		<b>375,235</b>	<b>360,566</b>
Short-term investments	44	5	-
Assets held for sale	21	3,524	6,388
Inventories	23	367	452
Short-term debtors	24	20,199	23,358
Cash and cash equivalents	25	14,940	17,624
<b>Current Assets</b>		<b>39,035</b>	<b>47,822</b>
Short-term borrowing	44	(5,553)	(9)
Short-term creditors	26	(20,156)	(22,130)
Short-term provisions	27	(2,831)	(2,559)
Capital grants receipts in advance	37	(273)	(1,302)
<b>Current Liabilities</b>		<b>(28,813)</b>	<b>(26,000)</b>
Long-term creditors	26	(166)	(59)
Long-term provisions	27	(2,414)	(2,512)
Long-term borrowing	44	(111,557)	(110,735)
Other long-term liabilities	41	(105,509)	(95,022)
<b>Long-term Liabilities</b>		<b>(219,646)</b>	<b>(208,328)</b>
<b>Net Assets</b>		<b>165,811</b>	<b>174,060</b>
Usable reserves	MIRS	31,638	34,381
Unusable reserves	11	134,173	139,679
<b>Total Reserves</b>		<b>165,811</b>	<b>174,060</b>

## TOTAL EARMARKED RESERVES AS AT 31 MARCH 2017

Reserve	Service	Balance at start of year	Transfers In	Transfers Out	Balance at end of year
		£	£	£	£
School Days Reserve	Learning - Education	(66,860)	-	-	(66,860)
Waste Res/Recycling	Highways, Property, Waste – Waste Management	323,681	73,099	-	396,780
Job Evaluation	Corporate	2,770,003	-	(2,770,003)	-
Section 117 Res	Social Services – Adults Services Mental Health	150,000	-	-	150,000
Recycling Process Income	Highways, Property, Waste – Waste Management	382,739	6,633	-	389,372
Museum Purchase Fund	Lifelong Learning - Culture	19,167	-	-	19,167
Leisure Improvement Reserve	Regulation & Economic Development - Leisure	173,600	-	(173,600)	-
Ins (Catastrophe) Res	Corporate - Resources	1,250,000	356,125	(235,412)	1,370,713
Revenue Contributions Unapplied	Corporate	899,190	-	-	899,190
Penhesgyn Site Management Reserve	Highways, Property, Waste – Waste Management	2,000,000	-	-	2,000,000
Service Reserve Contingency	Corporate	93,500	-	(93,500)	-
Cost of Change	Corporate	502,156	-	(81,060)	421,096
R&M Scheme Primary	Learning - Education	51,547	-	(51,547)	-
Sick/Ads Scheme-Primary	Learning - Education	61,740	-	(13,467)	48,273
Licence Reserve	Regulation – Planning & Public Protection	23,000	-	-	23,000
Highway Airport 0607 Earmarked	Highways, Property, Waste – Waste Management	93,990	-	-	93,990
NWW Treatment Plant	Highways, Property, Waste – Waste Management	1,306,250	-	(100,094)	1,206,156
Energy Island Economic Development Res	Regulation & Economic Development - Economic	213,133	-	(165,237)	47,896
Asset Management Rationalisation	Highways, Property, Waste - Property	99,517	-	(42,721)	56,796
Wellington St - SS	Adults Services	123,826	-	(123,826)	-
Schools Rationalisation	Learning - Education	1,164,302	208,154	(484,982)	887,474
Developer Contribution Highways	Regulation and Economic Development	-	54,480	-	54,480
New Ledger Team	Corporate	685	-	(685)	-
Supporting People	Housing	1,611,945	-	(1,611,945)	-
ELWA post 16 Funding Reserve	Learning - Education	(81,416)	81,416	-	-
EU Projects Reserve	Regulation & Economic Development - Economic	50,000	-	-	50,000
Major Developments	Regulation & Economic Development - Economic	198,387	34,975	-	233,362
Land Charges Computer System	Council Business - Legal	8,100	-	-	8,100
Purchase new Legal Case Management System	Council Business - Legal	30,000	-	-	30,000
Invest to Save - on line school meal payments	Lifelong Learning - Education	50,000	24,154	(48,612)	25,542
Estyn Allan y Gogledd	Lifelong Learning - Culture	2,643	-	-	2,643



Reserve	Service	Balance at start of year £	Transfers In £	Transfers Out £	Balance at end of year £
PSBA conversion costs	Transformation - ICT	38,267	-	(37,285)	982
Building Risk R & M	Highways, Property, Waste - Property	3,337	-	(3,337)	-
Invest to save Child Placement Service	Children's Services – Child Placement Service	45,420	-	(45,000)	0
Transformation	Social Services – Adults & Children Services	321,074	-	(124,139)	196,935
Homeless Provision	Housing	92,700	-	(4,750)	87,950
Landlord /Tenant Improvements	Housing	15,000	-	(10,000)	5,000
Affordable Housing	Housing	117,500	-	(18,500)	99,000
Housing Management	Housing	56,300	-	-	56,300
Planning and PP Reserve -PIF Grant	Regulation - Planning	12,871	-	-	12,871
Highways Restricted Grants Reserve - Flood	Highways, Property, Waste - Highways	36,473	-	-	36,473
Highways Restricted Grants Reserve - Coastal Path	Highways, Property, Waste - Highways	7,553	22	-	7,575
Highways Restricted Grants Reserve - Airport Car Park income	Highways, Property, Waste - Highways	6,406	-	-	6,406
Small Holding (Ring Fenced)	Highways, Property, Waste - Waste Management	1,928	-	(1,928)	-
Corporate Finance - Development CIVICA system	Corporate - Resources	99,099	-	(77,506)	21,593
Economic & Community Regeneration Leisure - maintenance schemes	Regulation & Economic Development - Leisure	2,941	-	-	2,941
Resources – Revenues & Benefits IT	Resources	162,750	-	(107,880)	54,870
Local Development Plan (previous Plan & PP Res)	Regulation – Planning & Public Protection	258,600	-	(50,410)	208,190
SETS European Grant	Regulation & Economic Development - Economic	37,116	-	-	37,116
Webcasting	Council Business - Policy	8,434	-	(7,934)	500
Earmarked Reserve SCWDP	Transformation - HR	40,430	-	-	40,430
Buy With Confidence Reserve	Regulation – Planning & Public Protection	6,240	-	(3,093)	3,147
Social Substance Misuse	Transformation - HR	54,000	-	-	54,000
Anti Human Trafficking	Housing	6,549	-	(6,549)	-
Temp Procurement Officer	Resources - Procurement	33,620	-	(33,620)	-
Spend to Save Public Conveniences	Highways, Property, Waste – Waste Management	72,600	-	(43,719)	28,881
Policy Management System	Council Business - Policy	32,600	-	-	32,600
Planning	Regulation – Planning & Public Protection	25,000	-	-	25,000
Revs & Bens Staff Supervisor	Resources - Revenues & Benefits	-	27,000	-	27,000
Equal Pay Reserve	Corporate	864,851	512,591	(318,151)	1,059,291
Invest to Save	ZB00304 EDRMS Revenues and Benefits	-	170,000	-	170,000
Invest to Save	ZB00305 Local Land and Prop Gazetter	-	10,800	-	10,800

Reserve	Service	Balance at start of year £	Transfers In £	Transfers Out £	Balance at end of year £
Invest to Save	ZB00307 Payment Gateway	-	27,000	-	27,000
Invest to Save	ZB00308 Planning System	-	118,000	-	118,000
Invest to Save	ZB00309 Cash Management System	-	150,000	-	150,000
Invest to Save	ZB00310 Modernisation of Business Processes	-	87,000	-	87,000
Invest to Save	ZB00311 Digital Services Staffing	-	120,000	-	120,000
Invest to Save	ZB00312 Digital Connect within LL	-	45,000	-	45,000
Invest to Save	ZB00308 Planning System	-	-	(12,028)	(12,028)
Major Developments - Planning	Regulation and Economic Development	-	240,849	-	240,849
Supporting People Administration	Community Services – Housing Services	-	911,945	(177,934)	734,011
Corporate Vulnerable Persons	Community Services – Housing Services	-	700,000	(130,000)	570,000
Project Development - Breakwater Park	Regulation and Economic Development	-	20,000	-	20,000
Planning & Legal Costs	Regulation and Economic Development	-	50,000	-	50,000
Winter Maintenance	Highways, Waste and Property	-	33,478	-	33,478
Northgate HR / Payroll Project	Corporate	-	302,843	(53,900)	248,943
Restricted Contingency Funded Projects	Resources	-	20,830	-	20,830
<b>Total</b>		<b>15,994,484</b>	<b>4,641,394</b>	<b>(7,279,090)</b>	<b>13,356,788</b>

## School Balances at 31 March 2017

YSGOL / SCHOOL	Arian yn cario drosodd 2015/16 balance brought forward	Dyraniad 2016/17 Allocation	Cyfanswm Gwariant 2016/17 Total Expenditure	Arian yn cario drosodd 2016/17 Balance carried forward	% o'r Gyllideb / % of the budget	Defnyddio i Gydbwyso cyllideb 2017/18 / Used to balance 2017/18 budget	Arian wrth gefn 2016/17 yn weddill / Balance left of 2016/17 reserves
	£	£	£	£	%	£	£
AMLWCH	23,640	1,050,040	1,042,018.37	8,022	1%		8,022
BEAUMARIS	19,060	364,550	353,495.46	11,055	3%	-870	10,185
BODEDERN	21,926	486,170	461,128.89	25,041	5%	-22,140	2,901
BODFFORDD	12,122	320,150	319,734.17	416	0%		416
BODORGAN	14,283	235,930	208,017.91	27,912	12%	-11,000	16,912
BRYNGWRAN	25,785	280,500	258,233.95	22,266	8%	-10,840	11,426
BRYNSIENCYN	28,520	288,900	282,587.17	6,313	2%	-6,310	3
CEMAES	22,340	402,980	378,175.76	24,804	6%		24,804
DWYRAN	16,139	227,060	210,770.83	16,289	7%		16,289
ESCEIFIOG	28,331	636,090	585,420.81	50,669	8%	-3,000	47,669
GARREGLEFN	24,198	237,790	205,050.45	32,740	14%	-7,110	25,630
GWALCHMAI	51,974	423,570	412,069.93	11,500	3%	-170	11,330
PARC,CAERGYBI	84,360	883,560	809,023.07	74,537	8%	-15,950	58,587
MOELFRE	44,477	455,290	413,375.26	41,915	9%	-11,250	30,665
LLANBEDRGOCH	22,189	241,850	228,567.69	13,282	5%	-8,990	4,292
LLANFACHRAETH	17,963	271,150	257,677.55	13,472	5%	-3,410	10,062
FFRWD WIN	21,646	263,840	244,746.97	19,093	7%		19,093
LLANFAIRPWLL	54,469	1,244,740	1,222,425.41	22,315	2%		22,315
LLANFEHELL	7,423	393,150	393,885.54	-736	0%		-736
Y GRAIG	103,889	1,494,560	1,431,912.14	62,648	4%	-59,890	2,758
LLANGOED	38,364	431,870	417,704.19	14,166	3%	-11,240	2,926
LLANGRISTIOLUS	9,881	465,790	453,347.65	12,442	3%	-3,630	8,812

YSGOL / SCHOOL	Arian yn cario drosodd 2015/16 balance brought forward	Dyranriad 2016/17 Allocation	Cyfanswm Gwariant 2016/17 Total Expenditure	Arian yn cario drosodd 2016/17 Balance carried forward	% o'r Gyllideb / % of the budget	Defnyddio i Gydbwyso cyllideb 2017/18 / Used to balance 2017/18 budget	Arian wrth gefn 2016/17 yn weddill / Balance left of 2016/17 reserves
LLANERCHYMEDD	-1,715	520,450	536,225.62	-15,776	-3%	-2,850	-18,626
LLANRHUDDLAD	29,688	269,700	233,559.33	36,141	13%		36,141
PENCARNISIOG	11,319	270,160	274,245.30	-4,085	-2%		-4,085
PENTRAETH	27,453	420,620	412,670.66	7,949	2%		7,949
PENYSARN	-771	387,820	385,719.09	2,101	1%		2,101
RHOSCOLYN	25,302	473,470	465,599.17	7,871	2%	-2,190	5,681
RHOSNEIGR	63,597	323,480	268,125.11	55,355	17%	-16,210	39,145
RHOSYBOL	40,237	346,440	319,880.05	26,560	8%	-5,630	20,930
TALWRN	17,952	255,930	217,125.85	38,804	15%	-1,490	37,314
Y DYFFRYN	66,849	591,760	518,950.21	72,810	12%	-47,980	24,830
LLANFAWR	73,356	1,119,860	1,088,435.46	31,425	3%		31,425
GORONWY OWEN	-22,505	448,010	479,887.03	-31,877	-7%		-31,877
LLAINGOCH	75,160	795,450	734,455.36	60,995	8%	-10,020	50,975
NIWBWRCH	42,203	345,540	301,303.48	44,237	13%	-8,550	35,687
Y TYWYN	91,640	659,310	581,499.04	77,811	12%	-25,180	52,631
LLANDEGFAN	48,792	611,260	577,052.08	34,208	6%		34,208
Y BORTH	44,303	896,490	815,083.74	81,406	9%	-40,120	41,286
KINGSLAND	54,580	767,020	684,372.18	82,648	11%	-34,350	48,298
MORSWYN	31,191	653,050	621,889.48	31,161	5%		31,161
CORN HIR	75,685	865,250	771,631.90	93,618	11%	-120	93,498
PARC THOMAS ELLIS	132,461	755,760	642,475.59	113,284	15%	-24,200	89,084
PARC Y BONT	17,182	505,270	476,341.57	28,928	6%	-11,750	17,178
LLANGAFFO	23,914	281,250	268,062.57	13,187	5%	-11,050	2,137
SANTES FAIR	56,323	733,690	709,183.59	24,506	3%	-1,140	23,366
CAERGEILIOG	275,632	1,436,723	1,153,799	282,924	20%		282,924

YSGOL / SCHOOL	Arian yn cario drosodd 2015/16 balance brought forward	Dyraniad 2016/17 Allocation	Cyfanswm Gwariant 2016/17 Total Expenditure	Arian yn cario drosodd 2016/17 Balance carried forward	% o'r Gyllideb / % of the budget	Defnyddio i Gydbwyso cyllideb 2017/18 / Used to balance 2017/18 budget	Arian wrth gefn 2016/17 yn weddill / Balance left of 2016/17 reserves
<b>IS-GYFANSWM Cynradd)/ SUB TOTAL (Primary)</b>	<b>1,992,808</b>	<b>25,833,293</b>	<b>24,126,942</b>	<b>1,706,351</b>	<b>7%</b>		<b>1,287,721</b>
SYR THOMAS JONES	-135,385	2,713,500	2,922,870.91	-209,371	-8%		-209,371
CAERGYBI	9	4,111,140	3,952,506.28	158,634	4%		42,404
LLANGEFNI	71,536	3,505,330	3,474,542.90	30,787	1%		30,787
DAVID HUGHES	157,716	5,170,080	5,087,845.99	82,234	2%		82,234
BODEDERN	209,939	3,624,700	3,459,584.01	165,116	5%	-100,000	65,116
<b>IS-GYFANSWM (Uwchradd)/ SUB TOTAL (Secondary)</b>	<b>303,815</b>	<b>19,124,750</b>	<b>18,897,350</b>	<b>227,400</b>	<b>1%</b>	<b>-216,230</b>	<b>11,170</b>
Y BONT	165,824	1,670,320	1,514,733.46	155,587	9%	-105,270	50,317
<b>IS-GYFANSWM (Arbennig) / SUB TOTAL ( Special)</b>	<b>165,824</b>	<b>1,670,320</b>	<b>1,514,733</b>	<b>155,587</b>	<b>9%</b>	<b>-105,270</b>	<b>50,317</b>
<b>CYFANSWM / TOTAL</b>	<b>2,462,447</b>	<b>46,628,363</b>	<b>44,539,025</b>	<b>2,089,338</b>	<b>4%</b>	<b>-740,130</b>	<b>1,349,208</b>

	Deficit 2016/17	Surplus 2016/17	Balances 2016/17
Primary	-52,473	1,758,825	1,706,351
Secondary	-209,371	436,771	227,400
Special	0	155,587	155,587
<b>Total</b>	<b>-261,844</b>	<b>2,351,182</b>	<b>2,089,338</b>

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ISLE OF ANGLESEY COUNTY COUNCIL	
<b>Report to:</b>	<b>Executive Committee</b>
<b>Date:</b>	<b>17 July, 2017</b>
<b>Subject:</b>	<b>Empty Homes Strategy 2017-2022</b>
<b>Portfolio Holder(s):</b>	<b>Cynghorydd Llinos Medi</b>
<b>Head of Service:</b>	<b>Shan LI Williams, Head of Housing Services</b>
<b>Report Author:</b>	<b>Elliw Llyr</b>
Tel:	<b>01248 752137</b>
E-mail:	<b>ElliwLlyr@ynysmon.gov.uk</b>
<b>Local Members:</b>	<b>n/a</b>

A –Recommendation/s and reason/s
<p>The Executive Committee is recommended to:-</p> <p>R1.support and adopt the Empty Homes Strategy 2017-2022 following it’s approval at the Corporate Scrutiny Committee.</p> <p><b>Reasons</b></p> <p>To establish a method of dealing with empty homes and make use of alloction by WG initiatives and allocations available by the Council.</p> <p><b>1.0 Background</b></p> <p>The Empty Homes Strategy is the second strategy for the Housing Services to produce. The Executive Summary provides an overview of the Strategy as well as the five strategic objectives. The Strategy was developed in consultation with our key partners who attended a workshop, with the aim of building on what was already working well, sharing new ideas and rooting any actions in terms of what is possible and realistic. Ynys Mon Housing Partnership has also been consulted on the proposed Strategy</p> <p><b>Overview of the Strategy</b></p> <p>As stated above the Executive Summary provides an overview of the strategy with emphasis placed on 5 strategic objectives:</p> <ol style="list-style-type: none"> <li>1. Intelligence and Targeting - to maintain and improve the accuracy of empty</li> </ol>

homes data

2. Working Together - to strengthen existing and develop new partnerships to reduce the number of long term empty properties, adopting a whole council approach to tackling empty homes.
3. Publicity- To raise awareness of empty homes issues
4. Innovative Approaches - Increasing options in the "Toolkit" to encourage empty homes owners to return them back into use
5. Enforcement - To prioritise empty homes for enforcement action and promote and strengthen the existing whole council approach to tackling empty homes.

The Strategy demonstrates what has been achieved to date and how resources will be targeted going forward.

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

Not having a Strategy to deal with Empty Homes would mean a waste of resource on the Island and increase in complaints from residents

**C – Why is this a decision for the Executive?**

It ensures a Strategic approach to encourage empty homes back into use

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

Yes

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

All initiatives relating to Empty Homes have been approved by the Council with funding provided via the approved Housing Business Plan or Welsh Government funded schemes which is administered by the Empty Homes officer

The Policy to increase Council Tax on second homes owners and owners of long term empty properties contributes to the funding stream within this Strategy and will be implemented from 2017 onwards.



<b>E – Who did you consult?</b>		<b>What did they say?</b>
<b>1</b>	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	
<b>2</b>	<b>Finance / Section 151</b> (mandatory)	No observation
<b>3</b>	<b>Legal / Monitoring Officer</b> (mandatory)	No observation
<b>4</b>	<b>Human Resources (HR)</b>	No observation
<b>5</b>	<b>Property</b>	No observation
<b>6</b>	<b>Information Communication Technology (ICT)</b>	
<b>7</b>	<b>Scrutiny</b>	The Empty Homes Strategy 2017 - 2022 was presented to the Corporate Scrutiny Committee on 26 <sup>th</sup> June, 2017 and the recommendation was supported.
<b>8</b>	<b>Local Members</b>	
<b>9</b>	<b>Any external bodies / other/s</b>	

<b>F – Risks and any mitigation (if relevant)</b>		
<b>1</b>	<b>Economic</b>	Positive effect
<b>2</b>	<b>Anti-poverty</b>	Positive effect
<b>3</b>	<b>Crime and Disorder</b>	Positive effect
<b>4</b>	<b>Environmental</b>	Positive effect
<b>5</b>	<b>Equalities</b>	See appended impact assessment
<b>6</b>	<b>Outcome Agreements</b>	n/r
<b>7</b>	<b>Other</b>	n/r

<b>FF - Appendices:</b>
Empty Homes Strategy 2017-2022 Impact Assessment

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





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



## **EMPTY HOMES STRATEGY 2017 - 2022**



**VERSION 2**

**MARCH 2017**



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## 1. EXECUTIVE SUMMARY

In Anglesey, there are currently around 840 homes which have been empty for six months or more, with 61% empty over two years. These “long term” empty properties are the main focus of this strategy.

Over the past four years 389 empty homes have been returned to use, due in no small part to the work of the Empty Homes Service, however, the waste of good housing and blight associated with empty homes remains.

There are also around 380 applications on Isle of Anglesey County Council’s waiting list with a need for social housing, ably demonstrating the wasted resource that empty homes represent and the role they have in meeting need.

The introduction of the Houses into Homes loan scheme by the Welsh Government to support the renovation of existing empty properties or the conversion of redundant commercial buildings added a new dimension to Councils for dealing with empty properties. Continued investment in the scheme demonstrates the recognition and value placed by the Welsh Government in the role empty homes returned to use have in meeting housing need not only in the social and private rented sector but also affordable homes to buy.

In Anglesey alone 55 properties have undergone or are undergoing renovation/ conversion through the Houses into Homes loan scheme. Through conversion of redundant commercial buildings, 29 additional units of accommodation have been created in the private rented sector. These provide additional revenue to the Council through the Council Tax collected. By working with the landlords and the Housing Options Team, many of these properties have been let at affordable rents to persons who have approached the Council for social housing.

With the aid of a renovation grant, 75 first time buyers in Anglesey have been able to get their foot on the first rung of the housing market by purchasing a low cost, long term empty property in need of renovation.

Working in partnership with Registered Social Landlords, 12 long term empty properties have been purchased through social housing grant subsidy, thus increasing the availability of social housing on the Island. More recently the Council has been purchasing long term empty ex council houses in order to return them to their social housing stock.

The Council is also piloting a new scheme involving the purchase of an empty property in need of renovation. The property is to be renovated by the Council and sold as an affordable home on a shared equity basis.

When dealing with empty property owners, a voluntary way forward through negotiation and persuasion is always preferred. Advice, assistance and incentives reduce demand on the Council’s resources and the need for enforcement action at a later date. In the vast majority of cases this is sufficient, but there are occasions

when owners cannot be traced or are unwilling to enter into a voluntary dialogue. In these circumstances, the use of enforcement action needs to be considered. Though used as a last resort, Isle of Anglesey County Council has nevertheless been very successful in the use of enforcement powers, particularly enforced sale.

With effect from 1<sup>st</sup> April, 2017, Isle of Anglesey County Council will charge a Council Tax premium of 25% of the standard rate of Council Tax on long-term empty homes on the Island. In February 2017 the Council approved a Policy for the implementation of two schemes to help first time buyers, funded from these additional premiums. The schemes are i) a grant to help first time buyers purchase and renovate an empty home and ii) equity loans to help first time buyers.

This strategy provides the framework to ensure that Isle of Anglesey County Council remains at the forefront of empty homes best practise and continues to be pro-active in its approach to returning empty homes back into use, thereby maximising the benefits for the people of Anglesey.

Its five strategic objectives are:-

1. Intelligence and Targeting - to maintain and improve the accuracy of empty homes data
2. Working Together - to strengthen existing and develop new partnerships to reduce the number of long term empty properties, adopting a whole council approach to tackling empty homes.
3. Publicity- To raise awareness of empty homes issues
4. Innovative Approaches - Increasing options in the "Toolkit" to encourage empty homes owners to return them back into use
5. Enforcement - To prioritise empty homes for enforcement action and promote and strengthen the existing whole council approach to tackling empty homes.

## **2 INTRODUCTION**

Empty homes are a wasted housing resource, when many people and families need good quality housing. Empty homes brought back into use will provide safe, secure and affordable homes for the people of Anglesey.

Even a single empty home, which has been allowed to deteriorate, can blight a whole street or community, reducing the values of surrounding properties, causing nuisance to local residents and contributing to an area's decline. A home that's lived in enhances a community. It will be looked after and its residents will contribute both economically and socially to the community.

In addition, to attracting crime and anti-social behaviours such as arson, vandalism, squatting, trespass and theft, increasing the burden on the police and fire, empty homes can pose more serious problems by attracting vermin, fly tipping and damp. These hazards often require local authority intervention, which is a costly waste of resources, tackling only the short term effects of an empty property whereas the best long term solution would be the property's return to use.

Isle of Anglesey County Council's first Empty Homes Strategy was published in 2009 and was centred on understanding the impact of empty homes on communities and reasons why homes are left empty. This second strategy will:-

- define and build on the progress already made;
- incorporate the key messages from the internal stakeholder workshop;
- set out how the Council will seek to work with owners of long-term empty properties in the future;
- focus on working together with both internal and external partners to define and deliver solutions for returning empty properties back into use;
- Inform empty home owners on the options available to them.

## **3 DEFINING AN EMPTY HOME**

Empty homes can be divided into six categories:-

**Transactional empty properties** - these are properties that are empty for a short period, largely between ownership or tenancies and are part of the normal cycle of people moving houses. Although less of a priority for the Council, they would be dealt with should they be causing a hazard or a nuisance.

**Long term empty properties** - these are properties that have been empty for six months or more and are the main focus of this strategy, as they are likely to remain empty without intervention by the Council to bring them back into use.

**A true empty home** - empty homes are perceived to be located in run down areas, semi-derelict, boarded up or causing problems but in reality empty properties can be divided into problematic, non-problematic but nevertheless empty when they could house someone and thereby a wasted resource.



**Unused non-residential space** - these can range from a whole building which is no longer feasible for its previous use or under-utilised upper floors of buildings above commercial accommodation that may be suitable for conversion into properties.

**Second homes** - properties that are defined in Council Tax terms as being second homes, holiday homes and annexes to other properties are excluded but it is not always easy to differentiate between those which are unoccupied and those which fall into the latter categories.

**Dwellings removed from Council Tax listing** - these are properties which it isn't possible to live in, for example because they have been damaged by weather, rot or vandalism and would require major structural works to make them "wind and watertight" again.

## **4 EMPTY HOMES - THE NATIONAL CONTEXT**

### **4.1 Long Term Empty Homes**

According to the Dwelling Stock Estimates for Wales, produced by the Welsh Government, there were an estimated 1.4 million dwellings in Wales on 31 March 2016, was 1.4 million. On average over the last 5 years, around 26 thousand dwellings a year have been vacant for more than 6 months, representing just over 1.85% of the total housing stock.

The Welsh Government, in recognition of the contribution that the re-occupation of empty homes can make to meeting housing needs, has introduced a number of measures to support local authorities, resulting in 7,560 long-term empty homes back in use. This includes the "Houses into Homes" loan scheme which saw a total of £30 million investment so far.

An evaluation<sup>1</sup> of the scheme undertaken by the Centre for Regional Economic and Social Research, Sheffield Hallam concluded that the scheme provided both impact and value for money, including:-

- levering in 83 pence of additional private sector and personal funding for every £1 of loan approved
- 144 empty properties (280 units of accommodation) returned to use by 31 March, 2015.
- £46.0 million in economic output provided directly and indirectly through the full cost of works.
- Providing rental and sales income to owners.
- Benefitted the local communities who resided within the immediate vicinity of problematic empty homes.

### **4.2 Key changes to Empty Homes Legislation**

From 1 April, 2017, local authorities will be able to charge a premium of up to 100% of the standard rate of Council Tax on long-term empty homes in their areas. The legislative changes were made by the Housing (Wales) Act 2014. The discretionary

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<sup>1</sup> <http://www.shu.ac.uk/research/cresr/sites/shu.ac.uk/files/houses-homes-final-eval-report.pdf>

powers given to local authorities to charge a premium is intended to be a tool to help them to:-

- bring long-term empty homes back into use to provide safe, secure and affordable homes; and
- increase the supply of affordable housing and enhancing the sustainability of local communities.

## **5 THE CORPORATE AND LOCAL CONTEXT**

Understanding Anglesey's specific empty homes situation and housing need is vital if we are to recognise the contribution returning empty homes can make towards regenerating communities and increasing housing options; two objectives identified in the Council's five-year Corporate Plan (2013 - 2017).

### **5.1 Housing Need, and Political/Market Forces**

**Additional Homes** - The Housing Strategy (2014 – 2019) has identified a need for around 240 additional homes on the Island each year. Returning empty homes back into use can contribute to meeting this need, is far less controversial than building new homes and takes fewer resources.

**Affordability** -As house prices are increasing faster than any rises in income, mortgages are difficult to access for low income first time buyers. Since it was established in 2012, 325 people from Anglesey, interested in home ownership but unable to afford market prices, have registered their wish to be considered for assisted home ownership, on the Tai Teg register. Empty properties in need of renovation can offer a low cost home purchase option, particularly if linked with a first time buyer renovation grant.

**Homeless** - As the Council makes use of the new power in the Housing (Wales) Act 2014 to discharge its duty to accommodate those who are homeless and in priority need into a private rented tenancy, a further need for privately rented properties is created. The conversion of redundant commercial buildings and rehabilitation of empty properties can help meet this demand.

**Increased Demand** - With major global energy companies working towards a significant investment in Anglesey, the associated influx of workers will also place greater pressures on demand for both market and private rented sector housing. The Council must ensure it works with developers to bring empty homes back into use. Areas that are likely to be impacted can be prioritised over the period of the development

**Public Service Delivery** - The Council is now entering a period of unprecedented financial challenge and uncertainty in terms of the Welsh Government's proposal for change in how public services are delivered. This strategy therefore focuses not only on maintaining the momentum already created but on finding new and innovative ways to tackle the return to use of empty residential and commercial properties. To do this effectively, best use must be made of all the resources available across the Council, funding opportunities maximised and partnership working increased.

## 5.2 What have we achieved so far in Anglesey?

Considerable progress has been made in implementing the delivery plan outlined in the first Empty Homes Strategy:-

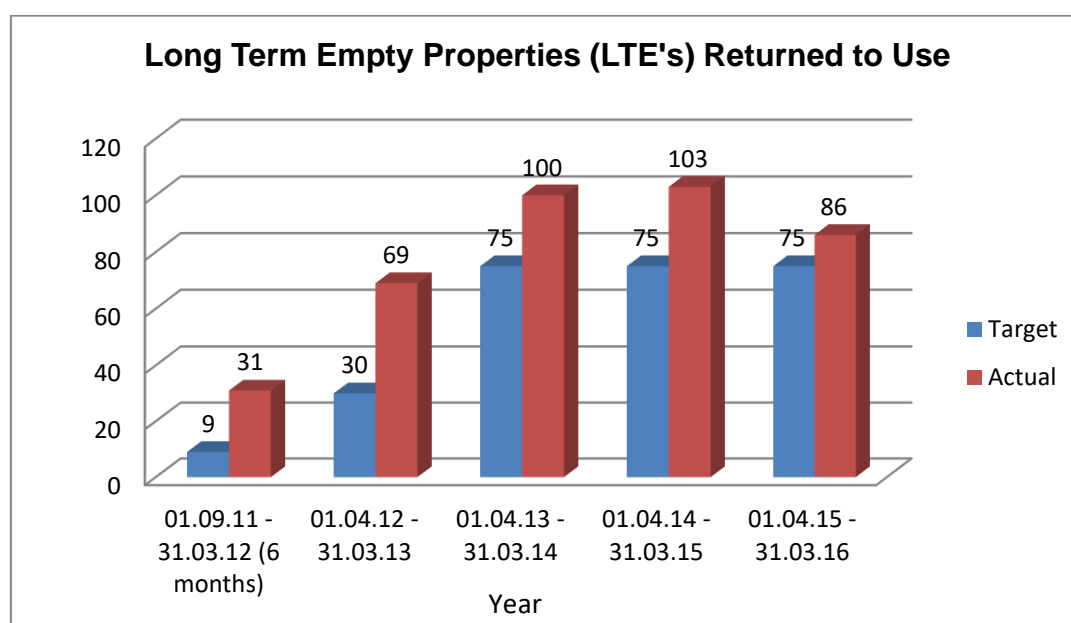
<b>(i)</b>	<b>Creation of a database of empty properties</b>
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A database of empty properties has been created and is updated annually. The best statistical source available to Isle of Anglesey County Council for information about empty homes is held on the Council Tax database. Whilst this information is as up to date as possible, exceptions do exist, and these may cause the data to be incomplete in certain circumstances.

<b>(ii)</b>	<b>Number of empty properties returned to use versus annual targets set</b>
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**389 properties returned to use over the last four years**

The graph below shows the number of properties returned to use. Increased numbers returned to use on in 13 - 14 and 14 – 15 is a clear indicator of the impact and benefits gained from securing funding from various different streams to finance the First Time Buyer Empty Homes Renovation Grant and the Welsh Government Houses into Homes Loan Scheme.



Each year the number of empty homes returned to use has exceeded the target set.

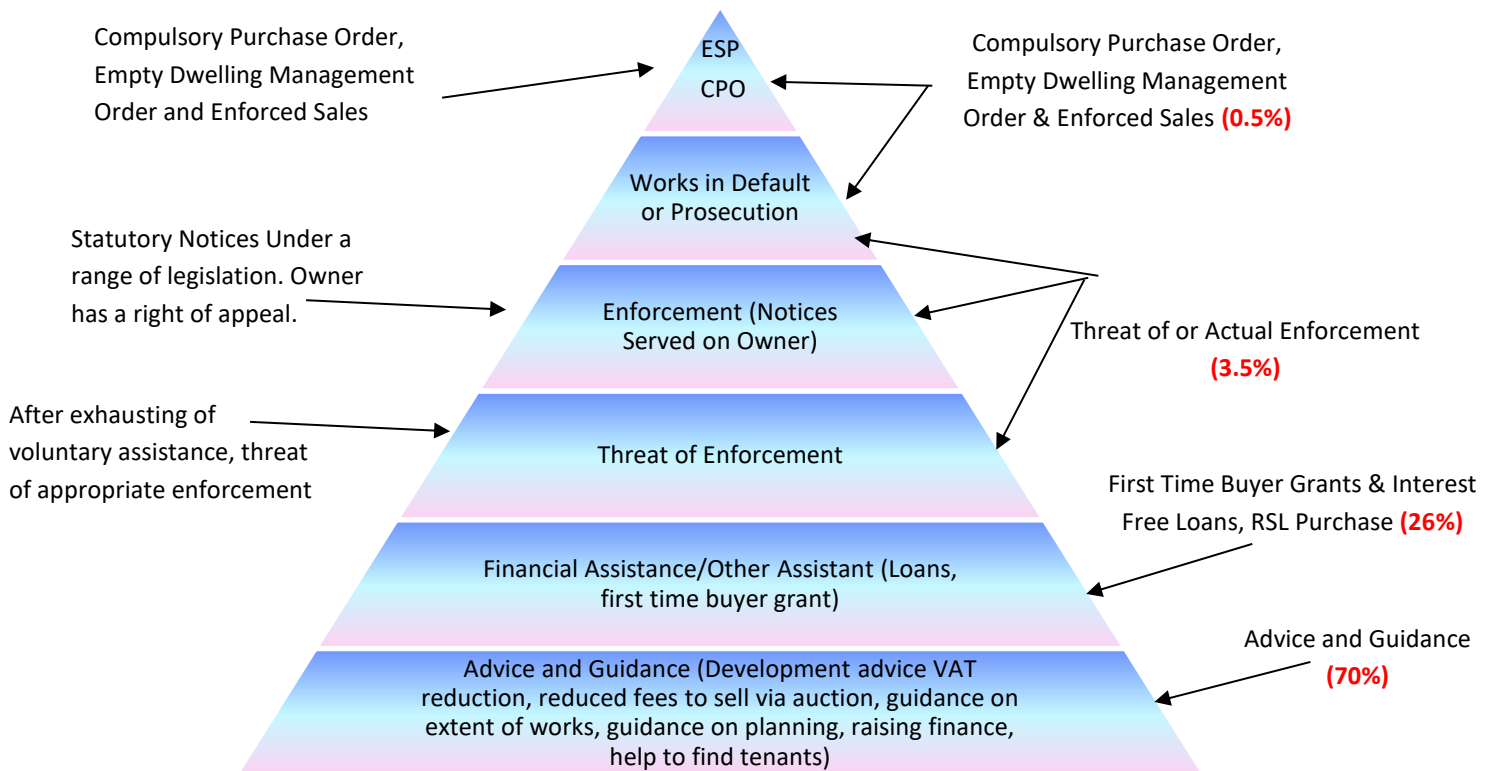
During the course of the next strategy, the Council intends to tackle the longer term empty properties which may be in need of extensive renovation or properties where there is no incentive for the owner to return them to use as they have been removed

from the Council Tax system. Tackling these properties will be resource effective and may result in a lower number of properties returned to use.

(iii)	<b>Development of an Empty Homes “Toolkit of Options”</b>
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Behind every home, there lies a different story requiring a bespoke solution. By listening to owners, the Council has developed a “Toolkit”, enabling support and intervention to be individually tailored. The preferred course of action is to return properties to use through negotiation and agreement with an owner, avoiding the need for more time consuming and costly enforcement measures. However, where negotiation fails and an approach is refused or frustrated, the Council may, as a last resort, adopt enforcement action.

The success of this approach is evident in the chart below, which demonstrates the percentage of empty properties returned to use through different approaches.



(iv)	<b>Dissemination of Information – Advice and Guidance</b>
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The Council has a page dedicated to empty homes initiatives on its website. In addition all owners of empty properties on the Island have been offered written guidance, help advice and information to bring their homes back into use, having been contacted at least annually. Further information is available on the Council website by following the link below:-

<http://www.anglesey.gov.uk/searchresults?qsearch=1&qkeyword=empty+homes>

(v)	<b>Financial Assistance and Incentive Schemes</b>
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The Council has a number of schemes offering financial support to owners of empty properties to return them to use.

- 58 first time buyers purchased an affordable property, supported by a First Time Buyer Empty Homes Renovation Grant funded by the Council and the Mon & Menai Partnership Fund.
- 17 first time buyers purchased an affordable property, supported by a First Time Buyer Empty Homes Renovation Grant funded through the Vibrant and Viable Places Regeneration Scheme. An evaluation of the scheme noted that each £1 of grant spent levered in private sector investment of £4.31.
- 55 properties to be returned to use/created through the Houses into Homes loan scheme.
- 12 empty homes purchased by a Housing Association using Social Housing Grant Subsidy
- 1 problematic, long term empty property purchased, renovated and sold on as affordable housing on a shared equity basis as part of the Compulsory Purchase Order/Purchase by Agreement Pilot. The proceeds of sale to be re-invested into the scheme.

(vi)	<b>Enforcement</b>
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Viewed as a last resort and used only where negotiations have failed or there is no other real prospect of an empty property being returned to use. An Enforced Sales Policy is in place and two properties have been sold in order to recover debts owed to the Council for works undertaken in default. One of these properties is under renovation, the other is occupied.

(vii)	<b>Empty Homes Surgery</b>
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Statutory powers and intelligence surrounding empty properties are shared across services. An Empty Homes Surgery has been set up in order to establish a coordinated approach across all services within the Council. This makes more effective use of limited resources both financially and in terms of manpower, focussing on a long term solution rather than reacting to specific complaints.

This approach was recognised as an example of Good Practice by Chartered Institute of Housing Wales and has been adopted by other Councils

(viii)	<b>Property Matching Service</b>
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The aim of the property matching service is to put owners of empty properties wishing to sell in touch with prospective buyers.

(x)	<b>Cross Boundary Working</b>
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The Council is represented by the Empty Homes Officer at Regional and National Empty Homes events and workgroups.

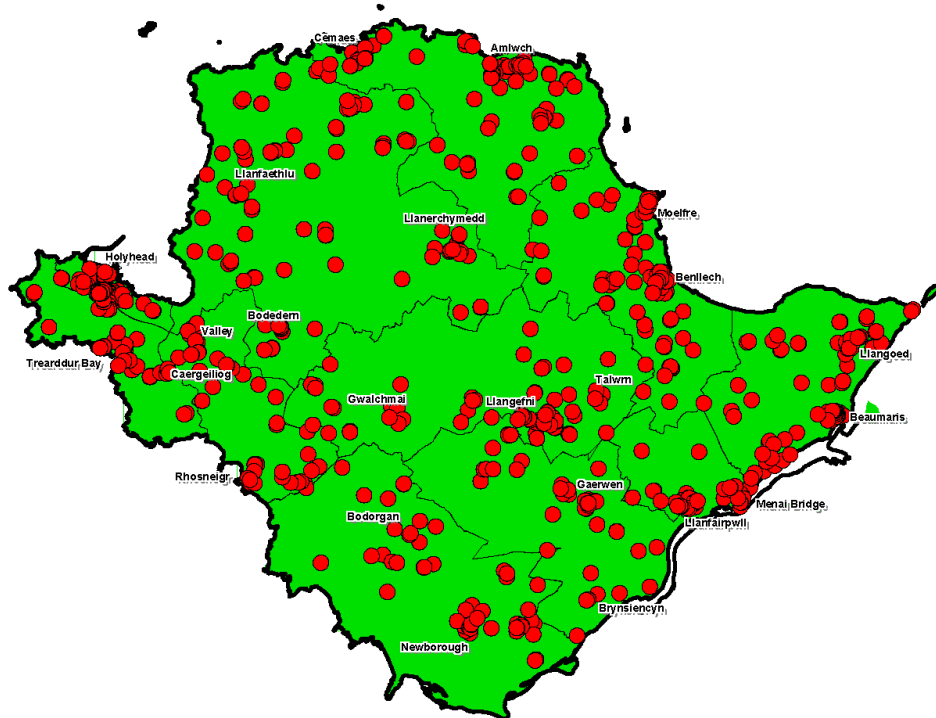
### 5.3 The Current Empty Homes Picture in Anglesey

On the 1<sup>st</sup> April, 2016, 842 properties were recorded on the empty homes database. These are properties that have remained empty for six months or more according to Council Tax records – the true number is likely to be significantly higher as many will not have been reported as empty.

#### Distribution of Empty Homes by Post-code

When plotted on a map, it is evident that empty homes are widely dispersed across the Island. Even one empty home returned to use in a community significantly helps meet the need for housing within that community, enabling people to remain in their locality, close to their family network and supporting the preservation and sustainability of the Welsh language. (Source: empty homes database 1.4.16).

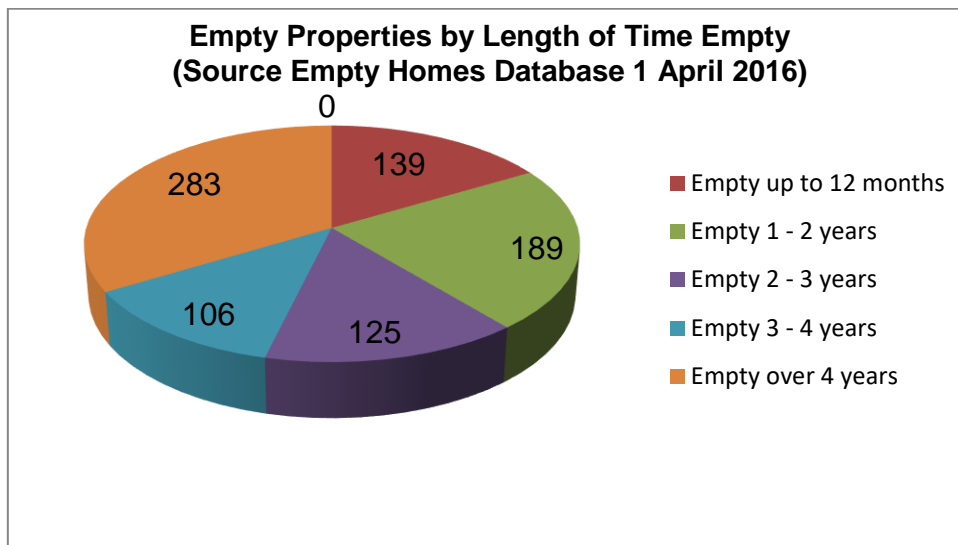
**Distribution of Empty Homes by Post-code**



#### The significance of early intervention

Evidence suggests that the longer a property is empty, the more difficult it is to engage with the owner. In view of this, significant work has been undertaken to tackle properties empty up to two years and over five years. Despite this, the chart below demonstrates that 514 (or 61%) of long term empty properties on the Island

have been empty for more than 2 years, with 283 recorded as being empty over 4 years.



**Bespoke Solutions** - Whilst some may consider Anglesey to be fortunate in that it does not have streets of derelict and boarded-up empty properties as can be found in other areas, tackling single properties widely dispersed throughout urban, semi-rural and rural locations can be just as challenging. Tailoring support for such properties requires an individual approach, involving persuasion and negotiation, as they fall outside large scale regeneration projects and their associated funding streams.

**Remote locations** - Empty properties located in very rural areas often lack basic facilities such as water or electric and are so remote that they are not noticeable and do not create a problem. These properties would currently only be dealt with should they become a source of complaint.

**Flats above shops** - Anglesey has a number of non-residential spaces above shops which are either used as storage (and may therefore be considered to be in use) or may have previously been used as living accommodation. Some are in disrepair but renovation or conversion becomes unattractive to owners because of the high cost involved. Regeneration of town centres is about a lot more than filling empty shops. It is about creating a vibrant town centre. By ensuring that any future funding bids across the Council include for bringing flats over shops back into use, we can bring added value to a scheme, increasing both housing supply and town centre footfall.

**Commercial Conversions** – Due to economic downturn, Anglesey has its fair share of redundant commercial buildings. These sites are candidates for re-development but such projects are resource intensive and require the input of both internal and external partners if such properties/sites are to be unlocked and viable alternative uses and funding streams identified and realised.

**Requiring Modernisation** - Some properties across the Island have benefitted from a combination of enveloping and group repair schemes. Visually many of these properties appear tidy but this often masks the need for internal modernisation. The sale of such properties may stall or fail at the survey stage, when the cost of remedial works becomes a barrier to accessing a mortgage.

**Problematic and Removed from Council Tax** - A proportion of the most problematic empty properties on the Island have been removed from the Council Tax list. In these instances, the absence of a Council Tax charge becomes a disincentive for owners to take positive action and because of their poor condition, they are the most likely source of complaint to the Council. Intervention can be resource intensive and requires a multi-departmental approach, but where successful, can provide additional Council Tax revenue not only to the County Council but also to the Police and Community /Town Councils, as demonstrated in the chart below.

<b>Number of properties returned to use when the Council has taken enforcement action</b>	<b>*Additional Council Tax Revenue</b>
4	£5,362

\*Based on an average Council Tax for a Band D Property of £1340.57 in 2016/17, of which £1061.46 is levied by the Council/ £240.12 set by the Police and Crime Commissioner North Wales and £38.99 average precept set by Community/Town Councils.

**Council Tax Premium on Empty Properties** - With effect from 1<sup>st</sup> April, 2017, Isle of Anglesey County Council will charge a Council Tax premium of 25% of the standard rate of Council Tax on long-term empty homes on the Island. This will apply to all long-term empty properties which have been empty for a continuous period since the 1<sup>st</sup> April, 2016. However, there will be a number of exception classes, which apply specifically to long term empty properties. Where an empty home falls into one of these classes, the Council will not be able to charge a Council Tax premium. A list of Exceptions is available in Appendix 1. As this does not come into force until 1<sup>st</sup> April 2017, it will be some years before the Council can assess the impact such an increase will have in reducing the number of empty properties.

The Council has been encouraged to invest a proportion of the additional revenue in schemes to support a reduction in the number of empty properties on the Island and to meet the affordable housing needs of its residents. In February 2017 the Council approved a Policy for the implementation of two schemes to help first time buyers. Both schemes will be funded from the Council Tax premium which will be raised on second and empty homes from April 2017. The schemes are:

- 1) Grant to help first time buyers purchase and renovate an empty home
- 2) Equity loans to help first time buyers

#### **5.4 The reasons why homes remain empty in Anglesey**

Some properties are empty due to the normal processes of buying, selling and letting properties. These are known as transactional empties and would only be targeted if they were causing a problem.

Other common reasons include:-

- **Death of the occupant**
- **Occupant moving to hospital or institution**
- **Eviction or repossession**



- **Need for repair and refurbishment** beyond budget of owner
- **Fears about renting the property** - the owner may have had a former bad experience though letting and not wish to risk repeating this. Others have unfounded perceptions of problems with renting. Owners lack the knowledge and have concerns about responsibilities of being a landlord.
- **Selling the property** - these properties can be in good condition but owners have been trying but have been unable to sell for various reasons. Other reasons include waiting for better market conditions or concerns about the tax implications.
- **Inherited properties** - the owner may lack the knowledge or the inclination to do anything with inherited properties. Some keep them in case their children choose to occupy them in future.
- **Their property/their business** - owners choose not to engage with the Council as they believe that as the property is privately owned, the Council do not have the right to require action to return it to use. They may be unaware or have no concern for the effect the property is having on the local area and surrounding properties. These are usually the properties which are likely to be left empty for many years and fall into disrepair. As they are deliberately kept empty by the owner, they are viewed as “intentional empties”.
- **Speculative purchases** - Properties bought as an investment by buyers who have no inclination to do anything with them.
- **Legal issues** - for example delays and/or disputes in the administration of the estate when an owner has died can lead to probate not being sought or granted. Ownership may be in dispute or there are multiple owners and thereby agreement on what to do with the property cannot be reached. In certain instances, debts are already owed to the Council, e.g. care home fees or the cost of works in default previously undertaken if a property has already been a source of complaint.
- **Absent/untraceable owners** - it may not be immediately evident who the owner of a property is or where they are, as they may have moved away with little information available to trace them. Whilst the Land Registry holds ownership details of all registered properties, a significant number of properties on the Island have not changed ownership since registration became compulsory and therefore information on their ownership is not readily available. Where information regarding the property is not available from this source, identifying the owner becomes difficult.

## 6 THE EMPTY HOMES TOOLKIT

Isle of Anglesey County Council will always seek to work with owners of empty properties in the first instance, offering advice, assistance and options designed to help empty property owners as outlined in the toolkit below. The Council expects owners of empty properties to fully engage with the process of returning them back to use and to co-operate with the Council.

If this advice and assistance is consistently refused, the Council may have no option but to take enforcement action to resolve the problems associated with the property and to ensure its return to use. Adding to the toolkit is an on-going feature which will remain a priority throughout the terms of the new strategy. By making owners aware of the tools which the Council has at its disposal, this Strategy is achieving its fourth

objective that of encouraging empty home owners to return their properties back into use.

## 6.1 Advice

The Council will do its utmost to resolve an empty homes issue by co-operation, finding a mutually beneficial solution which allows the owner to keep hold of the property.

In addition to offering bespoke advice to owners of long term empty properties the Council offers a number of schemes aimed at helping to incentivise owners of empty properties to make the most of their unused resource.

<b>Advice and information</b>	
<b>To empty property owners and members of the public</b>	
<b>Help owners to sell property</b>	<b>Help owners to rent property</b>
<ul style="list-style-type: none"> <li>• Advice on: selling privately, estate agents or auction.</li> <li>• Property matching service – matching empty property sellers with prospecting empty property buyers.</li> <li>• Advertise low cost empty properties for sale on the “Tai Teg” Affordable Housing Website” and when opportunities exist offering financial support towards the cost of renovation, thereby linking people in need of affordable housing with opportunities to purchase.</li> <li>• Identifying and referring suitable properties for purchase as social rented housing.</li> </ul>	<ul style="list-style-type: none"> <li>• Referral of rental properties to Housing Solutions to help find a tenant.</li> <li>• Providing information on becoming a landlord, private lettings agents and acceptable housing standards.</li> <li>• Advice regarding obligation to register with Rent Smart Wales.</li> </ul>
<b>Financial Incentives (Discretionary)</b>	<b>Help owners wishing to renovate</b>
<ul style="list-style-type: none"> <li>• Interest free loans available to landlords/owners of empty properties in need of renovation who intend either to let them or sell them on.</li> <li>• Home improvement loans available to owners of empty properties in need of renovation to owner occupy.</li> <li>• First time buyer empty homes renovation grant available to first time buyers purchasing an empty property requiring renovation to owner occupy.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide information on the services of Planning and Building Control Services.</li> <li>• Provide project management options and signposting to available good practise guides and websites.</li> <li>• Provide information on the reduced VAT scheme available to owners renovating a property empty over two years.</li> </ul>

## 6.2 Financial Incentives and Assistance

The Council offers a number of discretionary financial support schemes to support owners of empty properties to return them to use.

<p><b>Houses into Homes Loan to let</b></p>	<p>Available to landlords/owners of empty properties requiring renovation to let.</p> <p>Loan of up to £25,000 per unit of accommodation returned to use up to a maximum of £150,000.</p> <p>Interest free, repayable at the end of 3 years.</p> <p>Secured against the property, loan to value, including mortgage cannot exceed 80% of property's current value. Property must meet Decent Homes Standard</p>
<p><b>Houses into homes loan to sell</b></p>	<p>Available to landlords/owners of empty properties requiring renovation prior to selling.</p> <p>Loan of up to £25,000 per unit of accommodation returned to use up to a maximum of £150,000.</p> <p>Interest free, repayable at the end of 2 years.</p> <p>Secured against the property, loan to value, including mortgage cannot exceed 80% of property's current value. Property must meet Decent Homes Standard.</p>
<p><b>Home Improvement Loan</b></p>	<p>An interest free loan of up to £25,000 available to owners of empty properties which require renovation prior to owner occupation.</p> <p>Administration fee of 15% of total loan can be added to the loan itself.</p> <p>Secured against the property, loan to value, including mortgage cannot exceed 70% of property's current value.</p> <p>Property must be made "Warm, Safe and Secure".</p>
<p><b>First time buyer empty homes renovation grant (Restricted to Holyhead area funded via Vibrant and Viable Places Project)</b></p>	<p>A grant of up to £20,000 available to first time buyers purchasing an empty property requiring renovation to owner occupy.</p> <p>Property must have been empty for six months or more prior to purchase and applicants are subject to an affordability assessment</p> <p>Grant is secured against the property as a local land charge for a set period of time from completion of works.</p>

**Added Value** - Financial investment in the above scheme not only benefits the owners and improves the amenity of an area but also:-

- The local economy – work is undertaken by local contractors therefore the money is invested in the local workforce and business supply chain.
- Homes are let to local people who can remain in their community.
- Increased footfall in town centres and villages supporting retail sustainability.
- The 27 additional units brought into use through conversion of redundant buildings or renovation of existing properties, provides additional revenue for the Council at a time when budgets are reducing.

<b>Additional Units</b>	<b>Approximate additional Council Tax revenue per annum based on a band D property</b>
27	£36,195

### 6.3 Enforcement

Where negotiations have failed and owners of a long term empty property refuse the assistance of the Council or fail to return their property back into use within a reasonable timescale, firmer measures may be pursued which would require the owner to engage or risk losing their property. When such action is required, the Council undertakes to adhere to its enforcement principles, which provide for fair and consistent enforcement.

The enforcement tools available to the Council are: Enforced Sales Procedure, Empty Dwelling Management Order (EDMO) and Compulsory Purchase Order (CPO). Enforcement action can be halted at any time should the owner wish to engage with the Council to return their property back into use. There is a raft of legislation available to the Council to tackle problems associated with an empty property and the diagram below sets out some of the legislation available to the Council to use in order to help tackle long-term empty properties. (Appendix 2 provides further information on available legislation)

Enforcement Action	Town and Country Planning Act 1990 s215 – an adverse effect on the amenity of the area (appearance of property)	Planning Enforcement
	Building Act 1984 S77,78,79 – dangerous structures	Building Control
Improving condition of property	Prevention of Damage by Pests Act 1949 – pests Environmental Protection Act S.80 – refuse Housing Act 2004 – housing disrepair or dilapidation Environmental Protection Act 1990 s.80 – nuisance Public Health Act s.79 – removal of noxious materials Local Government (MP) Act 1982 s.29 – secure property Building Act 1984 S78 Ruinous and Dilapidated	Environmental Health

**Works in default** – securing the debt as local land charge under the above legal notices (excluding LG1979 s.29)

### **Enforced Sale**

Where an unpaid debt to the council has been secured by a local land charge on a long term empty property (possibly through enforcement action outlined above) the Council can force the sale of the property to a third party.

### **Empty Dwelling Management Order (EDMO)**

The property must be in an area of housing need with no prospect of becoming occupied under the current owner. Council would facilitate works needed to allow the property to be used to accommodate people in housing need and resources would be required to meet the cost of updating the property to lettable standards.

### **Compulsory Purchase Order (CPO)**

Where the property is long term empty, in poor condition (and in an area of housing need), the ultimate sanction for those owners who fail to bring their property back into use, the threat and use of compulsory powers will be considered. Used only as the last resort.

#### **(i) Enforced sale**

The enforced sale procedure can be used when the owner of an empty property has outstanding debts with the Council. Where the Council undertakes “works in default” to ensure that an empty property is made safe or does not impact negatively on the locality, the costs incurred will be charged against the owner. Should the owner not pay these debts, the Council will sell the property in order to recover the costs.

An enforced sale can also be used to recover Council Tax arrears. This process can be halted at any point if the owner decides to engage and pay off their debts with the Council. Appendix 2 provides a list of legislation which allows the Council to carry out works in default.

#### Case Study



**History:** Property empty since 2002 and a source of repeated complaints to the Council including overgrown gardens, sightings of rodents and break-in. Attempts to trace the owner proved inconclusive. The Council served a notice under the Prevention of Damage by Pests Act 1943 to clear the overgrowth. The work was subsequently undertaken in default by the Council and the property was sold via the enforced sale process to recover costs. New owner benefitted from a “Houses into Homes” loan and benefitted from paying reduced VAT on renovation costs prior to selling the property.

**Community benefits:** Neighbours were satisfied that action had been taken by the Council and the amenity of the area improved. Renovation work undertaken by a local Company providing work for local tradesmen.

**Benefits to the Council:** The benefits to the council were the resolution of the problems associated with the empty property, its ability to recover costs, the collection of Council Tax for the first time since 2002 and no further need to spend resources dealing with further complaints.

## **(ii) Empty Dwelling Management Order (EDMO)**

An EDMO involves the Council taking over the management of an empty property. The Council can take action against an empty property which has been unoccupied for over six months, bringing it up to the Decent Homes Standard before letting it at an affordable rate. Any costs incurred in renovation and management of the property are recovered from the property rental. A full EDMO may be granted for seven years, after which time responsibility can be handed back to the owner.

Whilst this is a course of action which has not yet been taken by the Council, it is an option which could be exercised during the course of the next Strategy subject to start-up funding being identified.

## **(iii) Compulsory Purchase Order (CPO)**

A CPO is the firmest measure available to the Council. It involves the Council acquiring an empty property but, unlike with the enforced sale, its use does not require debts to be initially owed to the Council by the Owner.

One advantage of compulsory purchase is that it offers the Council more flexibility in determining the future use of the property e.g. the option of returning the property to the social rented rather than the private rented sector.

As an alternative to a CPO, the Council would as a first step, try to acquire the property by agreement with the owner, without the need for a more formal CPO.

## **6.4 Prioritisation for Enforcement**

Long-term empty properties whose owners prove uncooperative or are absent, will be prioritised for enforcement action.

To ensure a consistent and fair approach a prioritisation matrix will be developed as a tool for determining which problematic empty properties to target and prioritise for action when taking into account the limited resources available.

## **6.5 Resources for Enforcement**

Although enforcement action is seen as a last resort, Isle of Anglesey County Council acknowledges that in some cases, enforcement action will be the only option available where owners fail to work with the Council.

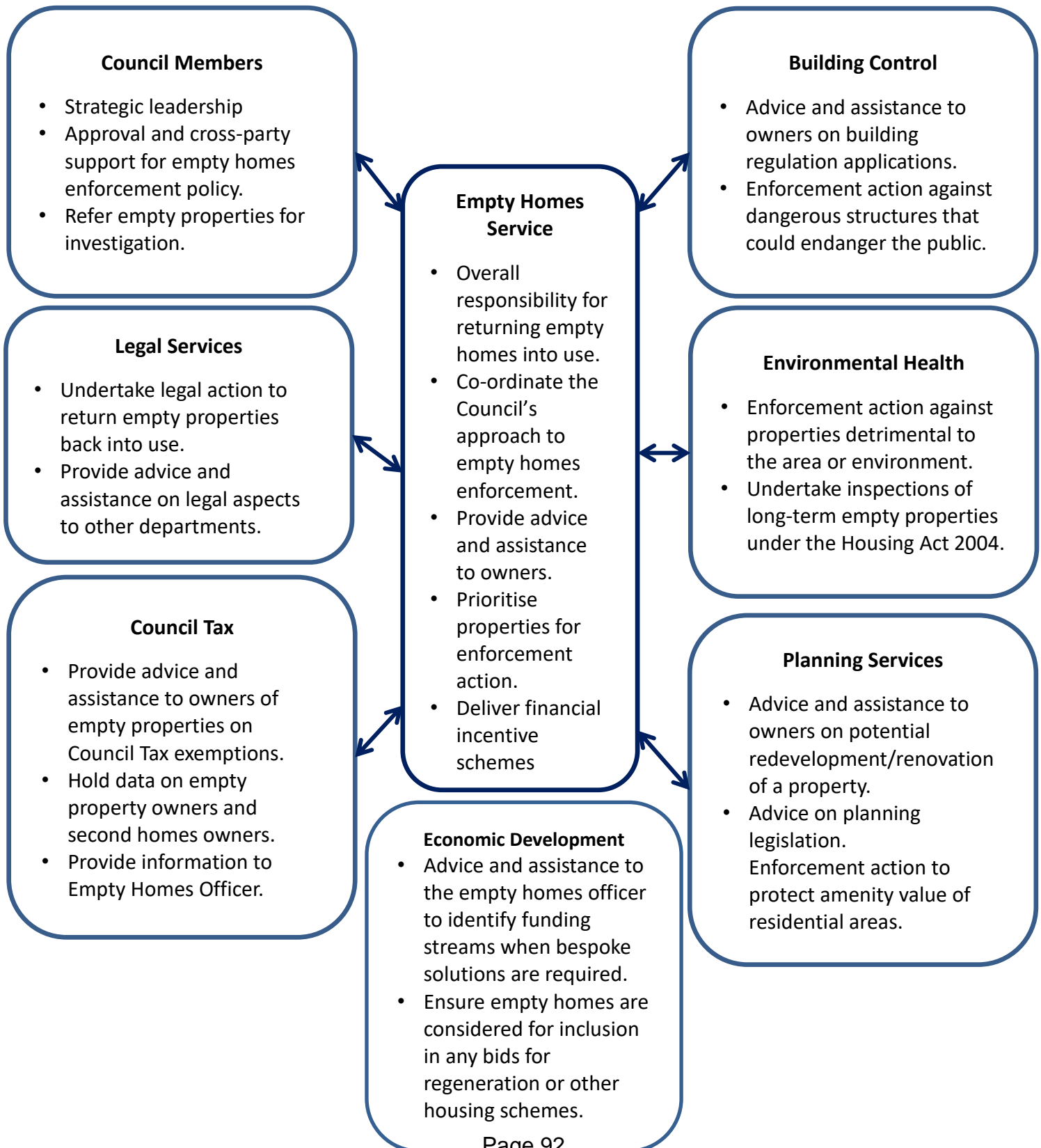
Where enforcement action is taken and the owner fails to comply with the requirements of a Notice, funding is available to the Council to undertake the works in default through the Houses into Homes Loan Scheme and the debt may be recovered through the enforced sale process.

The decision to charge a Council Tax premium on properties which have been empty for more than one year, may present an opportunity for further investment to support the return of empty homes into use, for example by providing funding for EDMO's or to develop a type of renovation/rental model which could increase the availability of rental properties.

## 7. WORKING TOGETHER

A great deal of officer time is spent on reacting to complaints and incidents at individual empty homes. Without a coherent approach, officers from different services may duplicate or even undermine efforts.

This strategy will include an action to work together across services as outlined below.





## 8. AIMS AND OBJECTIVES MOVING FORWARD

### 8.1

#### **AIM**

**Working Together - To reduce the number of long term empty properties in Anglesey**

Despite the proposals for change in how public services are delivered, the Council must be ambitious in its approach to finding new and innovative ways to tackle the problem of empty properties and this is reflected in its five objectives.

### 8.2 Strategic Objectives

#### **OBJECTIVE 1**

**Improved Intelligence - To maintain and improve the accuracy of empty homes data**

The basis of intelligence about empty homes is largely from the Council Tax exemptions list. There are limitations about how this data is used as the information changes on a daily basis and can quickly become out of date as it relies on home-owners updating the Council when changes are made to their properties.

Information for Council Tax use can only be shared in certain circumstances set out below:-

For general purposes section 85 of the Local Government Act 2003 is used in order to share Council Tax information with empty property officers. Section 85 of the Local Government Act 2003 allows information on property details, address, owners name and contact information obtained from Council Tax to be used to identify vacant properties and take steps to bring vacant dwellings back into use.

Where enforcement action is being considered, however, Section 237 of the Housing Act 2004: Council Tax & Housing Benefit, (Part 1 to 3 Act – Enforcement/EDMO etc.) allows for all information to be shared.

#### **OBJECTIVE 2**

**Working Together - to strengthen existing and develop new internal and external partnerships to reduce the number of long term empty properties, adopting a whole council approach to tackling empty homes.**

Empty properties affect the work of many parts of the Council, external organisations and residents. In implementing this Empty Homes Strategy, the Council will ensure that there is strategically led approach to tackling the issue so that efforts are co-ordinated and coherent. Members of the Empty Homes Surgery will all have a role in delivering the actions within this strategy and carry out periodic reviews of the action plan.

Different powers and duties are available to members of the Empty Homes Surgery and by taking action together, many hours of enforcement activity can be reduced. The potential savings to the Council, are significant in terms of complaint handling.

The Council shall also work with external partners – registered social landlords, the fire services, police, local landlords and other councils in order to ensure that advice is shared and continuity achieved.

### **OBJECTIVE 3**

#### **Publicity- To raise awareness of empty homes issues**

The Council must ensure that it is publicising the issue of empty homes in the most effective way. A higher profile for the problem of empty homes may encourage both owners and concerned neighbours to engage with the Council in reporting long-term empty properties and returning them to use.

The public will be actively encouraged to report empty homes that they become aware of, rather than waiting for a complaint to be made.

Part of the awareness raising about the problems associated with empty homes will take place within the Empty Homes Surgery. Being aware of the impact on other services as well as the one that officers work in has already been quite a revelation.

Through extensive use of social media, the Council will highlight the problems associated with empty homes and the help available to owners to bring them back into use

### **OBJECTIVE 4**

#### **Innovative Approaches - Increasing options in the “Toolkit” to encourage empty homes owners to return them back into use**

Making owners aware of the potential benefits of renting or selling their empty home, as well as how the support the Council can offer may help to achieve this, is a huge step towards addressing the problem of empty long term empty properties.

It is recognised that many owners need some assistance in order to take action, they may have chosen to ignore the issue for some years and cannot see a way forward.

The Council must continue to be proactive in adding to the Toolkit over the terms of the strategy, finding new ways and developing new initiatives to persuade owners of long-term empty properties to take action and promote the unacceptability of homes left unused.

#### **OBJECTIVE 5**

**Enforcement - To prioritise empty homes for enforcement action and promote and strengthen the existing whole council approach to tackling empty homes.**

The Council will undertake a risk assessment of long-term empty properties in order to prioritise those properties where enforcement action will be undertaken. The prioritisation process will take into account factors such as

- Property condition and whether it is causing harm to other properties;
- The length of time empty;
- The number of complaints received by the Council or other agencies;
- Whether the property is causing a detrimental environmental impact;
- Whether the property is already facing enforcement by the Council;
- Whether the owner owes money to the Council;
- Whether the owner owns multiple empty properties.

An action plan, based on these five objectives is set out at the end of this Strategy.

## **9. CAN YOU HELP**

### **Owners of Empty Properties**

For further information on the content of this strategy and/or to seek assistance with bringing the property back into use, owners of empty properties are advised to contact the Empty Homes Officer.

### **Members of the Public**

If members of the public are concerned about an empty property or consider that the owner may not be in a position to return it to use without some help, they are advised to contact the Empty Homes Officer.

Please contact the Empty Homes Officer on the number below or go to [www.ynysmon.gov.uk](http://www.ynysmon.gov.uk) and enter “empty homes” in the search box.

### **Empty Homes Officer Contact Details:-**

Telephone: 01248 752283

Email: [emptyhomesofficer@ynysmon.gov.uk](mailto:emptyhomesofficer@ynysmon.gov.uk)

In writing: Empty Homes Officer  
Housing Services  
Isle of Anglesey County Council  
Llangefni  
Ynys Môn  
LL77 7TW

## ACTION PLAN

The action plan brings together the Strategy’s five objectives, allocating each one key actions for future monitoring purposes. Its aim is to ensure that we continue “doing what we do” but that, as we move forward, we also develop new and innovative ways to accelerate the rate at which empty properties are returned to use.

### **Objective 1: Intelligence and Targeting - To maintain and improve the accuracy of empty homes data**

	<b>ACTION</b>	<b>WHAT WE WILL DO</b>	<b>BY WHOM</b>	<b>BY WHEN</b>	<b>MONITORING/MEASURE</b>
1.1	Encourage owners to inform the Council when there is a change in status of the property, i.e. when a property becomes unoccupied and occupied. This to be done through effective marketing and publicity.	<ul style="list-style-type: none"> <li>I. Correspond with owners of new properties entered on the Empty Homes Database on 1<sup>st</sup> April each year.</li> <li>II. Review the status of historical empty properties database.</li> <li>III. Advise Council Tax Section when a property is reported back into use.</li> </ul>	<p>Empty homes Officer</p> <p>Empty Homes Officer</p>	<p>Annually</p> <p>Annually</p>	Reduction in the number of recorded empty homes.
1.2	Agree on the information to be collected on the empty homes database.	Establish a protocol for including properties which have been exempted from payment of Council Tax and remain empty for a long period.	Empty Homes Officer Council Tax Supervisor	December 2017	Protocol in place
1.3	Explore the option to develop a SMART targeting plan.	Initial pilot working with internal stakeholders	Empty Homes Officer/Council Tax	July 18 and ongoing	Evaluation report
1.4	Review Empty Homes Database to ensure resources are targeted on homes which will have the greatest impact.	Regular input of data on properties returned into use onto the Empty Homes Database.	Empty Homes Officer	Quarterly.	
1.5	Measure the effect of charging 25% premium on the standard rate of Council Tax on empty homes.	Analyse performance indicators on empty properties and empty properties returned to use up from April 2016 to April 2019.	Council Tax	April 2019/2020	Report to the Strategic Housing Partnership.

**Objective 2: Working Together - To strengthen existing and develop new internal and external partnerships to reduce the number of long term empty properties, adopting a whole council approach to tackling empty homes.**

1	Maintain clear strategic leadership	Support all stakeholders with a role to reduce the number of long-term empty homes	Housing Strategy Manager Empty Homes Officer	Ongoing	Report annually to the Anglesey Housing Partnership
2	Improve partnership working with fire service/police on long-term empty properties	Seek a long term solution for returning problematic long term empties back into use rather than deal with reported "incidents" by outside agencies.	Empty Homes Officer/Environmental Health Services	Ongoing	The number of properties returned to use where other agencies have had input.
3	Maintain and improve links with landlords, letting and property management agencies through improved information and attendance at Landlords Forum meetings.	Investigate new ways of improving links with the private rented sector	Empty Homes Officer/Landlord Liaison Officer/Landlord Forum	Ongoing	Attendance at landlord events.
4	Regular meetings between empty homes officers regionally.	To share advice in difficult cases, look at best practise solutions, ensure consistency in approach and for training purposes.	Empty Homes Officer/Environmental Health Service	Ongoing	Number of meetings attended
5	Ensure that opportunities to identify solutions with Registered Social Landlords are maximised.	To explore opportunities for joint-working that will result in empty homes being returned to use.	Empty Homes Officer	Ongoing	Opportunities realised.

**Objective 3: Publicity - To raise awareness of empty homes issues**

	<b>ACTION</b>	<b>WHAT WE WILL DO</b>	<b>BY WHOM</b>	<b>BY WHEN</b>	<b>MONITORING/MEASURE</b>
1.	Review and improve publicity material in the Empty Homes Information Pack to highlight the issue of empty homes together with options available to owners of empty properties to return them to use.	<ul style="list-style-type: none"> <li>I. Review and update existing literature to ensure it is accurate and current.</li> <li>II. Dedicated empty homes section on Council website – updated regularly.</li> <li>III. Regular use of social media (Twitter, Facebook) to highlight the empty homes initiative.</li> <li>IV. Develop an on line form for reporting empty homes.</li> </ul>	Empty Homes Officer	1 January 2018 and ongoing	Number of properties returned to use by type of intervention recorded
2.	Communicate with Community and Town Councils and Councillors to highlight the issue of empty homes.	<ul style="list-style-type: none"> <li>I. Circulate information to all parties, encouraging the reporting of empty homes in their communities.</li> </ul>	Empty Homes Officer	1 <sup>st</sup> January 2018	
3	Contribute to regional and national consultations on empty homes policy and procedures	<ul style="list-style-type: none"> <li>I. Attend regional and national empty homes events and meetings</li> <li>II. Respond to National Consultations on Policies affecting empty homes</li> </ul>	Empty Homes Officer	As they occur	Number of meetings attended and contribution made. Percentage of responses against number of consultation documents received.

**Objective 4: Innovative Approaches - Increasing options within the “Toolkit” to encourage empty homes owners to return them back into use**

	<b>ACTION</b>	<b>WHAT WE WILL DO</b>	<b>BY WHOM</b>	<b>BY WHEN</b>	<b>MONITORING/MEASURE</b>
1	Inform and advice to all owners of possible options available to them to bring their empty homes back into use via frequent and regular communication.	<ul style="list-style-type: none"> <li>I. Distribute the Empty Homes Information Pack.</li> <li>II. Contact owners to discuss their empty property to develop a bespoke solution.</li> <li>III. Analyse responses to the survey questionnaire and respond positively and swiftly to owners who have returned them.</li> </ul>	Empty Homes Officer	<ul style="list-style-type: none"> <li>I. Annually</li> <li>II. Ongoing on a case by case basis.</li> <li>III. Ongoing</li> </ul>	<p>Number of questionnaires distributed, returned and actioned.</p> <p>No. of properties returned to use by type of intervention.</p>
3	Explore other funding opportunities with a view to developing further financial schemes to incentivise and support owners.	<ul style="list-style-type: none"> <li>I. Establish what other sources of public, private or charitable funding may be available.</li> <li>II. Explore funding opportunities to undertake EDMO's.</li> </ul>	Housing Services/Empty Homes Officer	1 May 2018	
4	Seek innovative new ways to provide additional options for owners.	<ul style="list-style-type: none"> <li>I. Explore good practise in other Councils across the UK.</li> <li>II. Develop our own creative new solutions.</li> </ul>	Empty Homes Officer	Ongoing	



**Objective 5: Enforcement - To prioritise empty homes for enforcement action and promote and strengthen the existing whole council approach to tackling empty homes**

	<b>ACTION</b>	<b>WHAT WE WILL DO</b>	<b>BY WHOM</b>	<b>BY WHEN</b>	<b>OUTCOME/MEASURE</b>
1	Apply a risk based assessment process for prioritising problematic empty homes for action/implementation.	Review and implement the current risk based prioritisation matrix to identify those properties requiring intervention.	Empty Homes Officer and Empty Homes Surgery Members	1st January 2018	Revised matrix agreed and implemented.
2	Establish protocols for determining and applying the most appropriate course of enforcement action likely to resolve a problematic empty property and lead to its return to use.	<p>I. Review the terms of Reference of the Empty Homes Surgery to ensure effectiveness, accountability and clear objectives.</p> <p>II. Have an agreed and recorded plan of action for each property prioritised for enforcement action with designated officers to enforce where appropriate</p> <p>III. Develop an escalation mechanism where higher level support is required.</p>	<p>Empty Homes Surgery/Housing Strategy Manager</p> <p>Empty Homes Surgery Members</p> <p>Empty Homes Officer</p>	<p>1<sup>st</sup> January 2018</p> <p>Ongoing</p> <p>1<sup>st</sup> April 2018</p>	<p>TOR reviewed</p> <p>Mechanism agreed and adopted.</p>
2.	Proactively investigate all problematic long term empty properties reported using the prioritisation matrix where appropriate and investigate all reported empty homes	Investigate all reported empty homes promptly, undertaking initial assessment as a priority. Maintain the current proactive and reactive approach to dealing with empty properties.	Empty Homes Officer/ Environmental Health Officer	As required	Number of empty properties returned to use
3	Prioritise for action and recovery, empty properties where there is an existing debt owing to the Council for consideration of enforced sale process.	Develop a process to identify and assess empty properties where there is an existing debt owing to the Council. Agree and implement a plan for recovering the debt.	Empty Homes Officer/ Head of Revenues and Finance/Section 151 Officer	1 December 2019	Process developed and implemented.

## **GLOSSARY**

**Affordable Housing** – Social rented, affordable rented and intermediate housing provided to eligible households whose needs are not met by the market.

**Affordable rented housing** – housing let by local authority or private registered provider of social housing to households who are eligible for social rented housing.

**Decent Homes Standard** – the governmental criteria necessary for a liveable property. The property must:-

- Be in a reasonable state of repair.
- Meet the current statutory minimum standard for housing.
- Have reasonably modern facilities and services
- Provide a reasonable degree of thermal comfort

**Dwelling** – since 2001 a dwelling is defined as a self-contained unit of accommodation, where all the rooms (including kitchen, bathroom and toilet) are behind a door that only the household can use.

**Empty Homes Service** – The service aims to reduce the number of homes and buildings standing empty or becoming empty and to preserve and improve the Island's housing stock. Owners of empty, residential properties and, where appropriate commercial properties considered suitable for conversion into dwellings, are provided with guidance and assistance to develop a plan for returning them back into use.

**Household** – One person or a group of people who have the accommodation as their only or main residence **AND**

- Either share one meal a day or
- Share the living accommodation, that is, a living room or sitting room.

**Houses into Homes Scheme** – a loan scheme offered by the Council to owners of empty properties requiring renovation or conversion to let or to sell on.

**Housing Health and Safety Rating System (HSSRS)** – criteria by which councils evaluate potential risks to health and safety arising from property deficiencies and take appropriate enforcement action.

**Long term empty property** – A property left unoccupied for six months or more

**Tai Tag** – An independent register of people interested in home ownership but who cannot currently afford to buy outright on the open market with the aim of identifying and matching people to homes that are currently or known to be becoming available.

**Transactional empty property** – Properties which have become empty naturally through the operation of a normal property cycle. These may remain empty for a period of time, typically up to six months.

**APPENDIX 1 –**  
**COUNCIL TAX EXEMPTIONS**

Class A	Vacant dwelling requiring or undergoing major repairs or alterations – maximum 12 months exemption.
Class B	Unoccupied dwelling owned by a charitable body
Class C	Vacant Dwelling – maximum period 6 months
Class D	Dwelling unoccupied because former resident in detention
Class E	Dwelling unoccupied because former resident in hospital or care home
Class F	Unoccupied dwelling in which someone has died
Class G	Dwelling in which occupation is prohibited by law
Class H	Unoccupied dwelling held for a minister of religion
Class I	Unoccupied dwelling because former resident receiving care elsewhere
Class J	Unoccupied dwelling because former resident providing care elsewhere
Class K	Dwelling left unoccupied by a student owner
Class L	Unoccupied dwelling where mortgagee in possession
Class M	Student – halls of residence
Class N	Dwelling wholly occupied by students
Class O	Armed forces accommodation
Class P	Visiting forces accommodation
Class Q	Unoccupied dwelling held by trustee in bankruptcy
Class R	Unoccupied Pitch or Mooring
Class S	dwelling wholly occupied by people under 18
Class T	Unoccupied annexe which cannot be let separately
Class U	Dwelling occupied by a severely mentally impaired person
Class V	Dwelling occupied by people with diplomatic immunity
Class W	Dwelling occupied by a dependant relative (granny flat)

**EXCEPTIONS – COUNCIL TAX PREMIUM ON EMPTY HOMES**

Classes of Dwellings	Definition
Class 1	Dwellings being marketed for sale – time limited for one year
Class 2	Dwellings being marketed for let – time-limited for one year
Class 3	Annexes forming part of, or being treated as part of, the main dwelling
Class 4	Dwellings which would be someone’s sole or main residence if they were not residing in armed forces accommodation.

## APPENDIX 2 – Legislation to support Councils to resolve problematic properties

Problem	Legislation	Power Granted
Dangerous or dilapidated building structures	Building Act 1984, ss77 & 78	Section 77 – requirement for owner to make property safe
Dangerous or dilapidated building structures Unsecured properties (risk that it may be entered or suffer vandalism, arson etc.)	Housing Act 2004, Part 1  Building Act 1984, s79	Section 78 – Enables Council to take emergency action to make building safe  Housing Health and Safety Rating System (HHSRS) enables councils to evaluate potential risks to health and safety arising from property deficiencies and take enforcement action.  Requirement for owner to repair, restore or demolish.
Unsecured properties (risk that it may be entered or suffer vandalism, arson etc.)	Building Act 1984, s78  Local Government (Miscellaneous Provisions) Act 1982, s29	To allow councils to fence off property. To allow councils to take steps to secure property
Blocked or defective drainage or private sewers	Local Government (Miscellaneous Provisions Act 1976), s35  Building Act 1984 s59  Public Health Act, 1961, s17	To require owner to address obstructed private sewers.  To require the owner to address blocked or defective drainage  To require the owner to address defective drainage or private sewers.
Vermin (either present or there is a risk that they will be attracted)	Public Health Act 1961, s34  Prevention of Damage by Pests Act 1949, s4  Public Health Act 1936, s 83  Environmental Protection Act 1990, s.80  Building Act 1984, s76	To require the owner to remove waste so that vermin is not attracted to the site, to destroy an infestation and to remove any accumulation prejudicial to health
Unightly land and property affecting the amenity of an area	Public Health Act 1961, s34  Town and Country Planning Act 1990 s215	To require the owner to remove waste from the property  To require the owner to take steps to address a property adversely affecting the amenity of an area through its condition.

## Isle of Anglesey County Council - Equality Impact Assessment Template

Revision history:		
Version	Date	Summary of changes
0.1	26.6.17	

Step 1: Background	
<b>1 - What are you assessing?</b>	Empty Homes Strategy 2017-22
<b>2 - Is this a new or existing proposal?</b>	This is an update on the previous strategy
<b>3 - What are the aims and purpose of this proposal?</b>	<p>Its five strategic objectives are:-</p> <ol style="list-style-type: none"> <li>1. Intelligence and Targeting - to maintain and improve the accuracy of empty homes data</li> <li>2. Working Together - to strengthen existing and develop new partnerships to reduce the number of long term empty properties, adopting a whole council approach to tackling empty homes.</li> <li>3. Publicity- To raise awareness of empty homes issues</li> <li>4. Innovative Approaches - Increasing options in the “Toolkit” to encourage empty homes owners to return them back into use</li> <li>5. Enforcement - To prioritise empty homes for enforcement action and promote and strengthen the existing whole council approach to tackling empty homes.</li> </ol>

<b>Step 1: Background</b>	
<b>4 - Who is responsible for the proposal you are assessing?</b>	Head of housing Services
<b>5 - Who is the Lead Officer for this assessment?</b>	Housing Strategy, Commissioning and Policy Manager
<b>6 - Who else is involved in undertaking this assessment?</b>	Empty Homes Officer Housing Business Manager Ynys Mon Housing Partnership Environmental Health Officers Planning and Planning Policy Officers Benefits Officers and Council Tax
<b>7 - Is the proposal related to other areas of work?</b> For example, are there other proposals of policies that should be taken into consideration as part of this assessment?	Housing Strategy 2014-19 HRA Business Plan Cod of Practice for Enforcement
<b>8 - Who would be affected by the proposal(s) (adversely or positively, directly or indirectly)?</b>	Targeting of resources to increase the supply of affordable housing on the Island Residents on the Island benefit from properties being improved and decrease in anti social behaviour and nuisance that arises from properties being empty for a long period of time Occupiers receiving assistance to improve their properties Opportunities for local tradesmen to carry out renovation works

<b>9 - Is the proposal relevant to how the Authority complies with the public sector general duty relating to people who are protected by the Equality Act 2010?</b>	<b>Yes</b>	
<b>The elimination of discrimination and harassment</b>	<b>yes</b>	
<b>The advancement of equality of opportunity</b>	<b>yes</b>	
<b>The fostering of good relations</b>	<b>yes</b>	
<b>The protection and promotion of human rights</b>	<b>yes</b>	
Note: As a general rule, any policy that affects people is likely to be relevant across all protected groups		

<b>Step 2: Information Gathering</b>	
<b>10 - Does this proposal ensure that the Welsh language is treated no less favourably than the English language, in accordance with the Council's Welsh Language Policy?</b>	services are offered bilingually
<b>11 - Is there an opportunity here to offer more opportunities for people to learn and / or use the Welsh language on a day-to-day basis?</b>	<b>It will assist people to live within their communities by bringing empty homes back into use</b>
<b>12 – Will this area of work proactively offer services in Welsh for users?</b>	<b>Yes</b>
<b>13 – Is this proposal likely to protect and promote the Welsh language within communities?</b>	<b>Bydd</b>
<p><b>Appendix 1</b> to the Impact Assessment Guidance lists a series of questions which should be considered when assessing how proposals impact on the Welsh language in general. The extent to which these questions are relevant will depend on the proposal in question. The purpose of these questions is to make you think about the wider impact or contribution and these questions could be used as a prompt when responding to questions 10 – 13 above.</p> <p>However, when assessing how the Council's <b>main</b> policies and strategies impact on the Welsh language, it is recommended that these questions are considered in more detail so that comprehensive assessment is undertaken – <b>a separate template is available with these papers on MonITor, for you to complete, if appropriate.</b></p>	
<b>14 - Are there any Human Rights issues? If so, what are they?</b> (For example, could this proposal result in the failure to safeguard the right to privacy?)  (The 16 basic rights are listed at Appendix 1).	<b>no</b>



<b>15 – Does this proposal meet any of the seven national well-being goals outlined in the Well-being of Future Generations (Wales) Act 2015?</b>  (Discriptions of the wellbeing goals are listed at Appendix 2)	A prosperous Wales	<b>Yes</b>
	A resilient Wales	<b>Yes</b>
	A healthier Wales	<b>Yes</b>
	A more equal Wales	<b>Yes</b>
	A Wales of cohesive communities	<b>Yes</b>
	A Wales of vibrant culture and thriving Welsh language	<b>Yes</b>
	A globally responsible Wales	<b>yes</b>
<b>16 - What has been done to date in terms of involvement and consultation with regard to this proposal?</b>	Workshop held with key stakeholders to discuss objectives of the Strategy and opportunity to provide feedback on final version	
<b>17 – Have you used any other information that is relevant to the proposal to inform your assessment? If so, please detail:</b>	<b>The Strategy includes information on data and legal actions available to the Council</b> <b>Information from the Common Allocations Register proves the need for</b>	
<b>18 - Are there any gaps in the information collected to date? If so, how will these be addressed?</b>	no	

**Step 3: Considering the potential impact and identifying mitigating action**

19 — Note below any likely impact on equality for each individual group, and identify what action could be taken to reduce or improve the impact. \*For determining potential impact, please choose from the following: **Negative / Positive / No impact**

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Protected group	*Potential Impact	Details of the impact	Actions to mitigate negative impact
Age	Positive	There is no limitations on this	
Disability	Positive	Properties could be adapted during renovation stage	
Gender	Positive	There is no limitations on this	
Gender Reassignment	Positive	There is no limitations on this	
Pregnancy & Maternity	Positive	There is no limitations on this	
Race / Ethnicity / Nationality	Positive	There is no limitations on this	
Religion or Belief	Positive	There is no limitations on this	
Sexual Orientation	Positive	There is no limitations on this	
Welsh language	Positive	Encourages people to remain within their native communities	
Human Rights	Positive	There is no limitations on this	
Marriage or Civil Partnership	Positive	There is no limitations on this	
Any other relevant issue, eg poverty, access to services in rural areas	Positive	Increase in opportunity for people to remain within their rural communities	

<b>Step 4: Outcome of the assessment</b>	
<b>20 - Note the impacts identified and how it is intended to mitigate any negative impact (ie a summary of the above table)</b>	None identified
<b>21 - Is there a strategy for dealing with any unavoidable but not unlawful negative impacts that cannot be mitigated?</b>	
<b>22 - Describe any actions taken to maximise the opportunity to promote equality and/or the goals of the Well-being of Future Generations (Wales) Act 2015 (sustainability).</b> (The seven well-being goals are listed in Appendix 2)	
<b>23 – Is there a need to reconsider the proposal as a result of conducting this assessment?</b>  (Evidence of negative impact could render the proposal or decision unlawful. If you have identified negative impact, you should consider at this stage whether it is possible to proceed with the proposal).	no
<b>24 - Will the proposal be adopted / forwarded for approval? Who will be the decision-maker?</b>	Scrutiny Committee
<b>25 - Are there monitoring arrangements in place? What are they?</b>	Action plan proposed as part of Strategy which will be reviewed regularly

## Step 5: Action Plan

Please detail any actions that are planned following completion of your assessment. You should include any changes that have been made to reduce or eliminate the effects of potential or actual negative impact, as well as any arrangements to collect data or to carry out further research.

Ref	Proposed actions	Lead officer	Timescale

## Appendix 1 – Human Rights

Human rights are rights and freedoms that belong to all individuals, regardless of their nationality and citizenship. There are 16 basic rights in the Human Rights Act – all taken from the European Convention on Human Rights. For the purposes of the Act, they are known as ‘the Convention Rights’. They are listed below:

(Article 1 is introductory and is not incorporated into the Human Rights Act)

Article 2: The right to life

Article 3: Prohibition of torture

Article 4: Prohibition of slavery and forced labour

Article 5: Right to liberty and security

Article 6: Right to a fair trial

Article 7: No punishment without law

Article 8: Right to respect for private and family life

Article 9: Freedom of thought, conscience and religion

Article 10: Freedom of expression

Article 11: Freedom of assembly and association

Article 12: Right to marry

Article 14: Prohibition of discrimination

Article 1 of Protocol 1: Protection of property

Article 2 of Protocol 1: Right to education

Article 3 of Protocol 1: Right to free elections

Article 1 of Protocol 13: Abolition of the death penalty

## Appendix 2 - Well-being of Future Generations (Wales) Act 2015

This Act is about improving the social, economic, environmental and cultural well-being of Wales. Public bodies need to make sure that when making their decisions they take into account the impact they could have on people living their lives in Wales in the future. The Act puts in place seven well-being goals:

Goal	Description of the goal
<b>A prosperous Wales</b>	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
<b>A resilient Wales</b>	A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
<b>A healthier Wales</b>	A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
<b>A more equal Wales</b>	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
<b>A Wales of cohesive communities</b>	Attractive, viable, safe and well-connected communities.
<b>A Wales of vibrant culture and thriving Welsh language</b>	A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
<b>A globally responsible Wales</b>	A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to:</b>	<b>Executive Committee</b>
<b>Date:</b>	<b>17<sup>th</sup> July 2017</b>
<b>Subject:</b>	<b>Annual Director's Report 2016/17</b>
<b>Portfolio Holder(s):</b>	<b>Councillor Llinos Medi Huws</b>
<b>Head of Service:</b>	<b>Alwyn Jones (Adults' Services) &amp; Llyr Bryn Roberts (Acting Head of Children's Services)</b>
<b>Report Author:</b>	<b>Dr Caroline Turner, Statutory Director of Social Services, Assistant Chief Executive</b>
Tel: E-mail:	<b>Emma Edwards, Deputy Business Manager – Extension 1887 ejess@anglesey.gov.uk</b>
<b>Local Members:</b>	

<b>A –Recommendation/s and reason/s</b>
Opportunity for the Executive Committee to comment on the final draft document as presented by the Assistant Chief Executive in her role as Director of Social Services, and to contribute to the final document.

<b>B – What other options did you consider and why did you reject them and/or opt for this option?</b>
Not Applicable.

<b>C – Why is this a decision for the Executive?</b>
This is brought to the Executive Committee as it constitutes a yearly report produced for the attention of the public and our Regulators, the Care and Social Services Inspectorate Wales (CSSIW), and the Executive Committee input and approval is considered appropriate.

<b>CH – Is this decision consistent with policy approved by the full Council?</b>
The Approved Report will be shared with the Full Council on the 26 <sup>th</sup> September, 2017.

<b>D – Is this decision within the budget approved by the Council?</b>	
Not Applicable.	

<b>DD – Who did you consult?</b>		<b>What did they say?</b>
<b>1</b>	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	In Agreement - Meeting dated 12 <sup>th</sup> June 2017
<b>2</b>	<b>Finance / Section 151</b> (mandatory)	In Agreement – Info provided by the Finance department
<b>3</b>	<b>Legal / Monitoring Officer</b> (mandatory)	Not Applicable.
<b>4</b>	<b>Human Resources (HR)</b>	Had input into the content of the report (Workforce development)
<b>5</b>	<b>Property</b>	Not Applicable.
<b>6</b>	<b>Information Communication Technology (ICT)</b>	Not Applicable.
<b>7</b>	<b>Scrutiny</b>	In Agreement – Meeting dated 26 <sup>th</sup> June 2017
<b>8</b>	<b>Local Members</b>	
<b>9</b>	<b>Any external bodies / other/s</b>	

<b>E – Risks and any mitigation (if relevant)</b>		
<b>1</b>	<b>Economic</b>	Not Applicable.
<b>2</b>	<b>Anti-poverty</b>	Not Applicable.
<b>3</b>	<b>Crime and Disorder</b>	Not Applicable.
<b>4</b>	<b>Environmental</b>	Not Applicable.
<b>5</b>	<b>Equalities</b>	Not Applicable.
<b>6</b>	<b>Outcome Agreements</b>	Not Applicable.
<b>7</b>	<b>Other</b>	Not Applicable.

<b>F - Appendices:</b>
Not Applicable.

<b>FF - Background papers (please contact the author of the Report for any further information):</b>
Not Applicable.





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- **Our partnership working, political and corporate leadership, governance and accountability**

This document provides a summary of our annual self-assessment. We believe it outlines some of our key achievements in the past year, as well as highlight the challenges that need to be addressed in the coming year. It has been prepared as an inactive document, which is best read online to maximise the opportunity to link electronically to supporting documentation and external web sites.

We welcome any comments on the format and content of this report, in order to assist our improvement journey.

You can write or email to: Emma Edwards, Deputy Business Manager, Social Services, Anglesey County Council, Llangefni, Anglesey. LL77 7TB.

Email: [emmaedwards@anglesey.gov.uk](mailto:emmaedwards@anglesey.gov.uk)

## Summary Overview – What we did and Our priorities for 2017/18

Quality Standard	What we did	Priority 2017/18
<b>Additional</b>	<ul style="list-style-type: none"> <li>• Listened to the citizens of Ynys Môn – events, consultations, questionnaires, complaints,</li> <li>• Successfully completed the North Wales Needs Assessment</li> <li>• Continue to actively promote the Welsh Language, by offering all our services bilingually.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that the Children’s Services Improvement Plan work is managed and monitored to certify that the CSSIW Inspection Recommendations are met.</li> <li>• The improvements will be overseen by the newly formed Children’s Panel, part of the Council’s Scrutiny arrangements.</li> <li>• Successfully implement the Welsh Community Care Information System, an innovative All Wales Health and Social Care recording system, which will allow for better data sharing across organisations.</li> <li>• Continue to offer a fully bilingual service (Welsh &amp; English) across all our Services, in line with the Welsh Government Strategy ‘Mwy na Geiriau’.</li> </ul>
<p><b>1</b> Working with people to define and co-produce personal well-being outcomes that people wish to achieve</p>	<ul style="list-style-type: none"> <li>• Continued to offer a comprehensive Single Point of Access (SPOA) for health and social care referrals.</li> <li>• Developed Môn Community Hub – a third sector point of contact run by Medrwn Môn, offering information regarding support within the community.</li> <li>• We have introduced a Children’s Service Information, Advice and Assistance Hub, which is now known as ‘Teulu Môn’</li> <li>• Our Specialist Children’s Services have a dedicated Information Advice and Assistance team, made up of multi-disciplinary team members to streamline the access to information and services.</li> <li>• Advocacy Services are available across our services, where required.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to work with the community, thirds sector organisations and other partners in order to strengthen and build on the partnership work, which we do in order to further improve our communities for all our citizens.</li> <li>• Remodel our SPOA service within our Adult Services in order for it to be fit for purpose to support the changes in the SSWB Act,</li> <li>• To further Imbed our Teulu Môn Service within our Children’s Services in order to meet the requirements of the SSWB Act, and to promote awareness of the service with children, young people, families and professionals across Anglesey.</li> </ul>
<p><b>2</b> Working with people and partners to protect and promote people’s physical and mental health and emotional well-being</p>	<ul style="list-style-type: none"> <li>• Set up the Public Services Board Partnership Unit, with external partners in order to utilise local resources.</li> <li>• The Seiriol Alliance – worked with Community groups, Town &amp; Community Councils to successfully</li> </ul>	<ul style="list-style-type: none"> <li>• We intend to retender our homecare provision across the Island during the next few months.</li> <li>• Add an Advanced Practice Paramedic (APP) to the MEC Team in order to strengthen our integrated care agenda.</li> <li>• Continue to deliver against our</li> </ul>

	<p>identify, fund and develop local projects.</p> <ul style="list-style-type: none"> <li>• Continue to develop the preventative services offered by Môn Enhanced Care Team (MEC)</li> <li>• Our Island wide Night Owls Service offering overnight care and support for people in their homes.</li> <li>• The Bont partnership pilot project has now been mainstreamed, offering guidance and support in all aspects of transition for disabled people and their families.</li> <li>• Our Looked after Children practice remains our focus, and we have embarked on a Service restructure in order to improve our quality of social work intervention and performance.</li> <li>• Over 700 children and families have been assisted by our Flying Start Preventative Programme over the year.</li> </ul>	<p>inspirational Age Well Action Plan.</p> <ul style="list-style-type: none"> <li>• Improve our services and response to our Looked After children.</li> <li>• We will continue to develop solid working relationships with our educational colleagues in order to ensure a strong preventative agenda, on products such as Flying Start Programme.</li> </ul>
<p>3 Protecting and safeguarding people from abuse, neglect or harm</p>	<ul style="list-style-type: none"> <li>• Reviewed and relaunched our corporate Safeguarding Policy.</li> <li>• Played a full role in the work and priorities of the North Wales Regional Safeguarding Boards for children and Adults.</li> <li>• Strengthened our management of our Deprivation of Liberty Safeguards (DoLS)</li> <li>• Established the 'Adults Vulnerability Panel', working with North Wales Police to support people who present with complex needs across the public services.</li> <li>• Continued to play our part in the Multi-agency public protection arrangements (MAPPA) and Multi-agency Risk Assessment Conferences (MARAC).</li> <li>• Established the Vulnerability and Risk Management (VARM) pilot process with our North Wales Police colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieving the delivery of the improvements of our safeguarding arrangements within Children Services as identified in the post CSSIW inspection plan. Quality Assurance was identified as an area for improvement; we will strengthen the Quality Assurance Framework and embedded within the Service in order to drive continuous improvement in practice quality.</li> <li>• The Safeguarding and Quality Assurance Unit will be strengthened with the re-establishment of the post of Quality Assurance Manager, the appointment of an additional Independent Reviewing Officer and additional business support officer.</li> <li>• Performance Indicators will be reviewed to ensure effective monitoring within the service and of the Service.</li> <li>• A case file audit action plan has been implemented.</li> <li>• All of the cases where the child's name has been on the Child Protection Register for more than 12 months are being reviewed.</li> <li>• Preventative Services will be reviewed,</li> </ul>

		and a new corporate preventative strategy developed jointly with partners.
4 Encouraging and supporting people to learn, develop and participate in society	<ul style="list-style-type: none"> <li>We have worked with our third sector partners in order to establish Local Asset Co-ordination – with 3 area officers now in place.</li> <li>Continued to develop our Aging Well in Wales Programmes – centres now exists in Amlwch, Llangefni and Brynsiencyn.</li> <li>Multi agency group are working on developing a Dementia Strategy for Anglesey. This is ongoing work towards becoming a ‘Dementia Friendly Anglesey’.</li> <li>50% increase in Direct Payments has been made over the year, and we further wish to increase this in future.</li> <li>Our Children and Families Services have developed an Active Support and Progression Model, funded by the Intermediate care Fund in order to develop skills of our disabled children and young people.</li> <li>156 young people have been helped by our TRAC project helping our vulnerable young people succeed in work. Training or education.</li> </ul>	<ul style="list-style-type: none"> <li>Finalise the Anglesey Dementia Strategy with assistance and support from multi-agencies.</li> <li>To realise a Dementia Alliance, including striving towards ensuring that Beaumaris becomes the first Dementia Friendly Community.</li> <li>To facilitate further development of Community Hubs across the Island.</li> <li>Maximise the opportunities that the OPUS projects offers to assist both people and businesses.</li> <li>Work towards continued further increase in the take up of Direct Payments.</li> <li>Working in partnership, we will improve on the transitional process, via the Active Support and Progression Model.</li> </ul>
5 Supporting people to develop safely and to maintain healthy domestic, family and personal relationships	<ul style="list-style-type: none"> <li>Developed a carers Strategy with our partners ‘Partneriaeth Gofalwyr Gwynedd a Mon’.</li> <li>Supporting the Welsh Government five year strategic plan - ‘Taking Wales Forward’, by promoting such programmes as The Families First Programme, placing emphasis on early intervention and prevention.</li> </ul>	<ul style="list-style-type: none"> <li>Assist in the implementation of the Anglesey Carers Group Action Plan to implement the local Carers Strategy.</li> <li>Contribute to the Families First Programme to help improve outcomes for children and their families.</li> <li>Prioritise the service and support offered to our Looked After Children.</li> <li>Participate in the National project ‘Recruitment &amp; Retention of Foster Carers’, and actively implement the Action Plan over the next year.</li> </ul>
6 Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that	<ul style="list-style-type: none"> <li>Continued construction of Hafan Cefni, the new extra care facility in Llangefni (Completion estimated Summer 2018), in collaboration with the Health Board.</li> <li>The Supporting People Grant has provided the Council with £2.6m additional grant to commission</li> </ul>	<ul style="list-style-type: none"> <li>Continue with the Hafan Cefni Extra Care development in Llangefni (completion date summer 2018)</li> <li>Remodel the care at Garreglwyd Residential Home to support individuals with complex Dementia needs.</li> <li>Continue to review and evaluate our out</li> </ul>

meets their needs	<p>housing related support.</p> <ul style="list-style-type: none"> <li>• Working closely with our colleagues within Housing Services in order to provide a range of housing options.</li> <li>• Manage our Out of County placements, via the Internal Review Panel.</li> </ul>	<p>of County placements for our Looked After Children.</p> <ul style="list-style-type: none"> <li>• Working with our Housing Department colleagues to ensure that our young people leaving care have the best possible accommodation, and that it is suitable furnished.</li> </ul>
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## Introduction

In this, my second Annual Report as Director of Social Services, I am pleased to present a summary of the effectiveness of the Isle of Anglesey County Council's services to those who needed the support of Adult and Children's Services over the past twelve months. This report also outlines our goals for delivering improvements during the 2017/18 financial year.

2016/17 was a challenging year, as we transformed the planning and delivery of our services to meet the requirements of the Social Services and Wellbeing Act (Wales) 2014 (SSWB Act). I'm pleased to report that good progress has been made across all of our services, and this will be explained throughout the report. This was greatly assisted by the Corporate focus on understanding the requirements of the SSWB Act, amongst Elected Members, the Senior Management Team, as well as by the training undertaken by staff within Adult and Children's Services. Continued pressure on budgets, as well as an awareness of likely future trends, has certainly required a radical re-thinking of how services are provided, to make sure that they are sustainable for the future.

Whilst the Council provides many services directly to the people of Anglesey, there are many other organisations who also provide vital services locally, whether in the public, private or third sector. However, due to our geographical location, we don't always have the range of services available in more populated areas. There are a number of large-scale economic development opportunities that are currently being planned on the Island that could drastically change the nature of our communities, and increase the demands on our services, over the next five to ten years; we need to be well-prepared to meet these challenges, anticipate and mitigate any harmful effects.

In addition to my role as Director within the local authority, I Chair the North Wales Welsh Community Care Information System (WCCIS) Project Board, and represent North Wales on the Wales National Implementation Board. WCCIS is an ambitious national Social Care recording system, which will see most local authorities and Health Boards throughout Wales implement over the next few years. This will enable us to move to a shared system, which will facilitate appropriate sharing of information, making joint working and integrated teams much more effective. We look forward to the roll-out of this new system in Anglesey during 2017/18.

I would like to take this opportunity to thank Llyr Bryn Roberts, who has been the Interim Head of Children's Services since October 2016, as well as Leighton Rees, who joined us to lead the Strategic Director of Children's Services at the same time. These arrangements were put in place to cover a planned period of absence by the Head of Service, who recently returned to the local authority as Service Manager for the Safeguarding and Quality Assurance Unit. I would like to acknowledge the service of Gareth Llwyd who recently retired following 26 years of service in North West Wales; Gareth's knowledge and expertise will be greatly missed. I would like to welcome Dafydd Bulman, who joined us as Strategic Transformation and Business Support Manager in August 2016; Dafydd brings a wealth of experience, and will be central in supporting our services, as we move forward. We've had more stability in the management of Adult Services, with Alwyn Rhys Jones having been with the local authority for three years.

Moving forward, the newly-elected Council and the new Executive will soon be consulting on the Corporate Plan for the next five years, and the requirements of the SSWB Act, as well as of the Wellbeing of Future Generations Act (Wales) 2015, at the heart of our planning. There will be much



more focus on preventative services, encouraging resilience amongst our communities, and a commitment to meet the needs of our service users, based on what's important to them, rather than a defined range of services available from the local authority.

**Dr Caroline Turner**

**Assistant Chief Executive and Statutory Director of Social Services**



Social Services Senior Management Team,

(From left to right) Alwyn Rhys Jones, Head of Adults Services; Dr Caroline Turner, Assistant Chief Executive and Statutory Director of Social Services; and LLyr Bryn Roberts, Interim Head of Children's Services.

## Director's Summary of Performance

We are pleased to reflect on our performance during the year and the opportunity to learn and improve. For example within our Adults Services, we have completed a total of 1,949 assessments, 27% of which have gone on to receive a Care and Support Plan. Of the Advice and Assistance contact we have had with the public, 75% have not been in contact with the Service within the following six months, proving that we are giving the right support and response at the first meeting. The number of adults who we support in the community has increased to 81% (from 78% in 15/16), whilst 63% of people who have received our reablement package are in receipt of no further care package 6 months later. However we are aware that we need to improve our Delayed Transfer of care (DTC) performance, and we have been working closely with colleagues in Health in order to improve our joint processes. This will be an area of focus for us during 2017/18. From a safeguarding perspective, 90% of our adult protection enquiries are completed within seven working days, ensuring that we respond in a timely to our most vulnerable client group.

Within our Children's Service we have over the year carried out 803 assessments of need for care and support, 89% of our children's assessments were completed within statutory timescales (42 days), 16% of which have gone on to receive a Care and Support Plan. During the year we have seen an increase in our Looked after Children to 141 (from 112 in 2015/16), creating an addition pressure and demand on our resources. 89% of reviews were carried out within statutory timeframes. We are fully aware that performance within our Children's Services requires some improvement, and our Improvement plan for monitoring progress will be referred to throughout this report.

We have seen a further increase (of 25% in the current year, in addition to the 44% increase experienced during the previous 24 months) in the number of children and young people who are Looked After by the local authority during 2016/17. Although the number of children on the Child Protection Register stabilised and reduced during the year, this remains higher by 65% than in 2015. Demand for services from Adult Services is predicted to increase as the population of Anglesey aged 75 years and over is projected to increase from 7,499 in 2013 to 13,774 by 2033. Applying the same percentage of people over 75 living alone in 2013 to this future projection suggests that there will be an increase of 85.85% in the number of people aged 75 and over living alone on Anglesey, from 3,224 in 2013 to 5,992 by 2033.\* The focus on preventative services, personal and community resilience within recent legislation is therefore welcome and provides an appropriate goal for future provision.

The increase in the number of children and young people requiring support from Children's Services has certainly put pressure on the resources in recent years, and has impacted on a number of teams within Social Services. The Care and Social Services Inspectorate Wales's (CSSIW) inspection of Children's Services in November 2016 was welcome since it gave us an opportunity to take stock of our performance and reflect on priorities for improvement. We published our Service Improvement Plan for 2017/18 very soon after CSSIW published its Inspection Report in March 2017. This plan has a strong focus on strengthening preventative services, improving the range of services available to families, as well as improving supervision, record keeping and Quality Assurance. We are already seeing improved collaboration with our partners, with stronger links being established with North Wales Police, Health Board, as well as our Lifelong Learning Service.

CSSIW reported that, "All staff were clearly committed to improving the lives of the children and families they worked with...". We will be building on this strength by developing a new Workforce Strategy. We are currently in the middle of restructuring parts of our Children's Services, and will be establishing smaller Practice Groups, with an enhanced focus on improving professional practice and focusing on outcomes for children and families. We're committed to making significant improvements by the time CSSIW return to inspect us again during 2018. However, we are also dedicated to long-term improvements, and ensuring that the changes we make are sustained over time. The Council has committed to maintaining the budget for Children's Services, to provide stability as we improve. Our

Elected Members have a key role in holding us to account and ensuring that we deliver the improvements in our service improvement plan, and a new Children’s Panel is being established as a sub-group of our Scrutiny Committees.

Adult Services has seen a period of stability, delivering good levels of services to all of its client groups. This has enabled the Service to focus on planning for the future. With a focus on developing local Community Hubs across the island to support older people, the construction of ‘Hafan Cefni’ a new Extra Care facility in Llangefni, and we are planning to expand the capacity to care for those with Dementia on the Island, in collaboration with the Health Board. This, along with our plans to re-tender the contracts for Homecare, will ease the pressure on local hospitals, and reduce the incidence of Delayed Transfer of Care. Moving forward, we are about to start a process of co-production to modernise the services for those with Learning Disabilities.

\* Source: *A Strategy for Older People Delivery Plan, “Making Anglesey a great place to grow old”*

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## How are People Shaping our Services?

We have gained feedback from individuals and partner organisations in many different ways including events, consultations, questionnaires (online and hard copies posted), regular monitoring reports, judicaries, population needs assessment, and service user representation on groups/forums. There has already been focus groups, project groups, different techniques and tools used in particular services such as Team Around the Family (TAF) and Integrated Family Support Services (IFSS). The Older People's Council and Older People's forum more specifically give older people a voice in the decision making process.

The feedback gathered has informed and influenced services by changing/creating: protocols, legal charters, service improvement plans, commissioning plans, tender documentation such as service specification, strategies, web pages, promotional materials such as leaflets, court report and care plans, the 'Teulu Môn' information hub for Children's services. Improvements were made to pre-birth work and safe caring plans for looked after children, better planning for children and young people and parents being part of decision making for day care registration for children with disabilities.

We have worked with our partners to make sure that the wishes and interests of individuals are listened to and what matters to them influences the support they receive.

The Council in partnership with Community Voice, Public Service Board Partnership Unit and local third sector organisations looked at various methods of developing community capacity and increasing social capital. The favoured method is an asset based approach to community building. The Building Communities Project centres on community visioning exercises in the Seiriol ward. The project looks to actively engage with communities to get more involved in shaping the design and delivery of services locally, and looking at alternative methods of delivering services. This approach is termed Co-production.

A North Wales population needs assessment was carried out in 2016 to establish the current and future care and support needs of people, In Anglesey we had questionnaires available for service users (including children and young people), service providers and non-service users. Over 230 responses were received. Following on from this we will be working on a Regional Area Plan in 2017/18.

Furthermore, the Council is committed to providing a bilingual service in Welsh and English across all of its services. We promote a proactive approach to ensure services can be offered 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. We are committed to support our Workforce in the use of the Welsh Language, and can confirm that 89% of our workforce are Welsh speaking.

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## Quality Standard 1

**Working with people to define and co-produce personal well-being outcomes that people wish to achieve**

### How do individuals access our support?

#### **Adults**

Community and third sector organisations play a key role in helping people to stay energetic, independent and healthy. They offer support and activities in the heart of the community close to people's homes, and often support individuals that are most vulnerable in our communities.

**Môn Community Link** is the Third Sector point of access run by Medrwn Môn. It has up to date information about community activities/groups/classes from the nearest walking group to IT skills classes. Môn Community Link works closely with the SPOA in Adults Services. This service is crucial in offering contacts about support in the local community.

The Council and Medrwn Môn are continuing to work in partnership with different Council departments and local organisations to populate the [DEWIS Cymru](#) website with local information about provision for supporting individuals' well-being.

**The Single Point of Access for Adults Services (SPOA)**'s main purpose is to manage health and social care referrals generated from statutory community services (health and social care-including primary care) and the Third Sector. SPOA is the first point of contact and gives individuals access to clear and understandable information, advice and assistance and where necessary considers whether the individual requires further assessment. It supports adults aged 18years and over including carers.

#### **Children and families**

[Teulu Môn](#) is the new Children's Services **Information, Advice and Assistance** hub that has been set up in response to the SSWB Act and includes the duties of the Family Information Service under the Childcare Act 2016. We are passionate about ensuring that every child and family have easy access to information, advice and support and will work hard to keep abreast of local, regional, national and legislative developments so that we can always provide individuals and professionals with the most up to date information and advice.

Our **Specialist Children's Services (SCS)** have a dedicated Information, Advice and Assistance Social Worker that is the first point of contact for new referrals for Health and Social Services, this has streamlined the referral process and will avoid duplication. The worker takes part in multi-disciplinary team meetings to discuss cases where there is a need for a multi-disciplinary response to support a family.

Officers in both Adults and Children's Service will have the 'What matters' conversation with individuals to consider how they can be supported to use their own strengths and resources to do to achieve well-being and personal outcomes. Well-being is about a person being happy, healthy and comfortable with their life and what they do. In order to receive services in their own language (English or Welsh) throughout the process of identifying and meeting care and support needs; individuals will be asked about their preferred language during the 'What matters' conversation. Having this initial conversation across Adults and Children's services means that the process starts with the

*16.2% of individuals that were referred to SPOA were not referred on to formal Health and Social Care services*

person themselves. It is an approach to assessment and care planning that recognises that needs can be met through active support and help to enable people to meet their own needs and not only through the provision of services. Across Adults and Children's Services the family dynamic needs to be taken into account and responded to in that way to ensure appropriate response to the needs.

### **When eligible needs are identified and care and support plans required**

When assessing eligible needs workers now focus on people's strengths and community support, and work with individuals (including carers) on how best to utilise what is available to them via an asset based approach. Promoting and encouraging independence and accessing what is available in the community is key. When this has been done and it's considered that formal care is required to assist an individual a care and support plan is developed.

#### **Adults**

In Adult Services, we use a simple care and support plan which has been agreed regionally and highlights how care and/or support will be delivered to allow individuals to meet their personal outcomes.

In Mental Health service, we use the care and treatment plan in line with the Mental Health Measure requirements. These identify personal well-being outcomes and strategies to address care and/or support needs. We have identified a need for community based support to reduce reliance on statutory services and we have introduced a range of well-being groups across the island.

#### **Children and families**

As of the 10<sup>th</sup> April 2017, the front door of three sources of Anglesey Information, Advice and Assistance; namely our Family Information Service, Team Around the Family and our Children's Duty Team will come together to create an easy access streamlines Service known as "Teulu Môn".

Recommendations from the CSSIW inspection on Children's Services has highlighted inconsistencies in practice, recording, chronologies, quality assurance, decision making around assessments and referrals. We are working with our staff and partner organisations to address these issues.

### **When individuals might need help to say what they want**

*"Advocacy is taking action to help people say what they want, secure their rights, represent their interests and obtain services they need. Advocates and advocacy schemes work in partnership with the people they support and take their side. Advocacy promotes social inclusion, equality and social justice."*

We have contracts in place for **Advocacy Services** for individuals with Learning Disabilities and for children and young people. Advocacy services for children and young people is commissioned on a regional basis and from June 2017 the Active offer discussion will be held when children/young people

are on the Child Protection Register and/or when they become Looked After. We spot purchase advocacy services for older people. We are currently working with Gwynedd Council on the possibility to joint commission advocacy services with Gwynedd Council for all eligible adults and to strengthen our offer.

### What are our priorities for next year and why?

- Continue to work with the community, thirds sector organisations and other partners in order to strengthen and build on the partnership work, which we do in order to further improve our communities for all our citizens.
- Remodel our SPOA service within our Adult Services in order for it to be fit for purpose to support the changes in the SSWB Act,
- Imbed our Teulu Môn Service within our Children's Services in order to meet the requirements of the SSWB Act.

### Measuring Quality Standards 1:

Measure	2016/17 data	2015/16 data
% of service users responding positively to the question "I have had the right information/advice when I needed it".	89.90%	N/A
People reporting they were treated with dignity and respect	95.64%	N/A
% of service users responding positively to the question "I have been actively involved in decisions about how my care and support was provided / provided for my child"	86.42%	N/A
% of service users responding positively to the question "I know who to contact about my care and support?"	90.10%	N/A
% of service users responding positively to the question "Overall, how satisfied are/were you with the care and support services you received?"	92.67%	N/A
% of adults who receive a support package from social services who report that they are satisfied with the service they are receiving	93.25%	N/A
% of adults who receive a support package from social services who report that they are satisfied about how the services they received were meeting their needs	93.25%	N/A
The % of people not being referred to Formal Health and Social Care Services by the SPoA (our information, advice and assistance service)	19.33%	N/A



The % of total contacts to the SPoA service which did not lead to a referral to formal Health and Social Care Services	16.20%	N/A
The % of assessments completed for children within statutory timescales (42 working days)	89%	N/A

DRAFT

## Quality Standard 2

### **Working with people and partners to protect and promote people's physical and mental health and emotional well-being**

#### **Support that may be available to individuals**

##### **Adults**

#### **Support from within the community**

The Council in partnership with Community Voice, Public Service Board Partnership Unit and local third sector organisations looked at various methods of developing community capacity and increasing social capital. The favoured method is an **Asset Based Approach to Community Building**. The joined up, or co-production approach to delivering services is highlighted as a key priority for the partners involved in this project and is a common aim for the statutory, private and third sector organisations who are facilitating the visioning process. The idea behind the community visioning process as an engagement method is to enable the County Council and the third sector to start open and honest discussions with communities about how services are going to be delivered in the future project.

**The Seiriol Alliance** in Beaumaris has developed into a mechanism whereby local people are identifying local priorities and addressing these by working with community groups, communities of interest, Town and Community Councils to fund local projects in the area. Identified areas include improved access to information and advice, access to health and social care, transport. Projects include purchase of a community minibus, development of a local website, Sunday lunch group for people identified as lonely and isolated, community social activities, improving access to community assets etc. Since January 2017, two extra Local Asset Co-ordinators have been in post in order to replicate this model in Holyhead and Llangefni.

#### **Prevention and recovery**

The **Reablement Service** is for individuals aged 18 years and over to get them 'back on their feet' by regaining their independence following a period of illness, disability or loss of self-confidence and empowering them to manage their health and well-being. The service is seen as a short term intervention in the form of rehabilitation and will identify any ongoing care and/or support needs. Integral to this service is provision of equipment and assistive technology. We work in partnership with the Health Board, Conwy and Gwynedd Social Services to provide equipment on loan to individuals to promote independence e.g. mobility, personal care and enabling safe manual handling.

The main aim of **Môn Enhanced Care Team (MEC)** continues to be prevention of admission into hospital of frail, elderly people with multiple health conditions. MEC plays a part in promoting independence and re-ablement, integral to the principles of the SSWB Act. In 2016/17 two GPs with special interests have joined the team on a part time basis and 245 individuals have received the service (a slight increase to 2015/16).

“They couldn’t have given more support. They were my rock. With my husband being treated at home it saved all the travelling by public transport to Bangor.

I cannot add anything to improve the service. I was given the best.”

“It certainly stopped Dad from having to go to hospital. It is likely that the result would’ve been different had he have gone to hospital. This is a special service –

The proposal for 2017/18 through the Integrated Care Fund is to add an Advanced Practice Paramedic (APP) to the MEC team, to increase service capacity and develop the APP role within the team. The proposal also supports the integrated care agenda, will aid the prudent healthcare agenda, care closer to home, and maximises use of community assets. An evaluation of MEC by Bangor University health economists in 2014 estimated a two-week MEC stay as £762 versus a 2-week hospital stay at £2854 - note these figures did not consider the costs of the Ambulance Service resources to convey to/from hospital.

We have 3 dedicated **intermediate care beds** available at Plas Mona residential care home in LlanfairPG. These are used to facilitate hospital discharges where a further period of reablement is required, they are also used as ‘**step up**’ beds to prevent hospital admissions for individuals who are medically stable but require a further assessment period.

We have a **Multi-Disciplinary Team** (Occupational Therapist, Physiotherapist, Social Worker and District Nurse) working closely with individuals and their families with the aim to support them to return home. We have multi-disciplinary teams based in the Penrhos Stanley Hospital in Holyhead, Amlwch GP surgery and Plas Mona. In addition, there are intermediate care resources for short term placements within care homes on the island to manage crisis situations and also fast track hospital discharges.

*There has been a 16% decrease over the past three years in the number of people who have had a fractured neck or femur on Anglesey and during the same period there has been a decrease of 15% on Anglesey in the number of 999 calls to the Ambulance service because of a fall.*

The **Anglesey Falls Prevention Service** (partnership between the Council’s Leisure Department and the Health Board) offers a wide range of interventions to the over 65’s on Anglesey to help reduce the risk of having a fall and the fear of falling. One key element of the Ageing Well Action Plan is ‘Falls prevention’, we have a well established multi-agency Falls prevention group on the island. From the start of the service over 1600 multi-factorial risk assessments have been completed, with over a 1000 people accessing the falls service and exercise programme. 120 people have attended hospital based falls prevention classes. During the lifetime of the service around 50 community based

postural stability classes have been held and currently we have 15 classes running across the island.

**The National Exercise Referral Scheme** is a Public Health funded exercise rehabilitation programme which targets individuals aged 16 or over who have, or are at risk of developing, a chronic disease. Individuals are referred by a health professional on to the 16-week programme which takes place in all of the local leisure centres and various community centres across the island. Individuals with physical and or learning disabilities are also able to access the scheme to help improve their health and well-being. Groups are also able to access the programme and are offered an 8-week group “Foodwise” Lifestyle Education course followed by exercise sessions in the fitness room. Recent groups who have accessed the scheme have been learning disability groups and mental health support groups.

**The Disability Sport Wales programme** on Anglesey is funded through the National Lottery and aims to get every disabled person hooked on sport for life. The programme includes two key areas Insport Development and Insport Club. Anglesey is currently on the insport Development Silver standard as a result of the inclusive delivery across all facilities, partnership work with National Governing Bodies and improved access at all Môn Actif Leisure facilities. On the island there are currently 28 insport clubs that enable us to offer disabled participants a wide range of opportunities, with a total of 88,843 opportunities provided over the last 12 months.

## Ongoing support

We provide and commission a range of **Day and Work Based Opportunities for Individuals with Learning Disabilities**. Several of the organisations we commission are social enterprises and we are currently exploring to develop our own in house work opportunities as an arms-length trading organisation or a social enterprise. Our in house services support individuals with various disabilities to access and sustain engagement with meaningful work through Canolfan Byron Workshop (Mona), Haulfre Gardens (Llangoed), and our day centres in Llangefni & Holyhead etc, which all run commercial/semi-commercial ventures like Woodwork, Gardening and crafts.

Our **Telecare Service** is designed to enable individuals to remain living independently, safely, securely and with dignity in their own homes and for some this is a lifeline. Telecare provides the means to monitor lifestyles and real time emergencies by providing equipment such as personal sensors e.g. fall detectors and environmental sensors e.g. door entry sensors. We received 369 referrals to the service in 2016/17 compared with 383 in 2015/16.



Our Island wide **Night Owls service** is a service providing ongoing care and support for people overnight in their own homes. The service helps avoid unnecessary hospital admissions, inappropriate admission to residential care or nursing care, as well as supporting early discharge from hospital. The total number of service users receiving a service over the 12 month period was 217 with 283 calls undertaken.

### Cost Avoidance Summary to Local Blue Light Services, Local Health Board & Council:

**Welsh Ambulance Service NHS Trusts – 27 calls avoided      Police – 41 calls avoided**  
**Residential Care Home Placement – 1920 days @ £68.87 p/d = £132,230.40**  
**Avoid Hospital Admission / Facilitate Hospital Discharge: 66 days @ £343 per day = £22,638.00**

On the island we have 276 individuals in private residential care a 120 in Council run care homes.

Individuals on Anglesey receiving **Homecare** have told us that they want enough time to receive the care they need, receive the best quality care possible and have Home carers that have the right skills, knowledge and training. They also wish to receive care from the same team of carers on a regular basis. Being listened to about important things, and directing them to relevant sources of information is also important to them. At present we know that we have difficulty in securing care in some areas of Anglesey and for some individuals with complex care needs. In order to strengthen provision and improve availability of care we intend to buy care in three patches across the island and by late 2017 one care agency will be responsible for delivering care in each patch. This new service will ensure more of a community based focus for the agency, easier access to care, timely responses and more consistency and continuity of Home Carers. The new model will focus on an outcome based approach for people.

In May 2016 the **Community Support Services team (in-house mental health provider)** was successful in being awarded a new contract under the Supporting People grant scheme for the delivery of housing related support. During the year we have reviewed and re-modelled the provision of community support and supported housing for people with mental health issues. The team delivers time-limited, housing related support, to people with a range of mental health issues in the community, including those referred through primary care services. The team also delivers housing related support to people living in two supported living projects helping individuals to develop the necessary skills and confidence to move on to live independently in the community. In addition, the team supports a range of individuals with enduring mental health issues to live in the community. This service provides practical

support in a person centred way with a strong emphasis on 'recovery' and enabling people to develop and maintain community presence. The Community Support Services team works closely with the Community Mental Health Team and works together with other statutory and third sector organisations to ensure that the health and welfare of people with mental health issues is paramount.

Consultation with the Adults' services staff was undertaken in September 2016 and weekend working was implemented January 2017 with Council Social workers and Occupational Therapists working as part of a team on weekends to provide a **Seven day service**. This ensures effective co-ordination of assessments and care planning arrangements including therapeutic and nursing interventions; focussing on preventative care and to avoid unnecessary hospital admission or delayed discharge for older people, particularly the frail elderly. Timely response allows better use of resources at a time of continued pressure on services in the community. Between January–March 2017 we have seen a reduction in the number of individuals waiting in hospital for reablement and/or mainstream home care. Feedback from the Physiotherapy services identified that one of the biggest benefits of the timely support over the weekend means that patient can be discharged on a Friday with weekend follow up. Therefore, referral time to assessment time has reduced.

**Active Woods** project is still in place for individuals with Learning Disabilities and uses local woodlands to promote activity, exercise and healthy lifestyles.

### ***Children and families***

**The Bont** partnership pilot project is now mainstreamed and a Transition Worker and Social Worker continue to work in the school with other staff to provide guidance for all aspects of transition for disabled young people and their families (this support is available for young people and their families that are not open to the Specialist Children's Services).

Participation in leisure activities contributes to a person's health and well-being, as well as their self-esteem and confidence. Leisure activities can re-engage young people who have become detached from sport, improve social interaction/ inclusion, reduce anti-social behaviour, provide 'skills for life' through participation in or coaching of sport, as well as support the independence of older people. To promote attainment and self-confidence we support clubs, arrange competitions, support community events, run a programme of swimming lessons for all ages and encourage schoolchildren to take part in various extra-curricular activities. All of which provides life skills and encourages an ability to perform under pressure, solve problems and achieve goals. To foster social inclusion and sense of identity – we provide facilities from morning to night, 7 days a week – leisure centres become community hubs, involve partnerships with Community Bodies (e.g. Communities First, Town Council, Urdd, etc.) and the numerous clubs that use our facilities provide areas with a sense of community.

The arrangement still exists for any professional who is concerned about a child/young person's emotional well-being by providing a consultation session with **Child and Adolescent Mental Health Services (CAMHS)** Tier 1 preventative service to establish if the child/young person that is subject to a care and support plan can be supported to prevent the need for referring on to formal Tier 2 CAMHS.

**The Children's Services Joint commissioning panel** meets every month to identify joint commissioning to reach agreement between Education, Health Board and Children's Services for children/young people who need specialist care appropriate resources and respective funding arrangement.

We continue to improve our practice in relation to **Looked After Children** with the Specialist Nurse being part of the Looked After Team working with children/young people to ensure that they achieve their well-being outcomes. The success of which can be seen in us ensuring that 100% of our LAC are registered with a GP within 10 working days of start of placement.

There are 710 children and families within the **Flying Start Programme** in Anglesey supported by a range of parenting provision from groups to one to one support in the home with everything from

budgeting, healthy eating, managing children’s behavior, engaging in the community and taking advantage of wider community ventures. The emphasis is on the support to families with children aged 0 - 4 years old and the provision of preventative services to reduce or negate the need for statutory intervention. The programme works closely with the Team Around the Family for older children within families to ensure families are supported to access appropriate statutory services. Challenges the programme have faced is in recruiting appropriately qualified staff especially Health Visitors over the last two years and this continues to be an issue which requires national consideration.

**What are our priorities for next year and why?**

- We intend to retender our homecare provision across the Island during the next few months.
- Add an Advanced Practice Paramedic (APP) to the MEC Team in order to strengthen our integrated care agenda.
- Continue to deliver against our inspirational Age Well Action Plan.
- We will continue to develop solid working relationships with our educational colleagues in order to ensure a strong preventative agenda, on products such as Flying Start Programme.

**Measuring Quality Standards 2:**

Measure	2016/17 data	2015/16 data
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	6.05	6.63
The % of the adult population who required residential care at some point during the year	1.13%	1.21%
The number of adults who required residential care at some point during the year	637	686
The number of adults in residential care on 31st March	396	401
The percentage of children seen by a registered dentist within 4 months of becoming looked after	91%	N/A
The percentage of looked after children registered with a GP, within 10 working days, of start of Placement	100%	98%
The % of health assessments for looked after children due during the year, that were undertaken	97%	96%

***Protecting and safeguarding people from abuse, neglect or harm***

Safeguarding remains at the very heart of everything that we do, to ensure that children, young people and adults with care and support needs fulfil their lives, free from abuse and neglect. In order for us to carry out this duty we work with individuals, families and partner organisation to try and prevent abuse, minimising risk and responding proportionately where abuse or neglect has occurred. During the year we have ensured that the Council was ready to implement the revised safeguarding requirements under Part 7 of the SSWB Act. The Local Authority has a Safeguarding Board in place which is responsible for scrutinising the Corporate Safeguarding Arrangements, and driving the implementation of the Corporate Safeguarding Action Plan.

**Whilst this is still work in progress, we have made positive steps:-**

- Reviewed and made available to all staff the Corporate Safeguarding Policy
- Each service has identified how it aims to improve its safeguarding arrangements
- Identified the training and awareness building that each member of staff requires to ensure that they understand their safeguarding duties,
- Making sure that the Council recruits staff that have the necessary employment checks in place
- Supported the delivery and development of a number of Corporate Safeguarding agendas, such as Prevent Programme, Child Sexual Exploitation (CSE), Modern Slavery and Domestic abuse and Violence against Women.
- The Independent Reviewing Officer role ensures that the plan to facilitate the child's needs are being met and that the plan for their long term care is implemented.

The Council is also playing a full part in the work and priorities of the **North Wales Regional Safeguarding Boards** for children and adults: both on a regional and local basis. This has included both financial support and officer time, which contributes to and supports the priorities of the Boards.

***Adults***

Within Adults' Services, we have concentrated our efforts:-

- Reviewing the arrangements for ensuring that Deprivation of Liberty Safeguards (DoLS) applications were responded to effectively and increasing Best Interest capacity. We believe that we now have a strengthened managed system in place.
- Training has been provided to practitioners on the new safeguarding requirements including the provision for the new Adult Protection Support Orders, ensuring our staff are trained and well equipped to deal with the changes.
- Established the 'Adult Vulnerability Panel' jointly with our colleagues from North Wales Police, to coordinate our work in supporting individuals who present with complex needs across public services.

***Children and families***

Furthermore we have continued to play out part in the Multi-agency public protection arrangements

(MAPPA) and Multi-Agency Risk Assessment Conference (MARAC) arrangements. Multi Agency Public Protection Arrangements continue to monitor and manage risk on a multi-agency basis regarding individuals who are assessed as being high risk to the public. The findings of CSSIW's Inspection Report of Children's Services was discussed in the North Wales Safeguarding Children Board in March 2017, ensuring a collective understanding of the issues (including multi-agency and Regional issues), and a commitment by partners to work with the Council to improve services for children. The report has also been discussed at the Gwynedd and Anglesey Local Delivery Group; the role of the group's Quality Assurance sub-group will be discussed at the next meeting to strengthen the multi-agency quality assurance system and training arrangements to ensure that thresholds for assessment are understood by all partners and are consistently applied.

The VARM (Vulnerability and Risk Management) process was established, following work undertaken by a task and finish group under the direction of the Chief Constable of North Wales Police and the then Director of Social Services, as a local pilot project in order to provide a more co-ordinated response to those individuals with complex needs who present frequently to the attention of statutory agencies but fall outside the criteria for established frameworks such as MARRAC, MAPPA or POVA. A range of statutory partners are represented (North Wales Police, Health Board, Probation, Wales Ambulance Trust, Fire service, Housing, Adult services) as well as third sector partners such as Victim support, Housing associations and support providers. The primary aim is to share information and to develop risk management strategies for each person under consideration. The group meets monthly and reports to the Corporate Safeguarding Board.

Within Social Services we have ensured that the requirements of the SSWB Act were translated into clear procedures for practitioners –the Launch of the new Children Services Procedures has taken place, ensuring that each practitioner is aware of what is expected of them, and providing consistency of practice and process. Moreover, we have continued to embed CSSIW inspection recommendations. Further work is required to strengthen arrangements for care leavers with accommodation, education and work opportunities and we continue to focus on improving the education attainment of our looked after children to ensure they achieve their full potential.

### **What are our priorities for next year and why?**

- Achieving the delivery of the improvements of our safeguarding arrangements within Children Services as identified in the post CSSIW inspection plan. Quality Assurance was identified as an area for improvement; we will strengthen the Quality Assurance Framework and embed it within the Service in order to drive continuous improvement in practice quality.
- The Safeguarding and Quality Assurance Unit will be strengthened with the re-establishment of the post of Quality Assurance Manager, the appointment of an additional Independent Reviewing Officer and additional business support.
- Improved working arrangements between the Safeguarding Unit and the Operations Team will be established. Performance Indicators will be reviewed to ensure effective monitoring within the service and of the Service.
- A case file audit action plan has been implemented with the expectation that all managers undertake regular audits to ensure consistency and the quality of practice. Targeted interventions will be undertaken if practice does not improve.
- Further embed the arrangements for DoLS provision, ensuring that our work in the past year becomes embedded in daily practice.
- Support the delivery of the Corporate Safeguarding Training Framework, again building on the foundations that have been laid over the past twelve months.



- Once appointed and allocated to Lead Practice Groups, developmental opportunities will be provided to support the workforce in carrying out their duties.
- All of the cases where the child's name has been on the Child Protection Register for more than 12 months are being reviewed, to ensure timely and swift action is undertaken to address safeguarding concerns.
- Preventative Services will be reviewed, and a new corporate preventative strategy developed jointly with partners, to ensure more effective services and commissioning, to reduce the number of children and young people who need to be placed on the Child Protection Register and who need to be Looked After.

### Measuring Quality Standards 3:

Measure	2016/17 data	2015/16 data
The % of adult service users responding positively to the question, "Has support set up by Social Services helped you to feel safe and secure in your home?"	90.50%	N/A
The % of completed Protection of Vulnerable Adults (POVA) referrals completed during the year where the risk has been managed	95.70%	93.02%
The % of care and support plans (or support plans for young carers) that were reviewed during the year, within agreed timescales	88.00%	93.00%
The percentage of re-registrations of children on local authority Child Protection Registers (CPR) within 12 months of previous end of registration	7.00%	N/A
The average length of time for all children who were on the CPR during the year, and who were de-registered during the year.	266 days	N/A

***Encouraging and supporting people to learn, develop and participate in society***

**Adults**

**In the community**

We are working in partnership with the Third Sector to establish **Local Asset Co-ordination** across the island. Currently we have three posts covering Beaumaris, Holyhead and Llangefni areas.

Local Asset Co-ordination means:

- Embedding Local Area Coordinators within a small geographical community to support 50-65 individuals and their families.
- Providing a local, accessible and single point of contact for people of all ages who may be vulnerable due to age, disability or mental illness. They are the "front end" of the service system.
- Helping individuals to solve their own problems and build a good life as a member of their own communities.
- Putting each individual at the centre of decision-making and working with the individual and family to pursue their vision for a good life as part of their community.

The [Ageing Well in Wales Programme](#) is for individuals aged 50 years and over and aims to develop the Local Authorities` Preventative Strategy by establishing three Agewell centres which work on the principle of inclusion, by signposting and improving access to mainstream and universal support. These centres exist in Amlwch, Llangefni and Brynsiencyn.

**Community Hubs** offer a range of services as a first point of contact and access to support i.e. chiropody, falls class, walking groups and Citizens Advice Bureau sessions on benefits and entitlements. They provide a focal point to foster greater local community activity and bring residents together to improve the quality of life in their areas and contributing towards minimising loneliness and isolation. Hubs have recently been developed in the following areas: LlanfairPG village hall, the community centre in Llanfaelog and a public house in Bryngwran. These will take time to become well established with the Council providing a facilitating role.

A multi-agency group has been set up to develop a **Dementia Strategy** for Anglesey, this will consider: information advice and assistance, technology, Telecare, alcohol related Dementia and Plas Crigyll out of hours support service. The draft Dementia strategy is in keeping with the Older People Strategy themes:

- Independent individuals/strong communities
- Helping you to live at home and
- When living at home is no longer an option

There are five Dementia Cafes on the island, these give people a place to go if they are caring for a person with Dementia, if they're worried about someone's memory, or just to meet other people who are affected by Dementia. There are four Homeshare schemes where a person can access support in a professional carer's own home to build on existing life skills and establishing greater links in the community. This also provides a break for the individuals looking after the person with Dementia.

We have worked with the Alzheimer's Society and a consultant on a programme of public meetings in Beaumaris to establish a Dementia Alliance to work closely with local business, increase the number of people who receive the dementia friend's awareness training and recruit and train Dementia champions.

The aim is that Beaumaris becomes the first Dementia Friendly Community on the island, followed by Holyhead and Llangefni. This would be the first part of the journey towards a Dementia Friendly Anglesey.

There has been a 50% increase in the take up of **Direct Payments** this year, enabling more individuals to have a choice and be in control about how their care is delivered. A consultation exercise was undertaken in partnership with 'Community Voice' with individuals receiving Direct Payments, carers and other stakeholders. The feedback received led to us making a number of improvements including the promotion, communication, information and support services available to recipients of Direct Payments. One example is improving the Council's web pages, which now has much more information including case studies and videos produced with individuals receiving the service and their families.

### **In employment**

European Social Fund money has been secured to fund a programme called **OPUS**. The programme's aim is to tackle poverty through sustainable employment, training and volunteering and lifelong learning opportunities. To be eligible for the service individuals must be aged 25 years and over and been unemployed for over 12 months and are not currently actively looking for work, in education or training.

### **Children and families**

We are looking to use **Active Support and Progression Models** to develop the skills of disabled children and young people to reduce behaviours of concern, this is done in partnership with families and Canolfan Addysg y Bont. We have secured Integrated Care Fund monies to build on this work in 2017/18 so that the focus is on 14 year olds up to the young people transitioning to adult services. We have facilitated a range of training opportunities for Social Care providers to promote the active support and progression models within Learning Disabilities services. Promoting independence by ensuring that individuals have more choice and control over their lives.

**The TRAC project** which is funded by the European Social Fund is a project which has been established in North Wales and covers the 6 local authorities, the Llandrillo Menai Group, Cambria College and Careers Wales. It supports vulnerable pupils between 11-16 years of age to continue and succeed in education, training or work. To date, 156 young people have received support, 48 qualifications were achieved, 20 young people have managed to secure regular work placements. 98% of the Year 11 participants in 2016 moved on successfully to further Education. Support is provided for the family and mental wellbeing support is provided for young people whose circumstances prevent them from continuing with their Education. Specific support is targeted towards children in care and there are excellent examples of care packages which have been customized for these young people.

Our LAC educational attainment is continued to be monitored by our LAC Educational Liaison Officer, by working closely with our educational partner, schools and children and young people.

Andrea\* (teenager) came into care as a result of an adoption breakdown, and was in foster placement and remained with the foster carers under 'When I am ready'. Since then, she has moved into a rented flat, living independently. During this time she has successfully continued her education and has applied for university courses next year. The Personal Adviser from the LAC team supported Andrea in achieving her goals and helping her to access the relevant services (internally within the Council and externally), in keeping with Andrea's changing needs in a fluid and flexible manner.

From April 2016, young people in Wales have had the right to stay with their foster families beyond the age of 18, this is known as the **When I am Ready** scheme. This change to the law came into force with the SSWB Act, and is the result of a joint campaign between The Fostering Network and Action for Children. We are committed to preventing social exclusion amongst care leavers and in North Wales the six local authorities have developed a When I Am Ready Policy in order to ensure that 'vulnerable' care leavers and those in education receive continued support.

**What are our priorities for next year and why?**

- Finalise the Anglesey Dementia Strategy with assistance and support from multi-agencies.
- To realise a Dementia Alliance, including striving towards ensuring that Beaumaris becomes the first Dementia Friendly Community.
- To facilitate further development of Community Hubs across the Island.
- Maximise the opportunities that the OPUS projects offers to assist both people and businesses.
- Work towards continued further increase in the take up of Direct Payments.
- Working in partnership, we will improve on the transitional process, via the Active Support and Progression Model.

**Measuring Quality Standards 4:**

Measure	2016/17 data	2015/16 data
The % of service users responding positively to the question, "Do you feel that the support you receive from Social Services helps you to do the things that are important to you?"	83.76%	N/A
Percentage of children, with a care and support plan, achieving the core subject indicator at key stage 2	46%	N/A
Percentage of children, with a care and support plan, achieving the core subject indicator at key stage 4	12.50%	N/A
The % of looked after children who have experienced one 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 31st March	17%	17%
The number of children experiencing one or more change of school in the year to 31 March	17	12

## Quality Standard 5

### ***Supporting people to develop safely and to maintain healthy domestic, family and personal relationships***

#### **Adults**

We have continued to work closely with the '**Partneriaeth Gofalwyr Gwynedd a Môn**' group to develop a **Carers Strategy** for both Gwynedd and Môn areas. The partnership has members from both Local Authorities; Betsi Cadwaladr University Health Board and Third Sector partners working with Carers. A local Anglesey Carers Group has been set up to develop a local Action Plan to ensure the implementation of the Strategy on a local level.

All staff within Adult Services are aware that they need to offer Carers an assessment when in contact with individuals and their support network. This is embedded in to their day-to-day practice. This is coming in to practice within Children's Services and training is going to start on the assessment process, with carer assessments being a part of this training. Two dedicated Carers Officers work within Adult Services who can support all Carers (young and adult carers) in their day-to-day role, and who can also provide Information, Advice and Assistance to Carers. They assess carers needs and make them aware of their rights under the new SSWB Act and give them the links to statutory and voluntary organisations i.e. Carers Outreach.

Respite continues to be provided at home, and within care settings in line with the preferred option of individual Carers. This supports them to access social opportunities as well as educational opportunities. Respite offers continuity of care, and meaningful breaks to ensure that the needs of the Carers within the care and support plan are being met, and to assist them to continue to act as a Carer. Working in partnership with local agencies and groups is also a key part of being able to deliver what has been identified in the care and support plan.



A [Carers leaflet](#) has been created jointly through the '**Partneriaeth Gofalwyr Gwynedd a Môn**'. This leaflet has been designed to support people to identify themselves as Carers, and to also provide essential contact details for Carers to be able to access Information, Advice and Assistance on different topics that may affect them.

We also work in partnership with local partners such as Carers Outreach Service, Carers Trust North Wales Crossroads Care Service and Hafal that provide information as well as resources and support within the community for Carers. Activities such as the 'Dementia cafes' and there are different support groups and activities being held on a regular basis. We will continue to develop and progress with this work with partners, and ensure that all Carers are aware that they are entitled to an assessment of their needs and that the Information, Advice & Assistance around Carers continues to be developed and publicised further.

## Children and families

The Welsh Government's five year strategic plan: '*Taking Wales Forward*', sets out clear aims for giving every child in Wales the best possible start in life, and for supporting families to create stable, nurturing environments in which children can thrive. **The Families First programme** is one of a number of plans and programmes which, together, help to deliver the Welsh Government's strategic priorities. Families First has a key role in providing support to families when they need it the most to help build communities which are confident and more resilient, it's designed to improve outcomes for children, young people and families. Placing an emphasis on early intervention, prevention, and providing support for whole families, rather than individuals. **"Early intervention is about taking action as soon as possible to tackle problems for children and families before they become more difficult to reverse"** (*Early Intervention Foundation*)

**Early intervention** is not just about focussing on early years support for children and families but about helping to prevent young people and families with children of all ages from developing problems which are difficult to overcome. By equipping families with the skills and support they need at as early a stage as possible, we are far more likely to prevent them from running into difficulties at a later stage, and more likely to help families develop intergenerational cycles of positive parenting, relationships and behaviour. By building on the strengths of parents we can help them create supportive and enriching environments for their children to give them every chance of reaching their potential and engaging in similarly positive behaviours with their own children. The Families First programme is part of a continuum of support that includes a broad range of needs. The support provided spans a wide range of needs, from early intervention support through to intensive, multi-agency interventions but should stop short of supporting families in crisis, who require statutory or specialist services.

**Team Around the Family (TAF)** (established in 2012 through the Families First Programme) continues to provide comprehensive early intervention to Children and Young People aged 0-25, their guardians/parents, other family members to identify their problems early, in the hope that we successfully improve on their situation/lives for the better by working together in preventing problems from developing into something more serious. We have supported over 987 families to date. TAF have recently transitioned over to Children's Services and are now part of the Information, Advice and Assistance hub: Teulu Môn. TAF continue to work closely with various agencies for the purpose of enhancing and improving on promoting the ethos of the early intervention service through multi agency working. The inspection report of Children's Services stated that there were significant evidence of proactive work from TAF with children and families that supported their independence and improved wellbeing.

'Lewis' was a young person with severe health needs. His mum 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 advice 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 support 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. His mum 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.

**Parenting Programmes** continue to support families that are open to Children's Services to prevent escalation of need and to provide evidence and assessment of parenting skills. Parents learn new skills and techniques by following a 12 week programme (this covers the whole parenting expectation e.g. relationships, understanding child development, preparing children for school readiness). Based on evidence and research the Incredible Years Programme model a bespoke programme has been developed specifically for working with Fathers, helping to build their confidence and understanding their role as a Father. We are currently running two Incredible Years groups on the island with the aim of having two more and continuing as a rolling programme. In the future, we will be developing further programmes for Parenting Teenagers, Parenting Children who Offend and Parenting Children who are at risk or have been sexually exploited through the work of the Resilient Families Team.

A project has been jointly commissioned between Bangor University and Children's Services to pilot and monitor the parenting programme with foster carers, the findings of this will help produce a document about children's behavioural issues in a foster care environment and identifying how to resolve these issues.

**Gwynedd and Môn Integrated Family Support Service (IFSS)** provides a highly skilled, multi-disciplinary team to intervene with families who present a high level of need and risk due to parental/carer substance misuse, in order to reduce the level of risk and ensure positive outcomes for the most vulnerable children. This is achieved through a sustained and system-wide focus on delivering quality services based on robust evidence of effectiveness and best practice. The team consists of three Social workers, a School nurse, a mental health nurse and a worker who previously worked in the substance misuse service.

The service aims to create sustained change within families that means that children can remain at home if it's safe for them to do so. During the last 12 months the service has worked with families who have been able to show sustained changes in their lives which have kept the children safe. There are also families who have been unable to change their behaviours and an alternative plan has been made for the children. Our goal was to work with 35 families during the year and during 2016/17 we reached that goal and worked with 35 families despite the service being down one worker for three quarters of the year. 19 families have been referred from Anglesey and 16 from Gwynedd, 67 children were present within those families.

**Case study:** At the time of referral the family of a mother and new born child was an open case to Social Services. The mother had a 20year heroin addiction. She has been able to abstain from heroin for the past 8 months. The court stated that such was the improvement in the family's situation they would be satisfied for the baby to remain in the care of the mother under a supervision order.

**Quote from a service user:** "I have been really happy with the level of support provided to me by the IFSS worker. She has supported me in making changes so that I can have my daughter back in my care. We need more workers like this"

Following changes in Childcare regulations we asked families of disabled children that were receiving support at the time what kind of support they would like in the future. This led to **Bryn Hwfa support services** being registered to provide day services for children under 8 years old. Following discussions with the Out of Hours service based in Ysbyty Gwynedd it was identified that there were no facilities on the island to support young people in crisis i.e. nowhere to go following police interview at 2am in the morning until appropriate support and services were available. Bryn Hwfa has been identified as a resource to use outside of working hours to provide temporary place of safety.

For **Looked After Children**; we do all that we can to minimise the number of changes, number of placements they experience and we strive to maintain stable placements (including foster care placements) for all children and young people. This isn't possible in a few cases for example when a child returns to the family or is adopted. A Placement Stability Protocol has been developed to ensure

that additional support needs are identified early to avoid placement breakdown. When a placement breakdown happens a Disruption Meeting is held to look at any lessons we can learn from this and ensure good future practice in the placement of children. We have been chosen to take part in a National pilot project about Recruitment and Retention of Foster Carers and have developed an action plan to take forward in 2017/18.

**What are our priorities for next year and why?**

- Assist in the implementation of the Anglesey Carers Group Action Plan to implement the local Carers Strategy.
- Co-production to modernise our Services for those with Learning Disabilities.
- Contribute to the Families First Programme to help improve outcomes for children and their families.
- Prioritise the service and support offered to our Looked After Children.
- Participate in the National project ‘Recruitment & Retention of Foster Carers’, and actively implement the Action Plan over the next year.

**Measuring Quality Standards 5:**

Measure	2016/17 data	2015/16 data
The % of looked after children on 31 March who have had three or more placements during the year	5%	9%
The % of adults carers who responded positively to the question "Overall, how satisfied or dissatisfied are you with the support you and the person you care for have received from Social Services in the last 12 months?"	93.10%	N/A
The % of adults carers who were assessed or reassessed during the year, who were subsequently provided with a service	99.00%	96.30%
The % of adult carers who were offered an assessment or review of their needs in their own right	96.70%	95.30%
The % of adult carers who responded positively to the question "In the last 6 months, do you feel you have been involved or consulted as much as you wanted to be, in discussions about the support provided to the person you care for?"	95.80%	N/A



## Quality Standard 6

### **Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs**

#### **Adults**

**Hafan Cefni extra care scheme** is currently being built and due to be completed in Summer 2018. There will be 63 apartments for eligible adults over 60 years old. 15 apartments will be specifically designed and adapted for older people with memory loss or living with dementia. This will be the second extra care housing scheme on the island with Penucheldre scheme in Holyhead. We will be beginning the planned decommissioning process for Plas Penlan residential care home in Llangefni in preparation for the opening of Hafan Cefni in the town.



We are adapting **Garreglwyd residential care home** in Holyhead and remodelling the care in partnership with the Health Board to develop a home that can accommodate up to 28 individuals with complex Dementia needs. This proposed model of care will provide a much needed service and enable individuals to remain on the island close to friends and families and will be the first of its kind in Wales, (subject to Care Social Services Inspectorate Wales's agreement). Plas Crigyll is a specialist Dementia care home which we will continue to develop over the coming years, staff from Garreglwyd have gained work experience with Plas Crigyll staff in readiness for the new model of care in Garreglwyd.

During 2017-18 we will be working with the Council's Housing department to develop a new accommodation based service in Llangefni. The new facility will provide 3 self-contained, modern and fully adapted living units where people with learning disabilities can be assessed and supported to develop independent living skills. The focus of the provision will be 'enablement' and the provision of the support will be through the 'active support' model. Assistive technology will be utilised and individuals will be supported to engage in community based activities. The resource could support people with a range of needs including 'step-down' from residential care or support people currently in the family home to develop the necessary skills to move on to independent living. The support provided will be targeted and flexible in order to meet individual needs.

**The Supporting People Programme Grant** provides the Council with an additional income of £2.6m annually to commission housing related support provides to a raft of vulnerable individuals to maintain their tenancies/households and or live independently within the homes and communities of their choice for as long as possible. The intention of the programme is to apply a 'doing with' rather than 'doing for' ethos.

Closer working arrangements and alignment has been achieved across the Tackling Poverty Agenda which has seen referrals made by Supporting People Providers to Môn Communities First programme. This has resulted in vulnerable individuals gaining access to education, employment and training.

*In response to “Where, in your opinion, would you be today, if it wasn't for this support?” individuals receiving the service answered:*

*“In a much worse position, and possibly very depressed due to my mental illness. But they have kept a close eye on me and given me all the support they possibly can.”*

*“I would be in the same dramatic situation as I fled from with no-where to turn to with my daughter, the staff at this refuge have been the best that they can.”*

*“I would probably have lost my home and be in debt”.*

Housing related services were commissioned to meet the needs of 776 people per week on the island during 2016/17. This enabled and empowered them to obtain the necessary skills and support to live independently, to maintain their tenancies and prevent people from being unnecessarily admitted to hospital, care homes and prisons.

We remain committed as an Authority to providing a range of **Housing Options** and support across the Island. People are living longer as a norm, and as a result we are anticipating an increase of approximately 70% in the number of people over 85 living on the Island over the next ten years. This will impact upon the types of homes that are required particularly as we plan future accommodation and support for older people aged 50 years and over, who have a long term health condition. Older people themselves and the services which support them for example care and health workers and the third sector are recognised as finding the right solutions to changing needs.

We have supported individuals to participate as active citizens economically and socially by the promotion of **Benefit maximisations and social opportunities**. Individuals are identified through a network of Social Workers, carers, medical professionals, neighbours, members of the public and relatives. We've supported people to access **financial advice and help with benefits** and grants through the Council's (dedicated) Welfare Rights Unit based in the JE O'Toole Centre in Holyhead. They deal with benefits maximisation (across the board) help with applications, appeals and tribunals for benefit refusals as well as help with grants and financial problems. Individuals can go to the centre and or there is a visiting service across Anglesey for those who are unable to travel. We support the Citizens Advice Ynys Môn service who deal with Benefits and appeals – but whose main speciality is 'debt management' and negotiating with creditors on behalf of individuals.

There are specialised staff in Housing and Social Services who have access to the **Department of Work and Pensions (DWP)** Client Information System and are able to check and advise individuals on their entitlements and make referrals to the DWPs Visiting Officer Service for Benefit applications, checks and appointee visits. These are mainly for residents within residential care and their spouses (at home). Due to the volume of benefits-related referrals (particularly with drastic changes in the benefits system) the vast majority of benefits applications are referred straight to the Welfare Rights Unit or Citizens Advice Ynys Môn for resolution. We have dedicated Officers that are distributors for the Foodbank service run by The Elim Church (Holyhead) and Communities First (Holyhead & Llangefni).

We are working with **Housing's Rehousing/Homeless service**, empty homes project, independent (and adapted) living projects around the Island for individuals with disabilities in the community who historically have faced additional challenges in being placed in the community. Another example is the Council facilitated the arrival and housing of a number of Syrian Refugees in the Menai Bridge area.

A panel is held every fortnight with representatives from the Housing Options team and Occupational Therapists team. The purpose of the panel is to assess suitability of individuals and “band” in accordance with the Housing Policy, this means that we take account of individuals' needs and allocate within available adapted housing stock.

**Adaptations** services make a significant contribution in improving individuals' independence and promoting safety around the home. They also support carers in their caring role. The range of

adaptations include non-complex adaptations such as support rails, banisters to more complex adaptations such as bathroom modifications, external access work, stair lifts etc.

### **Children and families**

Children’s Services works with the Housing Department to ensure that young people leaving care have suitable accommodation and are provided with a grant to help them to buy furniture etc. for their new home. Support is also provided around maintaining tenancy and developing their independent living skills. We support many individuals with a learning disability to live independently in the community in shared supported living settings across the island.

We have 43 children/young people in out of county placements (as at 31/03.17), which represent 43% of our LAC. Wherever possible we try and keep looked after children on the island but in some cases specialist provision is required and can only be met outside Anglesey. We have reviewed the profile of Looked After Children to identify children where work is required to ‘step down’ arrangements. A number of Internal Review Panel takes place monthly, with the aim of reducing the numbers who are placed out of county and to ensure care and support plans promote our Looked After Children’s wellbeing outcomes. The process for agreeing placements will be reviewed to ensure that costs are taken into consideration, though the needs of children and young people will continue to be a priority. The option of re-opening a residential setting in Holyhead was reviewed, and a decision taken that this is not a feasible option.

### **What are our priorities for next year and why?**

- Continue with the Hafan Cefni Exta Care development in Llangefni (completion date summer 2018)
- Remodel the care at Garreglwyd Residential Home to support individuals with complex Dementia needs.
- Continue to review and evaluate our out of County placements for our Looked After Children.
- Working with our Housing Department colleagues to ensure that our young people leaving care have the best possible accommodation, and that it is suitable furnished.

### **Measuring Quality Standards 6:**

Measure	2016/17 data	2015/16 data
"During your assessment, re-assessment or review, were you able to discuss your problems in the language of your choice?"	95.64%	N/A
% of adult clients who speak Welsh first language that were offered a service through the medium of Welsh	97.50%	97.24%
% of adult clients requesting a service in Welsh that go on to receive their service through the medium of Welsh	93.57%	90.38%

The % of clients that stated they live in a home (own home/care home/supported accommodation, etc.) that best supports their well-being	89.12%	N/A
The percentage of all care leavers during previous year (2015-16 for 2016-17) who are in education, training or employment at 12 months after leaving care	67%	N/A
The percentage of all care leavers during previous year + 1 (2014-15 for 2016-17) who are in education, training or employment at 24 months after leaving care	50%	N/A
The percentage of care leavers who have experienced homelessness during the year, to include all 16-24 year old relevant young people	31%	N/A

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## Our Workforce and How We Support their Professional Roles

We acknowledge that our staff are our greatest asset, and we believe in supporting them through offering strong continued professional development opportunities, training and career development.

Whilst we continue to manage the challenge of recruiting and retention of staff within our Children's Services, as a result of the inspection on the service we have embarked on an ambitious Service remodel, which will result in an improved fit for purpose structure, which will allow us to fully meet the needs of the business within the new Children & Family Service area. We consulted staff on a new structure during February and March 2017. We have now begun the appointment process, with one Service Manager post filled and the second recently advertised. We have also begun the process of filling the eight Practice Leader posts internally, and will be advertising externally to fill the rest of the posts in June 2017. We do not underestimate the challenge that this brings - having a high staff turnover and reliance on temporary and agency staff historically, however we do offer a competitive pay package, and along with the revised structure based on delivering better support to the front line, we are confident that we can successfully remodel the Service over the next twelve months.

A Staff Survey was conducted at the end of 2016. Key messages have been shared with staff at Staff Conference, and through the Service's Staff Bulletin in April 2017.

A new Workforce Strategy is being developed, with support from Human Resources, and the content has been discussed with staff. This will be a practical and achievable document that will focus on key areas where we need to improve. The Strategy will be completed by the end of May 2017. We have during the year continued to develop our staff, in line with our Workforce strategy. The Unit has continued to support both Adults' & Children's Services to ensure the workforce retains the level of required recommended qualifications and development for their roles, whilst also promoting and integrating the ethos of the SSWB Act within our training programmes. A revised Children & Families Services Workforce Strategy has been developed in order to focus our efforts, and measure our successes moving forward.

Over the past twelve months, we have successfully trained over 200 staff members with regard to the SSWB Act, including Introduction and General Functions, Assessing and Meeting the Needs, Looked After and Accommodated Children and Safeguarding. Additionally, managers and Senior Practitioners have attended workshops on 'Changing Cultures' and 'Managing Performance' in line with the requirements of the SSWB Act. We have also supported unqualified practitioners that carry out assessments to undertake the 'Social Service Practitioner Award' in line with the requirement set out in regulation 3 of the assessment requirements within the SSWB Act. Furthermore, we have continued to support newly qualified practitioners through their first three years in practice in line with Care Council Wales requirements, which will again be a priority for the next 12 months. A comprehensive training programme has been put in place for May and June which focuses on areas that the inspection highlighted for improvement, including Supervision, the IFSS model of working, Collaborative Communication, Risk Model, Thresholds and Decision Making and Motivational Interviewing. The impact of the training on practice will be reviewed.

Four newly-qualified Social Workers have been recruited and will join us over the summer; we now have an open recruitment for experienced Social Workers. This will enable us to reduce the number of agency Social Workers on a managed basis during 2017. We have analysed the work of the Support Workers, and are in the process of moving most of them to the new Resilient Families Team, with a small number transferring to the Placement team to supervise Contact between Looked After Children and their families.

Over the past twelve months we have completed the restructure of the Business Support Team, resulting in the reorganisation of our Administrative teams into one central unit, offering support to both Children's and Adults Services. This has allowed for us to provide progression opportunities for our staff as well as providing a responsive support service to all our teams. Building on this improvement, we are planning to review our contracts and commissioning team, under the leadership of the recent appointment of the new Business Support and Strategic Transformation Manager, over the next year.

The aim here will be to further improve our procurement and contract monitoring management and support.

The next twelve months will see our efforts concentrate on transforming our front line services in both our Adults and Children's Services. The newly formed Teulu Môn, will be embedded as part of the remodelling of our Children's Service, whilst the Adults Services Single Point of Access service, will be transformed to meet the needs of the SSWB Act and service delivery requirements. Moving forward in response to the inspection of Children's Services, we will strengthen our Safeguarding and Quality Assurance Unit.

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## Our Financial Resources and How We Plan For the Future

Financial planning remains a serious challenge for the Council under the continued and prolonged financial pressures, the Council's funding from the Welsh Government has fallen from £101m in 2013/14 to £92.7m in 2017/18. In order to achieve a balanced budget the Council has implemented over £16m of budget cuts over the same period, bringing the net budget for 2017/18 down from £129.3m in 2013/14 to £126.1m (this is after allowing for pay awards, inflation and other price increases).

Collectively as a department the year end position showed an overspend of £505k for 2016/17. Service pressures in Children's Services have been acknowledged and £600k of additional funds were identified to support the service for 2016/17. Similarly fee pressures and legislative changes have been supported with £625k additional funds identified for Adults Services for 2016/17. Both Services acknowledge the current austerity and continue to transform services and manage demand, contributing £478k of savings in 2016/17, similar plans are in place for 2017/18.

However, the Council has effective and well-managed budget setting and financial planning processes in place, and elected members are fully involved in the cyclical programme of planning, and the scrutiny of budget setting and monitoring. Estimating future changes is challenging, due to the lack of accurate information on future local government settlements but our medium term Financial plan predicts that there may be a requirement to make up to £8m of additional cuts over the next 3 years from 2018/19 to 2020/21.

The table below outlines the financial accounts of our Social Services 2016/17

### Final Accounts – Social Services

	Budget	Actual	Variance
<b>CHILDRENS SERVICES</b>	7,536,100	8,556,096	1,019,996
<b>ADULT SERVICES</b>			
OLDER PEOPLE	6,624,250	6,623,267	-983
PHYSICAL DISABILITIES	1,425,770	1,623,320	197,550
LEARNING DISABILITIES	5,095,240	5,524,868	429,628
MENTAL HEALTH	1,770,300	1,841,746	71,446
<b>SUPPORT SERVICES</b>	742,920	647,910	-95,010
<b>PROVIDER UNIT</b>	7,037,740	5,928,107	-1,109,633
(MON CARE/ OTHER SERVICES)			
<b>OTHER SERVICES</b>	64,830	56,294	-8,536
<b>TOTAL</b>	<b>30,297,150</b>	<b>30,801,608</b>	<b>504,458</b>



## Our Partnership Working, Political and Corporate Leadership, Governance and Accountability

Political governance within the Council has been strong over the past three to four years. Specific changes were made to the constitution, such as the introduction of a five year term for the Leader of the Council, which has enabled political stability. Building on these foundations we have now created a structure which allows for effective political governance. The evidence from the last two years demonstrates a functioning and effective decision making process, with appropriate mechanisms for assurance.

This has allowed for clear and consistent support for Adults and Children's Services and measured scrutiny of progress.

The **Executive** is the key decision making body and consists of the Leader and 6 Portfolio Holders, which take responsibility for portfolios. The membership of the Executive has been stable since its appointment, and its growing effectiveness is evidenced in social services via achievements such as –

- *Older Adults Social Care Programme (Higher Level Accommodation Project)* – work has started on building Extra Care Housing in Llangefni – called Hafan Cefni. An evaluation of sites has been undertaken in the southern part of the Island. The Older People's Strategy has been adopted with community hubs an integral part of the new provision.
- *Smarter Working Programme* – The programme has been achieved within financial and time constraints. IT Developments introduced which enable staff to work more flexibly. Staff from satellite offices such as Parc Mount and the Rovacabins have relocated to the headquarters, assets have been sold and Contact Môn was opened in September 2016.

Anglesey Social Services are committed to partnership working on both a local, sub regional, regional and national basis. This has been recognised as a strength in external inspection reports for us to build on. Both Children and Adults' Services remain actively involved in the All Wales and the North Wales agendas to improve the delivery of social services through a collaborative approach.

Governance arrangements are in place via the North Wales Social Care and Wellbeing Improvement Collaborative (NWSWIC) and the Regional Partnership Board. NWSWIC has in place a comprehensive programme of improvement through collaboration focused on the requirements under Part 9 of the Social Services and Wellbeing (Wales) Act 2014. This partnership ethos can be further evidenced through the collaboration of the Council's Social Services with BCUHB via the Integrated Delivery Board (IDB). The IDB meets bi-monthly with key strategic officers present from Social Services, BCUHB and the 3rd sector. The purpose of the IDB is to ensure that the health and care needs of the people of the Isle of Anglesey will be better served by the improved integration of services between health and local authority services. Model Môn is the operational arm of the IDB with responsibility for delivering the detailed Work Programme.

As previously highlighted, we are working closely with the Health Board to deliver the Integrated Care Fund (ICF) on Ynys Môn. Areas specifically targeted include services for older adults and young people and children with complex needs.

The new Well-being of Future Generations Act (Wales) 2015 has established Public Services Boards (PSB) for each local authority area to make sure that public bodies work together to create a better future for the people of Wales. For Gwynedd and Môn, both Boards have decided to work together, and it is a partnership which includes the main public sector organisations in the region. The Gwynedd and Môn Public Services Board has divided the whole area into 14 smaller areas (six areas for Anglesey). Research has been carried out on behalf of the Board on each of the areas to learn and understand more about their well-being. A number of public drop-in sessions were held and there was an on-line questionnaire so that residents could have their say about their communities. The aim of the research

and the drop-in sessions was to enable the Board to draw up an assessment that will in the long run lead to a plan which would focus on improving the well-being of Gwynedd and Môn. The draft assessment for Anglesey is currently out for consultation and in 2017/2018 the PSB will be producing a Well-being Plan which outlines the objectives of the PSB in order to improve the well-being of residents and communities on Anglesey.

In addition, we have continued to develop close consultation and partnership working with the **Third Sector** through the Voluntary Sector Liaison Committee which meets on a quarterly basis. We continue to invest in a range of third sector providers and undertake regular reviews in order to confirm that these services are still delivering against expected performance and are in line with our evolving commissioning and service intentions for the near future. We have also developed a local compact and associated 'codes of practice' on finance and volunteering which were endorsed by the Council during 2016/17. Further work will be undertaken during 2017/18 to disseminate the terms of the compact and codes of practice so that all services are compliant.

We recognise the role of the third sector locally as a strategic partner and have developed appropriate governance arrangements to support this e.g. the role of Medrwn Môn on the Model Môn operational group, the OPUS Board (EU funded project) and the Adults Social Care Transformation Board.

### **Scrutiny Committees**

During 2016/17 we commissioned an external review of our scrutiny arrangements in order to make recommendations for consideration by our new Council. The review highlights the need for a new vision for scrutiny to be adopted and greater focus is given on how the scrutiny function can add value to the governance of the Council with greater emphasis on forward work planning and prioritisation. The Council is also preparing for the establishment of 3 standing panels of scrutiny which will focus on:

1. Improvements in Education Standards
2. Financial scrutiny
3. The Scrutiny of Children's Social Care (Children's Panel)

**The new Children's Panel is being established in order to ensure that our Elected Members play a key role in holding us to account and certifying that we deliver the improvements set out in our service improvement plan. We will work together to ensure that our members have sufficient knowledge, information and expertise in order to help support us to make the necessary changes and developments, as part of the overall Corporate commitment to improvement.**

### **Regulators demonstrate Anglesey's willingness to achieve**

Over recent years the Council has succeeded in managing and evaluating itself regularly and as a result regulators' opinion has been positive in terms of willingness to achieve.

In their annual compliance certificate (November 2016) the Wales Audit Office states:

*"I am of the opinion that the Council has fulfilled its duties under section 15 (6) to (9) of the measure and that it has acted in accordance with the Welsh Government's guidelines sufficiently to fulfil its duties"*

Also, the Care and Social Services Inspectorate Wales noted, in their recent report (Children's Services Inspection Report – March 2017) that the Children's Service has been working in a s period of significant change in light of the new SSWB Act and that:

*“senior managers accept the inspection’s findings and have committed themselves to achieving the necessary improvements”.*

In this context, the Council is fully aware of the need to respond constructively to the recommendations of CSSIW and has drafted a comprehensive work-plan.

## **Citizen Engagement**

The political leadership of the Council has demonstrated over the years accessibility and commitment to securing the views of citizens by undertaking drop-in sessions for citizens to pass comment and opinion on matters related to the budget / corporate plan / and modernisation strategies.

Examples are numerous regarding how public opinion and comments have impacted on policy and decision making within the Council for example budget planning for 16/17 & 17/18, school Modernisation decisions, waste management collection. Citizens occasionally are also invited to play a part in the decision making process via groups and officer led workshops. This is acknowledged as an area which perhaps should be developed further over the forthcoming term of Council to ensure we progress the inclusive nature of our work where a variety of different views are taken into account and enacted upon.

Regulators have reported that the work of the Council succinctly and clearly reflect the priorities of the citizens and partners. This drive to clearly reflect the view and priorities of the citizens will continue over the forthcoming months with a corporate engagement and consultation plan to be realised taking into account the views of staff, partners and citizens.

To aide the drafting of the new corporate plan for the new Council. Under the new well-being legislation the importance of including people in decisions and Council work is highlighted, this will be reflected in the plan with particular responsibilities being identified by citizens for citizens. It is envisaged that this new plan will be adopted by the new Council in the autumn of 2017.

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ISLE OF ANGLESEY COUNTY COUNCIL	
<b>Report to:</b>	<b>Executive Committee</b>
<b>Date:</b>	<b>17 July 2017</b>
<b>Subject:</b>	<b>Modernising Schools on Anglesey - report on the statutory consultation in the Llangefni area</b>
<b>Portfolio Holder(s):</b>	<b>Councillor R. Meirion Jones</b>
<b>Head of Service:</b>	<b>Delyth Molyneux</b>
<b>Report Author:</b> Tel: E-mail:	<b>Emrys Bebb</b>
<b>Local Members:</b>	<b>Councillor Dylan Rees Councillor Nicola Roberts Councillor Robert G Parry Councillor Eric Wyn Jones Councillor Dafydd Roberts</b>

<b>A –Recommendation/s and reason/s</b>
<p>At its meeting on December 19, 2016, the Isle of Anglesey County Council's Executive decided to:</p> <ul style="list-style-type: none"> <li>▪ Authorise officers to proceed with the formal or statutory consultation process, and consult on Options A and B as outlined below in an attempt to modernise the provision of primary education in the Llangefni area.</li> </ul> <p><b>Option A</b> This would be based on:</p> <p><b>Option 3</b>, which is to build a new school to replace Ysgol Corn Hir and Ysgol Bodffordd.</p> <p><b>Option 6a</b>, which is to build a new primary school in Gaerwen on an alternative site, to accommodate 150 pupils. A replacement to the current Ysgol Esceifiog</p> <p><b>Option 7</b>, extend Ysgol y Graig to accommodate the pupils of Ysgol Talwrn. Close Ysgol Talwrn.</p> <p><b><i>Further consultation will be required on the option of extending Ysgol y Graig to accommodate pupils from Ysgol Talwrn, and close Ysgol Talwrn</i></b></p> <p><b>Option 9</b>, adaptations to Ysgol Henblas</p> <p><b>Option B</b> This would be based on:</p> <p><b>Option 3</b>, Build a new school to replace Ysgol Corn Hir ac Ysgol Bodffordd.</p> <p><b>Option 8</b>, adaptations to Ysgol Esceifiog</p> <p><b>Option 7</b> – extend Ysgol y Graig to accommodate the pupils of Ysgol Talwrn. Close Ysgol Talwrn</p> <p><b><i>Further consultation will be required on the option of extending Ysgol y Graig to accommodate pupils from Ysgol Talwrn, and close Ysgol Talwrn</i></b></p> <p>Option 9, adaptations to Ysgol Henblas</p> <p>Both of the above options could also include federating Ysgol Henblas with another school.</p>

The difference between Option A and B applies to Ysgol Esceifiog. If option A was approved, it would mean building a new primary school in Gaerwen for 150 pupils. If option B is approved, it would mean modifying Ysgol Esceifiog.

The Council has consulted with parents, governors and staff of the six schools in the area, with local elected members, the Welsh Government and other stakeholders. The consultation period ran from 31<sup>st</sup> January – 13<sup>th</sup> March 2017.

### **Recommendation**

Recommendation: It be **resolved** that the Executive considers the proposals put forward in this report and approve Option B.

**Option B** consists of the following sub options:

- Option 3**, which is to build a school to replace Ysgol Corn Hir and Ysgol Bodffordd.
- Option 7**, extending Ysgol Y Graig to take pupils from Ysgol Talwrn and closing Ysgol Talwrn. The report confirms that the current Ysgol y Graig school site does not have sufficient space to extend Ysgol y Graig and ensure sufficient play area for the pupils. **It is proposed that officers should consult further with the relevant stakeholders on all available options to extend Ysgol y Graig.**
- Option 8**, adaptations to Ysgol Esceifiog
- Option 9**, refurbishment of Ysgol Henblas.

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

A total of 9 options were explored in the report on the non statutory consultation in the Llangefni area. The evaluation of the options was used as basis for the recommendations put forward in the report on the statutory consultation.

### **C – Why is this a decision for the Executive?**

The Executive Committee is responsible for school organisation matters.

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

Yes

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

Yes – It is one of the plans in the Strategic Outline Programme that was approved by the Executive Committee on January 13, 2014.

<b>E – Who did you consult?</b>		<b>What did they say?</b>
<b>1</b>	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	
<b>2</b>	<b>Finance / Section 151</b> (mandatory)	
<b>3</b>	<b>Legal / Monitoring Officer</b> (mandatory)	
<b>5</b>	<b>Human Resources (HR)</b>	
<b>6</b>	<b>Property (Planning)</b>	
<b>7</b>	<b>Information Communication Technology (ICT)</b>	
<b>8</b>	<b>Scrutiny</b>	
<b>9</b>	<b>Local Members</b>	
<b>10</b>	<b>Any external bodies / other/s</b>	

<b>F – Risks and any mitigation (if relevant)</b>		
<b>1</b>	<b>Economic</b>	Not relevant
<b>2</b>	<b>Anti-poverty</b>	Not relevant
<b>3</b>	<b>Crime and Disorder</b>	Not relevant
<b>4</b>	<b>Environmental</b>	Not relevant
<b>5</b>	<b>Equalities</b>	Not relevant
<b>6</b>	<b>Outcome Agreements</b>	Not relevant

7	Other	Not relevant
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**FF - Appendices:**

Appendices 5-13

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

1. Executive Committee meeting minutes for December 19, 2016.
2. Formal Consultation document
3. Executive Committee meeting minutes for June 20, 2016.
4. Informal Consultation Document
5. Strategic Outline Programme (SOP) presented to the Welsh Government in December 2013.
6. Letter from the Welsh Government dated January 31 2014.





**SWYDDOGOL – OFFICIAL**

**ADRODDIAD AR YR YMGYNGHORIAD STATUDOL - ARDAL  
LLANGEFNI  
REPORT ON THE STATUTORY CONSULTATION – LLANGEFNI  
AREA**

**31 Ionawr – 13 Mawrth 2017 / 31 January – 13 March 2017**



**CYNGOR SIR YNYS MÔN / ISLE OF ANGLESEY COUNTY COUNCIL  
ADRAN DYSGU GYDOL OES / LIFELONG LEARNING DEPARTMENT**

[www.ynysmon.gov.uk](http://www.ynysmon.gov.uk) / [www.anglesey.gov.uk](http://www.anglesey.gov.uk)

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## 1. INTRODUCTION AND BACKGROUND

The Isle of Anglesey County Council is committed to providing the very best educational provision for all the island's children and young people.

As part of this commitment, the Council recognizes that modernising education and ensuring that our school buildings create an attractive learning environment that motivates children and young people to become effective learners and life skills are a main priority

In this context, the council wants to modernise schools in order to:

- improve educational outcomes for children and young people and cut the link between deprivation and low educational attainment,
- further improve the standards of leadership and the quality of teaching and learning,
- introduce sector-leading schools and sector-leading standards for every community.

Presenting this ambitious modernisation programme requires uniting existing schools through a combination of school federations, reorganizing catchments extensively based on re-modelling existing school buildings or building new area schools and closing schools that are not suitable for purpose.

## 2. MODERNISATION CHANGE DRIVERS THAT INFLUENZE DECISION REGARDING THE BEST PROVISION FOR THE AREA

Some of the modernization drivers that will influence decision regarding the best provision for the area are noted below:

### *Raising school standards*

The Council is committed to raising standards considerably if it is to attain its objective of being one of best 5 Local Authorities in Wales. According to present Research work, it is suggested that it is difficult to link standards with school size. However, recent reports suggest that larger primary schools [over 100 (or 105) pupils or more] have leadership teams with more capacity to ensure improvements; teachers with more specialism in specific areas that in turn influence other teachers' practices and in so doing have a positive influence on children. In smaller schools [around 50 or less] mix age classes include up to four age groups, and sometimes span key stages. This poses a considerable challenge for teachers if they are to ensure that every pupil is extended to the extent of his/her ability. The school modernisation strategy aims to abolish examples of classes with more than 2 age groups.

### *Reduce the number of empty places*

In January 2017, the number of empty places in primary schools in Anglesey are 13.0%. and there are 2.4% of empty places in the 6 schools in question, that are a little less than the Welsh Government's target [15% on Authority level and 10% in individual schools]. Even so, the Council needs to continue to reduce the number of empty places in order to meet the Welsh Government's expectations and respond to one of Estyn's criticisms in the 2012 report. This means that there is a need to aim for a situation where schools are more than 85% full aiming that 90% of the places have been filled across the primary sector.

### *Reduce the variation in the cost per pupil*

The cost per pupil varies considerably, from £2,900 to £13,429 across the island's primary schools. The Council's expenditure on primary schools in 2016-17 [£4,721 a pupil on average] is the highest but one in Wales. The modernisation programme will need to give attention to normalizing the cost per pupil across the authority and to reconcile it with the whole of Wales average.

### *Ensure that school buildings create the best possible learning environment*

Improving the quality of the school buildings and ensuring the best possible learning environment [that reflects somewhat in our latest school building - Ysgol y Graig - that is used as a benchmark] for our children is essentially important for meeting teaching and learning needs in the twenty first century. This kind of environment includes teaching and learning facilities of the best quality, ICT facilities of the best degree, suitable play areas, appropriate staffing and administration areas, along with safety for the school buildings and the school site. Estyn notes that "improving the quality of the buildings has a very beneficial effect on the quality of the teaching and the morale of the staff that, in turn, has a positive effect on pupils' performance." Every pupil will have access to suitable facilities so that a full range of educational experiences can be provided.

It is not possible for the Council to maintain a large number of school buildings that are aging and costly to maintain. A new pattern of schools have to be set up that abolish the shortcomings in the current buildings, including considerable health and safety matters that are connected with the building or the site. There is a need to develop a system of schools where there are maintenance arrangements for them that are sustainable.

### *Create the conditions so that Headteachers succeed – increase leadership capacity*

Effective schools are well led. Successful schools have strong leadership on every level, including the Governors. The challenges that are attached to leading and managing a school have increased considerably in recent years and the expectations continue to increase. A Headteacher needs adequate non-contact time, with the support of a deputy head or senior management team, to ensure that the teaching and learning are of the best degree, to appraise and raise standards, to develop thorough self-appraisal procedures and to ensure the staff's continuous professional development. These are considerable expectations. There is a need to ensure that Headteachers have at least 50% non-contact time. This means that a school [or federation of schools] needs to have at least 100 pupils if it is to provide necessary time for the Headteacher to fulfil the leadership role successfully.

### *Ensure an adequate supply of Headteachers for the future*

Over the next five years it is likely that nearly 50% of the primary headteachers will retire. Because many of them lead small schools, the Council will need to consider the most effective and sustainable leadership models for the future. The number of applicants for headteacher posts have reduced and this is a subject for concern. The school modernisation programme needs to try and answer the problem by ensuring suitable opportunities for developing leadership in individual schools. Our schools need excellent leaders. The modernisation programme gives attention to succession planning matters and safeguards and develops leadership talents that we have in our schools.

### *Community use of the school building*

Research suggests that schools with additional services such as breakfast clubs, after-school clubs, child protection, summer and weekend activities achieve higher standards and better links with parents and the community. Schools are also expected to be a resource for the local community in order to promote community activities that include parents, members of the community and local

groups. This kind of activity is important to develop the link between schools and the local community. Schools that are developed as part of the modernisation programme act as area schools i.e. provide a range of services and activities that often take place outside the school day, to assist in meeting the needs of the children, their families and the wider community.

*Welsh-medium and bilingual provision*

Any arrangement developed as part of the modernisation programme give priority to strengthening and safeguarding Welsh/ bilingualism.

### 3. THE CONSULTATION PROCESS

Meetings have been arranged with stakeholders over this period:

The Council has consulted with parents, governors and staff in the six schools in the area, local councillors and with the Welsh Government and other stakeholders. The consultation period runs from 31 January 2017 until 13 March 2017.

Consultation meetings were arranged with school stakeholders over this period:

School	Date (in 2017)		Meeting with		
			Staff	Governors	Parents
Henblas	Monday	6 February	3.30	5.00	6.15
Esceifiog	Tuesday	7 February	4.00	5.00	6.00
Bodffordd	Thursday	9 February	3.45	5.00	6.00
Corn Hir	Monday	13 February	4.00	5.00	6.00
Talwrn	Tuesday	14 February	3.45	5.15	6.15
Graig	Wednesday	15 February	3.30	5.00	6.30

When the Welsh Government contributes to financing a new school, its investment needs to meet investment aims namely:

1. reduce empty places
2. increase non-contact time for teachers
3. for the school to be of twenty first century school standard
4. improve educational outcomes
5. reduce maintenance backlog
6. improve energy effectiveness

The idea was proposed by parents that a new primary school should be built in Llangefni. If this means building an additional new primary school, the Isle of Anglesey County Council would not

support this because although the new primary school would be a twenty first century school, in accordance with the above criteria, it would not be:

reducing empty places. Indeed it can lead to an increase in empty places change the situation as regards non-contact time for teachers of itself.

improve educational outcomes

of itself reduce maintenance

backlog nor

improve energy effectiveness. Indeed, an additional school and Building would lead to using more fuel.

In addition, it is very unlikely that the Welsh Government would contribute to a new primary school unless combining schools would be part of the process

The Schools Standards and Framework Act 1998 allows parents to choose which school their child will attend. If a new primary school is built in Llangefni, there would be a need to review current catchments and form a catchment for the new primary school. In accordance with the Schools Standards and Framework Act 1998, the Authority would not be able to force parents to move their children to the new primary school. This would increase the risk of a high level of empty places in the new primary school.

#### **4. OBSERVATIONS FROM THE CONSULTATION MEETINGS**

Observations are summarized from each one of the following meetings.

##### **Ysgol Henblas**

What would happen if the school was federalised with another school

What is the timescale

Concerns about jobs

##### **Ysgol Esceifiog**

Staff felt they would require specific rooms for SEN

Health and Safety concern during the build period

##### **Ysgol Bodffordd**

Some felt that a decision had already been made and that this is an 'urban problem'

Concerns about the jobs of staff and the Cylch Meithrin

Concerns about transport to other schools, if the school was to close

The comments of the consultees had been ignored

##### **Ysgol Corn Hir**

Concerns about the jobs of school staff and the Cylch Meithrin

Queries about lowering the admission age

The timescale of the process and the process itself

##### **Ysgol Talwrn**

Concerns about jobs

Some felt that the decision had already been made  
Some enquired about the statement made by the Cabinet Secretary for Education  
Concerns about transport to other schools if Ysgol Talwrn was to close  
Enquiries about the cost of a new rovacabin  
Some felt that the village hall 'would be effected upon the school closure', and others were concerned about the future of the local eisteddfod.

### **Ysgol Y Graig**

Concern that the extension wouldn't be sufficient enough  
Concerns about traffic and parking issues near the school  
Resource room and music room in the classrooms at present  
Staff noted that some parts of the school needed to be adapted.

## 5. RESPONSES FROM YSGOL BODFFORDD

- 5.1 289 responses were received from school stakeholders and the extensive majority (99.7%) disagreed with the possibility of closing the school and no one was supportive of option A or B.
- 5.2 In addition, responses were received from 27 Ysgol Bodffordd pupils.
- 5.3 The governors said “implementing an option to close Ysgol Gymuned Bodffordd would be completely unsuitable and unjust and have a harmful effect on an extremely Welsh and cultural area”. They said that there was “an impression that the consultation process was unfair”. See the governors’ observations in [Appendix 1](#).
- 5.4 The wish of the school staff was to air “their opposition to the two options that have been placed in the statutory consultation document on the future of Llangefni catchment schools”. See staff’s observations in [Appendix 2](#).
- 5.5 150 (52%) of the respondents felt that the community, the community hall and the events there e.g. eisteddfodau were essential and that closing Ysgol Bodffordd would have a “harmful effect on the future of the local eisteddfod”. 29 or 10% of the respondents thought that Ysgol Bodffordd are essential to the community and to the Welsh way and the Welsh language and “local traditions”.
- 5.6 The opinion of 109 of the respondents (38%) was that the Process was unfair and that their responses to the non-statutory consultation have been ignored.
- 5.7 The opinion of 106 of the respondents (37%) was that there was a need to extend the school as there was plenty of room to do so without “impairing in any way on adequate play area for the children”. In addition, there were 85 respondents (29%) thinking that the school should be modernised. As the school is full, 48 respondents (17%) did not think that the school should be closed.
- 5.8 Some (83 respondents, 29%) felt that a small school was better for children, and that Ysgol Bodffordd was homely, happy and a heart for the community.
- 5.9 The Cylch Meithrin was being praised by 46 or 16% of the respondents from considering the good outcomes that came from Estyn's inspection of the Setting (Cylch) recently. The Cylch staff were praised and it was said that staff were concerned about their jobs.
- 5.10 If a new primary school is built there were 42 respondents (15%) concerned about the possible travel for the pupils to it. The stakeholders said that a number of families did not have a car to transport children to a possible new school and that there was no pavement on the road from Bodffordd to Llangefni. It was also said that the majority of pupils were able to walk to Ysgol Bodffordd.
- 5.11 34 respondents (12%) were going to see a new school coming to the village of Bodffordd whilst there were 18 or 6% thinking that federalizing Ysgol Bodffordd



with another primary school would be an option. 5 respondents' (2%) opinion was that there was a need to close another primary school rather than Ysgol Bodffordd.

- 5.12 39 respondents (13%) did not think that building a new primary school was “cost-effective”

## **6. RESPONSES FROM YSGOL CORN HIR**

- 6.1 A total of 45 respondents were received by the school's stakeholders.
- 6.2 40 of the responses came from staff (3), parents (36) and Chair of the school's Cylch Meithrin. They were all in the form of a response form with Standard text and they all agreed with the reasons for change. The respondents said that the Cylch Meithrin “is too small to take all the pupils in it and the size of the building is not suitable for the number of pupils”.
- 6.3 As option A and option B include a new primary school instead of Ysgol Bodffordd and Ysgol Corn Hir”, the stakeholders did not prefer one option over the other.
- 6.4 The 39 stakeholders were also of the opinion that the “local demand for affordable childcare was high as there were not many providers. There is a need to ensure that the new school is able to offer this provision (wrap around) for the nursery pupils who come to school and that there is enough room in the new building to allow this”.
- 6.5 Other points mentioned by them were:  
“Consider the provision for 2½-3 year old pupils in any new school”  
“It will be necessary to plan any school with the scope of further enlargement”  
“Ensure a building plan that will allow full use by the community”  
“That there is a need for certainty the location of the Cylch Meithrin is being considered in the planning / building process. ”  
As regards the site of the new primary school, there is a “need to consider how this will affect the admission catchment of the Cylch Meithrin”  
That there is a need to ensure that there is fair representation on any stakeholders' group that is established.  
The response of the Chair of Corn Hir's Cylch Meithrin can be seen in [Appendix 3](#).
- 6.6 Of all the feedback, one parent was concerned about the plan as regards pupil numbers. He/she did not think that “what has to be done to get 50% of the finance is worthwhile.”
- 6.7 The 4 respondents agreed with the reasons for change whilst one option was not better than the other from 2 respondents. One was specifically in favour of option B “so that Gaerwen children have a school with new facilities” whilst another respondent supported option A.
- 6.8 Other points mentioned by the 4 respondents were:  
That the school “was far too small to take all the pupils in it”  
“The area of the classes is not enough for the number of pupils”

“The school does not reach the agenda requirements and 21stC Schools’ expectations”

That the arrangements “for parking for staff are inadequate but also for parents and the times for collecting and dropping pupils are dangerous”

That the “Hall is far too small for the numbers of pupils who create difficulties regarding dinner arrangements and are inadequate for physical education lessons for so many pupils and public performances.

That the town of Llangefni “is growing and the population in the schools is increasing that means that more space is needed”

That there is a need “to look at school catchment boundaries to see whether it is possible to look at reducing pressure on neighbouring schools – there is a potential to save money in doing this”

That “demand locally for affordable childcare is high as there are not many providers. There is a need to ensure that the new school is able to offer this provision (wrap around) for the nursery pupils who come to school and that there is plenty of room in the new building to allow this easily”

That there is a “need to ensure planning permission on the Ysgol Corn Hir site before selling it in order to have the best possible value from the site that will contribute extensively to the cost of the new school and less use of the Council’s financial resources”

That “it is necessary to plan any school with the scope of further expansion and with extensive land”

There will be a need to look in order to ensure a building plan that will allow full use by the community for all kinds of events.

There would be a need to ensure a building plan that will allow areas / rooms for targeting groups of pupils, suitable first aid room, room for holding meetings, suitable stores, and areas for holding ICT and DTh sessions

A rhetorical question was asked by these stakeholders namely: “As the Island Games are coming to Anglesey in 2025, is it possible to interweave this into the plan to create a resource that would be suitable for that time – it is likely that the pupils who are in the primary school now would be part of the games”

6.9 The staff and governors’ observations can be seen in [Appendices 4 and 5](#).

## **7. RESPONSES FROM YSGOL ESCEIFIOG**

7.1 A total of 35 responses were received from stakeholders namely from 11 parents, 11 staff and 3 governors – the remainder were anonymous. 34 (97%) of the respondents stated their support for option B, namely the option that would mean “*building a new primary school in Gaerwen for 150 pupils instead of Ysgol Esceifiog on a different site*” if the Executive Committee votes in favour of this option.

7.2 The stakeholders were supportive of option B because:

The new school would have enough space for the pupils

It would not affect the pupils’ education and welfare if the new school was built on another site in the village. Selling the present school site can also be considered to assist with the costs of building the new school.

Outside. Plenty of room for outside areas, garden, places for the pupils to play at playtime.

Education. With the new school it would add to education standards and pupil opportunities.

Taking advantage. Advantage must be taken that finance is available at present to build a new school, because it is likely that there will not be another opportunity in the near future to build a new school.

The stakeholders' argument was, although the "cost of a new school appeared to be more expensive by £1.5 million, the council could retrieve it by selling the school's current site with planning permission.

- 7.3 These stakeholders were not supportive of option A because of:  
"Health and safety implications" as regards the parking situation in front of the school  
The possible effect of Building work on the pupils' "education" and the "pupils' fitness" if the building equipment, the machines etc. took the school yard and fields".  
In renewing the building, "parts of the school would continue to be from 1981. Therefore, maintenance costs will continue". If the school was extended, "there would be no room to add to it".
- 7.4 26 (74%) of the respondents expressed that the school as it is is too small mentioning observations connected with this e.g.  
rooms that are unsuitable (12 respondents or 34%)  
numbers of pupils there that are increasing (15 respondents or 43%) and for the new school to be ready for the future (3 respondents or 9%) and within walking distance (2 respondents or 6%)  
the need for a new parking area (3 respondents or 9%) the need for a modern building (10 respondents or 29%)  
3 stakeholders (9%) thought that a new primary school in the village would be built on the village football field and if this happened, they were worried about the future of the football club.
- 7.5 The 11 members of the school staff who sent a feedback form believed that there were not:  
"suitable rooms for the classes"  
"suitable rooms for meetings"  
"room outside for the children to play when it rains"  
"enough room for the Foundation Period pupils to play at present"  
"enough parking places"  
"there was a need for "special places for ALN". "Option B would enable this to take place"  
the "building work was going to affect some pupils with ALN" "a need for purposeful rooms for targeting lessons"  
"a need for better admission to school for disabled pupils"  
"a need for more rooms for ALN pupils" "a need for more room outside"
- 7.6 The staff and governors' observations can be seen in [Appendix 6](#).

## 8. RESPONSES FROM YSGOL HENBLAS

- 8.1 2 responses were received from pupils' parents. The first supported any proposal to improve the standard of the estate of educational buildings on the island whilst worrying about the "apparent miscomparison between the intention to spend on redevelopment and the fact that there is no budget in place to maintain these standards".
- 8.2 The other parent was "very happy with the plans [for Ysgol Henblas] and "did not mind option A or B". He/she added that Llangristiolus residents "felt very lucky with the plans for Ysgol Henblas".
- 8.3 The Governors' opinion was that they were "pleased that Education in the school will continue under the two options offered (option A and option B), and pleased also that the option of adapting the school will be considered". The governors are "open to discuss further the possibility of including the school in a federation with another school" but they said that they needed "to understand exactly the implications for Ysgol Henblas, and also the details of any federalization that is suggested".
- 8.4 The observations of the Chair of the Governors of Ysgol Henblas can be seen in [Appendix 7](#).

## 9. RESPONSES FROM YSGOL TALWRN

- 9.1 19 responses were received from the school stakeholders. Everyone of them disagreed with the proposal to close Ysgol Talwrn but praised the school staff.
- 9.2 In his letter on behalf of the Body, the Chair of the Governing Body of Ysgol Talwrn said that the Body "opposed any recommendation to close the School in the context of the Llangefni Catchment consultation". The Body felt that the Authority should have "offered an option that enabled" keeping ysgol Talwrn open. The governors' observations can be seen in [Appendix 8](#).
- 9.3 In a personal letter, Ysgol Talwrn's Governing Body said that it was "very disappointed that the only option for the school was "to close the school completely". It had hoped that the Authority would "at least have attempted to federalize with some other schools of comparative size in the area." The Chair's observations can be seen in [Appendix 9](#).
- 9.4 The staff were of the opinion that Ysgol Talwrn was a "small family school and the feeling of nearness would disappear in a more impersonal situation that is connected with a bigger school". They also felt that the "school is the most effective medium for safeguarding a feeling of community that exists here in Y Talwrn. The school also continues to promote and support eisteddfodic culture. Closing the school could lead to the end of the eisteddfod, that is now a rare example of a local eisteddfod on the island". See staff comments in [Appendix 10](#).
- 9.5 Llanddyfnan Community Council's response was that they were "in favour of keeping Ysgol Gynradd Talwrn open and supported the Welsh Assembly Minister's recent announcement on keeping small schools open. As the school is 98% full, and primary schools in Llangefni full, we see no reason to close the school". Members of the Body "felt that the costs were dubious".
- 9.6 74% of the respondents felt that Ysgol Talwrn was essential to the community and to the Welsh way and the Welsh language and that closing Ysgol Talwrn would "kill

the community” and that the village would be “so much poorer without it”. The respondents felt that closing Ysgol Talwrn would have a harmful effect on the future of the local Eisteddfod, Sunday School and Village Hall.

- 9.7 58% of the respondents felt that the consultation process was unfair.
- 9.8 53% of the respondents wanted the Authority to consider federalizing Ysgol Talwrn with another primary school.
- 9.9 42% of the respondents were of the opinion that children’s education in Ysgol Talwrn was “special” and that the pupils succeeded when they went to the secondary school”. They did not think that the pupils would have the “same attention ... in a big school”. Additionally, 42% of respondents said that educational standards were good in Ysgol Talwrn.
- 9.10 The traffic situation in Ysgol y Graig worried 18% respondents.
- 9.11 The opinion of 6 (32%) of the respondents was there was a need to extend Ysgol Talwrn in order for it to take more pupils and because they thought that numbers in the school were increasing.
- 9.12 Possible travel to Ysgol Y Graig was a concern and it was noted by 3 or 16% of stakeholders and the same amount of respondents felt that the work that is part of the £82,500 of Maintenance backlog on Ysgol Talwrn.
- 9.13 Different ideas were proposed by 1 stakeholder (5% of the respondents) namely:  
Train headteachers in Ysgol Talwrn  
Build a new primary school in Talwrn to take “ the overspill from Llangefni” or modernize them  
Combine Talwrn with Corn Hir and Bodffordd Build 4  
3-18 year old “super school”
- 9.14 One letter was received by a regional Member of Parliament that expressed one of its electors’ concern regarding closing Ysgol Talwrn. He suggested that the Authority should give attention to the points raised during the consultation.
- 9.15 Other concerns expressed by 1 stakeholder (5%) were childcare, parking and a suggestion that another primary school should be closed.
- 9.16 Before a meeting of the Full Council in Decemberr 2016, a petition was presented to the Council Leader who:  
Felt that “ any threat of closing Ysgol Talwrn was going to have serious results” for the village and the community.  
Request that “the signatories’ concerns were placed in front of the Executive Committee in accordance with Future Generations’ Welfare Act (2015)  
Encourage the Council not to close Ysgol Talwrn but to invest in it The petition was signed by 184 signatories.

## **10. RESPONSES FROM YSGOL Y GRAIG**

- 10.1 A response was received from 3 stakeholders namely by a member of staff and two parents as well as response by the Headteacher.
- 10.2 One of the stakeholders opposed the “idea of merging y Graig and Talwrn”. She had several concerns that were the basis to the opposition namely:
1. That the school hall and the school yard are “far too small”
  2. That the Foundation Period does not have a suitable outside area.
  3. That there are no empty rooms to hold meetings or music lessons.
  4. That there are not enough toilets for pupils or staff.
  5. That there is “more than the capacity of pupils (330 pupils) here already” and that there is no room for more.
  6. Why “harm Ysgol Y Graig that is one of the cheapest to run on the pupil allocation (£3597 when the majority is over £4000).
  7. “awful parking problems here already and an accident close to happening, and what will happen when the new road opens?”
  8. The stakeholders thought that Ysgol y Graig’s results were better and that the two schools should not be merged due to this.
  9. That 75% of y Graig’s pupils come from Welsh homes, but only 55% of Talwrn’s pupils come from Welsh homes.

For the above reasons, the stakeholders wanted Ysgol Talwrn pupils “to go to the new school”.

- 10.3 Other stakeholders’ concerns were:
1. the possible effect of the Building work on the pupils’ education and the
  2. need to have an answer to the parking situation by Ysgol Y Graig.
- 10.4 Additionally, the stakeholder had matters to which to draw the Authority’s attention in considering extending Ysgol Y Graig namely:
1. The possible effect of the building work on the pupils’ education
  2. The size of the Hall, and that it was “small from the point of view of the number of pupils already”.
  3. That she was eager for the Breakfast club/after-school club to continue during any extension-building period.
  4. That the “school yard is small for so many pupils”. The stakeholder wanted the Authority “to ensure suitable places for the pupils to play during the building period”.
  5. Parking and the need to get an answer for the parking situation by Ysgol Y Graig.
- 10.5 See the Headteacher’s observations in [Appendix 11](#).

## **11. OTHER RESPONSES**

- 11.1 A response was received from Llanddyfnan Community Council namely a community council for the Talwrn and surrounding area. The Council’s response was that the “Community Council was in favour of keeping open Ysgol Gynradd Talwrn”. See the Community Council’s observations in [Appendix 12](#).

11.2 Although there is no statutory obligation of the Authority to consult non-statutorily, as well as meet staff, governors and parents, the consultation document was sent to the following stakeholders:

Gwynedd Council;  
 Welsh Government Officers;  
 Regional and local Assembly Members  
 Estyn;  
 Teachers’ unions and ancillary staff’s unions;  
 Regional Education Consortium namely GwE;  
 Regional Transport Consortium namely Journey (Taith); North  
 Wales Police and Crime Commissioner;  
 The Communities First partnership;  
 Mudiad Meithrin;  
 The Authority’s Youth Service;  
 Ysgol Gyfun Llangefni.

11.3 In its response, Estyn said: “ Estyn is of the opinion that the proposal is likely to maintain the present standards in the area at least.”

## 12. OPTIONS ANALYSIS

12.1 In the non-statutory consultation document, a breakdown of the options focused on the 9 original options. Each option was evaluated and scored out of 10 against the drivers for change, as outlined below.

1. Raising Educational Standards
2. Reduce the number of surplus places
3. Reduce the variation in cost per pupil
4. Ensure that school buildings create the best possible learning environment
5. Ensure that school building are in a good condition with no health and safety issues present
6. Increase leadership capacity
7. Community use of the school building
8. Welsh and bilingual provision
9. Geographical factors and transport

The following table summarises the analysis made:

<b>Drivers</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6a</b>	<b>6b</b>	<b>7</b>	<b>8</b>	<b>9</b>
1.Raising Educational Standards	10	10	10	10	8	8	8	10	9	6
2.Reduce the number of surplus places	8	8	8	6	4	8	8	8	6	4
3.Reduce the variation in cost per pupil	10	10	6	6	6	6	6	6	2	2
4.Ensure that school buildings create the best possible learning environment	10	10	10	10	10	10	10	10	10	10
5.Ensure that school building are in a good condition with no health and safety issues	10	10	10	10	10	8	10	8	8	8
6.Increase leadership capacity	10	10	10	10	4	4	4	10	10	2
7. Community use of the school building	8	7	10	9	10	10	10	9	10	10

8. Welsh and bilingual provision	10	10	10	10	10	10	10	10	10	10
9. Geographical factors and transport	3	3	6	3	6	7	7	4	7	7
<b>Total</b>	<b>79</b>	<b>78</b>	<b>80</b>	<b>74</b>	<b>68</b>	<b>71</b>	<b>73</b>	<b>75</b>	<b>72</b>	<b>59</b>

12.2 This led to a recommendation to the Executive. On 19 December 2016, the decision of the Executive was:

"We decided to authorise the officers to proceed to the formal or statutory consultation process when they are consulting on Options A and B as described in the report"

Options A and B:

**Option A**

This would be based on:

Option 3, which is to build a new school to replace Ysgol Corn Hir and Ysgol Bodffordd.

Option 6a, which is to build a new primary school in Gaerwen on an alternative site, to accommodate 150 pupils. A replacement to the current Ysgol Esceifiog

Option 7, extend Ysgol y Graig to accommodate the pupils of Ysgol Talwrn. Close Ysgol Talwrn

Option 9, adaptations to Ysgol Henblas

Any remodelling would need to address the traffic issues identified at the beginning and end of the school day. The options would be subject to affordability.

This option could also include the Federation of Ysgol Henblas with another school i.e. maintain the school on the existing site but under different management arrangement.

**Option B**

This would be based on:

Option 3, which is to build a new school to replace Ysgol Corn Hir and Ysgol Bodffordd.

Option 8, adaptations to Ysgol Esceifiog

Option 7, extend Ysgol y Graig to accommodate the pupils of Ysgol Talwrn. Close Ysgol Talwrn

Option 9, adaptations to Ysgol Henblas

Any remodelling would need to address the traffic issues identified at the beginning and end of the school day. The options would be subject to affordability.

This option could also include the Federation of Ysgol Henblas with another school i.e. maintain the school on the existing site but under different management arrangement.

The difference between Option A and B refers to Ysgol Esceifiog. If option A was approved, it would mean building a new primary school in Gaerwen for 150 pupils (the realisation of option 6a would mean a new primary school on the site of the existing school and realising the 6b option would involve building a new primary school on an alternative site). If option B was approved, it would mean modifying Ysgol Esceifiog.

A combination of the scores is presented below:



**Drivers**

- 1.Raising Educational Standards
- 2.Reduce the number of surplus places
- 3.Reduce the variation in cost per pupil
- 4.Ensure that school buildings create the best possible learning environment
- 5.Ensure that school building are in a good condition with no health and safety issues
- 6.Increase leadership capacity
7. Community use of the school building
8. Welsh Language or bilingual provision
9. Geographical factors and transport

**Total**

<b>6a</b>	<b>6b</b>	<b>8</b>
8	8	9
8	8	6
6	6	2
10	10	10
8	10	8
4	4	10
10	10	10
10	10	10
7	7	7
<b>71</b>	<b>73</b>	<b>72</b>

**Option A**

3	80	80
6a	71	72
7	75	75
9	59	59
<b>Total</b>	<b>285</b>	<b>286</b>

**Option B**

3	80
8	72
7	75
9	59
<b>Total</b>	<b>286</b>

It is therefore apparent that there is little difference in the total score of both options.

**13. HOUSING DEVELOPMENTS IN THE LLANGEFNI AREA**

- 13.1 Since the non-statutory consultation period, there is a strong likelihood that further homes will be built in the catchment area of Ysgol Y Graig, which takes the number of housing developments in the catchment area up to 397 – corresponding to approximately 67 of primary aged children. This is referenced further in part 14.7 below.

With reference to the primary schools in the Llangefni area, the potential impact of new housing developments 2018-2026 on pupil numbers was considered. This helps with the understanding about the potential additional growth in the catchment area.

Figures show that every house in Anglesey, has on average 0.17 children of primary school age. From multiplying the number of housing developments with 0.17, we get an estimate of the number of additional pupils who want to be educated at that school.

<b>Ysgol</b>	<b>Number of housing developments in the catchment</b>	<b>Equates to number of children</b>
Bodffordd	18	3
Corn Hir	219	37

Esceifiog	36	6
Henblas	0	0
Talwrn	6	1
Y Graig	397	67

### 13.2 Bodffordd

The school's capacity is 63 and the pupil numbers projections are presented in the table below:

	Estimated number of children on roll in September						
Ysgol	2016	2017	2018	2019	2020	2021	2022
Bodffordd	64	69	75	78	79	78	74

It can be seen that Ysgol Bodffordd has been over its capacity since September 2016. Given the potential impact of new housing developments within the school's catchment area on the numbers of pupils at the school, the projected numbers are as follows:

	Estimated number of children on roll in September										
Ysgol	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Bodffordd	64	69	75	79	79	79	75	74	74	75	75

### 13.3 Ysgol Corn Hir

The school's capacity is 204, and the pupil number projections are presented in the table below:

	Estimated number of children on roll in September										
Ysgol	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Corn Hir	221	226	232	233	240	245	245	242	239	235	231

Since the beginning of the 2015/16 school year, there has been greater children than there is capacity and the numbers are predicted to increase up to September 2021

It is anticipated that there will be a maximum of 219 housing developments in the area from 2018-2026-this aligns with the deposit plan that the Authority consulted upon in 2015. There is a likelihood that houses will be built at a rate of 27 House per year in the catchment area of Ysgol Corn Hir. The figures show that every house in Anglesey, has on average 0.17 children of primary school age. From multiplying the 27 Homes per year in the catchment area with 0.17, this would mean that the housing developments could lead to an additional 4.6 pupil per year requiring education at the school. This would impact on the pupil projection of Ysgol Corn Hir as follows:

	Estimate number on roll in September										
Ysgol	2016	2017	2018	2019	2020	2021	2017	2022	2023	2024	2025
Corn Hir	221	226	232	238	244	250	249	247	243	240	236

If option 3 was to be pursued, namely relocating Ysgol Corn Hir on another site along with relocation of pupils from Ysgol Bodffordd, The projections are as follows:

	Estimate number on roll in September										
Ysgol	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Corn Hir	285	294	307	317	323	329	324	321	317	315	311

If building a new school to replace Ysgol Corn Hir was agreed, and combining Ysgol Bodffordd, the capacity would need to be approximately 360 and the admission number at approximately 51

#### 13.4 Ysgol Esceifiog

The school's capacity is 124 and the pupil projections are as follows:

	Estimate number on roll in September										
Ysgol	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Esceifiog	120	131	138	137	138	142	142	138	134	131	133

It is anticipated that the school will be over its capacity by September 2017.

It is anticipated that there will be 36 housing developments in the area between the period 2018-2026 – this aligns with the deposit plan that the Authority consulted upon in 2015. There is likelihood that the houses will be built at a rate of 4.5 homes per year in the catchment area of Ysgol Esceifiog. Figures show that every house in Anglesey has on average 0.17 of children of primary school age. From multiplying the 4.5 homes per year in the catchment area with 0.17, this could lead to an additional 0.77 pupil per year wanting to receive their education at the school, or approximately 6 additional pupil wanting to attend that particular school. This would impact on the projections of Ysgol Esceifiog as follows:

	Estimate number on roll in September											
Ysgol	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Esceifiog	120	131	138	138	139	143	143	139	135	131	133	133

Taking the numbers into consideration Ysgol Esceifiog will either require adaptations or a new build to accommodate the 150 pupils.

#### 13.5 Ysgol Henblas

The school's capacity is 96 and the pupil projections are as follows:

		Estimate number on roll in September					
Ysgol	2016	2017	2018	2019	2020	2021	2022
Henblas	81	91	90	92	86	81	85

Ysgol Henblas will continue with less than 100 pupils until September 2022.

No further housing developments are anticipated in the area between the period of 2018-2026 and therefore no additional growth is anticipated in the catchment area of Ysgol Henblas between the years 2018-2026.

### 13.6 Ysgol Talwrn

The school's capacity is 49 and the pupil projections are as follows:

		Estimate number on roll in September					
Ysgol	2016	2017	2018	2019	2020	2021	2022
Talwrn	47	43	43	43	40	43	42

Since the beginning of the school year 2015/16, the numbers in school have been less than its capacity and the numbers remain relatively constant until January 2021.

It is anticipated that there will be 6 homes built in the catchment area Ysgol Talwrn in the years 2018-2026. This would lead to  $6 \times 0.17 = 1$  additional pupil at the school. As can be seen from the table above, there is sufficient room at the current school for an extra pupil.

		Estimate number on roll in September					
Ysgol	2016	2017	2018	2019	2020	2021	2022
Talwrn	47	43	43	44	41	44	43

### 13.7 Ysgol y Graig

Since the non-statutory consultation period, there is a strong likelihood that there will be further homes built in the catchment area of Ysgol Y Graig. The number of housing developments in the catchment area could increase to 397 – relating to approximately 67 of primary aged children.

The school's capacity is 330 and the projections for pupil numbers is presented in the table below:

	Estimate number on roll in September						
Ysgol	2016	2017	2018	2019	2020	2021	2022
Y Graig	339	336	338	334	330	331	329

Since the beginning of the school year 2016/17, there has been greater children than there is capacity, and this is anticipated to continue up to the beginning of the next decade.

It is anticipated that 397 homes will be developed in the area during 2018-2026 – this aligns with the deposit plan that the Authority consulted upon in 2015. There is

the likelihood that houses would be built at a rate of 50 House per year in the catchment area of Ysgol y Graig between the years 2018/19 to 2025/26.

Figures show that every house in Anglesey has on average 0.17 children of primary school age. Multiplying 50 House per year in the catchment area with 0.17, would lead to an additional 8.5 pupils per year wanting to receive their education at the school. This would have an impact on the projections of Ysgol y Graig as follows:

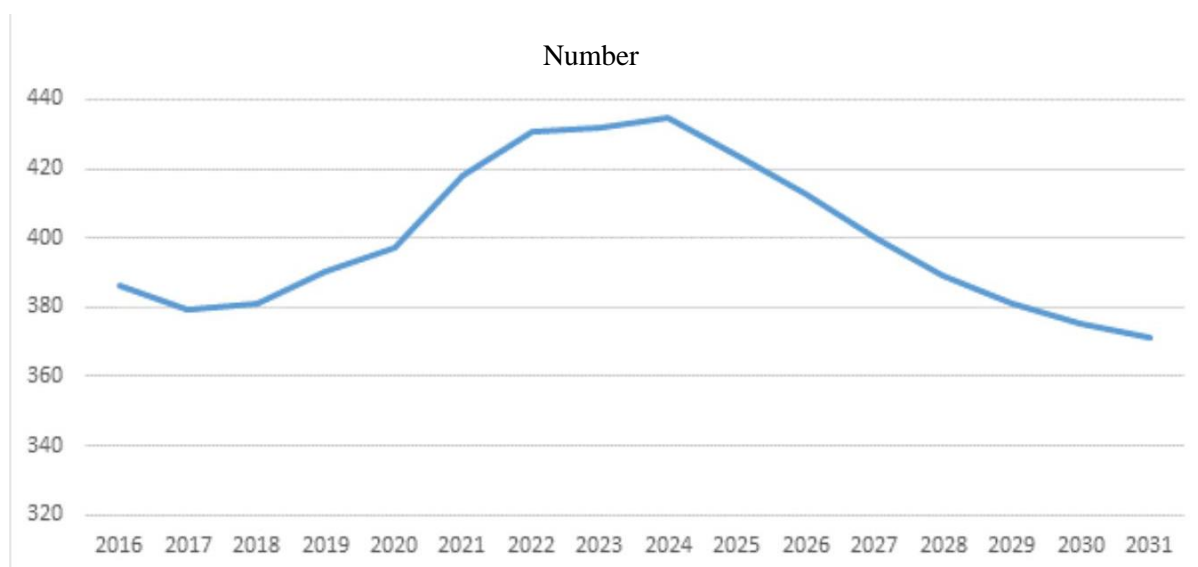
	Estimate number on roll in September										
Ysgol	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Y Graig	339	336	338	342	339	339	338	332	347	350	355

If option 7 is pursued (extending Ysgol y Graig and transferring pupils from Ysgol Talwrn to Ysgol y Graig, and Closing Ysgol Talwrn) and given the growth due to the housing developments in the catchment area, the projections would be as follows:-

	Estimate number on roll in September										
Ysgol	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Y Graig	339	336	338	390	397	418	431	432	435	424	413

	Estimate number on roll in September				
Ysgol	2027	2028	2029	2030	2031
Y Graig	400	389	381	375	371

The graph gives an indication of the increase in the number of pupils, as a result of the developments.



The extended school would require a capacity of approximately 450. This would be sufficient to accommodate the increase in pupils that will come as a result of the new housing developments and as a result of the relocation of Ysgol Talwrn' pupils to Ysgol y Graig

There is not sufficient space to extend Ysgol y Graig by 120 places (or 4 classrooms) and ensure sufficient play area for the pupils. A consideration will need to be given to other ways of housing the children on the site, which in turn means we will have to consult on a solution to the situation.

## 14. FINANCIAL CONSIDERATION

14.1 The options were evaluated from a financial perspective in the report on the non-statutory consultation. The following have been considered for all options—capital costs, revenue savings, transport costs, capital receipts and borrowing costs

The assumptions for these calculations was borrowing would:

- Be at a fixed rate.
- will happen over a period of 50 years using interest rates November 2016.
- taken in its entirety i.e. at one time because the expenditure/date profiling isn't available. The cost of funding that amount for 50 years is used in this calculation.
- Only the non-supported borrowing element of 21st century schools programme these calculations take into account.

It should be noted that best estimates are the costs and savings that are currently available. Perhaps some of the options, if realised, will create short-term costs such as, appointing head teacher before the school opens, redundancy costs, pay protection costs, and maintenance costs of buildings until they are sold. The costs will be included in the business case, if the option is realised, when the number of options have been reduced.

### Option 6: Build a new school in Gaerwen for 150 pupils to replace Ysgol Esceifiog

Option 6a – on the current site

Option 6b – on an alternative site (nearby football field)

Option	Capital costs	Additional cost	Transport cost	Capital receipt
6a	£5,600,000	£541,759	£0	£0
Additional cost	£541,759	Project net Cost	£5,600,000	
		Cost to be financed	£2,800,000	

The estimated additional net costs for this option is £541,759 and the net cost of the project is estimated at £5,600,000. Borrowing costs for the £2,800,000 of non-supportive borrowing is £129,080 the year.

Option	Capital costs	Additional cost	Transport cost	Capital receipt
6b	£5,950,000	£541,759	£0	£240,000
Additional cost	£541,759	Project net Cost	£5,710,000	
		Cost to be financed	£2,735,000	

The estimated additional net cost for this option is £541,759 and the net cost of the project is estimated £5,710,000. Borrowing costs for the £2,735,000 of non-supported borrowing is £126,084 per year.

### Option 8: Adaptations to Ysgol Esceifiog

Option	Capital Cost	Additional costs	Transport costs	Capital receipt
8	£2,380,000	£11,626	£0	£0
Additional Costs	£11,626	Project net costs	£2,380,000	
		Cost to be financed	£1,190,000	

The estimated additional net cost for this option is £11,626 and the net cost of the project is estimated at £2,380,000. Borrowing costs for the £1,190,000 of non-supported borrowing is £54,859 per year.

A summary of the costs associated with options 6 and 8 presented below:

Option	Cost to be financed	Net Cost or (Saving)	Borrowing costs per year
6a	2,800,000	541,759	129,080
6b	2,735,000	541,759	126,084
8	1,190,000	11,626	54,859

Option 8 namely Adapting Ysgol Esceifiog is the most affordable option but it does not lead to savings. However, option 8 would not lead to surplus places of necessity.

### RECOMMENDATION

Taking the above into consideration it is proposed that Option B should be approved, namely:

Option 3, Build a new school to replace Ysgol Corn Hir ac Ysgol Bodffordd.

Option 8, adaptations to Ysgol Esceifiog

*Option 7 – further consultation wil be required on the option of extending Ysgol y Graig to accommodate pupils from Ysgol Talwrn, and close Ysgol Talwrn*

Option 9, adaptations to Ysgol Henblas

Any remodelling would need to address the traffic issues identified at the beginning and end of the school day. The options would be subject to affordability.

**Ysgol Bodffordd (Community)**

**Staff Response Letter (Teachers and Ancillary Staff) of Ysgol Bodffordd (Community) to the Statutory Consultation Document on Llangefni Catchment Schools**

**12.3.2017**

Dear Sir / Madam,

The staff – Teachers and Ancillary Staff of Ysgol Bodffordd(Community) wish to air their opposition to the two options that have been placed in the Statutory Consultation document on the future of Llangefni Catchment schools, in the fact that no option considers keeping Ysgol Gymuned Bodffordd for the future.

We accept that a new school is needed in the Llangefni town area but all of us as members of staff are very dissatisfied with the two options that are proposed in the Statutory Consultation Document. We feel that what is being offered as an option is unsuitable and unjust.

There is an impression that the consultation process offers unfairness - there are but 2 options for the consultation and both options include closing Ysgol Gymuned Bodffordd. Both options favour Ysgol Esceifiog. In contrast to other areas where consultation has taken place, in the case of the Llangefni area the location of the 'new' school is not public. The greatest number of responses to the non-statutory consultation came from Ysgol Gymuned Bodffordd. Even so it is a decision to close it that is in the statutory consultation options. We get the impression from the document that the decision regarding the future of the school has already been made by the Council. This is the way parents feel also. It is disappointing that there is no room on the official response form that offers the choice of declining the options.

As a staff, we feel the same as the Governors and wish to draw your attention again to the following matters and factors:

- Parental choice over which school there is for their children is undermined. For the Bodffordd area parents the choice is annihilated on a decision to close Ysgol Gymuned Bodffordd. They would, to all intents, be forced to move to a new school location. The overwhelming majority of parents of the school's outside the catchment have come to Ysgol Gymuned Bodffordd through personal choice. 2 pupils who are an Authority cost travel from the Trefor area. These out-of-catchment pupils come through parental choice and at a personal cost.
- Utter uncertainty regarding jobs and employment for the future.
- Parental support for the continuation of the existence of Ysgol Gymuned Bodffordd continues to be entire although the options in the Statutory Consultation is totally inconsiderate to maintaining the school. We trust that there will be a number of responses from parents, families and local neighbours once more. Parents in conversations with us as staff are very dissatisfied with the consultation procedure.
- The school's strength of feeling and the ethos of care, family, support, community and Welsh is completely obvious. In our opinion the school promotes the ethos that we expect



in such a school. The school has a good name locally and the respect towards the school and its staff is great locally and beyond. This in itself promotes current parents' decision to choose this school for their children.

- As a staff we have worked hard to respond to ESTYN's Inspection findings and recommendations in June 2015. Very strong and good progress has been noted for the action recommendations and the Headteacher continues to try and increase and ensure the school's tenacity. Everybody's focus here is on continuing to move the school forwards, effectively. The sadness is that the consultation procedure affects our morale and draws attention.
- As a staff we ensure that we give access to a variety of modern technology and promote digital literacy and make certain that the technology is new. The building internally and externally is in a generally good condition. The Headteacher and staff have responded to the challenge of the findings and weaknesses that were revealed following the Estyn inspection and have ensured movement from Estyn's monitoring category and have continued to work to strengthen the tenacity and capacity to act as effectively as possible. Standards of attainment alone are not the only school focus or the only measurement of a school's success. There is much more as part of the development of the pupil as a whole person. Endeavours to ensure welfare care, guidance, support and giving consideration to emotional welfare, varied experiences and ensuring opportunities for their pupils is a strength of Ysgol Gymuned Bodffordd and its staff.
- Bodffordd's Mudiad Meithrin has been located in the school Hall (Y Ganolfan) leading the sector according to Estyn. It is an integral part of commencing pupils of the area's journey through their educational journey. The link is strong and effective between the Mudiad and the school. This co-operation contributes to standards.
- The school is an integral part of a live cultural and Welsh community. The school is a community hub, exactly according to Welsh Government expectations. The nature of this area's culture is unique, and the area's cultural nature penetrates the school. The link is strong between the school and Eisteddfod Gadeiriol Bodffordd, Bodffordd Cyf, and Bodffordd's Nursery Setting to name but three. The community link is strong here. There is a fear that this would become dull over time if there was no school in Bodffordd.
- A decision to close the school could disperse a living community – and by doing so contravene the Welsh Government's Welfare Act (Future Generations' Welfare Bill exists since 1 April 2016). This law exists to ensure that Wales is a better place for us to live in now and a better place for people to live in in the future. 2 of the act's aims, amongst several, is to ensure:
  - ❖ A Wales with a lively culture where Welsh flourishes
  - ❖ A Wales of coherent communities.

There are 7 aims to the act. Choosing to close Ysgol Gymuned Bodffordd would go against what the Act is trying to ensure and maintain. What effect would closing the community school have on local factors. There would be an effect on local house prices. Losing a school would harm people's choice of living in Bodffordd. There would be a danger that young families would not establish themselves in the village. There would be concern in losing Welsh cultural activities and there would be a deterioration in local children's involvement in local activities. Closing Ysgol Gymuned Bodffordd would influence the nature and structure of the village's population.

- Ysgol Gymuned Bodffordd situation offers Mudiad Meithrin and Nursery class provision. Several schools cannot offer this. This is an attractive feature of the school.
- Bodffordd's Nursery Setting is sector-leading in several aspects and shares the site with the school. They have just been given the right to increase the admission number to 20 pupils. Natural synergy between the Nursery Setting and the School to develop the future's local little Welsh pupils. The co-operation between the Setting and the school is a very strong aspect. Closing the school would endanger the Mudiad's existence in its leaders' opinion.
- The co-operation between the Community, the Headteacher and the school is smooth and effective. The Hall (Y Ganolfan) that is under the school's management, is a constant bubble in the evenings during the week. If required, the school is also used.
- Local businesses depend on the school's location. The school benefits from the location of Blodyn Tatws as a local Nursery that offers local jobs to people of the area. Bodffordd area people are employed in the Nursery Setting (Cylch Meithrin). There is synergy to this collaboration.
- The school and its venue are used by a number of local and wider establishments. The village pupils are allowed to use the school field to play safely. Osian Roberts' Annual Football Festival and Eisteddfod Gadeiriol Bodffordd are held here. The site is used as a polling station for the area and Drama and Literature Festivals are held here. At times, the whole building is used by the Community. The Headteacher and the school work together in a no-nonsense way with the community and local ventures and those further afield.
- Between the Nursery class and the remainder of the school there are 78 pupils in school. There are no empty places in Ysgol Gymuned Bodffordd. The school is full regarding the number of pupils. That reveals the increasing popularity of the school and parents' right to choose their children's school location.

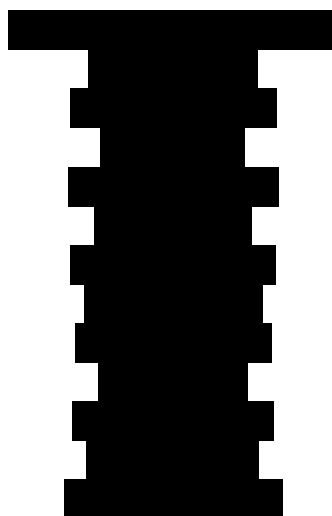
**Additional / alternative options to be considered**

Like the Governors, we are of the opinion that the Process should consider an alternative option for easing the requirement for places in the Llangefni area. We consider that the lack of places is an urban problem for Llangefni only basically and it has been so for several years. A new school is needed to lighten the demand for places in Llangefni town, that is certain. We see the need for a new building to meet the requirement for places for Ysgol Corn Hir. We consider that consideration should be given to an option of building a new site to meet the local requirements for the needs of Corn Hir and Ysgol Talwrn. Doing this would ease the pressure on demand for places urbanly and the new Building could be available to meet the need for the pupils of the two urban schools. Perhaps there will still be a need for an extension to Ysgol Y Graig, but in order to ease the need for places that would be in Y Graig's catchment area. Pupils of the areas have the option of two large urban schools to attend. We consider that there would not be a need to consider closing Ysgol Gymuned Bodffordd in such an option. Satellite schools would be needed for the area – those would be Ysgol Henblas and Ysgol Gymuned Bodffordd. This would plan for the future and support the definite likelihood of progress in school pupil numbers urbanly and beyond.

In the face of Coleg Menai's developments, the Authority and the Council need to plan for the future and the certain and continuous progress that is going to be urbanly for places in our schools.

There is no denying that there is a problem of lack of places for school pupils in Llangefni. Build a new school to ease the shortfall in Llangefni by all means, but Ysgol Gymuned Bodffordd should be kept open in order to ensure the continuation of a viable cultural, Welsh community and in order to ease the demand for places that will surely arise again with the growth of Llangefni. We consider that the consultation process does not look enough to the future and take into consideration the future's urban plans in full.

Yours faithfully,

A large black rectangular redaction box covering the signature area.

**Ysgol Gymuned Bodffordd**

**Governors of Ysgol Gymuned Bodffordd's response letter to the  
Statutory Consultation Document on Llangefni Catchment Schools**

**8.3.2017**

Dear Sir / Madam,

Ysgol Gymuned Bodffordd's Governors wish to air their unanimous opposition to the two options that have been placed in the Statutory Consultation document on the future of Llangefni's Catchment schools, in the face of there being no option that considers keeping Ysgol Gymuned Bodffordd for the future.

We acknowledge that there is a problem that needs solving in the catchment as regards schools being full, but we are all as governors unanimous that implementing the option to close Ysgol Gymuned Bodffordd would be completely unsuitable and unjust and would have a harmful effect on an extremely Welsh and cultural area.

There is an impression that the consultation process is unfair. That is how the parents and the public feel. There are only 2 options for the consultation and both options include closing Ysgol Gymuned Bodffordd. Both options favour Ysgol Esceifiog and Ysgol Henblas specifically. In contrast to the other areas where consultation has already taken place, in the case of the Llangefni area the location of the 'new' school is not public although different messages come from the direction of Corn Hir parents. The largest number of responses to the non-statutory consultation came from Ysgol Gymuned Bodffordd. Even so in the statutory consultation options there is a wish to close it. Parents get the impression from the document that the decision regarding the future of the school has already been made by the Council. The official response form does not offer the choice of declining the options.

Once again we would wish to draw your attention to the following matters and factors:

- Parental choice over which school there is for their children is undermined. For the Bodffordd area parents the choice has been abolished on a decision to close Ysgol Gymuned Bodffordd. They would, to all intents, be forced to move to a new school location. The overwhelming majority of the parents of the school's out-of-catchment pupils have come to Ysgol Gymuned Bodffordd through personal choice. 2 pupils who are an Authority cost who travel from the Trefor area. The out-of-catchment pupils come here through parental choice and at a personal cost.
- Parental support to the continuation of the existence of Ysgol Gymuned Bodffordd continues to be complete although the options in the Statutory Consultation are

completely inconsiderate to maintaining the school. We trust that there will be many responses from parents, families and local neighbours once again stating opposition to closing the school.

- The strength of the school's feeling and caring, family, supportive, community and Welsh ethos is completely evident. In our opinion the school promotes the ethos that we expect in such a school. The school and staff have a good name and the respect towards the school and its staff is great locally and beyond. This in itself promotes parents' decision to choose the school for their children.
- The staff have worked diligently to respond to the findings and recommendations of the ESTYN Inspection in June 2015 with GwE. Very strong and good progress have been noted for the action recommendations and the Headteacher continues to ensure the school's tenacity. Everyone's focus here is on moving the school forward and effectively.
- Ysgol Gymuned Bodffordd ensures that we give access to a variety of modern technology and promote digital literacy and make sure that the technology is new. There is a good general condition inside and outside the building. The Headteacher and the staff have responded to the challenge of findings and weaknesses that were revealed following Estyn's inspection and have ensured movement from Estyn's monitoring category and have continued to work to strengthen the tenacity and capacity to act as effectively as possible. Standards of attainment only are not the only school focus nor the only measuring line for school success. Many more are part of the pupil's development as a whole person. There are efforts to ensure welfare care, leadership, maintenance and giving consideration to emotional welfare, various experiences and ensure opportunities for their pupils are a strength for Ysgol Gymuned Bodffordd and its staff.
- Mudiad Meithrin Bodffordd is located in the school Hall (Y Ganolfan) and is sector-leading according to Estyn. It is an integral part of commencing the area children's journey through their educational journey. The link is strong and effective between y Mudiad and the school. The collaboration here contributes to standards.
- The school is an integral part of a living cultural and Welsh community. The school is a community hub, exactly according to the Assembly's expectations. The nature of this area's culture is unique and the area's cultural nature penetrates the school. The link is strong between the school Eisteddfod Gadeiriol Bodffordd ('s Chair Eisteddfod), Bodffordd Cyf, and Chylch Meithrin Bodffordd (Nursery Setting) to name only 3. The community link is strong here.
- We consider that a decision to close the school could scatter a live community – and in so doing contravene the Welsh Government's **Welfare Act** (Future Generations' Welfare Bill that exists since 1 April 2016). The new law wants to ensure that Wales is a better place for us to live in now and a better place for people to live in in the future. 2 act's aims, amongst several, is to ensure:
  - ❖ A Wales with a lively culture where Welsh flourishes
  - ❖ A Wales of coherent communities.

Choosing to close Ysgol Gymuned Bodffordd would be in contravention to what the Act tries to ensure and maintain. What effect would closing the community school have on local factors. There would be an affect on local house prices. Losing a school would harm people's choice to live in Bodffordd. There would be a danger that young families would not set themselves up in the village. There would be concern in losing Welsh cultural

activities and there would be a deterioration in local pupils' involvement in local activities. Closing Ysgol Gymuned Bodffordd would influence the nature and structure of the village's population.

- The Ysgol Gymuned Bodffordd site offers Mudiad Meithrin and Nursery class provision. Several schools cannot offer this. The site offers the opportunity to do this and extend upon it in our opinion.
- Bodffordd's Nursery Setting is sector-leading in several aspects and shares the site with the school. They have just been given permission to increase the admission number to 20 children. There is natural synergy between the Nursery Setting and the School to develop the future's local little Welsh children. The collaboration between the Setting (Y Cylch) and the school is a very strong aspect. Closing the school endangers the existence of the Setting (Y Mudiad) in its leaders' opinion.
- The co-operation between the Community, the Headteacher and the school is smooth and effective. The Hall (Y Ganolfan) which is under the school's management, is a constant bubble in the evenings during the week. If required, the school is used also.
- Local businesses depend on the school site. The school profits from the location of Blodyn Tatws as a local Nursery that offers local jobs for the people of the area. Bodffordd area people are employed in the Nursery Setting (Cylch Meithrin). There is synergy to this collaboration.
- The school and its setting are used by a number of establishments that are local and further afield. The village children can use the school field to play safely. Osian Roberts' Annual Football Festival and Eisteddfod Gadeiriol Bodffordd are held here. The site is used as a polling station for the area and Drama and literature Festivals are held here. At times, the whole building is used by the Community. The Headteacher and the school work together without nonsense with the community.
- We understand that schools that are not full swallow resources and money, but Ysgol Gymuned Bodffordd is by now filling if not full. There is no room in the Foundation Period. Between the Nursery class and the remainder of the school there are 78 pupils in school. There are no empty places in Ysgol Gymuned Bodffordd. The school is full as regards pupil numbers. That reveals the school's increasing popularity and parents' rights to choose their children's school location.
- Satellite schools will be needed for the area now and definitely for the future.
- **Costs** – We feel that the cost figures do not make sense on going into the figures in the document in looking at them in detail.

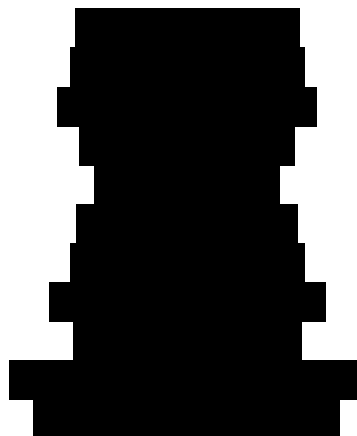
**Additional/Alternative option for consideration**

We consider as a Governing Body that the Process should consider an alternative option for easing the demand for places in the Llangefni area. We consider that the lack of places basically is an urban problem and it has been so by now for several years. There is a true need for a new school to lighten the demand for places in Llangefni, that is certain. We see the need for a new building to meet the demand for places for Ysgol Corn Hir. We consider that consideration should be given to the option of building a new site to meet the demand for places for the needs of Corn Hir and Ysgol Talwrn. Doing this would ease the pressure of asking for places urbanly and the new building could be available to meet the demand for the pupils of the two urban schools. Perhaps there would still be a need for an extension to Ysgol Y Graig, but that would be in order to ease the need for places in Y Graig's catchment. The area's pupils would have an option of two large urban schools to attend. We consider that there would be no need to consider closing Ysgol Gymuned Bodffordd within such an option. Satellite schools would be needed for the area – those would be Ysgol Henblas and Ysgol Gymuned Bodffordd. This would plan for the future and support the definite likelihood of increase in the numbers of school children urbanly and beyond.

In the face of Coleg Menai's developments, the Authority and Council need to plan for the future and the certain and continuous progress that is going to be urbanly for places in our schools.

There is no denying that there is a problem of lack of school places in Llangefni. Build a new school to ease the lack of room in Llangefni but Ysgol Gymuned Bodffordd should be kept open in order to ensure the continuation of a cultural, Welsh and viable community.

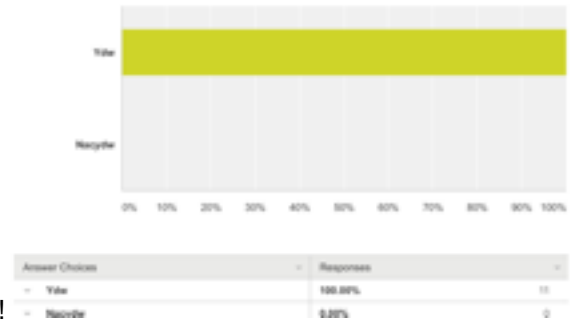
Yours faithfully,

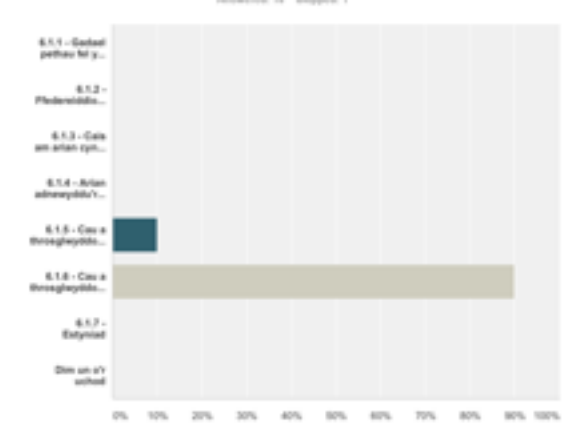
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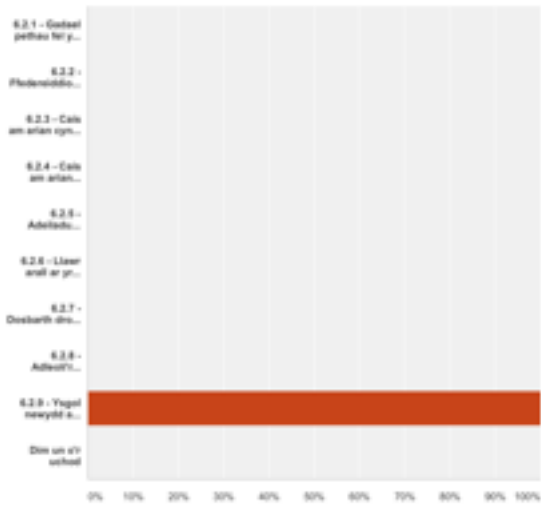
On behalf of the Governing Body of Ysgol Gymuned Bodffordd

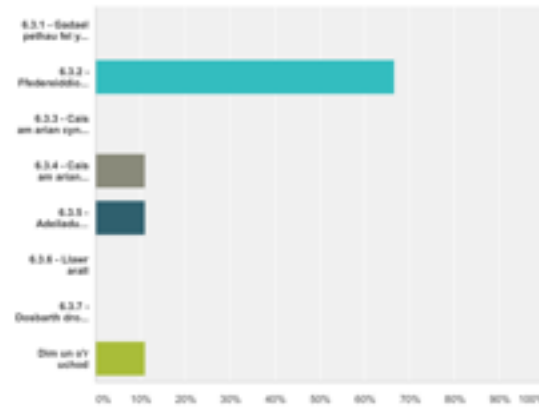


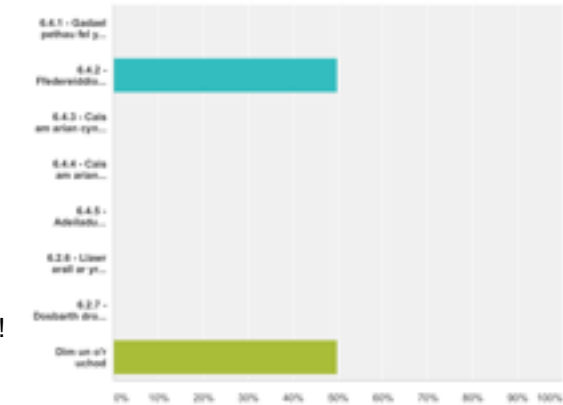


QUESTION	RESPONSE	OBSERVATIONS						
<p>Do you agree with reasons for change?</p>	 <table border="1" data-bbox="593 566 1169 646"> <thead> <tr> <th>Answer Choices</th> <th>Responses</th> </tr> </thead> <tbody> <tr> <td>Yale</td> <td>100.00% 11</td> </tr> <tr> <td>Nacelle</td> <td>0.00% 0</td> </tr> </tbody> </table>	Answer Choices	Responses	Yale	100.00% 11	Nacelle	0.00% 0	<p>Ysgol Corn Hir is by now evidently full to the brim regarding classrooms, the hall and the outside parking area. There is not enough room for the pupils.</p> <p>There is not enough room in the Corn Hir building for the number of pupils that are here at present.</p> <p>The Corn Hir school building is not now suitable due to pupil numbers. The forecasts for Ysgol Corn Hir's admission numbers mean that the school building is too small to meet the requirements. There is a need to set up a plan to develop and expand the school buildings. Lack of space in general is very bad in every class. There is also a need to invest money to create suitable areas outside for foundation period pupils.</p>
Answer Choices	Responses							
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QUESTION	RESPONSE	OBSERVATIONS																		
<p>Which option do you favour for Ysgol Bodffordd?</p>	 <table border="1" data-bbox="604 686 1164 893"> <thead> <tr> <th>Answer Choices</th> <th>Responses</th> </tr> </thead> <tbody> <tr> <td>8.1.1 - Gadael pethau fel y...</td> <td>0.00%</td> </tr> <tr> <td>8.1.2 - Ffideoiddio gylle ysgolion eraill...</td> <td>0.00%</td> </tr> <tr> <td>8.1.3 - Cais am arllan rymnal a chade...</td> <td>0.00%</td> </tr> <tr> <td>8.1.4 - Arllan adnewyddu/ŷ ysgol</td> <td>0.00%</td> </tr> <tr> <td>8.1.5 - Cais a throsghebyddio i Corn Hir fey</td> <td>10.00%</td> </tr> <tr> <td>8.1.6 - Cais a throsghebyddio i Corn Hir newydd</td> <td>90.00%</td> </tr> <tr> <td>8.1.7 - Datlyniad</td> <td>0.00%</td> </tr> <tr> <td>Dim un o'ŷ uchod</td> <td>0.00%</td> </tr> </tbody> </table>	Answer Choices	Responses	8.1.1 - Gadael pethau fel y...	0.00%	8.1.2 - Ffideoiddio gylle ysgolion eraill...	0.00%	8.1.3 - Cais am arllan rymnal a chade...	0.00%	8.1.4 - Arllan adnewyddu/ŷ ysgol	0.00%	8.1.5 - Cais a throsghebyddio i Corn Hir fey	10.00%	8.1.6 - Cais a throsghebyddio i Corn Hir newydd	90.00%	8.1.7 - Datlyniad	0.00%	Dim un o'ŷ uchod	0.00%	<p>As a former pupil of Ysgol Bodffordd, it is with pity that I think of closing the school. It was emphasized in a council there a little over a week ago that Bodffordd is a Community School and therefore the implications of closing the school are far-reaching. Having said that, closing and joining obviously appear to be a practical answer to the situation in question. Owing to this I feel that we should leave Bodffordd to hold their own consultation firstly ans see what comes of that but if joining will be the result of all of this it will be important for the new school to be sensitive to this.</p> <p>Bodffordd is very near to Corn Hir</p> <p>It is difficult to respond fairly at present. There will be discussions for the future that will be able to create the pattern and indeed there will be many questions but as regards the nearness of two schools it is an idea that can give answers. This enables Bodffordd and Corn Hir's pupils to take advantage of a new building and resources.</p> <p>The Bodffordd Inspection has revealed the pressure on headteachers who teach.</p> <p>Change is part of the LEA's vision of having non-contact headteachers.</p> <p>If a new school is being built for Ysgol Corn Hir Is there consideration for the community to take advantage of hiring the school as a community building if they wish to do so.</p>
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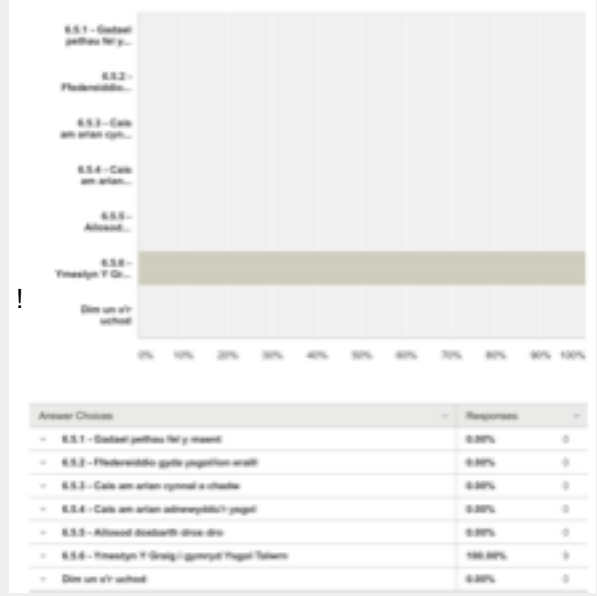
QUESTION	RESPONSE	OBSERVATIO																
<p>Which option do you favour for Ysgol Ysgol Esceifiog?</p>	<p>Answered: 9 Skipped: 2</p>  <table border="1" data-bbox="600 702 1164 917"> <thead> <tr> <th>Answer Choices</th> <th>Responses</th> </tr> </thead> <tbody> <tr> <td>6.3.1 - Gaddeu pethau fel y... Ffederwdd...</td> <td>0.00%</td> </tr> <tr> <td>6.3.2 - Cais am arlan rymod a rhada...</td> <td>66.67%</td> </tr> <tr> <td>6.3.4 - Cais am arlan adnewyddu'r ysgol...</td> <td>11.11%</td> </tr> <tr> <td>6.3.3 - Addefadu eulyriad</td> <td>11.11%</td> </tr> <tr> <td>6.3.6 - Lleuwr arall</td> <td>0.00%</td> </tr> <tr> <td>6.3.7 - Ddedarth dros dro</td> <td>0.00%</td> </tr> <tr> <td>Dim un o'y school</td> <td>11.11%</td> </tr> </tbody> </table>	Answer Choices	Responses	6.3.1 - Gaddeu pethau fel y... Ffederwdd...	0.00%	6.3.2 - Cais am arlan rymod a rhada...	66.67%	6.3.4 - Cais am arlan adnewyddu'r ysgol...	11.11%	6.3.3 - Addefadu eulyriad	11.11%	6.3.6 - Lleuwr arall	0.00%	6.3.7 - Ddedarth dros dro	0.00%	Dim un o'y school	11.11%	<p>Build a new school on the site of the Science Park, special opportunities for the pupils . Unite Ysgol Esceifiog with Ysgol Parc Y Bont, Llanddaniel. Relocate the catchment boundaries to reduce the pressure in Ysgol Llanfair Pwll by including Star and areas of Penmynydd /Talwrn catchment (depending on what will happen there) Federate with ysgol Parc y Bont and build an extension in Esceifiog.</p> <p>It is possible to federate with Parc y Bont down the road and build a new school if needed.</p> <p>Difficult to express an opinion about other catchment schools without more information.</p> <p>This option entails a financial saving and a way of sharing staff specialisms between schools, and ensure that the headteacher is non-contact that is part of the LEA's vision. ALN pupil numbers should be considered, consider the new national ALN strategy and look to create centres in schools that specialize in specific ALN / medical areas. These schools would lead the sector in the areas and would be able to help the county's other schools . They will also be able to offer provision for the children who are not intensive enough for Canolfan Addysg y Bont but that full-time in the mainstream is not suitable either.</p>
Answer Choices	Responses																	
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QUESTION	RESPONSE	OBSERVATIONS																											
<p>Which option do you favour for Ysgol Henblas?</p>	<p>Answered: 6 Skipped: 0</p>  <table border="1" data-bbox="600 702 1160 917"> <thead> <tr> <th>Answer Choices</th> <th>Percentage</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>6.4.1 - Gafael perthau fel y maent</td> <td>0.00%</td> <td>0</td> </tr> <tr> <td>6.4.2 - Ffideoeddle gŵle ysgolion arall</td> <td>50.00%</td> <td>4</td> </tr> <tr> <td>6.4.3 - Cais am arion cyntaf a chade</td> <td>0.00%</td> <td>0</td> </tr> <tr> <td>6.4.4 - Cais am arion adnewyddu'r ysgol</td> <td>0.00%</td> <td>0</td> </tr> <tr> <td>6.4.5 - Adferddu eiddoedd</td> <td>0.00%</td> <td>0</td> </tr> <tr> <td>6.2.6 - Llwyngwrdd ar yr ysgol</td> <td>0.00%</td> <td>0</td> </tr> <tr> <td>6.2.7 - Deddfwrth drws drws</td> <td>0.00%</td> <td>0</td> </tr> <tr> <td>Dim un o'r uchod</td> <td>50.00%</td> <td>4</td> </tr> </tbody> </table>	Answer Choices	Percentage	Count	6.4.1 - Gafael perthau fel y maent	0.00%	0	6.4.2 - Ffideoeddle gŵle ysgolion arall	50.00%	4	6.4.3 - Cais am arion cyntaf a chade	0.00%	0	6.4.4 - Cais am arion adnewyddu'r ysgol	0.00%	0	6.4.5 - Adferddu eiddoedd	0.00%	0	6.2.6 - Llwyngwrdd ar yr ysgol	0.00%	0	6.2.7 - Deddfwrth drws drws	0.00%	0	Dim un o'r uchod	50.00%	4	<p>Merge with Ysgol Corn Hir and Bodffordd in a new School on a new site</p> <p>Close the school and merge it with a new ysgol Corn Hir</p> <p>Close the school and merge it with a new Ysgol Corn Hir.</p> <p>Merge with Bodffordd and Corn Hir</p> <p>Ysgol Corn Hir and Bodffordd and Henblas to merge to create one new school ensuring the best opportunities for all the schools' pupils.</p> <p>Ysgol Henblas' number data also appears as it is reducing which would enable creating a negative situation as regards empty places there.</p>
Answer Choices	Percentage	Count																											
6.4.1 - Gafael perthau fel y maent	0.00%	0																											
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QUESTION

Which option do you favour for Ysgol Talwrn?

RESPONSE

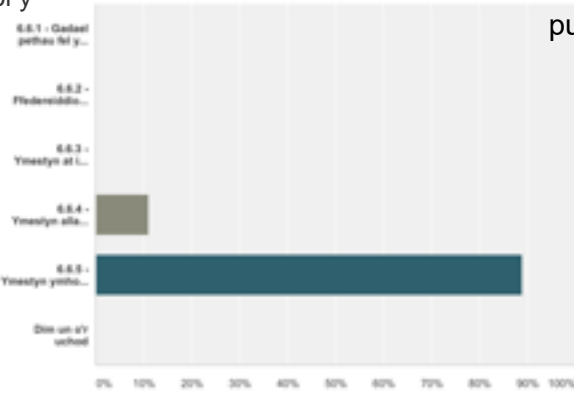


OBSERVATIONS

A number of Talwrn area children attend ysgol y Graig already. Many of Y Graig's pupils have to go to Talwrn already

The Standard of Talwrn's building is not very good - this means that Talwrn pupils have the same fair play as Graig pupils.

As so many come to the school from outside the school catchment and in considering the state of the building and what is not possible to offer on the site e.g. field, adequate hall, it would be unwise to invest so considerably for so few pupils.

QUESTION	RESPONSE	OBSERVATIONS														
<p>Which option do you favour for Ysgol Y Graig?</p>	 <table border="1" data-bbox="593 670 1164 861"> <thead> <tr> <th>Answer Choices</th> <th>Responses</th> </tr> </thead> <tbody> <tr> <td>5.5.1 - Gadael perthau fel y maent</td> <td>0.00%</td> </tr> <tr> <td>5.5.2 - Ffidereddol gyda ysgolion eraill</td> <td>0.00%</td> </tr> <tr> <td>5.5.3 - Ymestyn at llysoedd yndeb pen ffrwyg</td> <td>0.00%</td> </tr> <tr> <td>5.5.4 - Ymestyn allan yndeb pen ffrwyg</td> <td>10.11%</td> </tr> <tr> <td>5.5.5 - Ymestyn yndeb pen i gynryd ddiwyllion Talwrn</td> <td>88.89%</td> </tr> <tr> <td>Dim un o'r uchod</td> <td>0.00%</td> </tr> </tbody> </table>	Answer Choices	Responses	5.5.1 - Gadael perthau fel y maent	0.00%	5.5.2 - Ffidereddol gyda ysgolion eraill	0.00%	5.5.3 - Ymestyn at llysoedd yndeb pen ffrwyg	0.00%	5.5.4 - Ymestyn allan yndeb pen ffrwyg	10.11%	5.5.5 - Ymestyn yndeb pen i gynryd ddiwyllion Talwrn	88.89%	Dim un o'r uchod	0.00%	<p>Stands to reason to place an extension on y Graig to receive Talwrn pupils but in addition look in detail at the school's catchment boundaries - traditionally it is likely that school catchments that have closed have been added to one school specifically that has added to number problems e.g. Capel Coch catchment as part of Y Graig's catchment.</p>
Answer Choices	Responses															
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Dim un o'r uchod	0.00%															
<p>Do you have other proposals for Ysgol Corn Hir? a What are the advantages and disadvantages?</p>	<p>No other proposals</p>	<p>would like to see the name Ysgol Corn Hir continuing for the new Building I believe that a new building is the only means of answering all the requirements and ensure that standards remain high. continuing to the new building. Is there a need to look at the school catchment? Is there room to take away a little pressure from Ysgol y Graig by extending Ysgol Corn Hir's catchment?</p>														
<p>Do you have other proposals For the consultation's other schools What are the advantages and disadvantages?</p>	<p>Perhaps one new school for Bodffordd, YCH, Henblas and</p>	<p>Esceifiog – a similar plan to Ysgol Cybi. Possible to have a strong SMT? Developing staff as leaders Close Ysgol Heblas and join with the new Corn Hir.</p>														

QUESTION

RESPONSE

OBSERVATIONS

Are there any other matters to which you would like to draw attention or any additional thing that should be considered

musical instrument teachers come to school and that a special room is needed especially for them and for the school's music lessons.

It should be considered that a building is needed with adequate room in it for more pupils in future and for teachers to carry out their planning and preparation work. It must be remembered that

If the Council decides to build a new Ysgol Corn Hir, It should be ensured that there is enough room in it for the future. Consideration should also be given to the need and advantages of Building a Special Needs Unit (moderate learning pupils) on the same site.

As the population of the Llangefni area is growing, I believe that any plan to close one whether Ysgol Esceifiog or Henblas would be a step too far. There is a need to keep capacity to deal with a growing population.

I would like to see the staff of ysgol Corn Hir continuing as members of staff in the new school. There is a need to consider whether the green band that shows the hard work of the ysgol Corn Hir staff over a period of time continues to the new school.

I would like to keep the name Ysgol Corn Hir. I would like the governors to consider the school's current staff to staff the new school before advertising externally.



1	<ul style="list-style-type: none"> <li>• Everyone agrees that the current situation cannot continue.</li> </ul>
2	<ul style="list-style-type: none"> <li>• Everyone sees that maintaining Ysgol Bodffordd is not possible and the pupils should transfer to a new Corn Hir school to take advantage of new resources, modern facilities etc.</li> <li>• It is noted that this can be a blow to the village – there are evident advantages for the pupils in transferring.</li> <li>• It was noted that Ysgol Bodffordd is a Community School but by now every school is a community school and it is possible that the school will be able to continue on the community site if this is the community's aspiration.</li> <li>• Everyone is agreed regarding the main need of a new school for Corn Hir to include Bodffordd but also to consider Ysgol Henblas as well.</li> </ul>
	<ul style="list-style-type: none"> <li>• It is also noted that there is also an opportunity to review the area's school catchment boundaries as some schools' catchment have grown enormously as schools close cynnyddu'r in some individual establishments. Doing this, along with building a new school, and releasing some of the pressure on Ysgol y Graig and rationalizing the catchment size and also considering that there is a potential for the Talwrn catchment to be included in its catchment also.</li> <li>• There is a need to consider what will happen to the buildings that will close – would they be considered for community use.</li> </ul>
4	<ul style="list-style-type: none"> <li>• It was noted that there is a need to look beyond the options and look at uniting Ysgol Parc y Bont with Esceifiog before investing in an extension at Parc y Bont. Building a new school near the Science Park that would open the doors to pioneering partnerships between the industries that will be there, the university and a new school. The Council already owns the land that is there and it would be possible to make a profit from selling the current school's site for house builders.</li> <li>• It was noted that federation saves costs and allows the headteacher to be non-contact.</li> </ul>
5	<ul style="list-style-type: none"> <li>• The consensus is to add Ysgol Henblas to the Ysgol Corn Hir and Ysgol Bodffordd plan creating one new school between the three schools.</li> </ul>
6	<ul style="list-style-type: none"> <li>• Agreed opinion that Talwrn should be closed and the pupils moved to Y Graig but look at the catchment boundaries after the school closes and look at sharing it between y Graig, Llanbedrgoch,</li> </ul>
7	<ul style="list-style-type: none"> <li>• An extension to the school for Talwrn pupils but look at adapting the school boundaries looking to reduce the catchment, release long-term pressure, taking advantage of a new school</li> </ul>
8	<p>In the top end of town.</p>
9	<p>A new Building is the most sensible answer on a different site that will have better links regarding child safety, suitable parking places for staff / parents etc.</p> <ul style="list-style-type: none"> <li>• Look at creating one big school.</li> </ul>
	<ul style="list-style-type: none"> <li>• There is a need to consider the catchment's ALN situation looking to create centres in schools that specialize in special conditions that will be centres for pupils with specific ALN and leading schools as well.</li> <li>• There is a need to review the boundaries of school catchments that are able to release pressure in other schools e.g. include Star in ysgol Esceifiog to take the pressure away from Llanfairpwll</li> <li>• With any changes in structure the staff's terms and conditions of work should be reviewed e.g. the headteacher's salary band to include a consideration of running two/three schools on different sites, not limit to using the total numbers of pupils only. The working conditions of deputies/site managers should also be looked at and acknowledge their additional responsibilities and also the 'third in command' to be willing to undertake responsibilities in cases of absence - due to sickness or meetings etc..</li> </ul>



## Adolygiad Ysgolion Cynradd ardal Llangefni

### Primary Schools Review in the Llangefni area

#### Ffurflen Sylwadau / Feedback Form

Mae'r Cyngor Sir yn awyddus i glywed eich barn chi. Rhowch eich sylwadau i ni ar yr opsiynau ynglŷn â'r ddarpariaeth addysg gynradd i'r dyfodol i ddisgyblion ardal Llangefni os gwelwch yn dda.

*The County Council is keen to hear your opinion. Please send us your comments on the options for the future primary education provision for pupils living in the Llangefni area.*

<p>1.Ydych chi'n cytuno gyda'r rhesymau dros newid?</p> <p><i>1. Do you agree with the reasons for change?</i></p>	<p><b>Ydw</b></p> <p><b>Yes</b></p>	<p>Nac ydw</p> <p>No</p>
<p>Pam? Why?</p>	<p>The school is obviously much too small to take all the children who are in it.</p> <p>The class area is not enough for the number of pupils The school does not reach the requirements of the agenda and School expectations G21.</p> <p>The arrangements for staff parking are inadequate but also for parents and the times for picking up and dropping off children are dangerous.</p> <p>The Hall is far too small for the numbers of pupils who are creating problems regarding lunch arrangements and inadequate for physical education lessons for so many pupils and public performances.</p> <p>The town of Llangefni is growing and the population in the schools is increasing which means that there is a need for more space.</p>	

<p>2.Pa opsiwn ydych chi yn ei gefnogi?</p> <p><i>2. Which option do you favour?</i></p>	<p><b>A</b></p>	<p><b>B</b></p>
<p>Pam? Why?</p>	<p>There is no viewpoint here as the two options for Ysgol Corn Hir Are the same in option A and option B.</p>	

<p>3. Aoes gennych gynnigion eraill?</p> <p><i>3. Do you have other proposals?</i></p>
<p>No additional observations to what has been noted in the first informal consultation</p>

4. A oes unrhyw faterion eraill yr hoffech dynnu ein sylw atynt?

4. *Are there any other matters to which you wish to draw our attention?*

There is a need to look at the school catchment boundaries to see if it is possible to look at lessening pressure on neighbouring schools – there is a potential for saving money in doing this.

The local demand for affordable childcare is high as there are not many providers. There is a need to ensure that the new school is able to offer this provision (wrap around) for the nursery children who will come to school and that there is enough room in the new building to allow this easily.

There is a need to ensure planning permission on the site of Ysgol Corn Hir before selling it in order to get the maximum possible value from the site that will contribute extensively to the cost of the new school and less use of the Council's financial resources.

Any school will have to be planned with the scope for further expansion and with extensive land.

There would be a need to look to ensure a building plan that will allow full use by the community for all kinds of events.

As the Island games are coming to Anglesey in 2025 is it possible to interweave this into the plan to create a resource that would be suitable for that time – it is likely that the pupils who are in the primary school now would be part of the games.

There would be a need to ensure a Building plan that will allow areas / rooms for targeting groups of of pupils, a suitable first aid room, a room for holding meetings, suitable stores, and areas for holding ICT and DT sessions.

5. Mae'n ddewisiol os ydych chi eisiau rhoi eich manylion yn y blwch isod

5. *It is optional if you want to enter your details in the box below*

Llofnod / *Signature*

Printiwch eich enw / *Print your name*



Cyfeiriad / *Address*

Swydd / *Categori'r Ymatebydd* (e.e. staff ysgol, rhiant, llywodraethwr, arall)

*Post / Respondent's category* (e.g. staff member, parent, governor, other)

Staff

Dyddiad / *Date* 27.02.17

ffurfiol yr ymgynghoriad. Unless otherwise noted, your comments will be open to the public as part of the official records of this consultation. Dychwelwch unrhyw sylwadau at / Return any comments to:

Rheolwr Rhaglen, Y Gyfarwyddiaeth Dysgu Gydol Oes, Cyngor Môn, Swyddfeydd y Cyngor, Llangefni, Ynys Môn LL77 7TW. Neu anfonwch drwy e-bost at <a href="mailto:ysgolionmon@ynysmon.gov.uk">ysgolionmon@ynysmon.gov.uk</a>	<i>Programme Manager, The Lifelong Learning Directorate, Anglesey Council, Council Offices, Llangefni, Anglesey LL77 7TW. Or send them by e-mail to <a href="mailto:angleseyschools@anglesey.gov.uk">angleseyschools@anglesey.gov.uk</a></i>
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Mae croeso i chi ddanfôn unrhyw sylwadau neu gwestiynau at y Rheolwr Rhaglen tan 13 Mawrth 2017.

*You are welcome to send any comments or questions to the Programme Manager by 13 March 2017*



Adolygiad Ysgolion Cynradd ardal Llangefni  
 Primary Schools Review in the Llangefni area  
 Ffurflen Sylwadau/Feedback Form

Appendix 5

Mae'r Cyngor Sir yn awyddus i glywed eich barn chi. Rhwch eich sylwadau i ni ar yr opsiynau ynglŷn â'r ddarpariaeth addysg gynradd i'r dyfodol i ddisgyblion ardal Llangefni os gwelwch yn dda.

The County Council is keen to hear your opinion. Please send us your comments on the options for the future primary education provision for pupils living in the Llangefni area.

<p>1. Ydych chi'n cytuno gyda'r rhesymau dros newid?          1. Do you agree with the reasons for change?</p>	<p>Ydw ✓          Yes ✓</p>	<p>Nac ydw          No</p>
<p>Pam? Why?</p>	<p>Mae'r Cylch yn rhy fach i gymryd yr holl blant sydd ynddi a nid yw maint yr adeilad yn addas i'r nifer plant – yn enwedig gyda'r rhagolygon o fwy o alw yn y dyfodol.</p> <p>Mae Llangefni yn tyfu a'r boblogaeth yn yr ysgolion yn cynyddu sy'n golygu fod angen mwy o ofod, a bydd mwy o alw am ddarpariaeth Cylch meithrin.</p>	
<p>2. Pa opsiwn ydych chi yn ei gefnogi?          2. Which option do you favour?</p>	<p>A</p>	<p>B</p>
<p>Pam? Why?</p>	<p>Nid oes unrhyw farn yma gan fod y ddau opsiwn ar gyfer Ysgol Corn Hir yn un fath yn opsiwn A ac opsiwn B. Ni does effaith ar y Cylch.</p>	
<p>3. Aoes gennych gynnigion eraill?          3. Do you have other proposals?          Dim sylwadau ychwanegol i'r hyn oedd wedi'i nodi yn yr ymgynghoriad cyntaf anffurfiol.</p>		
<p>4. A oes unrhyw faterion eraill yr hoffech dynnu ein sylw atynt?          4. Are there any other matters to which you wish to draw our attention?          Gyda galw cynyddol am ddarpariaeth feithrin, gall y Cyngor sicrhau bod sgôp i gynyddu y rhif mynediad yr ysgol newydd o 47 fel bo angen yn y dyfodol.</p> <p>Mae'r galw yn lleol am ofal plant fforddiadwy yn uchel gan nad oes llawer o ddarparwyr. Mae angen sicrhau fod yr ysgol newydd yn gallu cynnig y ddarpariaeth yma (wrap around) i'r plant meithrin fydd yn dod i'r ysgol a fod digon o le yn yr adeilad newydd i ganiatau hyn yn hwylus.</p> <p>Mae angen ysyried y ddarpariaeth i blant 2½ oed – 3 oed mewn unrhyw ysgol newydd. Mae'r plant yma, ar hyn o bryd, yn cael mynediad i'r Cylch.</p> <p>Bydd rhaid cynllunio unrhyw ysgol gyda'r sgôp o ehangu pellach a gyda thiroedd eang.</p>		

Byddai angen edrych i sicrhau cynllun adeilad fydd yn caniatáu defnydd llawn gan y gymuned ar gyfer pob math o ddigwyddiadau.

Mae angen sicrwydd bydd lleoliad y Cylch Meithrin yn cael ei ystyried yn y broses cynllunio/adeiladu.

Safle yr ysgol newydd – angen ystyried sut bydd hyn y effeithio ar ddalgyrch mynediad y Cylch Meithrin.

Pa ystyriaethau/cynlluniau fydd dyn bodoli i uno'r ddau Gylch, o Bodffordd a Chorn Hir, ar un safle newydd – angen sicrhau bod cynrychiolaeth ar unrhyw grwp rhanddeiliaid.

5. Mae'n ddewisiol os ydych chi eisiau rhoi eich manylion yn y blwch isod

5. It is optional if you want to enter your details in the box below

Llofnod / Signature	Printiwch eich enw / Print your name [REDACTED]
Cyfeiriad / Address c/o Cylch Meithrin Corn Hir Bryn Meurig Llangefni LL 77 7JB	Swydd / Categori'r Ymatebydd (e.e. staff ysgol, rhiant, llywodraethwr, arall)  Post / Respondent's category (e.g. staff member, parent, governor, other)  Cadeirydd Pwyllgor Cylch Meithrin Corn Hir
Dyddiad / Date 10/3/17	

Oni bai eich bod yn nodi'n wahanol, bydd eich sylwadau yn agored i'r cyhoedd fel rhan o gofnodion ffurfiol yr ymgynghoriad.

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## Adolygiad Ysgolion Cynradd ardal Llangefni

## Primary Schools Review in the Llangefni area



## Ffurflen Sylwadau / Feedback Form

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The County Council is keen to hear your opinion. Please send us your comments on the options for the future primary education provision for pupils living in the Llangefni area.

1.Ydych chi'n cytuno gyda'r rhesymau dros newid? 1. Do you agree with the reasons for change?	<b>Ydw</b>  <b>Yes</b>	Nac ydw  No
Pam? Why?	The school needs to be developed as a Building that satisfies the requirements of pupils and education today. There is not enough room in the present buildings.	

2.Pa opsiwn ydych chi yn ei gefnogi? 2. Which option do you favour?	<b>A</b>	<b>B</b>
Pam? Why?	<p>Option A's concern is children's safety and education – Where would the learners be located whilst there was building work and adaptation of the present building? Relocating learners in temporary cabins is unsuitable, and it would not be possible to ensure a first class curriculum and education e.g. FP outside area?          The school has one access – staff and learners' traffic is heavy at present let alone building traffic.          There would be times when the Hall and the school kitchen would not be available – how will the children be fed? What about Physical Education lessons?</p> <p>Option B would ensure that pupils were able to continue to receive a good education in the current building until the new building is ready – work pressure that faces staff at present are incredibly heavy, and we can ensure that trying to reach challenging standards in a 'building' environment is impossible. Not mentioning having to store and keep resources over the adaptation period in option A.          In looking at Appendix 5, special places are needed for ALN. Option B would be that every pupil has what is needed, but with as little changes as possible for the pupils – some in school have medical conditions and conditions where 'routine' is key to ensure success – trying to attend a school that is having extensions / adaptations affect them greatly – sound / changing environment / dirt and dust etc.          Option B would also allow development for the future – ensure that there is a possibility of extending if numbers in the village arose with the coming of developments in the area.</p>	



3. Aoes gennyh gynigion eraill? 3. <i>Do you have other proposals?</i>
DIM

4. A oes unrhyw faterion eraill yr hoffech dynnu ein sylw atynt? 4. <i>Are there any other matters to which you wish to draw our attention?</i>

5. Mae'n ddewisiol os ydych chi eisiau rhoi eich manylion yn y blwch isod 5. <i>It is optional if you want to enter your details in the box below</i>	
Llofnod / <i>Signature</i>	Printiwch eich enw / <i>Print your name</i>
Cyfeiriad / <i>Address</i>  Ysgol Esceifiog Gaerwen Ynys Môn LL6o 6DD	Swydd / Categori'r Ymatebydd (e.e. staff ysgol, rhiant, llywodraethwr, arall)  <i>Post / Respondent's category (e.g. staff member, parent, governor, other)</i>  Staff
Dyddiad / <i>Date</i> 27.02.17	

Oni bai eich bod yn nodi'n wahanol, bydd eich sylwadau yn agored i'r cyhoedd fel rhan o gofnodion ffurfiol yr ymgynghoriad. Unless otherwise noted, your comments will be open to the public as part of the official records of this consultation. Dychwelwch unrhyw sylwadau at / Return any comments to:

Rheolwr Rhaglen, Y Gyfarwyddiaeth Dysgu Gydol Oes, Cyngor Môn, Swyddfeydd y Cyngor, Llangefni, Ynys Môn LL77 7TW. Neu anfonwch drwy e-bost at <a href="mailto:ysgolionmon@ynysmon.gov.uk">ysgolionmon@ynysmon.gov.uk</a>	<i>Programme Manager, The Lifelong Learning Directorate, Anglesey Council, Council Offices, Llangefni, Anglesey LL77 7TW. Or send them by e-mail to <a href="mailto:angleseyschools@anglesey.gov.uk">angleseyschools@anglesey.gov.uk</a></i>
--	--

Mae croeso i chi ddanfôn unrhyw sylwadau neu gwestiynau at y Rheolwr Rhaglen tan 13 Mawrth 2017.

*You are welcome to send any comments or questions to the Programme Manager by 13 March 2017*

## Response from Ysgol Henblas' Chair of the Governors

Thank you for the opportunity to make comments on the statutory consultation documents on primary provision in the Llangefni area.

Ysgol Henblas' governors are pleased that education in the school will continue under the two options offered (option A and option B), and are pleased also that the option of adapting the school is being considered.

We are open to further discussion regarding the possibility of including the school in a federation with another school, but before giving a specific opinion on the matter, we would need to understand the exact obligations for Ysgol Henblas, and also the details of any federization that is suggested.

Yours faithfully,

Chair of Ysgol Henblas  
13/03/17

Dear Programme Manager,

I am very disappointed after a long period of consultation, that the only option that the County Council offers to Talwrn, is to close the school entirely. I had hoped very much that you would at least tried to fereralize with some other schools of similar size in the area.

It appears that the Assembly, Estyn and the County Council consider a school of 150 pupils to be a small school by now. Perhaps this is true in Cardiff but not in Anglesey. I think that 50 pupils is nearer to the mark and that there is a need to keep some of these schools open to enable parents to have a wide choice of schools ffor their child. There is no problem filling the schools in the catchment that are under threat and the parents are unanimously going to keep the school open. I am asking the question, is their voice being ignored?

Extending Ysgol Y Graig would mean room for around 390 pupils. At present there are 335 pupils in the school. After including 48 Y Talwrn pupils, there would be a total of 383, leaving empty room for 7 pupils. What about the pupils who will be living in the houses that they intend to build over the road to the school as well as the 150 houses that are possible and are going to be built on Coleg Pencraig land? If Ysgol y Graig is going to expand, as the town of Llangefni expands the site will very soon be too small once again, as has happened in Ysgol Corn Hir and which is already taking place after 8 years at Ysgol y Graig.

Ysgol Esceifiog is 36 years old and ysgol Henblas is 28 years old and again there is an option to remodel Ysgol Henblas and to remodel or build a new school in Gaerwen. We ask the question why this is an option? The two curent schools are young enough and less than full. Would it not be better to use money for remodelling Ysgol Y Talwrn or to ensure an option such as federization.

Every parent here in Ysgol Y Talwrn has chosen to send their children to the school because it is a small gifted school where the pupils have personal attention, and have every fair play. It would be an awful pity to deprive them of their choice.

To summarise, the options that have been offered are disappointing and I hope that by looking at all the responses that you will consider recreating the options that give us the opportunity to keep our school open.

Yours faithfully



Chair of the Governors



## Appendix 9



### Ysgol Gynradd Y Talwrn

Y Talwrn

Llangefni

Anglesey

LL77 7TG

Phone number: 01248 723363

Email: pennaeth.talwrn@ynysmon.gov.uk

Dear Programme Manager,

We would like as Ysgol Y Talwrn's Governing Body, to object to any recommendation to close the School in the context of the Llangefni Catchment consultation. We are very disappointed that there is no option at all to keep the School open even under a system such as federization. As a result the only response that we have is that you should have offered an option that enabled us to keep our school open. The School has been serving Y Talwrn village for 137 years and we would like to think that you would like to consider changes the options to give the school an opportunity to continue to serve the village for a long time again.

It is a great disappointment to us that the threat has returned just four years after a very detailed consultation in 2012. In 2012 the school was under threat as not enough pupils were attending. By now it appears that too many pupils were attending catchment schools this being only 30 years after building the new Corn Hir school and 8 years after building Ysgol Y Graig. These two schools are already full and need to expand. The Llangefni area continues to grow and the danger is that the school, after expansion, would be full once more in a short time. This is seen in the only option available here for us in Talwrn, namely close and join Ysgol Y Graig. Within this option you will give an extension that will enable the School's capacity to grow to 390. With our pupils this leaves 7 additional empty places that will certainly not be enough in considering all the housing developments that are in progress in the area. We here in Talwrn have 48 out of 49 places filled up and no sign that the numbers are going to reduce. We believe that you should reconsider your options to take this into consideration.

The School is the heart of our community here in Talwrn, and being without it would endanger the future of the local Eisteddfod, Sunday School and Village Hall that at present strengthen our community. We are as a Body aware of the opposition that exists in the Community with over 150 names already on the petition without including the letter and responses that have come to the hand of the School friends. We believe that this shows the School's effect as an essential part of the village's life. Additionally, Llanddyfnan Community Council voted, in a meeting on October 25 to unanimously oppose any intention to close Ysgol Y Talwrn. The three County councillors for the central Môn ward were present to listen to the discussion.

We trust that you will respect the strong unity that exists here in Talwrn between the pupils, staff, parents and the community and you will decide at least to reconsider and offer new options where we can keep this happy school open to serve the Village and the nearby areas. Whether this may be in its present situation or under a system such as Federization.



Yours faithfully



[REDACTED]  
Chair of Ysgol Y Talwrn's Governing Body

## Appendix 10

### Ysgol Gynradd Y Talwrn

Y Talwrn  
Llangefni  
Anglesey  
LL77 7TG

Phone number: 01248 723363

Email: [pennaeth.talwrn@ynysmon.gov.uk](mailto:pennaeth.talwrn@ynysmon.gov.uk)

Dear Programme Manager,

As members of staff here in Ysgol Y Talwrn, we would like to express our concern that the two options in the consultation mean that Ysgol Y Talwrn will close under your school modernization system. Although we understand the need to look carefully at the situation of Anglesey schools, we believe that the following points reinforce our opinion that Ysgol Y Talwrn should have the right to continue to thrive either in its current situation or under a federalization system.

Ysgol y Talwrn is a small family school and the feeling of closeness would disappear in a more impersonal situation, connected with a living school. The school acts effectively in order to draw the community together in a scattered area and this is used to reinforce rich learning experiences that we provide for Y Talwrn's pupils.

The school is also aware of the heritage and promotion of the Welsh language and teach that to the pupils yn effectively. As a result, it raises awareness regarding history and culture, together with safeguarding traditions for the future. The school is the most effective medium in order to safeguard the feeling of community that exists here in Y Talwrn. The school also continues to promote and support eisteddfodic culture. Closing the school would lead to the death of the eisteddfod, that is by now a rare example of a local eisteddfod on the island.

As we are sure that you will be informed in several other statements regarding modernising Llangefni catchment schools, our community is fully supportive of the continuation of Ysgol Y Talwrn and we hope that you will listen to them and choose to reconsider what you are offering as part of the options in the formal document for ensuring the school's future either in its present form or using federalization.

Yours faithfully,

Ysgol Y Talwrn's Staff

**Response to the Statutory Consultation Document – Llangefni Area**

I would like to offer the few observations that follow in response to the recommendation – *“extend Ysgol y Graig to take Ysgol Talwrn’s pupils and close Ysgol Talwrn.”*

When Ysgol y Graig opened in 2008 it satisfied the criteria for Twenty-First Century Primary Schools. However the school is by now over its capacity and not very many of the facilities exist by now

In extending this school it should be ensured:

**Teaching and Learning Facilities**

1. That EVERY classroom is *“of a suitable size with a feeling of space and light (in accordance with current guidance from the Welsh Government).”* This does not exist in every class at present as pupils in year 2 are taught in a room that had originally been earmarked for keeping resources. This causes considerable challenge in trying to prevent activities that satisfy the Foundation Period’s curricular requirements. The extension would therefore need to allow a purposeful classroom for these pupils as well as additional classes existing to receive Ysgol Talwrn’s pupils. We as a school also need the resources room as there is no room by now to keep resources, and as a result a recent Health and Safety report has identified that the places used are dangerous e.g. things being stored on the top of cupboards, in the corridors etc. The lack of these adequate resource facilities again contravene Welsh Government and Building Bulletin guidance.

2. *“Suitable facilities for the Foundation Period including outside areas (in accordance with current guidance from the Welsh Government).”* Reception to year 2 pupils do not have access a specific outside enclosed area, and therefore it is difficult to plan tasks where the outside area could be used as an extension to the classroom. In remodelling Ysgol y Graig it is essential that this receives total consideration so that we can totally realize the principles of the Foundation Period.

3. *“Specialized Practical Places”*. Year 3 pupils are taught in a room that had been planned for use as a music room. This means that the instrumental lessons take place in the foyer, outside the classes. Instrumental lessons take place daily here in Y Graig. These include brass, harp, piano, orchestra, string lessons. These lessons impair other class lessons and cause difficulty for children who have difficulty in concentrating. The music room (which is used as a classroom by now) has been soundproofed. This is a complete waste of money. Adding another room for year 3 pupils should therefore be considered so that the music room is used once again for the original purpose.

4. *“Smaller rooms for smaller groups e.g. targeting and SEN”*. No place exists for working with groups of ALN pupils / target groups. At present some groups are targeted in corridors. This is not ideal and there is room to question the effectiveness of this as so much bubble draw the pupils’ attention. Ysgol y Graig does not at present satisfy this requirement. That should be taken into consideration in remodelling the school particularly as there are around 31.8% of the school’s pupils on the ALN register.

5. *“School hall and dining facilities and of an appropriate size (in accordance with Welsh Government and Building Bulletin current guidance).”* Since Ysgol y Graig grew 3 sittings are now needed for lunchtime. It is not possible to arrange that everyone has lunch together. This causes staffing difficulties as adequate supervisors are needed on the yard as well as in the dining Hall. It will be necessary to have an additional sitting if the school’s capacity increases. This can mean that some children eat at 11.30am and some eat at 1.00pm. This would also mean that the Hall is available for less time every day for Physical Education lessons.

In addition to this it must be taken into consideration that only one Religious Education lesson a week is possible for every class to have in the Hall at present. If the school’s capacity increased every class cannot have a Physical Education lesson in the Hall.

During Christmas 12 Christmas shows are held for each department to perform twice for the public and another performance for the remainder of the school. This year it became obvious that more shows will have to be held next year, as the Hall is not big enough to ensure room for all parents. In increasing the School’s capacity the problem will become worse.

In remodelling Ysgol y Graig it must be ensured that an extension is placed on the Hall or that a second Hall is put up. Members of the Council are welcome to come to school to see lunchtime arrangements in order to see the challenge that faces us every day.

## **Play Facilities**

1. *“Hard playing area (school yard) of adequate size for the school’s capacity (in accordance with current guidance by the Welsh Government and the Building Bulletin).”* The school yard is too small for the number of pupils in school, particularly in remembering that the school is by now over its capacity. Part of the yard also has been earmarked specifically for being used as an outside area for the Nursery pupils. There is a fence around it and therefore the remainder of the pupils cannot use this part of the yard. There are many accidents daily, particularly between 12.50 and 1.00pm, as the majority of pupils are out on the yard at the same time and the space is limited. In remodelling the school the nursery pupils’ external area should not be included in the surface that is available for the reception pupils – Year 6 school yard. There is a need to extend the outside area in order to ensure the pupils’ safety. As there are 3 different playtimes in the morning and afternoon the yard cannot be used either for Physical Education lessons which makes it impossible to ensure that pupils have more than one Physical Education lesson a week. This contravenes the Welsh Government’s principles in trying to ensure that primary school pupils have enough physical exercise.

## **Staff and Administration Areas**

Ysgol y Graig administers the Communities First area. Around a quarter of our pupils are on the welfare register. Frequent multi-agency Welfare meetings are held in the School. Social Workers come to school to speak with the children. A whole day has to be set aside for ALN pupils’ reviews. This means that the Headteacher’s Room has to be used for the reviews and these meetings as there is no other room available.

This means that the Headteacher often has to use the Staffroom for doing her work. There were many occasions during the year when there was no room available e.g. the school nurse wanting to test pupils' hearing and therefore having to use a corridor, a social worker having to speak to a child in their care in the corridor. In remodelling the school it is necessary to ensure one additional meeting room in order to ensure that sensitive matters are dealt with confidentially.

## General

1. *"With a fenced/enclosed area for Foundation Period activities"*. The nursery class is the only class in the Foundation Period that has a fenced area. No other class in the FP has Access to any other enclosed area. There is a need to take this into consideration in remodelling Ysgol y Graig.

2. *"Safe parking places"*. Ysgol y Graig's parking situation causes enormous concern to us as a school. 34 places have been earmarked for the school's staff although 47 members work at the school at present. It is likely that this would increase if the School's capacity increased. Parking spaces are very scarce here as this is an Eco Ysgol and the hope was that this would attract families to walk to the school. Unfortunately as the school is not very near to the majority of our families' houses very many parents send their children to school in a car. We have had 2 cases of 'near miss' since the beginning of the Spring Term. We have corresponded with parents, have provided Road Safety lessons for pupils, have shared messages on Facebook and worked together with Health and Safety. The situation will deteriorate during the coming months as the new road past Coleg Menai opens. Increasing the school's capacity will add to this enormous problem. Around 200 visitors come to the school every month including weekly visits from 6 peripatetic teachers and the Education Welfare Officer, 2 sixth form pupils from Ysgol Gyfun Llangefni and there are visits also from social workers, school nurse, Cynnal's officers, workers from the refuge, students from Coleg Menai on work experience etc. This is in addition to the number of parents who wish to park here. We are really concerned that a child is going to be hit by a car on the school premises. It is necessary therefore to ensure that a safe parking area will be planned in remodelling the School.

3. *"Renewable technology should be included e.g. wind turbines.."* The school has a wind turbine but unfortunately it does not work. The school cannot undertake the cost of repairing it. Whilst remodelling Ysgol y Graig a way of solving this problem can be considered.

I trust that you will consider these points as you discuss the future of Ysgol y Graig.

Yours faithfully,



Headteacher



## Appendix 12

### Llanddyfnan Community Council's Observations :

The Community Council is for keeping Ysgol Gynradd Talwrn (Primary) open and supports the Welsh Assembly Minister's latest announcement on keeping small schools open. As the school is 98% full, and primary schools in Llangefni full, we see no reason to close the school.

We also feel that the costs are dubious. For example, a cost of £ 250,000 has been given for a mobile classroom. In some schools the cost could be less and in others more. If this data is incorrect, how much other data is incorrect?

**Supplementary to Atodiadau 5-12 SAESNEG 1**

**Cylch Meithrin Corn Hir**

1. **The Setting is too small to take all the pupils in it and the size of the building is not suitable for the number of children – particularly with the forecasts of more demand in future.**

**Llangefni is growing and the population in the schools is increasing which means that there is a need for more space, and there will be more demand for nursery Setting provision.**

2. **There is no opinion here as the two options for Ysgol Corn Hir are the same in option A and option B. There is no effect on the setting.**
3. **No additional observations to what was noted in the first informal consultation.**
4. **With increasing demand for nursery provision, the Council can ensure that there is scope to increase the new school's admission number from 47 as need be in future.**

**The demand locally for affordable childcare is high as there are not many providers. There is a need to ensure that the new school is able to offer this provision (wrap around) for the nursery pupils who will come to school and that there is enough room in the new building to allow this easily.**

**There is a need to consider the provision for 2 ½ year old - 3 year old children in any new school. These pupils, at present, have access to the Setting (Cylch).**

**Any school will have to be planned with the scope of further expansion and with extensive lands.**

**There would be a need to look to ensure a building plan that would allow full use by the community for all kinds of events.**

**Assurance is needed that the location of the Nursery Setting (Cylch Meithrin) is considered in the planning/building process.**

**The site of the new school – a need to consider how this will affect the Nursery Setting's admission catchment.**

**What considerations /plans will exist to join the two Settings (Cylch) of Bodffordd and Corn Hir, on one new site- a need to ensure that there is representation on any stakeholder group.**

**c/o Cylch Meithrin Corn Hir  
10/3/17**



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<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to:</b>	<b>Executive</b>
<b>Date:</b>	<b>17 July 2017</b>
<b>Subject:</b>	<b>Modernising Schools on Anglesey – Strategic Outline Programme. Band B Update</b>
<b>Portfolio Holder(s):</b>	<b>Councillor R. Meirion Jones</b>
<b>Head of Service:</b>	<b>Delyth Molyneux</b>
<b>Report Author:</b> Tel: E-mail:	<b>Delyth Molyneux</b>
<b>Local Members:</b>	

<b>A –Recommendation/s and reason/s</b>
<p>The Authority’s Strategic Outline Programme (SOP) was presented to the Welsh Government in December 2013. The strategic paper was divided into 4 Bands namely Band A (2013-2019), Band B (2019-2022), Band C (2022-2025) and Band D (2025-2028).</p> <p>The Welsh Government recently requested that all Welsh Local Authorities update their Band B proposals and aim to submit their revised SOP to Welsh Government by 31 July 2017. Since the original SOP (2013) factors such as demographic changes and leadership capacity have changed significantly. Additionally, the Welsh Government has said that Band B will be a 5 year period and will run from 2019-2024.</p> <p>The school modernisation programme remains a corporate priority and has made significant progress since the previous SOP</p> <p>Other factors drive the need to review the programme:</p> <ol style="list-style-type: none"> <li>1. Although the Council has made considerable savings over recent years, the Council needs to save around £3.5 million a year from 2017/18 for three years. This means that there is a need for the Lifelong Learning Directorate to make savings that would contribute to corporate savings.</li> <li>2. Owing to the above requirement, the school modernisation process will need to accelerate</li> </ol> <p>This report attempts to convey facts that show the need to review the primary and secondary education provision in Anglesey in a time order that is different from what has been outlined in the previous Strategic Outline Programme document presented by the Authority to the Welsh Government in December 2013.</p>

## **Recommendation**

The Executive to approve the following recommendations:

1. To consider the modernisation of primary and secondary schools, and also primary and secondary schools sharing the same campus or 3-16/3-18 through schools .
2. To consider a Local Authority contribution of approximately **£18million** towards the Band B programme
3. To consider the options outlined in the Economic Case of the SOP, and to expect further detailed analysis in the subsequent, detailed business cases.
4. Continue to support the school modernisation programme's case for change and the drivers for change

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

Options have been considered in the revised SOP for changing the direction of the programme in order to meet the needs for school places where they are most needed , and in order to proceed with the school modernisation programme .

### **C – Why is this a decision for the Executive?**

The Executive is responsible for school organisation matters.

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

Yes

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

Yes – It is one of the plans in the Strategic Outline Programme that was approved by the Executive on January 13, 2014.

<b>E – Who did you consult?</b>		<b>What did they say?</b>
1	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	
2	<b>Finance / Section 151</b> (mandatory)	
3	<b>Legal / Monitoring Officer</b> (mandatory)	
5	<b>Human Resources (HR)</b>	
6	<b>Property (Planning)</b>	
7	<b>Information Communication Technology (ICT)</b>	
8	<b>Scrutiny</b>	
9	<b>Local Members</b>	
10	<b>Any external bodies / other/s</b>	

<b>F – Risks and any mitigation (if relevant)</b>		
1	<b>Economic</b>	Not relevant
2	<b>Anti-poverty</b>	Not relevant
3	<b>Crime and Disorder</b>	Not relevant
4	<b>Environmental</b>	Not relevant
5	<b>Equalities</b>	Not relevant
6	<b>Outcome Agreements</b>	Not relevant
7	<b>Other</b>	Not relevant

<b>FF - Appendices:</b>

<b>G - Background papers (please contact the author of the Report for any further information):</b>
<ol style="list-style-type: none"> <li>1. Minutes from the Executive 20<sup>th</sup> June 2016</li> <li>2. The revised SOP</li> <li>3. Minutes from the Corporate Scrutiny Committee on 23<sup>rd</sup> May 2016</li> <li>4. The Strategic Outline Programme (SOP) – presented to the Welsh Government in December 2013</li> <li>5. Letter from the Welsh Government dated January 31 2014.</li> </ol>





Ysgolion yr 21ain Ganrif  
21st Century Schools



Llywodraeth Cymru  
Welsh Government



## **Strategic Outline Programme (SOP) - Band B Update**

## Guidance

This form aims to capture the proposed changes to your Band B Programme since the most recent version of your Strategic Outline Programme/ Estate Strategy was agreed.

Please complete all relevant sections of this form including the statement of approval of this information in **Section 12**.

Please note that the budget for Band B of the Programme is fixed and prioritisation of projects will take place should applications for funding exceed the resources available. In the first instance projects will be prioritised based on building condition and sufficiency, but the exercise may take into account other factors such as flexibility of assets, efficiency of the education estate and deprivation.

**Please return a signed, electronic copy of the form, to Jo Larner, Programme Director of 21st Century Schools and Education Programme by Monday 31 July via:**

**[21stcenturyschools@wales.gsi.gov.uk](mailto:21stcenturyschools@wales.gsi.gov.uk)**

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**1. Requested Band B Programme Envelope**

<p><b>Requested total of Band B envelope</b>  <i>e.g. £15,000,000</i></p>	<p><b>£36,136,501</b></p>
<p><b>Requested Welsh Government contribution</b>  <i>e.g. £7,500,000</i></p>	<p><b>£18,068,250</b></p>
<p><b>LA/ FEI contribution</b>  <i>e.g. £7,500,000</i></p>	<p><b>£18,068,250</b></p>

**2. Summary of changes**

**What has changed since the latest version of your SOP/ Estates Strategy?**  
*1000 words maximum*

Strategic Outline Programme – Band B Update - July 2017

- The School modernisation programme remains a corporate priority and has made significant progress since the previous SOP.
- The corporate programme Boards have been revised
- Two new area schools have been built and will open in 2017. Full business case approved for a new school in Bro Rhosyr and Aberffraw as well as adapting two other schools.
- The order and prioritisation of the projects has changed, as outlined in the Economic Case and the Request for Change document (January 2017)
- North Wales Major Works Contractors Framework 2 will be used to procure the Band B projects
- The Welsh Government’s Gateway Review Team notes that Anglesey is an exemplar of good practice in the 21CS Programme
- Lesson have been learned – the key to successful projects is to learn from past project challenges and successes.

### 3. Strategic Case

**How does your Programme link to local and national strategies e.g. the Wellbeing of Future Generations (Wales) Act 2015, Welsh medium and childcare strategies?**

*1000 words maximum*

Strategic Outline Programme – Band B Update - July 2017

To date the school modernisation and the associated projects have aligned with corporate, local and national strategies. The programme has worked closely with Welsh Government, stakeholders and all relevant partners to ensure that the projects are supported and that the strategic direction is understood.

**Well-being of Future Generations Act (2015)**

Anglesey County Council is working towards achieving the objectives of The Future Generations Act (2015). The School Modernisation Programme aims to contribute towards the 7 well-being goals, as demonstrated in the following table:

7 well-being goals	How will the schools modernisation Strategy contribute towards the 7 well-being goal
Prosperous	The Authority vision “wants every young person, irrespective of background and circumstance, to succeed”.
Equal	
Resilient	The Authority’ works in partnership with the Welsh Government on the development and delivery of school modernisation change projects. The projects are planned effectively and consulted upon, in order to reduce resistance and achieve project objectives.
Healthier	Anglesey’s 21st century schools will be ‘community schools’ and can be used to promote health, physical and community Services, as well as promoting healthy lifestyle choices amongst pupils, parents and childcare providers.
Cohesive communities	Stakeholders will contribute to project planning and direction through the consultation and engagement processes .  Anglesey’s Band B will continue to consult, engage and work with partners, particularly in relation to developing school places alongside the sufficiency of childcare provision through the medium of Welsh with Mudiad Meithrin, WPPA and partners in the private 0-3 years old childcare sector. Childcare and wrap around facilities, along with community use of the buildings beyond the school year (and as contact points for corporate Services such as library pick up points) will increase community cohesion during Band B. Developing options for ensuring quality and efficiency in post-16 provision will also be considered in consultation with the FE sector and neighbouring county council.

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<p>Vibrant culture and thriving Welsh Language</p>	<p>The school modernisation programme is a key aspect of the corporate Welsh Language Strategy and the statutory Welsh in Education Language Strategy. Plans for Band B to consider incorporating 0-3 pre-school and wrap around childcare facilities through the medium of Welsh and bilingually will increase the provision of Welsh Speaking providers on the Island, and will be a solid linguistic foundation on which to increase the numbers of Welsh Language speakers in line with IOACC and WG targets to increase the number of Welsh speakers to 1 million by 2050.</p>
<p>A globally responsible Wales</p>	<p>The current school modernisation programme contributes towards improving the social, economic, and cultural environment of the island, and Band B will be a continuation of this programme.</p>

The Gwynedd and Anglesey Public Service Board recently undertook a well-being assessment and confirmed that lack of attainment is correlated to the lack of the well-being of individuals throughout their lives, and therefore there is a need to ensure that every pupil’s potential and capacity to succeed is fulfilled. Moreover, recent evidence points to ACEs (adverse childhood experiences) having a long-term negative effect on young children. There is a need to ensure that all children have positive experiences during childhood to enable them to thrive and grow to become active and participative members of their communities. The schools modernisation programme ensures that our school buildings are fit for purpose to promote physical well-being and provide physical environments and equipment, as well as support staff that cannot be provided in 19<sup>th</sup> century schools.

**Recruitment and retention of staff**

As the recruitment of suitably qualified leaders and middle managers continues to be a problem, the schools modernisation programme also reduces the risks associated with small schools where staffing and recruitment problems lead to challenges in the delivery of excellent quality and consistently good teaching and learning experiences for our pupils. The 21<sup>st</sup> century programme contributes to increasing the quality of teaching and learning, reducing the variability in performance and opportunities between schools, and contributes to ensuring learning opportunities that are responsive to the needs of the learners and indeed the wider community.

**Child Care and Community facilities for parents and older residents**

Anglesey’s Family Support Unit is responsible for ensuring sufficient childcare places in Anglesey, and is participating in the national pilot of offering 30 hours of free childcare. The Unit works closely with the school modernisation programme and contributes to the development of the associated business cases, particularly in determining pupil projections for the future. The authority recognises that there is an opportunity to further the vision of developing a one- site wrap-around care provision for all pupils under 11, including infant siblings on some sites . It is envisaged that ensuring nursery provision for children 0-3 years on the site of new schools or those which are modified, (to be managed with a partner in the local childcare sector) in order to provide care at 8.00am -6.00 pm for families, along with nursery education, ' wrap around ' and after school/holiday care clubs, will be a key aspect of the Band B schools programme. In addition, other community benefits such as rooms for

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community use, static or mobile library drop off/pick up points, self help automated services for council business, will be advantageous and will enhance community cohesion. Work to further appraise and develop these models will be addressed in the business cases for specific projects.

### **The Welsh Language**

The Isle of Anglesey County Council has adopted the principle that the Welsh language should not be treated less favourably than the English language and that the residents of the island should be able to live their lives through the medium of Welsh if they wish to do so. The same is the expectation in relation to the Welsh language for each school, which provides opportunities for all pupils in the County to be equipped with the right skills to be confidently bilingual. In light of this, any new schemes submitted – such as projects deriving from the 21st century schools programme, are subject to the requirements of the language policy.

In order to increase the proportion of foundation phase pupils achieving Welsh Language targets as outlined in strategic documents by the Welsh Government and local plans, it is also intended to use the aforementioned child-care models to increase Welsh childcare capacity on Ynys Môn. The child-care partnership model has the potential to be a key contributor towards the Welsh Government's ambitions to have a million Welsh speakers by 2050.

The modernisation programme will comply with the following language policies and strategies:

- Isle of Anglesey County Council's Language Strategy 2016 – 2021
- The Isle of Anglesey County Council department of lifelong learning Language Policy
- WG draft strategy of one million Welsh speakers by 2050 '

### **Strategic Outline Programme (SOP) 2013**

The SOP for the school modernisation programme was introduced in 2013. The document outlines the Council's vision for the modernisation of the school system, to ensure the suitability of facilities for current and future needs. Demographic changes and increased recruitment problems due to the age-profile of current head teachers (presently 50% over the age of 50 years old) and other factors have led to the need to review the prioritisation order of the projects presented in the SOP. A request for change document was submitted to the Welsh Government and the Executive Committee of the Council, and was approved in August 2016. The Band B SOP reflects those changes.

### **Anglesey County Council's Corporate Plan**

The Corporate Plan Council outlines the Authority's strategic priorities. The previous corporate plan (2013-2017) included the following priority ' education, skills Improvement and modernisation of our schools '. The corporate plan for the period 2017-2022 has been drafted and the outputs associated with the modernisation of schools are as follows:

- continue to improve educational standards and attainment our children
- further develop the school modernisation programme by completing a new school in Bro Aberffraw, implement the Llangefni project and confirm the Band B projects, to include the consideration of 3-16 schools and post-16 education.
- review the leadership arrangements for smaller schools including Federation, appointing multi-site strategic heads and sustainable and cost effective schools, in keeping with WG guidance and changes suggested to the School's Organisational Code, currently being consulted upon.

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**Corporate Asset Management Plan 2015-2020**

The purpose of the Plan is to provide a strategic framework for the management of the Council's assets.

The plan refers to the schools modernisation programme and the use of schools once they become vacant. Reference is also made to how the school modernisation programme contributes towards the corporate energy efficiency strategy. This remains a priority for the authority and reducing the energy consumption of the school estate in accordance with the Authority's energy efficiency strategy', and is one of the critical success factors (CSF) outlined in Band B SOP.

The Council's revised corporate plan also refers to the council's future assets and anticipate a key role for our communities to work together, in a coherent and purposeful way to protect our assets, and to ensure that they are fit for purpose for future generations.

**Existing Circumstances**

- The current stock of schools have not been built to take account of 21<sup>st</sup> Learning, nor the enhanced community use of facilities such as 0-3 childcare, out of school clubs, community use of facilities outside school hours and during holidays, library and council service point facilities.
- Spare capacity of school places in the secondary sector is leading to unviable subject options and difficult staffing decisions in some schools. It has led to the reduction in curriculum choice for pupils at key stages 4 and post-16, despite efficient Consortium arrangements between schools and vocational training providers, and the use of spare capacity rooms by other council and education services. Some schools face significant deficits and this will increase if alternative models of delivery are not adopted in the secondary sector within Band B.
- The condition of our current school stock is below average, and the associated maintenance costs remain high as the backlog catalogue of maintenance and adaptations needed to comply with DDA and Foundation Stage demands are too dear to contemplate within the limited and reducing R&M budgets, both devolved and centrally held.
- The Authority finds it increasingly difficult to recruit suitably and well-qualified Welsh speaking senior leaders, in the primary and secondary school sector. The proposed modernisation programme is one strategic factor contributing towards alleviating the issue regarding succession planning for school leadership and ensuring distributed leadership models that are sustainable and promote consistently high standards and outstanding leadership.
- Demographic movements over recent years have led to changes to where parents wish to send their children to school, and a marked decrease in young families in some areas.
- Some primary schools are oversubscribed whilst a few still have excessive surplus places.
- Currently there are 19 small primary schools that have less than 75 pupils, leading to an unacceptable disparity in the amount of funding allocated per child across the county, and difficulties in ensuring a broad and balanced curriculum, taught by suitably qualified staff who have an appropriate grasp and specialisation across a range of subjects, and are led by a qualified and experienced head teacher.

**Business Need**

The Authority needs to continue to modernise its schools. Its core vision remains unchanged from the previous SOP and is driven by the following key principles:



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- Ensure that all children are given the opportunity to attend their nearest appropriate school where they can access the full range of facilities;
- Ensure that all children have access to suitable facilities that allow the delivery of a full range of educational experiences.
- Reduction in the number of unfilled places in our schools in accord with WG guidelines.
- Support the development of leadership skills within and across schools in order to develop a self-improving system where there is a shared commitment to excellence.
- The possibility of co-locating primary and secondary schools on the same campus.
- Aligning Anglesey's School Modernisation Programme to other key strategies: Corporate Plan, Welsh Language, Asset Management, 30 hours child care.

Band B could result in new or refurbished schools. However, for some local communities it will mean the closure or amalgamation of their schools. This is not something new for Anglesey– since the inception of the 21<sup>st</sup> Schools Programme, the Authority has been carrying out school modernisation work to upgrade the estate and this has involved a mixture of closures, amalgamations, refurbishments and new builds. This has resulted in the closure/ amalgamation of some 5 schools outside the current 21<sup>st</sup> Century Schools Programme.

As Ynys Môn is an island made up of rural and town communities we foresee that the authority's revised Schools Strategy and Band B SOP will continue with a 'mixed economy' approach, tailored to local needs based on the following:

1. 0-11 schools with childcare and community use facilities on/near site;
2. 0-11 schools with childcare and community use facilities on/near site, federated with other school(s).
3. 3-11 schools with /without childcare and community use facilities on/near site, within/not within a federation arrangement;
4. 3-16 or 3-18 schools OR primary and secondary schools located on one site and sharing specialist staff and facilities;
5. 11-16 or 11-18 secondary schools, sharing specialist staff with another school(s).

**Highlight any differences to your strategic case since the latest version of your SOP/ Estates strategy was produced.**

**Please provide details of benefits and risks of your Programme.**

*1000 words maximum*

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The school modernisation’s strategic context was introduced in the previous SOP. The programme has since been delivering in line with its strategic objectives.

The modernisation of schools has been a corporate priority since the previous SOP and the programme has delivered against the priorities of the corporate plan through building 2 new schools due to open in 2017, and the approval of Full business case for Bro Rhosyr and Bro Aberffraw. The most recent Gateway Review reported that the programme is an exemplar of good practice in many aspects. The Anglesey Corporate Plan is currently being drafted for the period 2017-2020 and the Schools Modernisation programme remains a strategic priority for the Council.

The drivers for change remain unchanged since the previous SOP

1. to reduce surplus places

The figures below demonstrate that the numbers of surplus places in the primary sector of Anglesey have been reduced. A number of factors contributed towards this change such as the closure of small schools (the modernisation process prior to the establishment of 21st century schools programme), demographic changes and some growth in the population

SOP 2013	Capacity	Current numbers	Surplus places
Cynradd/Primary	6326	4819	23.9%
Uwchradd/Secondary	5462	4097	25%
Cyfanswm/Total	11788	8916	24.4%

SOP 2017	Capacity	Current numbers	Surplus places
Cynradd/Primary	5818	5188	13.0%
Uwchradd/Secondary	5171	3755	27.4%
Cyfanswm/Total	10989	8943	18.6%

2. drive up standards of teaching and attainment;
3. improve educational outcomes for children and break the link between deprivation and low educational attainment;
4. provide modern resources in relation to schools and classroom resources
5. leadership and Management Capacity
6. promote equal opportunities

**The Risks**

The School Modernisation risks are managed in the following manner:

The programme team develop the risk register, identify the risks, score and propose mitigation measures. The Education Transformation Board challenge and approve the risk register. The process of risk management has matured since the previous

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SOP. The risk register is now a living document and is updated on a regular basis, there is a better understanding among the members of the Board of their role in relation to the management of risks and a robust process to manage the risks has been established.

A summary of the main risks is presented below:

Risk	Mitigation measures
Lack of public support	Hold non-statutory and statutory consultation events, in accordance with the School Organisation Code. Establish Stakeholder Engagement Groups. Communicate effectively and show willingness to listen, and use alternative communication methods,
WG does not approve the business cases/ revised SOP	The Authority to continue to work closely with Welsh Government. All relevant documentation to be challenged / scrutinised internally prior to formal approval.
Capital receipts less than projected or delayed.	The Corporate Land and Assets Group to oversee the implementation of the Asset Management Plan and report back to the Education Transformation accordingly. A baseline assessment has been undertaken in Holyhead on the future alternative usage of the available sites, with the other sites being examined at this time, prior to closure in August 2017.
Isle of Anglesey County Council's match funding fails to materialise	The programme team ensures that schools modernisation projects are included in the medium-term funding scheme. Work with the section 151 Officer and the Finance Department on the strategic planning on Band B and QA against targets, including regular discussions on affordability.
Underestimated project costs	Refer to lessons learned on other projects, which has led to higher costs, e.g. issues of archaeology, costs associated with staff release, pupil activities and curriculum planning. Update costs in detail during the development of business cases.

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	Ensure corporate challenge to all anticipated costs throughout all business case development stages.
Risks associated with the appointment of head teachers, and succession planning.	The Education Transformation Board to challenge the Education Department and the project team on increasing leadership capacity across the primary and secondary sector. Leadership and Succession Planning Strategy approved by council Executive in June 2017, implementation from September 2017.
<p><b>The Benefits of the School Modernisation Programme</b></p> <p>The project team has developed a Benefits Realisation Plan for the programme. The Plan was introduced to the Education Transformation Board in 2014 for approval. The plan includes a description of the benefits, anticipated outputs, and methods to measure the benefits (to start at the end- project closure stage). A detailed assessment was undertaken to ascertain the dependencies, the identification of baseline data, and the methods for collating the relevant data.</p> <p>The authority will work closely with the Welsh Government to measure and track the anticipated benefits.</p>	

**4. Economic Case**

**Highlight any differences to the Economic Case since the latest version of your SOP/ Estates strategy was produced.**  
*1000 words maximum*

**Main Options**

The initial options considered were as outlined in the 2013 SOP, with consideration given to ‘Do Nothing’, ‘Do Minimum’, ‘Small Schools Rationalisation Programme’ and ‘Full Development Programme’.

**Preferred Option**

The projects that will be addressed in band B include the following. It is not possible to present final information about any final options because this decision to be determined by the Executive. In light of this, the costs presented are estimates and options identified by officers as a definite possibility.

<b><u>Llangefni</u></b>		
<b>Schools</b>	<b>Cost</b>	<b>Timescale</b>
<b><u>Y Graig, Talwrn, Gaerwen and Henblas</u></b>	<b><u>£7.7M</u></b>	

<b><u>Amlwch</u></b>		
<b>Schools</b>	<b>Cost</b>	<b>Timescale</b>
<b><u>Syr Thomas Jones and nearby schools, and including Llannerchymedd</u></b>	<b><u>£14.5M</u></b>	

<b><u>Lligwy</u></b>		
<b>Schools</b>	<b>Cost</b>	<b>Timescale</b>
<b><u>Goronwy Owen, Llanbedrgoch, Moelfre and Pentraeth</u></b>	<b><u>£6.8M</u></b>	

<b><u>Seiriol</u></b>		
<b>Schools</b>	<b>Cost</b>	<b>Timescale</b>
<b><u>Biwmares, Llandegfan and Llangoed</u></b>	<b><u>£7.1M</u></b>	

All of the above Capital Costs and Timescales have been adjusted for Optimism Bias\*.

\*There is a tendency for project appraisers to be overly optimistic. To take this into account, all Capital Costs and project timescales have been adjusted upwards. This adjustment is referred to as Optimism Bias. The Green Book recommends an upper limit of 24% for adjusting capital costs on standard buildings. The Green Book, recommends an upper limit of 4% for adjusting works duration on standard buildings. As these projects / ideas are at a very early stage, the risks associated with the projects have not yet been managed, therefore the upper limit has been applied when adjusting for optimism bias. The upper limits are based on the average historic bias found at outline business cases.

## 5. Commercial Case

**Highlight any differences to the Commercial Case since the latest version of your SOP/ Estates strategy was produced.**

**Please include details of what delivery models you are considering e.g. batching or single delivery.**

*1000 words maximum*

The Authority is reviewing what offer it will make to the private sector for Band B. The choices it is considering are:

Option 1 - The Authority has good experience through its in-house design team on designing new schools. All Architectural Design will be carried out by the experienced in-house team. The Design Team will be complemented by appointing external consultants from the NPS Consultants' Framework. Anglesey Council would be looking to outsource Structural Design, Building Services Design, Health and Safety Advisors, Quantity Surveying Services, BREEAM Assessors and Landscape Architects. Other specialist Consultants would be appointed on specific projects as and when required. Or

Option 2 - The in-house Architectural Design Team will carry out the conceptual design for a project. Anglesey CC will then take the role of Project Manager and appoint an all-in Design Team through the NPS Consultants' Framework to take the conceptual design through to detailed design and tender invitation. Or

Option 3 – The in-house Architectural Design Team will carry out the conceptual design for a project. Anglesey CC will then take the role of Project Manager and appoint a main contractor through the North Wales Major Works Contractors Framework 2 to carry out the detailed design and construction of the scheme. Or

Option 4 – The Authority will write an output specification for the design and construction of its new schools and the requirements for its refurbished schools and let this through the NWCF2 framework. The in house team will act as “employer’s agents” to ensure that the successful contract is delivering but the design and construction risks will be passed to the successful contractor.

The Option selection will be decided for each individual scheme and will be based on Design Team capacity, current workload and project size.

### **Procurement Strategy**

We will use the North Wales Major Works Contractors Framework 2 to appoint our private sector partners. Contractor appointment will be by mini-competition. The framework is a collaborative and integrated framework, building on the foundations of a successful NWCF 1 harvesting benefits and savings from use of technology, improved processes, collaborative working, supply savings and efficiencies through fairness, transparency and competitive collaboration on projects.

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- Maximising local community impact through SME engagement and intelligent quality based selection and clearly defined targets and benchmarked performance.
- A strong commitment to supporting and developing the local supply chain through training and best practice sharing
- Finding market gaps and encouraging companies to backfill those gaps.
- Working alongside supporting agencies and education establishments providing avenues for training, development and directing them to funding available to upskill Local SMEs
- We will align our outputs to the Well Being of Future Generations Act measuring the Framework and project performance in line with the Act.
- Fair payment practices are and will continue to be built into the Framework as well as the commitment to train and develop future generations and promoting sustainable development.

The NWCF2 framework will consist of 5 tender value bands

£250k > £1m

£1m > £2.5m

£2.5m > £5.5m

£5.5m > £10m

Over £10m

We will also look at various options – including grouping some of our schemes and also consider joint procurement across the North Wales Authorities by collaboration. This will help to maximise the economic viability for Anglesey and across North Wales. Procurement of individual larger projects and grouping of smaller projects will be considered.

### **Innovative procurement**

On recent successful projects, early contractor involvement has been key to project delivery. The framework supports this approach and a number of Projects within Band B to follow this option. It will allow the team, including the contractor, to look in detail at the buildability and the programming of the project. We will look to achieve greater price certainty before appointing the preferred bidder and to work together to reduce and eliminate risks.

Two different timber frame construction system solutions have been used recently on schools on Anglesey where all wall and roof panels were manufactured off-site. These systems, along with other off-site constructed systems will be investigated the Band B projects - which can have a dramatic impact on the programme and on reducing site waste. The Authority and its officers are always looking to push the boundaries and to look at innovative design and modern construction techniques. Ysgol Rhyd y Llan is the first complete school construction in the UK to use straw bale panel construction.

### **Community Benefits**

Anglesey County Council will continue to use standard Community Benefit clauses within the procurement of all projects. Delivering Community Benefits is at the heart of the collaborative procurement approach of the North Wales Major Works Contractors Framework 2. It is a commitment to contributing to the social, economic and environmental well-being of the North Wales region. The aim of the Framework and approach is to deliver value for money both in the method of procurement and

the projects themselves. This can be achieved by maximising the benefits of the projects to the local community and sustain economic development across the region. This approach will help support the tackle poverty agenda for Welsh Government. The current economic climate and the economic priorities of the 6 North Wales authorities is a key driver for developing Community Benefits at the heart of the Framework and wider approach. The scope is to strategically manage and co-ordinate the huge investment in the region and economics of scale to deliver wider benefits and drive economic growth through creating more training and job opportunities, job retention, supply chain initiatives and community initiatives. This approach will deliver sustainable economic growth that allows for opportunities for everyone in Wales.

The current framework has proved to be a huge success with regard to Community Benefits on the two completed Anglesey Projects with 5 jobs created, 12 apprentices employed, 40 training opportunities and 793 pupil interactions taking place.

## 6. Financial case

**Highlight any differences to the Financial Case since the latest version of your SOP/ Estates strategy was produced.**

**Please give details of the match funding arrangements for your Programme and confirm whether or not it is affordable.**

*1000 words maximum*



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Indicative capital costs, together with associated capital receipts and estimated revenue savings are shown below: **(Table below will need to be completed once a decision will be made on which of the options in part 4 will be pursued).**

<b>Description</b>	<b>Estimated Capital Cost</b>	<b>Estimated Capital Receipts</b>	<b>Estimated (Revenue Saving) / Additional Cost – excluding borrowing costs</b>
Y Graig and Talwrn	£3,870,660	£140,000	(£43,730)
Gaerwen	£3,251,739	£0	+£23,420
Henblas	£618,307	£0	+£9,690
Syr Thomas Jones and nearby primary schools, and to include Llannerchymedd	£14,559,703	£445,000	(£99,854)
Goronwy Owen, Llanbedrgoch, Moelfre and Phentraeth	£6,727,327	£1,830,000	(£146,700)
Biwmares, Llandegfan and Llangoed	£7,108,765	£1,416,000	(£14,486)
<b>TOTAL</b>	<b>£36,136,501</b>	<b>£3,831,000</b>	<b>(£271,660)</b>

Total Cost excluding interest from unsupported borrowing and revenue saving of the programme is estimated to be £36m .

A baseline funding profile has been prepared using the following assumptions:

- Government grant support will be provided, up to the lowest of '50% of Capital Cost' or '50% of the recommended cost guideline for BB98/99'
- All capital receipts generated from the sale of redundant facilities will be applied to the programme;
- The balance of the expenditure will be met through unsupported borrowing.

This produces the following figures:

<b>FUNDING SOURCES</b>	
WG Grant	£18,068,250
Capital Receipts	£3,831,000
Unsupported Borrowing	£14,237,251
<b>Total</b>	<b>£36,136,501</b>

Borrowing cost to repay the unsupported borrowing equates to approximately £673,422 per annum.

There would be some short-term transitional costs associated with the minimum, intermediate and maximum options. These costs include:

- Early appointment of a Headteacher before pupils are enrolled at the new school.
- Potential redundancy costs for Headteachers / Teachers.
- Pay protection for Headteachers or Teachers who will potentially receive a pay reduction.
- Premises costs for the closed schools, until the schools have been disposed of.

The scheme's affordability is dependent on generating sufficient savings from Delegated Schools Budgets through school rationalisation, or by identifying savings from other services, or by increasing council tax or identifying other sources of income.

## 7. Management Case

**Highlight any differences to the Management Case since the latest version of your SOP/ Estates strategy was produced.**

*1000 words maximum*

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The schools modernisation programme and the associated projects continue to be monitored by the Education Transformed Board. The biggest change to the governance of the programme is the revision of the corporate programme boards. There were 3 programme Board originally, they now operate as two boards. The Transformation Education Board previously reported to the Service Excellence Board, and now reports to the Partnerships, Community and Service Improvement Programme Board. The role and responsibilities of the Board now includes overseeing and driving change programmes and projects, providing an overview, direction and offering recommendations to the Executive about funding programmes and change projects. The Board is also accountable for the risks of the programmes/projects, delivering at key milestones and approving timescales of large and complex programmes.

The Education Transformation Board has adopted programme and project management principles. The school modernisation projects and business cases require the approval of the Education Transformation Board.

Since the introduction of the previous SOP the SRO's role has continued to ensure the success of the programme and that the benefits of the programme will be delivered. There has however been a change in SRO - Delyth Molyneux the Head of Education is the current SRO. The previous SOP also noted that a Programme Manager should be appointed to manage the plethora of projects. The Programme Manager has been in post for three years .

The Welsh Government's Gateway Review Team notes that Anglesey is an exemplar of good practice in the 21CS Programme. The Gateway Reviews have confirmed that the programme is on the right track to meet its objectives. The Council has integrated the corporate performance and programme management teams in order to further address achievement and performance management.

The previous SOP highlighted the importance of setting up a project team. The team has now been established and is operating successfully, and consists of a range of skills and knowledge.

The communication plan has changed significantly and the project team has explored various communication methods in order to meet the needs of various stakeholders. A School Modernisation Facebook page has been produced and has over 300 followers. The project teams is eager to explore further methods to convey key messages such as videos and Local Radio station interviews.

Lesson logs are updated and discussed frequently as the key to successful projects is to learn from past project challenges and successes. Further lessons have been learned about the process of consultation and engagement and the documents and the process have been amended as a result, and will continue to evolve. Stakeholder Engagement groups encouraging open dialogue are established during the development stage of the projects, with the overall aim of ensuring transparency and ownership of the process and the project by all stakeholders .

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**Please provide details of the structures in place to deliver the projects within your Programme and contact details of the core team.**

*500 words maximum / organogram*

The Authority has a corporate project management and governance system in place for the School Modernisation Programme that is sufficiently robust to ensure that progress is made; adequate and appropriate resources are engaged; key stakeholders are informed and involved as appropriate, and that decisions can be made in a timely manner. The arrangements reflect and recognise the scale of the spending commitment involved and the complexity of the consultation in the course of delivering this project.

The Education Transformation Board (ETB) will continue to be accountable to the Partnerships, Community and Service Improvement Programme Board – this governance structure ensures that the ETB and its school modernisation projects can demonstrate a delivery at pace to the Senior Leadership Team. The Corporate Asset Management Group also reports to the ETB to ensure a consistent approach to the management of the Authority’s assets. The ETB adheres to the corporate project management principles, works to an agreed project plan and reports on progress. Each school modernisation projects and their business cases will require the ETB’S approval.

As outlined above, an internal project team has been assembled, based upon their range of skills and knowledge and their project management experience. The core members of the internal project team comprise of the following:

<b>Senior Responsible Officer</b>	Delyth Molyneux Head of Learning
<b>Programme Manager</b>	Emrys Bebb Prince 2 a MSP
<b>Programme Manager</b>	Nonn Hughes Prince 2 a MSP
<b>Architectural Services Manager</b>	Gareth Thomas RIBA Chartered Architect
<b>Accountant</b>	Arwyn Hughes
<b>Senior Valuation Officer</b>	Dylan Edwards
<b>Planning Officer</b>	Dewi Francis
<b>Solicitor</b>	Arwel Jones
<b>Engineer</b>	Hugh Percy

**The Management of Issues**

An issue is an event that has happened which was not planned and requires management action. It could be a problem, query or concern affecting all or part of the programme in some way, or a risk that has been realised. All issues raised, from whatever source, will be logged on the issue log which is part of the project manager’s management tools. The issues will be

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raised at project team level and where they cannot be resolved, will be referred to the Education Transformation Board for resolution.

### **Benefits Realisation**

The benefits realisation plan will be used as a tool to ensure the intended benefits (outcomes, change processes) are realised and sustained at the end of the project. The Authority will liaise with Welsh Government to put together a tracker which enables it to track the outcomes as articulated in the business cases and report back to the Welsh Government on these.

The plan defines the roles and responsibilities for the delivery of specific benefits, and the method and timescale of their delivery. The SRO for the programme will lead the benefit reviews once the project completed.

### **Arrangements for risk management**

Managing risk on this project is a process that includes identifying risks, risk assessment and mitigation strategy. The Project Manager maintains a Risk Register which is reviewed at

- i. The Education Transformation Board meetings and in
- ii. Project Team meetings.

The SRO also instigates stronger Risk Management disciplines within the Programme, with clear triggers, escalation and reporting mechanism. The project team has compiled a risk register for the programme. A copy of the project risk register can be made available upon request.

### **Arrangements for contract management**

Contractually, the Construction contract will be managed by Gareth Thomas (Architectural Services Manager) and assisted by an externally appointed Quantity Surveyor. All agreements and changes within the contract are subject to negotiation and agreement between the parties.

### **Gateway review arrangements**

The Authority's 21<sup>st</sup> Century Schools Programme has been reviewed three times to date and has maintained a Delivery Confidence of Amber-Green throughout.

The most recent Gateway Review was held 9-11 January 2017 to coincide with this FBC submission for the Bro Aberffraw / Rhosyr project. The Gateway review process and experience continues to provide assurance to the SRO that the Programme continues to make positive strides towards success. The reviewers interview key stakeholders in order to identify examples of good practice and opportunities to celebrate success.

### **Change Management**

The school modernisation programme is about managing change. Change can lead to unplanned events and loss of stakeholder confidence. The SRO is confident that the programme has a good governance structure in place to keep major issues and deviations under tight control.

**Please provide key milestones for the Programme**

**9. Application for Mutual Investment Model (MIM) funding**

<p><b>Do you intend to deliver any of your Band B projects using the Mutual Investment Model?</b> <i>Delete as appropriate</i></p>	<p><b>No</b></p>
--	------------------

If:

- **No** - please move to the next **Section 10**
- **Yes** - please complete the relevant section for local authorities or further education institutions below.

**(a) Local Authorities**

Schools	Number	Size	Cost – based on WG guidance
Please indicate how many school buildings you would use this funding for:	Primary		
	Secondary		
	Total		

<p><b>Please provide brief details including title and estimated capital cost of the project/s.</b> <i>1000 words maximum</i></p>
<p><b>Example:</b></p> <p><b>Westleaf High School</b></p> <p><b>Estimated Capital Cost - £20,000,000</b> This is a 1000 FTE place, new build secondary school in x town which will replace the 2 existing secondary schools which are in condition category C and D.</p>

(b) Further Education Institutions

<b>Colleges</b>
<p><b>Please provide brief details of your college project(s), together with the estimated capital cost using the Welsh Government capital rate per m<sup>2</sup>.</b></p> <p><b>Please give details of the extent of the works planned e.g. campus, block replacement, extension and the type of facilities e.g. construction, hairdressing and beauty.</b></p> <p><i>1000 words maximum</i></p>
<p><b>Example:</b></p> <p><b>Eastleaf Campus business and creative arts hub</b></p> <p><b>Estimated Capital Cost: £20,000,000</b></p> <p>This is a 600 place development for business and the creative arts based on x campus.....</p>



## 10. Band B Projects

How many projects do you intend to deliver in Band B?	6
---	---

What are they? (Please note that details of the projects should also be included in the attached table). The projects should be ranked in both documents in order of priority.

*500 words maximum*

Rhif	Cynllun
1.	Addasu Ysgol Y Graig yn Llangefni, close Ysgol Talwrn, move pupils to Ysgol Y Graig  Estimate capital cost - £3,870,660
2.	Syr Thomas Jones and nearby primary schools, including Llanerchymedd Estimate capital cost - £14,559,703
3.	Lligwy  Estimate capital cost - £6,727,327
5.	Biwmares, Llandegfan and Llangoed  Estimate capital cost - £7,108,765
6.	Ysgol Esceifiog, Gaerwen  Estimate capital cost - £3,251,739
7.	Ysgol Henblas, Llangristiolus  Estimate capital cost - £618,307

## 7. Bandiau C a D

## 11. Bands C and D

Please provide an update for Bands C and D of your Programme.

[Band C will run from April 2024- March 2029; Band D will run between April 2029 and March 2034].

OFFICIAL – SENSITIVE

Strategic Outline Programme – Band B Update - July 2017

**BAND C**

1.	Refurbish 2 primary schools
2.	Refurbish a secondary school
3.	6 <sup>th</sup> Form Building
4.	Refurbish a secondary school
5.	Refurbish a secondary school
6.	Refurbish a secondary school
7.	New build school, as a successor school for 3

**BAND D**

1.	New build school, as a successor school for 2 closing schools in West Anglesey
2.	Refurbish a primary school
3.	New build school, as a successor in Western Anglesey

**12. Statement of Approval for Strategic Outline Programme (SOP) -  
Band B Update – July 2017**

Please complete as appropriate:

I confirm that the updates in this form have been signed off by either the Cabinet of the local authority or the Board of the further education institution:

<b>Local Authority / College</b>	
<b>Name</b> <i>Printed</i>	

Strategic Outline Programme – Band B Update - July 2017

<b>Name</b> <i>Signed</i>	
<b>Position in the organisation</b>	
<b>Date</b> DD/MM/YYYY	

**If there has not yet been sign off at Cabinet or Board level, please confirm when this is anticipated. Please also confirm at what level the document has currently been signed off.**

--

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# **PRAWF BUDD Y CYHOEDD**

## **PUBLIC INTEREST TEST**

Cyllid Costau Staffio yn y Gwasanaethau Plant /  
Funding Staffing Costs within Children's Services

**Nid yw Paragraff(au) i gael eu cyhoeddi'n unol â pharagraffau 12, 13 & 14 rhan 1 Atodlen 12A Deddf Llywodraeth Leol 1972 / Paragraph(s) Not for publication by reason of paragraph 12,13 & 14 of part 1 of Schedule 12A of the Local Government Act 1972:**

**12. Gwybodaeth ynghylch unigolyn penodol / Information relating to a particular individual**

**Prawf Budd y Cyhoedd yn berthnasol (gweler isod) / Public Interest Test applies (see below)**

**13. Gwybodaeth sy'n debygol o ddatgelu pwy yw unigolyn / Information which is likely to reveal the identity of an individual**

**Prawf Budd y Cyhoedd yn berthnasol (gweler isod) / Public Interest Test applies (see below)**

**14. Gwybodaeth sy'n ymwneud â materion ariannol neu fusnes unrhyw berson penodol (gan gynnwys yr awdurdod sy'n dal y wybodaeth) / Information relating to the financial or business affairs of any particular person (including the authority holding that information)**

**Nid yw gwybodaeth sydd dan baragraff 14 yn wybodaeth eithriedig dan y paragraff hwnnw os oes angen ei chofrestru dan:- / Information falling within paragraph 14 is not exempt information by virtue of that paragraph if it is required to be registered under:-**

**Deddf Cwmnïau 1985 / the Companies Act 1985 Deddf Cymdeithasau Llesiant 1974 / the Friendly Societies Act 1974 Deddf Cymdeithasau Llesiant 1992 / the Friendly Societies Act 1992 Deddfau Cymdeithasau Diwydiannol a Darbodus 1965 i 1978 / the Industrial and Provident Societies Acts 1965 to 1978 Deddf Cymdeithasau Adeiladu 1986 / the Building Societies Act 1986; neu / or Deddf Elusennau 1993 / the Charities Act 1993**

**Prawf Budd y Cyhoedd yn berthnasol (gweler isod) / Public Interest Test applies (see below)**

**Y PRAWF – THE TEST**

Mae yna fudd y cyhoedd wrth ddatgelu oherwydd / There is a public interest in disclosure as:-

Y budd i'r cyhoedd o beidio datgelu yw/ The public interest in not disclosing is:-

**Mae'r adroddiad hwn yn cynnwys manylion costau staffio a fe all fod yn bosib i adnabod uniogolion oherwydd natur y wybodaeth. Wedi pwyso a mesur, penderfynwyd gweithredu Prawf Budd y Cyhoedd mewn perthynas â'r adroddiad hwn oherwydd sensitifrwydd y wybodaeth ynghylch staff ac er mwyn gwarchod yr opsiynau sydd ar gael i'r Cyngor o safbwynt recriwtion yn y dyfodol.**

This report contains details of staffing costs, and it may be possible to identify individuals due to the nature of the information. On consideration of balance it is considered that a Public Interest Test is implemented on this report due to the sensitivity of the information in relation to staff and to protect the recruitment options of the Council moving forward.



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**Not for publication by reason of paragraph 12,13 & 14 of part 1 of Schedule 12A of the Local Government Act 1972:**

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to:</b>	<b>Executive</b>
<b>Date:</b>	<b>17<sup>th</sup> July, 2017</b>
<b>Subject:</b>	<b>Funding of Staffing Costs within Children's Services</b>
<b>Portfolio Holder(s):</b>	<b>Cllr Llinos Medi Huws – Social Services Cllr John Griffith - Finance</b>
<b>Head of Service:</b>	<b>Llyr Bryn Roberts Interim Head of Children's Services</b>
<b>Report Author:</b> Tel: E-mail:	<b>Dr Caroline Turner</b>
<b>Local Members:</b>	<b>none</b>

### **A –Recommendation/s and reason/s**

The Executive is asked:

1. To allocate a sum of £181,208 from Reserves to enable us to extend the contracts of agency staff for a further three months. 1 Service Manager Post to be extended until March 2018 and 3 Social Work posts until the end of December 2017.
2. To proceed with the second phase of the restructuring of Children's Services (Additional costs of regrading posts in Teulu Môn), which requires an additional expenditure of £17,000 (which can be funded from the staffing budget for Children's Services).
3. To give the Head of Children's Services the flexibility to utilise some of the budget unallocated (£93,957) after the restructuring to support the implementation of the Service Improvement Plan over the next few months.

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

1. We could terminate the contracts of the Agency Social Workers. However, the authority could not fulfill its statutory duties to protect children and young people who are Looked After, who are on the Child Protection Register, and who are In Need, without the continued employment of agency Social Workers for a further three months, until the Restructuring of parts of Children's Services is complete, and until more experienced Social Workers are recruited.

2. We could retain the existing staff who have transferred from the Family Information Service at their existing grades, and recruit additional staff at the same grade. However, we could not expect them to work differently within the requirements of the Social Services and Wellbeing Act (Wales) 2014; it is unlikely that we would be able to recruit additional Engagement Officers if the posts were advertised at the existing Grade

**C – Why is this a decision for the Executive?**

The staffing budget for Children’s Services is currently committed. Officials are unable to proceed with the steps outlined in the attached paper without incurring additional costs, funded from Reserves, which require the endorsement of the Executive.

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

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

This would require an additional budget contribution for this financial year only.

<b>E – Who did you consult?</b>		<b>What did they say?</b>
<b>1</b>	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	The Senior Management Team have received papers on the Restructuring of Children’s Services, and on a Corporate Prevention Strategy, and are supportive of the proposals, subject to funding being available
<b>2</b>	<b>Finance / Section 151</b> (mandatory)	The Head of Finance has seen the paper and is content. Finance officials have advised the Head of Service at every stage of the restructuring process to ensure that the new structure is affordable.
<b>3</b>	<b>Legal / Monitoring Officer</b> (mandatory)	
<b>5</b>	<b>Human Resources (HR)</b>	Human Resources has been involved at every stage of the Restructuring of Children and Families’ Services
<b>6</b>	<b>Property</b>	

7	Information Communication Technology (ICT)	
8	Scrutiny	
9	Local Members	
10	Any external bodies / other/s	

<b>F – Risks and any mitigation (if relevant)</b>		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	The proposals outlined within the attached paper will enable the Council to fulfil its obligations under the Social Services and Wellbeing Act (Wales) 2014 and the Wellbeing of Future Generations Act (Wales) 2015. It will also enable us to fulfil the recommendations made by CSSIW following its inspection of the Authority's Services for Children in November 2016.

<b>FF - Appendices:</b>

<b>G - Background papers (please contact the author of the Report for any further information):</b>
See attached paper

# Funding of Staffing Costs within Children's Services

## Background

The Operational Teams within Children's Services are currently being restructured, with implications for other parts of the Service. There are other teams within Children's Services that are not significantly affected by this restructuring, and whose costs are not reflected in the figure in this report (in particular the Safeguarding Unit, Specialist Children's Services, the Placement Team, Support Workers, the Resilient Families Team and IFSS). This follows consultation with staff on a new operating model and a new structure to support this model, held during February 2017. The Senior Management Team, the Executive and Trade Unions were briefed on the restructuring in advance of the consultation. The new structure will enable the Service to deliver many of the recommendations from the inspection of the authority's services for children by CSSIW at the end of 2016; it will also enable us to strengthen our support for children young people and their families, in line with the requirements of the Social Services and Wellbeing Act (Wales) 2014.

One of the basic principles behind the restructuring was to improve our services within the existing staffing budget for the Service, particularly since the authority has allocated additional resources to strengthen the capacity of the Service during 2017. We have therefore worked within the existing staffing budget for the Operational Teams of **£1,425,290**. The new structure, and strengthened policies and procedures, should enable the Service to recruit, develop and retain staff, thereby stabilising the Service following a difficult few years.

Over the past two years, the Service has seen a significant increase in the number of children in need, the number of children on the Child Protection Register, and the number of children who are Looked After by the local authority. This has placed considerable strain on the Service, on Teams and on individuals. There has been a high turn-over of staff in recent years, combined with periods of significant staff sickness within parts of the Service. We have coped with this combination of pressures by employing Agency Social Workers and Managers; this has enabled us to maintain our statutory services, but is not sustainable in the longer term. We are therefore recruiting at all levels to the new structure. The next six to nine months will be a transitional period whilst we recruit to the new structure, gradually enabling us to reduce our dependency on Agency staff. However, it is important that the additional costs of agency staff in the short-term do not become a barrier to enabling us to complete the restructuring.

## The new Structure

Diagrams outlining the new structure are attached at Appendix A. The main features of the new structures are:

- Establishing an Early Intervention and Prevention team, headed by a Service Manager, and an Intensive Intervention team, also headed by a Service Manager
- Within these two parts of the service, establishing smaller teams of Social Workers, led by eight Practice Leaders, with a focus on improving professional practice (six of the Practice Leaders will lead the statutory duties currently undertaken by Duty, FIT and LAC, a seventh Practice Leader post is being established to replace the original intention of having a Team Manager leading the Resilient Families team, and the eighth Practice Leader will lead the Team around the Family (whose resources transferred from Lifelong Learning to Children's Services in April 2017)
- Strengthening the Safeguarding Unit by re-establishing the Quality Assurance role and establishing an administrative post to support the Unit
- A Project Manager post was included in the original calculations, but has been put on hold whilst we review our priorities (£46,011 has been allocated for this post).

The total cost of the new structure (as calculated in January 2017) is **£1,360,344**. This released **£64,946** to be utilised to strengthen other parts of the Service. This has enabled us to progress with further elements of the restructuring, as outlined below.

## Second phase of the Restructuring

The focus of the first phase of the restructuring was on strengthening the Social work element of Children's Services. However, for the professional workers to work effectively, other parts of the services need to function effectively to support them and to reduce the demand on their time. The second phase of the restructuring has therefore focused on the following elements:

- Strengthening **Early Intervention and Prevention**:
  - by establishing **Teulu Môn** which is the first point of contact and is able to provide Information and Advice;
  - by strengthening the **Team around the Family**;
  - by re-commissioning the services funded by the **Families First** grant programme.
- Making better use of our team of **Support Workers**, many of whom have the experience and aptitude to transfer to the Resilient Families team. We intend to move some of the existing Support Workers to this team, and reduce the resource that is dedicated to supervising Contact between Looked After Children and their birth families.

Both of these elements require us to change the nature and grades of a number of posts within existing teams, and new job descriptions have been evaluated by Human Resources. Finance colleagues have calculated that regrading the posts within Teulu Môn will cost an **additional £17,000 per year**, and we propose using some of budget (£64,846) released by the restructuring of the Operations Teams to cover this additional cost. This would leave a sum of **£47,946** to be utilised for other purposes.

## **Unallocated staffing Budgets**

There are two sums of money available at the end of the current phase of the restructuring:

- £47,946 which remains unallocated, as noted above
- £46,011 which had originally been allocated to the post of Project Manager to monitor the implementation of the Social Services and Wellbeing Act (Wales) 2014.

This leaves a total **unallocated budget of £93,957**. We suggest that most of this sum should remain unallocated for now, to give the Head of Service some flexibility over the next few months as we implement the Service Improvement Plan, respond to demand for services, and complete the remaining elements of the restructuring.

One of the initial thoughts on a possible use of this sum is to appoint an experienced Social Worker (Grade 8) to work with North Wales Police to proactively reduce the number of CID16 referrals to Children's Services (most of which result in No Further Action). Conwy has successfully piloted an approach that has reduced the pressures on their Duty Team, and we may wish to propose a similar approach during the summer, once some initial analysis has been undertaken. There may be a need to provide additional support to the Practice Leaders, once we've seen how the new structure operates (possibly during the Autumn). We will review the need for a Project Manager to monitor the implementation of the SSWA later in the summer (this would be a time-limited post). We also need the flexibility to recruit additional Social Workers, if demand for services increases.

## **Agency Staff Costs**

As outlined in the Background, Children's Services has a significant number of Agency Staff, and two individuals contracted on a day-rate basis (see Appendix D). These arrangements were initially put in place to help the Service to cope with additional demands and pressures, to cover four members of staff on Maternity Leave, and to fill gaps at management levels for an interim period. The need for Agency staff will reduce over time as we recruit and appoint. However, the next six to nine months is likely to be a transitional period, and it is important to ensure that this is carefully managed to ensure continuity for children and families, an effective hand-over of case-loads, and to give new staff (particularly newly-qualified Social Workers) an opportunity to settle within their new roles.

We need to extend the contracts for Agency staff for a further three months until the end of September, and may need to extend the contracts of a few beyond that until December (though this requirement will depend on how many vacant posts we're able to fill over the summer). Most of the costs of Agency workers are within the staffing budget since most are covering vacancies. However, the cost of each Agency worker is higher than employing staff directly. The Service does have a budget of £50,330 within the base budget for Agency staff, but this has already been spent during the first three months of the financial year. There is therefore a **budget shortfall of £181,208** if we are to extend the contracts of all Agency staff until the end of September.

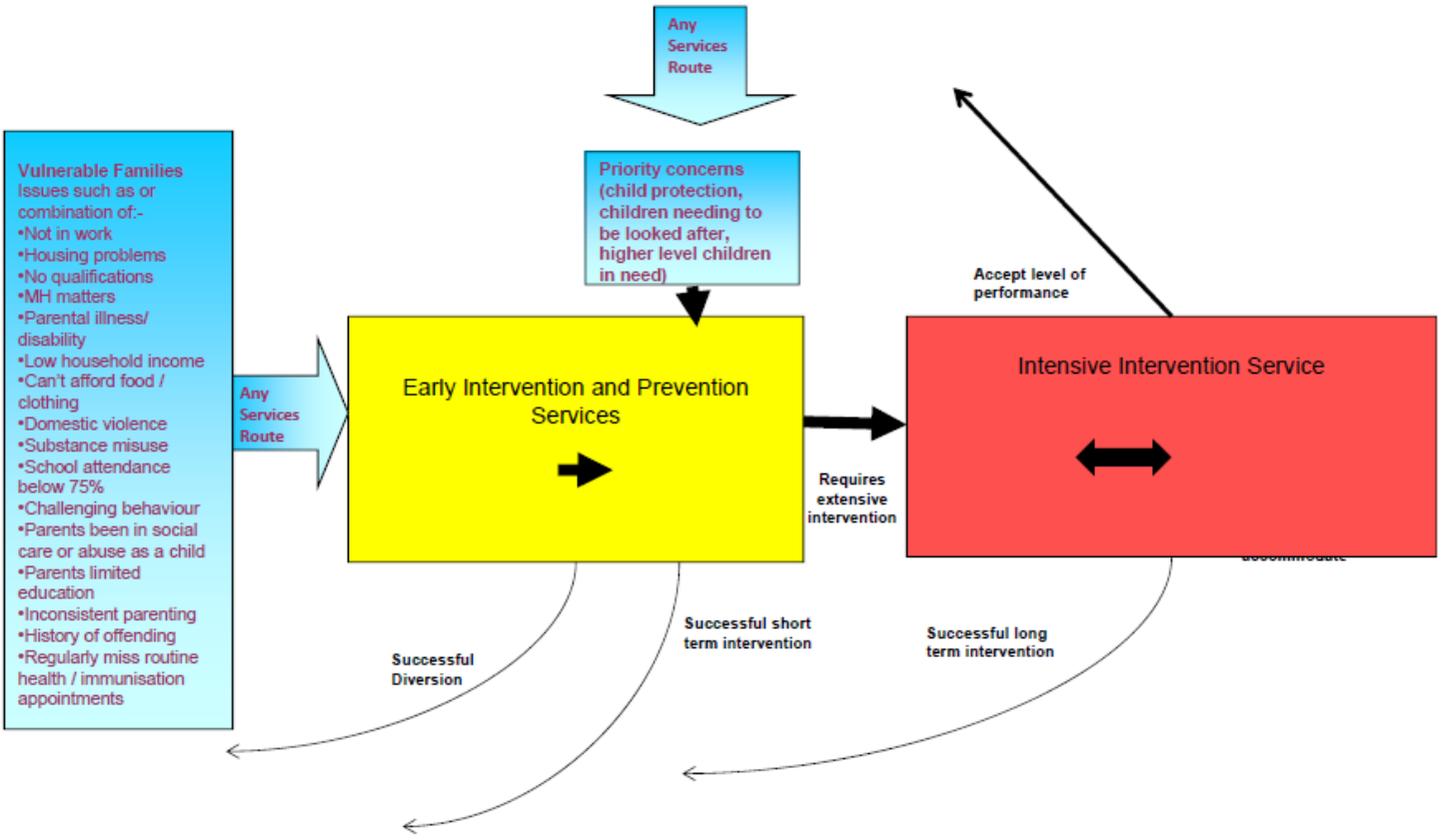
We are requesting an additional budget for 2017/18 to cover the additional cost of employing Agency staff. The additional costs for 2017/18 is a one-off cost during the transitional period as we recruit and improve our retention rates, in line with the Workforce Strategy for Children and Families' Services.

## Recommendations

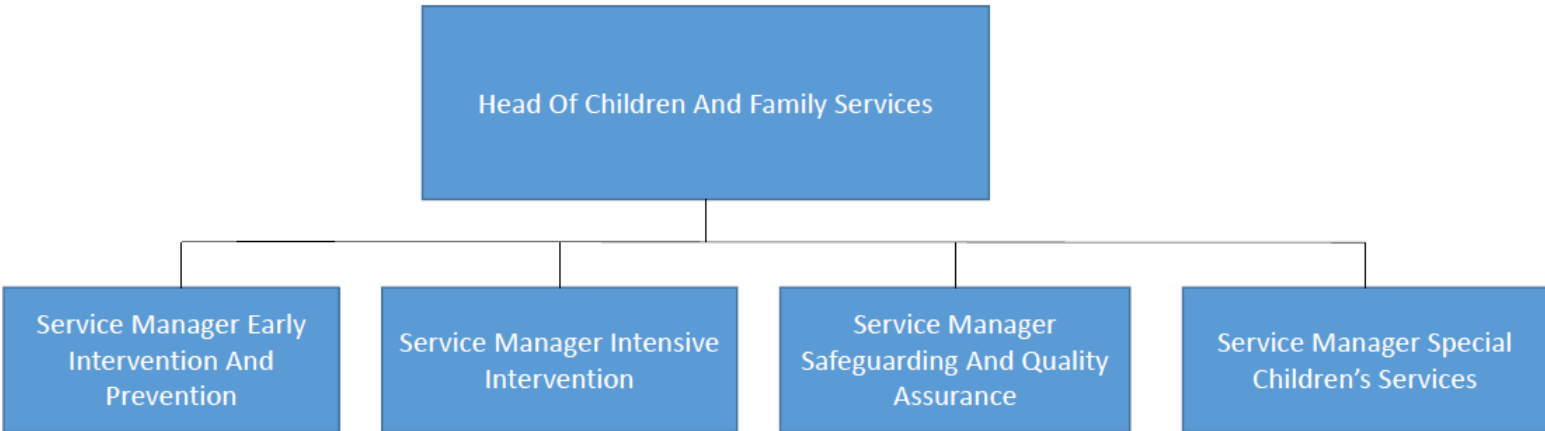
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3. To give the Head of Children's Services the flexibility to utilise some of the budget unallocated (£93,957) after the restructuring to support the implementation of the Service Improvement Plan over the next few months.

### Direction of Travel

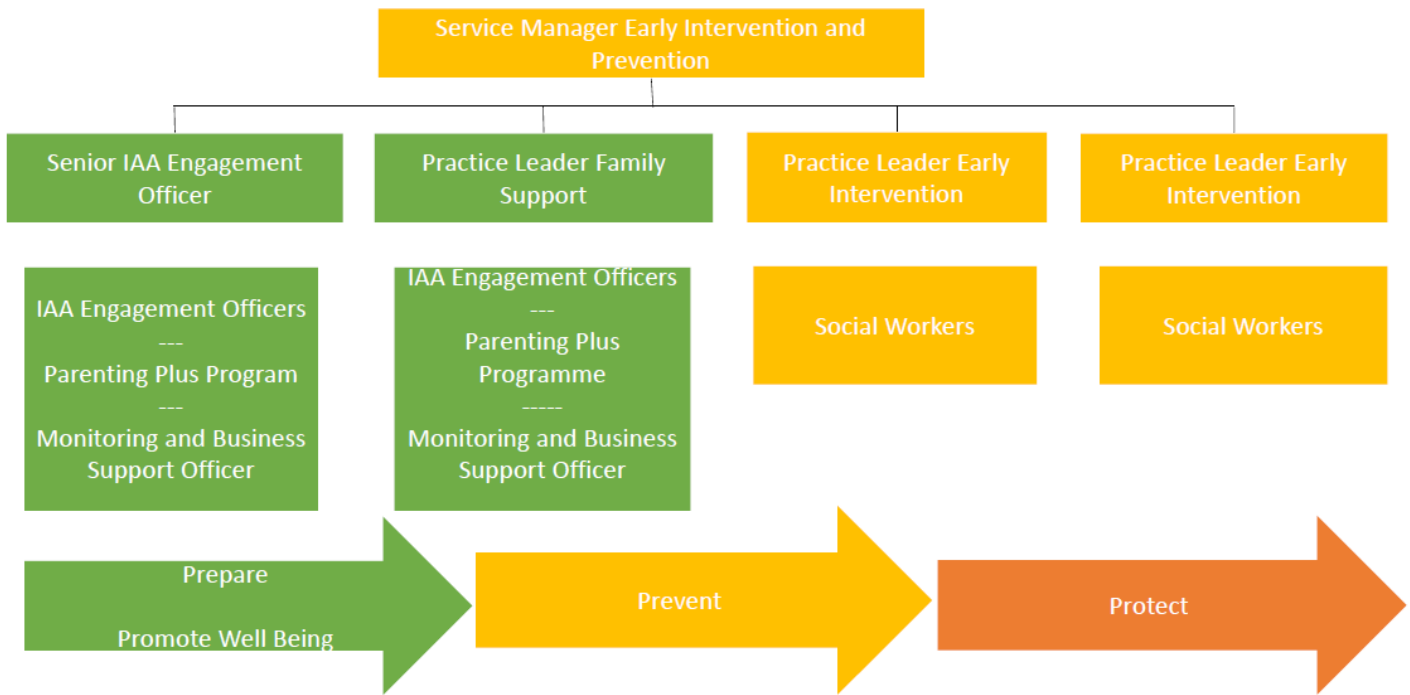


### Overall Service Structure





Early Intervention And Prevention Service



Intensive intervention

Service Manager Intensive Intervention



## Staffing Budget for the Operations Team within Children's Services

	<b>Budget Available</b>	<b>Committments</b>
Budget Available	£1,425,290	
Costs of first phase of the restructuring, including: <ul style="list-style-type: none"> <li>• Practice Leader posts x 6,</li> <li>• Social Workers x 18</li> <li>• Re-establishing the Quality Assurance post,</li> <li>• and an administrative post to support the Safeguarding Unit</li> <li>• Existing Personal LAC Advisor post and Education Liaison Officer post</li> <li>• Project Manager post (currently on hold)</li> </ul>	£1,360,344	
Cost of the second phase of the restructuring: <ul style="list-style-type: none"> <li>• Additional costs of Teulu Mon</li> <li>• Additional cost of regrading Support Worker posts to support the Resilient Families team</li> </ul>		£17,000
<b>Total</b>	<b>£1,425,290</b>	<b>£1,377,344</b>
Unallocated		£47,946
Plus the vacant Project Manager post (SSWA Monitoring role)		£46,011
<b>Total available</b>		<b>£93,957</b>

**Note on Restructuring Costs, prepared by Finance  
January 2017**

**New Structure for areas affected by restructure**

<u>Post</u>	<u>Grade</u>	<u>No of posts</u>	<u>Total cost</u>
Practice leader	9	6	£349,021
Quality Assurance Role	8	1	£52,141
Social Workers	7	18	£828,196
Personal LAC Advisor	4	1	£29,014
Education Liaison Officer	5	1	£34,549
Admin	2	1	£21,412
Project Manager ( 1 Year fixed term)	7	1	£46,011
			£1,360,344
Current Budget (inc Court Management post & Independent Review Officer)		30.4	£1,425,290
Budget Surplus for Permanent Staff for 2017/18			£64,946

		Top of Scale
Practice Leader	Grade 9	58,170.13
Quality Assurance Role	Grade 8	52,141.39
Social Workers	Grade 7	46,010.90
Education Liaison Officer	Grade 5	34,548.62
Personal LAC Advisor	Grade 4	29,013.82
Support Worker	Grade 2	21,411.95
Admin	Grade 2	21,411.95

**Agency staff 1/4/17 - 31/03/2018**

	<b><u>Actual Cost</u></b>	<b><u>Budget Available</u></b>	<b><u>Additional Cost of Agency Staff</u></b>	<b><u>Note</u></b>
Shared Head of Service	£18,600	£0	£18,600	No budget on establishment
Service Managers x 2.4 FTE	£184,879	£111,470	£73,409	Covering vacant post
Team Manager x 2	£67,943	43,277.50	£24,666	Covering vacant post
Senior Practitioner	£39,751	25,745.00	£14,006	Covering vacant post
Social Workers x 7 FTE	£292,413	191,555.00	£100,858	Covering vacant post
	<b>£603,586</b>	<b>£372,048</b>	<b>£231,538</b>	
Agency budget for 2017/18	£50,330			
Budget Shortfall for Agency Staff for 2017/18			<b>£181,208</b>	