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CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

Dr Gwynne Jones.
Prif Weithredwr – Chief Executive

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RHYBUDD O GYFARFOD	NOTICE OF MEETING
PWYLLGOR GWAITH	THE EXECUTIVE
DYDD LLUN 18 MEDI 2017 10.00 o'r gloch	MONDAY 18 SEPTEMBER 2017 10.00 am
SIAMBR Y CYNGOR SWYDDFEYDD Y CYNGOR LLANGFNI	COUNCIL CHAMBER COUNCIL OFFICES LLANGFNI
Swyddog Pwyllgor	Ann Holmes 01248 752518 Committee Officer

AELODAU/MEMBERS

Plaid Cymru/Party of Wales

John Griffith, Llinos Medi Huws, R Meirion Jones, Alun W Mummery, 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 17th July, 2017.

4 MINUTES - CORPORATE PARENTING PANEL (Pages 9 - 20)

To submit for adoption, the draft minutes of the Corporate Parenting Panel held on 10th July, 2017.

5 THE EXECUTIVE'S FORWARD WORK PROGRAMME (Pages 21 - 36)

To submit a report by the Head of Democratic Services.

6 COUNCIL PLAN 2017-22 (Pages 37 - 52)

To submit a report by the Head of Corporate Transformation.

7 CORPORATE SCORECARD - QUARTER 1, 2017/18 (Pages 53 - 66)

To submit a report by the Head of Corporate Transformation.

8 MEDIUM TERM FINANCIAL PLAN 2017/18 - 2019/20 (Pages 67 - 84)

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

9 2017/18 REVENUE BUDGET MONITORING REPORT - QUARTER 1 (Pages 85 - 108)

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

10 2017/18 HRA MONITORING REPORT (Pages 109 - 114)

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

11 2017/18 CAPITAL BUDGET MONITORING REPORT - QUARTER 1 (Pages 115 - 124)

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

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12 ANNUAL TREASURY MANAGEMENT REVIEW 2016/17 (Pages 125 - 146)

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

13 CSSIW INSPECTION OF CHILDREN'S SERVICES IN ANGLESEY - IMPROVEMENT PLAN (Pages 147 - 172)

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

14 SENSITIVE ALLOCATIONS POLICY (Pages 173 - 198)

To submit a report by the Head of Housing Services.

15 MAJOR PROJECTS LEGACY FRAMEWORK (Pages 199 - 226)

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

16 NORTH WALES ECONOMIC GROWTH DEAL BID PROGRESS REPORT
(Pages 227 - 258)

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

17 EXCLUSION OF THE PRESS AND PUBLIC (Pages 259 - 260)

To consider adoption of the following:-

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

18 GYPSIES AND TRAVELLER SITES (Pages 261 - 278)

To submit a report by the Head of Housing Services.

19 EXCLUSION OF THE PRESS AND PUBLIC (Pages 279 - 280)

To consider adoption of the following:-

"Under Section 100(A)(4) of the Local Government Act 1972, to exclude the press and public from the 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".

20 INSURANCE TENDER (Pages 281 - 284)

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

21 EXCLUSION OF THE PRESS & PUBLIC

To consider adoption of the following:-

"Under Section 100(A)(4) of the Local Government Act 1972, to exclude the press

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and public from the meeting during discussion on the following item on the grounds that it may involve the disclosure of exempt information as defined in Schedule 12A (Category 16) of the said Act”.

22 **DEBT WRITE OFF** (Pages 285 - 288)

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

THE EXECUTIVE

Minutes of the meeting held on 17 July 2017

- PRESENT:** Councillor Llinos M. Huws(Chair)
- Councillors R Dew, John Griffith, R.Meirion Jones, R G Parry OBE, Dafydd Rhys Thomas and Ieuan Williams
- IN ATTENDANCE:** Chief Executive,
Assistant Chief Executive (Partnerships, Community and Service Improvements),
Assistant Chief Executive (Governance and Business Process Transformation),
Head of Function (Resources)/Section 151 Officer,
Head of Function (Council Business)/Monitoring Officer,
Head of Housing Services (for item 7),
Head of Adults' Services (for item 8),
Interim Head of Children's Services (Operations) (for item 12),
Head of Learning (for items 9 & 10),
Head of Democratic Services,
Programme, Business Planning & Performance Manager (GM) (for item 5),
Service Manager – Housing (EL) (for item 7),
Empty Homes Officer (for item 7),
Committee Officer (MEH).
- ALSO PRESENT:** Councillors Glyn Haynes, Aled M. Jones, Eric Jones, R.LI. Jones, Alun Mummery, Dylan Rees.
- APOLOGIES:** None

1 DECLARATION OF INTEREST

Councillor R.A. Dew declared a personal interest and prejudicial interest in Item 9 – Schools' Modernisation – Llangefni Area – Statutory Consultation and left the meeting during discussion and voting thereon. Councillor R.A. Dew declared a personal interest in Item 10 – Schools' Modernisation – Strategic Outline Programme – Band B.

Councillor Dylan Rees (whilst not a Member of the Executive) declared a personal interest in Item 9 Schools' Modernisation – Llangefni Area – Statutory Consultation.

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

None.

3 MINUTES

The minutes of the previous meeting of the Executive held on 12th June, 2017 were presented for confirmation.

It was resolved that the minutes of the previous meeting of the Executive held on 12th June, 2017, be approved as a correct record.

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 September 2017 – April 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**

Item 6 – Employee Benefits scheduled to be considered by the Executive at its 18 September, 2017 meeting.

Item 11 – Performance Review of Social Services (CSSIW) scheduled to be considered by the Executive at its 18 September, 2017 meeting.

Item 15 – Major Projects Legacy Framework scheduled to be considered by the Executive at its 18 September, 2017 meeting.

New Item – Engagement on Extra Care Housing in the Seiriol area scheduled to be considered by the Executive at its 18 September, 2017 meeting.

Item 43 – Corporate Scorecard – Quarter 3, 2017/18 scheduled to be considered by the Executive at its 26 March, 2018 meeting.

Item 44 – 2017/18 Revenue and Capital Budget, Monitoring Report – Quarter 3 scheduled to be considered by the Executive at its 26 March, 2018 meeting.

Item 45 – Discretionary Housing Payments Policy 2018/19 scheduled to be considered by the Executive at its 26 March, 2018 meeting.

- **Item rescheduled for consideration**

Item 13 – Gypsies and Traveller Sites rescheduled to be considered by the Executive at its 18 September, 2017 meeting.

It was RESOLVED to confirm the Executive's updated Forward Work Programme for the period from September, 2017 to February, 2018 as presented at the meeting.

5 CORPORATE SCORECARD - QUARTER 4, 2016/17

The report of the Head of Corporate Transformation was presented in relation to Quarter 4 for the financial year 2017/18.

The Portfolio Holder (Corporate) said that the Corporate Scorecard shows that the performance indicators for the Council's sickness levels have seen a further improvement in Quarter 4 with 9.78 days sick FTE against the target of 10 days sick per FTE. This is a positive result due to the hard work undertaken by the Council over the last few years under the leadership of the Senior Leadership Team. He referred to the Social Services Department which showed underperformance in two indicators with Children's Services

and Adult Services against their annual targets for the year. Details of these are set out in paragraphs 2.1.3 and 2.1.4 of the report along with an explanation in mitigation of the underperformance and proposed improvements measures in place.

The Chair of the Corporate Scrutiny Committee said that discussions were undertaken at the Corporate Scrutiny Committee at its meeting held on 26 June, 2016 with the Wales Audit Office noting that the Council has significantly improved its corporate arrangements to manage sickness absence.

It was RESOLVED to note the areas which the Senior Leadership Team is managing to secure improvements into the future as per section 1.3 of the report along with mitigation measures outlined.

6 SUMMARY OF DRAFT FINAL ACCOUNTS 2016/17

The report of the Head of Function (Resources)/Section 151 was presented in relation to the draft Comprehensive Income and Expenditure Statement for 2016/17 and the Draft Balance Sheet as at 31 March, 2017.

The Portfolio Holder (Finance) highlighted the main considerations of the report and noted that information about reserves and balances are incorporated within the report.

It was RESOLVED :-

- **To note the draft unaudited main financial statements for 2016/17;**
- **To note the position on earmarked reserves and to approve the use of, or increases to, individual reserves as noted in Appendix 4 of the report;**
- **To approve the new reserves amounting to £482k as shown in table 2 of the report;**
- **To approve £250k from the general reserves to fund additional voluntary redundancy costs in 2017/18;**
- **To note the schools balances position;**
- **To note the HRA balances as at 31 March, 2017.**

7 EMPTY HOMES STRATEGY

The report of the Head of Housing Services was presented to the Executive for approval.

The Leader as the Portfolio Holder for Housing & Social Services reported that the Empty Homes Strategy is the second strategy for the Housing Services to produce. The strategy was developed in consultation with key partners. She wished to thank the Officers who have been involved in the completion of the empty homes strategy of the Council.

The Head of Housing Services said that currently around 800 homes are empty for six months or more. Over the past four years nearly 400 properties have been returned to use due to the work of the Empty Homes Service. She referred to the waiting list for social housing and the need for such empty properties to be available to meet the housing needs on the Island.

The Chair of the Corporate Scrutiny Committee said that discussions were undertaken at the Corporate Scrutiny Committee at its meeting held on 26 June, 2016 as regard to the Empty Homes Strategy. He referred to comments made at the Committee as to the impact of the proposed new nuclear power station on housing needs on the Island.

It was RESOLVED to adopt the Empty Homes Strategy 2017-2022.

8 ANNUAL REPORT BY THE STATUTORY DIRECTOR OF SOCIAL SERVICES 2016/17

The report of the Assistant Chief Executive (Governance and Business Process Transformation) was presented to the Executive for approval.

The Assistant Chief Executive (Governance and Business Process Transformation) reported that 2016/17 was a challenging year in terms of the context in which social services were delivered as well as incorporating the requirements of the Social Services and Wellbeing Act (Wales) 2014 within the Social Services Department. Following the CSSIW inspection of Children's Services in November 2016 priorities within the service for improvement has been undertaken to strengthen preventative facilities and improving a range of services available to families. The focus consequent upon the CSSIW report has been on developing a workforce strategy centred on recruitment and retention of staff. A Children's Scrutiny Panel has been established to monitor the service and will report back to the Corporate Scrutiny Committee on a regular basis. She further reported that Adults' Services have seen a period of stability which has enabled the service to focus on the future and to consolidate progress in relation to the development and construction of extra care facilities and making more appropriate use of the Garreglwyd Residential Home.

As regards to the Social Services Department it was noted that emphasis is on workforce development and training and on preparing for the introduction of a new national IT system (WCCIS) which will enable the service to work more effectively. Improving the engagement with service users especially in terms of preventative service is paramount within the service, and will be strengthened this year.

The Chair of the Corporate Scrutiny Committee said that discussion were undertaken at the Corporate Scrutiny Committee at its meeting held on 26 June, 2016 as regard to the improvements required within Children's Services. He noted that the Committee was satisfied that a Children's Scrutiny Panel has been established to address in detail the improvements required in response to CSSIW Inspection within the Children's Services.

The Executive noted the proposals within the report but raised issues as regard to other local authorities having encountered problems with the national IT system (WCCIS). The Assistant Director (Governance and Business Process Transformation) said that the WCCIS system has now gone live in many local authorities and that problems have occurred during initial rollout of the system. However, initial problems are being resolved and it is hoped that Ynys Môn and Gwynedd Councils will start using the WCCIS system next month.

It was RESOLVED to accept and to note the draft Annual Report of the Statutory Director of Social Services for 2015/16.

9 SCHOOLS' MODERNISATION - LLANGEFNI AREA - STATUTORY CONSULTATION

The report of the Head of Learning was presented to the Executive for consideration.

The Portfolio Holder for Education outlined the recommendations of the report to the Committee and explained the differences between the two Options put forward with regard to the Llangefni Area Statutory Consultation.

The Head of Learning said that due to the pressure on the schools within the town of Llangefni it was decided to include this catchment area within Band A of the Schools Modernisation Programme. Ysgol y Graig and Ysgol Corn Hir have already exceeded pupil

numbers. She referred to the consultation process together with numerous responses within the Llangefni catchment area, school stakeholders at Ysgol Henblas, Ysgol Esceifiog, Ysgol Bodffordd, Ysgol Corn Hir, Ysgol y Graig and Ysgol Talwrn. She noted that due to a recent planning approval for a large housing development in Llangefni, it was considered necessary to re-consult on options as regard to Ysgol y Graig and Ysgol Talwrn.

Councillor Dylan Rees, as a Local Member expressed his concerns to the options to close Ysgol Talwrn and Ysgol Bodffordd as there are strong views to keep these schools open. He referred to the recent announcement by Ms. Kirsty Williams AM – Cabinet Secretary for Education with regard to Councils having to consider all viable alternatives to close rural schools. He further said that the Community of Bodffordd express concerns that if the school was to close the community would lose the community use of the school building together with the loss of the school's playing field.

The Chair of the Corporate Scrutiny Committee said that discussions were undertaken at the Corporate Scrutiny Committee at its meeting held on 26 June, 2016 as regard to the modernising of schools programme in the Llangefni area. He noted that strong views have been expressed by the local communities.

The Head of Learning referred to the announcement by the Cabinet Secretary for Education as regard to changes in the restricting of the code for modernising schools and she noted that 18 of the 47 schools on Anglesey would come under the category of 'small schools' within the new organisation code the Cabinet Minister proposes. The proposed changes to the Schools' Organisation Code does not include many changes that the service does not already undertake as part of the consultation process within its current modernisation of schools programme. However the amended Code does suggest additional factors that local authority needs to consider before recommending the closure of schools. The protocol for closing schools must reflect that the authority has considered the sustainability of small schools including the exploration of clustering, federalisation of schools and community use and working in partnership with other bodies i.e. Health Authority. The Llangefni area consultation is undertaken within the current Schools Organisation Code.

The Chief Executive expressed that the key drivers for the modernisation of schools programme is the raise standards of education for the children of the Island. He noted that the Authority would be challenged by Welsh Government if all of the factors referred to by the Head of Learning were not included in a robust business case to Welsh Government.

The Executive considered the information presented and expressed that the education of children on the Island is the most important factor when considering the modernisation of school. It was suggested that the Property Section be requested to investigate possibilities of securing community use of the school at Bodffordd if a decision was made to close the school in the future.

It was RESOLVED that :-

- **Option B be the preferred option which will incorporate :-**
 - **Option 3 – which is to build a new school to replace Ysgol Corn Hir and Ysgol Bodffordd;**
 - **Option 8 – adaptations to Ysgol Esceifiog, Gaerwen,**

- **Option 7 – further consultation will be required on adapting Ysgol y Graig to accommodate pupils from Ysgol Talwrn, and close Ysgol Talwrn;**
- **Option 9 – adaptations to Ysgol Henblas.**

10 SCHOOLS' MODERNISATION - STRATEGIC OUTLINE PROGRAMME - BAND B (2019-2024)

The report of the Head of Learning was presented for consideration by the Executive.

The Portfolio Holder for Education apologized that a report had been submitted to the Corporate Scrutiny Committee in error and minor amendments to that report was considered by the Scrutiny Committee. He said that there is a requirement by Welsh Government for all Welsh Local Authorities to update their Band B proposals and submit their revised Strategic Outline Programme (SOP) by 31 July, 2017.

The Head of Learning said that 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); the original SOP (2013) factors such as demographic changes and leadership capacity have changed significantly. Additionally, Welsh Government has said that Band B will be for a period of 5 years and will run from 2019-2024. She noted that due to the two primary schools in Llangefni being full to capacity, and the requirement to make changes to Ysgol Graig, the funding within Band A will not be sufficient to address all the requirements in the Llangefni area. Welsh Government has instructed the Authority to include the Llangefni area within the SOP Band B. The Head of Learning also said that the catchment area of Amlwch, Lligwy and Seiriol have been included within the SOP of Band B.

The Chair of the Corporate Scrutiny Committee said that discussions were undertaken at the Corporate Scrutiny Committee at its meeting held on 26 June, 2016 and the Committee supported, in principle, that a bid for £18 million be submitted towards the Band B programme. He further noted that consideration also needed to be taken as to the effect on local schools in the vicinity of the new Wylfa Newydd project.

It was RESOLVED :-

- **To approve the modernisation of primary and secondary schools, and also primary and secondary schools sharing the same campus or 3-16/3-18 through schools;**
- **To approve the Local Authority contribution of approximately £18 million towards the Band B programme;**
- **To approve the options outlined in the Economic Case of the SOP and to expect further detailed analysis in the subsequent detailed business case;**
- **To continue to support the schools modernisation programme's case for change and the drivers for change.**

11 EXCLUSION OF THE PRESS AND PUBLIC

Owing to discussion which might reveal the identities of individual staff, the debate and decision took place with the press and public excluded. However, the Report is published in full with this decision record on the Council's website.

12 FUNDING OF STAFF COSTS WITHIN CHILDREN'S SERVICES

The report of the Interim Head of Children's Services was presented to the Executive for approval.

The Assistant Chief Executive (Governance and Business Process Transformation), with responsibility for Social Services, reported that the Children's Services is still dependent on agency staff and to fund these staff a request is submitted to the Executive to allocate a sum of £181,208 from reserves to enable the service to extend the contracts of the agency staff for a further three months whilst the authority is continuing to recruit new staff. However, she noted that an additional funding is required due to staff movement to other posts and leaving the authority and therefore a total sum of £221,257 is required. She noted that at present the recruitment of staff within Children's Services has been encouraging but noted that recruitment of Managers within the service is paramount to the improvement plan of Children's Services.

Following detailed discussion by the Executive it was **RESOLVED** :-

- **To allocate the sum of £221,257 from reserves to enable the extension of contracts of agency staff for a further three months. (1 Service Manager's post to be extended until 2018 and 3 Social Workers posts until the end of December 2017);**
- **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 staffing budget for Children's Services);**
- **To give the Head of Children's Services the flexibility to utilize some of the budget unallocated (£93,957) after the restructuring to support the implementation of the Service Improvement Plan over the next few months.**

The meeting concluded at 11.30 am

**COUNCILLOR LLINOS M. HUWS
CHAIR**

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CORPORATE PARENTING PANEL

Minutes of the meeting held on 10 July, 2017

- PRESENT:** Dr Gwynne Jones (Chief Executive) (Chair)
- Councillor Llinos Medi Huws (Leader and Portfolio Member for Housing and Social Services)
Councillor R. Meirion Jones (Portfolio Member for Education, Youth, Libraries and Culture)
Councillor Richard Griffiths (Corporate Scrutiny Committee)
Councillor Margaret M. Roberts (Partnership and Regeneration Scrutiny Committee)
Liz Fletcher (Betsi Cadwaladr University Health Board)
Dr Caroline Turner Assistant Chief Executive and Designated Statutory Director of Social Services)
Llyr Bryn Roberts (Interim Head of Children's Services)
Delyth Molyneux (Head of Learning)
Fôn Roberts (Interim Children's Services Manager)
Alex Kaitell (Interim Principal Operations Officer)
Dawn Owen (Child Placement Team Manager)
Huw Owen (LAC Team Manager)
Heulwen Owen (LAC Education Liaison Officer)
Llinos Edwards (LAC Nurse – BCUHB)
Llinos Williams (Community Housing Service Manager)
Ann Holmes (Committee Officer)
- APOLOGIES:** Douglas Watson (Chair Anglesey Foster Carers' Association)
- ALSO PRESENT:** Dr Trish Girling (Clinical Psychologist - CAMHS) (for item 3), Gwenllian Parry (CAHMS) (for item 3), Alison Jones (Team Manager – Tros Gynnal) (for item 7) Margaret Peters (Integration and Engagement Manager)
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The Chair welcomed all those present to this meeting of the Corporate Parenting Panel and he extended a particular welcome to new Members of the Panel and to all those who were present for the first time.

1 DECLARATION OF INTEREST

Councillor Richard Griffiths declared a personal but not prejudicial interest with regard to item 5 on the agenda.

2 MINUTES OF THE 5TH DECEMBER, 2016 MEETING

The minutes of the previous meeting of the Corporate Parenting Panel held on 6th March, 2017 were presented and confirmed as correct.

3 MATTERS ARISING

- **When I am Ready**

The Children's Placement Team Manager presented a report which updated the Panel on the implementation of the *When I am Ready* (WIR) scheme in Anglesey. The scheme allows a young person who is already in an approved and registered foster care placement to continue living in that stable and nurturing family environment after he/she turns 18 years of age.

The Children's Placement Team Manager described the situation in Anglesey as regards the number of young people eligible for a WIR arrangement and the number that had actually entered into an arrangement since the scheme became operational. From those eligible only one such arrangement has been made making it difficult to evaluate the benefits of the scheme in a local context. Generally, none of the arrangements made have developed into a long-term arrangement with most ending within the first few months. It is understood that this is the pattern regionally as well with young people preferring to live independently or problems emerging once the young person reaches 18 years of age particularly in relation to issues such as house rules etc.

The Committee noted the information presented and the position with regard to the implementation of the scheme in Anglesey. The Panel concluded that it was difficult to come to a meaningful evaluation of the scheme at this point based on the small numbers involved.

It was agreed to note the information presented.

NO FURTHER ACTION ENSUING

- **Leaving Care Services**

The Interim Principal Operations Manager presented a report which provided the Panel with an overview of the legislative responsibilities and key policy influences with regard to children and young people leaving care. The report set out what services are currently being provided for young care leavers by the Authority in Anglesey and it highlighted aspects of provision which needed to be strengthened and developed further to enable the Authority to meet the ambition commitments for care leavers made by the Children's Commissioner for Wales.

The Interim Principal Operations Manager referred to the key messages as regards how the Authority is continuing to meet its statutory responsibilities towards children and young people leaving care; how it is responding to changes in what is expected of a local authority in relation to care leavers as defined by the Social Services and Wellbeing (Wales) Act 2014, and how it is working to strengthen partnership collaboration in prevention and intervention to target support to where it is needed. The Social Services and Wellbeing (Wales) Act 2014 along with the Care Planning Regulations have strengthened local authorities' duties to children who are looked after and care leavers with a view to ensuring that the rights of these young people to be able to leave care with the necessary skills to live independently and to succeed in their transition into adulthood are adequately addressed. These duties are set out in the report.

The Officer referred to the national and local contexts. Various national studies have shown that children in care are over-represented in some of the more vulnerable groups within society and that they often do not have the same advantages and experiences as their peers in respect of education, employment, health, housing, and ongoing support. Within Wales, the number of looked after children has increased by 5% over the past five years, but has remained relatively stable over the last three years. The number of children looked after in Anglesey has risen from 78 in Quarter 1 of 2014/15 to 141 in Quarter 4 2016/17. The Children's Commissioner for Wales has set out priorities for young people leaving care

which are supported by Welsh Government and the WLGA. The Commissioner visited Anglesey earlier in the year and met with key officers involved in supporting young people leaving care.

In respect of Anglesey, services for children looked after and those who have left care are in the main provided by the Children's Services Operational Team with support being given by the Placement and Support Service and the Quality Assurance Unit. The composition of the statutory case holding teams within the operational service and the responsibilities of the operational teams are outlined in the report. The current situation with regard to looked after children and care leavers' access to services and the opportunities available to them in relation to health and leisure, education, training and employment, accommodation and financial support are also described in the report. Safeguarding and risk management are key issues for the social work teams and are clearly understood by staff. Preparing children and young people for life after care is also important and the service has a project plan aimed at reviewing how services are delivered to young people leaving care.

The Officer concluded by confirming that whilst the service works hard to ensure that it is responsive to the needs of young people leaving care, it cannot do this alone. There is a need to continue the work of the last year to ensure that all the Council's departments are engaged with corporate parenting and are able to evidence how they fulfil these responsibilities. The Authority has a Council wide approach to ensuring that safeguarding duties are shared across departments and it is considered that a similar, more integrated approach to young people leaving care would be both helpful and beneficial.

The Panel considered the report and the information presented therein and it sought clarification of the position with regard to engaging the wider local authority in contributing to the development of provision for looked after children and young people leaving care. The Panel noted that it is imperative that looked after children and care leavers themselves are also encouraged and are enabled to contribute to how policy and practices are developed and shaped, and whilst the Panel recognised that young people leaving care cannot be compelled to participate nor to take up offers of support, it emphasised that the Authority needs to be able to show that it has in place arrangements to actively seek the views of children and young people about their care.

The Interim Principal Operations Manager said that regular leaving care project meetings have been held which have been well attended by other services and departments. Progress on leisure initiatives has been made; likewise, the service is developing its links with colleagues in Learning and Development to ensure that young people leaving care have access to the same opportunities afforded to their peers in schools across the Island. The service will continue to support and encourage young people to access further education opportunities including attending university. With regard to participation, the Panel is being asked to support an annual participation exercise to hear the opinions of young people who have left the Authority's care.

The Interim Children's Services Manager said that as the number of children looked after increases, so will the pressure on leaving care services. Further work needs to be done especially with regard to the provision of suitable accommodation options e.g. the development of supported lodgings. It is important therefore that the Authority develops its plans for leaving care provision and that it does so in an integrated and holistic way that includes other services and departments. The Officer suggested that it may be an opportune time to review how well the Corporate Parenting Panel itself is working and whether its format needs to be changed to ensure that it remains effective in influencing decisions regarding practice, policy and provision for children and young people in care and care leavers.

The Panel was in agreement that a review would be helpful to ensure that the Panel's activities do not become too narrowly focused on and confined to receiving and noting data and that it is able to show that its discussions are being translated into actions that lead to the delivery of better outcomes for children in the Authority's care.

It was agreed to accept and to support the recommendations of the report viz.

- **That the Panel noted the contents of the report.**
- **That the Panel receives an updated report within 12 months on progress with regard to Leaving Care Support Services by the local authority.**
- **That the Panel promotes children leaving care and their needs to all other departments and partner agencies.**
- **That the Panel promotes targeted intervention for care leavers with regard to apprenticeships, training, and further education.**
- **That the Panel notes the impact of legislative changes on care leavers which increase local authorities' responsibilities, including financial, to young people.**
- **That the Panel supports the service in its intention to explore and develop a cohort of supported lodgings accommodation for 16-18 year olds including care leavers.**
- **That the Panel supports the service in its work with foster carers to widen the independent living training for children in care.**
- **That the Panel receives and reviews the financial policy for care leavers at a future meeting.**
- **That the Panel undertakes an annual participation exercise to hear the views/experiences of young people who have left the Authority's care.**

ACTION ENSUING: Interim Head of Children's Services to present a report to the Panel's next meeting on options for reviewing the Corporate Parenting Panel's function, remit and reporting arrangements.

- **The Emotional Health Pathway for Looked After Children**

Dr Trish Girling, CAMHS and Llinos Edwards, LAC Nurse presented a joint report on the current situation with regard to the provision for meeting the emotional health needs of Children Looked After (CLA) in North Wales.

Dr Trish Girling informed the Panel that the new Social Services and Wellbeing (Wales) Act 2014 highlights the need for the emotional health needs of Children Looked After (CLA) to be prioritised. This is not currently reflected in the referral criteria for the North Wales Child and Adolescent Mental Health Services (CAMHS). Although assessments can be provided for CLA, specific attachment focused work which could reduce vulnerability to diagnosable mental health conditions developing, is no longer provided and CLA would need to meet the same criteria as other young people in order for direct therapeutic input to be offered. Dr Girling proceeded to elaborate on the current position in terms of what is working and not working and she drew attention to identified gaps and shortfall in provision with different agencies being unclear as to their roles and how to access appropriate support. She said that the first step required is an established pathway for meeting the needs of CLA; this will provide clarity for all other health and statutory professionals regarding their roles and where to seek help appropriately. The following is recommended as a course of action –

- i) A pathway has been developed for North West Wales which it is recommended is piloted for 6 months (in Gwynedd and Anglesey) and its effectiveness

monitored. (The Emotional Health Pathway was attached to the report for the Panel's information)

- ii) The Pathway is presented to the Corporate Parenting Panel and thereafter the information will be cascaded by the LAC Nurses and CAMHS Clinical Psychologists to local team leads in health and statutory agencies including (but not exclusively) CAMHS, Social Services, Joint Commissioning Panel, Health Visitors, School Nurses, School Counsellors and Paediatricians.
- iii) That the CORAM BAAF carers form is the most appropriate means of proactively identifying CLA who are presenting with emotional health difficulties. Where this highlights emotional health needs, it is recommended that the LAC Nurse completes a Strengths and Difficulties Questionnaire with the young person and their carers.
- iv) It is recommended that whenever there is an unidentified unmet emotional health need, this is recorded. These can be audited by CAMHS and can inform any future service change.

Dr Trish Girling explained that the major change which the pathway introduces is a best practice recommendation that Social Services should not agree to any other therapies without a CAMHS consultation in order to ensure that children are receiving evidenced based care that is appropriate to their needs. Any therapies that may require additional costs to Health have to be discussed in the Joint Commissioning Panel before commencing and any therapeutic needs that cannot be appropriately met should be highlighted to managers as an unmet need. The best practice recommendation would also apply in situations where recommendations are made by the Family Courts.

The Panel noted the information and was agreed in recommending that CAFCASS as an interested party providing advice to the Family Courts on how the best interests of children involved in court proceedings can be served, be advised of the proposals and what they entail.

It was agreed to accept and to note the information presented including the proposal for trialling the Emotional Health Pathway for Children looked after in Gwynedd and Anglesey.

ACTION ENSUING: BCUHB to advise CAFCASS about the Emotional Health Pathway for children looked after and what it entails.

- **Foster Carers**

The Child Placement Team Leader provided the Panel with information about the number of Foster Carers leaving the service and the reasons why they had resigned or had their registration terminated. The information included a case by case analysis of the carers who had left the Fostering Service during 2015/16 and 2016/17.

The Officer reported that the majority of resignations had occurred because the Regulation 38 emergency placement with friends and family had ended naturally; the instances where a registration had been terminated due to issues arising were few. The pattern of resignations does not indicate any emerging tendency that requires attention.

The Panel noted the information presented and noted also that it showed that the turnover of foster carers for the two years in question was in the main due to natural reasons e.g. placements with family and friends ending naturally.

NO FURTHER ACTION ENSUING

4. AWARD OF FUNDING – ST. DAVID’S DAY FUND FOR YOUNG PEOPLE WHO HAVE EXPERIENCED CARE 2017-19

A grant award letter from Welsh Government dated 16th June, 2017 in relation to the St. David’s Day Fund for young people who have experienced care was presented for the Panel’s information. The letter included at Schedule 1, the purpose of the grant which would cover two years from 2017 to 2019 as well as the full guidance for the Fund. The Fund totalling £1m nationally is to support young people who are or have been in local authority care to access opportunities that will lead them towards independent and successful lives.

The Assistant Chief Executive and Designated Director of Social Services informed the Panel that Welsh Government will provide each local authority with a grant apportioned according to Local Government Finance’s Children in Social Services formula. The additional funding for Anglesey is £19,369 per annum for two years and discussions will be held to determine how best to utilise the grant in accordance with the guidance received. The Officer said that the Authority was in receipt of a further letter from Welsh Government regarding a grant for 2017/18 only which amounted to nearly £200k and which comprised of £19k for Personal Advisors; £12k for work experience/traineeships; £97k for expanding Edge of Care Services and £66.5k for Carers’ respite care. From 2018/19 onwards this funding will be incorporated within the Revenue Support Grant meaning that this additional funding will be available to the Authority on a continuing basis. In addition, extra funding to the amount of £150k is being made available to the region for the Reflect project and £400k to the National Fostering Framework, details of which are to be confirmed.

The Assistant Chief Executive and Designated Director of Social Services said that the grants reflect some of the priorities for children leaving care which the Children’s Commissioner for Wales articulated during her visit to Anglesey in the spring particularly in relation to ensuring equal access to employment opportunities and suitable accommodation for young people who are leaving care.

The Panel welcomed and noted the information.

NO FURTHER ACTION ENSUING

5. LEAVING CARE – HOUSING AND CHILDREN’S SERVICES JOINT PROTOCOL

The Interim Principal Operations Officer presented the Panel with a report which incorporated the Leaving Care and Housing Protocol 2017. The Protocol is the Authority’s response to fulfilling its corporate parenting responsibility to ensure that young people eligible for housing support can access good quality accommodation and tenancy support services. Through working collaboratively, the Protocol seeks to ensure that young people have a choice of suitable accommodation that is safe, affordable and close to their connections and communities.

The Interim Principal Operations Manager reported that care leavers as a group feature highly in homelessness figures across the United Kingdom. Not having good quality housing can often lead to other opportunities being significantly reduced, for example in relation to employment and education, it can affect physical and mental wellbeing and can increase the risk of criminal and anti-social behaviour. The Leaving Care and Housing Protocol 2017 updates the current protocol; it will enable the Authority to respond to its corporate parenting duties by ensuring that young people have a variety of choices and are active in identifying where they want to live, the type of accommodation they require and the support they need to assist them in their transition into adulthood.

The Community Housing Service Manager gave the Panel a presentation on how the Protocol would operate in practice. She said that averting homelessness is one of the main objectives of the Protocol hence the emphasis on early notification and forward planning. The Officer also showed the Panel two short video films, the one on the experiences of young people who had found themselves homeless after being in care and the other on the work of the Nightstop Ynys Môn project which helps homeless young people find a safe place to stay one night at a time. The project works through community hosting whereby volunteer hosts offer young people from 16 to 25 years of age a bed, shower and meal as well as a sympathetic ear if the young person so wishes. There are currently five such hosts on Anglesey who are able to offer young people up to 3 nights stay when no other option is available. Nightstop is a national scheme and is run on Anglesey by Digartref Ynys Môn.

The Panel welcomed the updated Protocol as providing a framework for strengthening collaborative working between Housing and Social Services with a view to better meeting the accommodation needs of care leavers as they prepare for independent living. The Panel also noted the Nightstop Project with interest; it suggested that the project needs to be more widely publicised both among elected members and among communities on Anglesey in order to encourage more people to act as hosts so that the scheme can be extended.

It was suggested that information about Nightstop Anglesey could be disseminated in the following ways –

- Through the Teulu Môn service which provides information, advice and assistance relating to children and their families.
- In a forthcoming training session for Elected Members on corporate parenting and
- In a subsequent monthly briefing session held for Elected Members
- Through Town and Community Councils

It was agreed to accept and to support the recommendations of the report viz.

- **That the Panel notes the content of the report and supports the Protocol**
- **That the Panel receives a further report on the effectiveness of the Joint Protocol within 12 months**
- **That the Panel supports enabling the service to act as guarantor for young people in private tenancies.**

ACTION ENSUING: Officers to take steps to raise awareness of Nightstop Ynys Môn by the means outlined.

6. REPORT OF THE INDEPENDENT REVIEWING OFFICER

The Independent Reviewing Officer presented the Panel with her report for Quarter 4 2016/17.

The IRO highlighted the following considerations –

- The continuing upward trend in the number of children who are experiencing care, which at this point in time stands at 143. There has been an 81% increase in the overall looked after population since Quarter 1 2014/15. Most of these children and young people are subject to interim or full care orders meaning they require protection. The age group that appears to be the most dominant is that from 5 to 11 years old with a total of 45 closely followed by the 11-15 age category with 43.

- There are messages here for the Placement and Recruitment Strategy.
- The children and young people in the care of the Authority in Anglesey continue to be looked after in a variety of settings. The majority of the increase has been met by procuring external placements. The need to meet the needs of young people within residential homes continues with 11 children and young people currently being looked after out of county due to lack of appropriate facilities on the Island.
 - Safeguarding remains the main reason why children and young people are accommodated by the Isle of Anglesey County Council.
 - Once a child becomes looked after, statutory visits should be undertaken every 6 weeks for the first 12 months and every 3 months thereafter. For Quarter 4, 77.39% of statutory visits were undertaken within timescale - up from 74.01% in the previous quarter. However, the data does suggest the need for corrective action and steps are being taken to address the issue with Social Workers and Managers.
 - The number of LAC reviews undertaken within timescale for the quarter was 95.31 which is an improvement on the previous quarter's figure of 92.94. The number of LAC reviews undertaken out of county was 46. Overall a total of 128 LAC reviews were completed in Quarter 4 which represents a significant increase on the figures for each of the previous quarters. The demands this places on the Business Support staff, practitioners and the IRO is being met in part by additional IRO capacity procured through external parties. From 3rd July, 2017, the service will have an additional IRO which will allow the unit to develop its approach by providing capacity to develop the relationship with the children and young people who are looked after by the Authority and also the way reviews are conducted.
 - Some practice issues remain particularly with regard to the availability and quality of documentation for LAC reviews. These are detailed in the Analysis and Commentary section of the report along with the actions being taken to mitigate and address the matters identified.

The Panel considered the information presented and made the following points –

- The Panel noted that the number of children coming into the Authority's care continues to rise. The Panel sought clarification of the reasons underlying this trend and the avenues available to the Authority to manage the situation and to ensure that its looked after population is receiving the best and most appropriate care. The Panel was informed that the increase in the number of children coming into care is a national phenomenon and that the number locally is influenced by national issues e.g. the introduction of the Public Law Outline. The introduction of a new electronic recording system in August will improve information gathering thereby helping the Authority to project numbers more accurately which in turn will help the service appreciate what is needed in terms of the recruitment of foster carers. It is also a consideration and is confirmed by CSSIW that the Authority's base figures in this respect have been historically too low and that they are now closer to where they are expected to be.
- The Panel noted that performance in relation to conducting statutory visits and LAC reviews could be improved. With regard to statutory visits, the Panel sought clarification whether such visits had not been taking place or whether it was a matter of the visits having been made, but not formally recorded as such. The Panel was informed that the service is in the process of restructuring which involves creating smaller teams of social work practitioners; the social work supervision policy is also being reviewed and strengthened. This should improve understanding of each individual case and lead to more specific direction and guidance. The service is also seeking to evaluate cases to establish which ones can be safely and appropriately closed thus easing the pressure on social workers and releasing capacity to focus on improving performance in the areas highlighted by the IRO.

However, the data shows that the rising number of looked after children presents a challenge in respect of ensuring that they are all seen and the visits recorded. **The Panel noted that it would wish see the prioritisation of Statutory Visits within current resources.**

It was agreed to accept the IRO's report for Quarter 4 2016/17 and to note the issues arising and the steps being taken to address them.

ACTION ENSUING: The Panel to be provided at its next meeting with an analysis of statutory visits to the Authority's looked after children and young people to provide assurance that such visits have taken place even if they haven't been formally recorded.

7. TROS GYNNAL ANNUAL REPORT

Alison Jones, Tros Gynnal Team Manager provided the Panel with an overview of the work of the Tros Gynnal Advocacy Service across North Wales for 2015/16 and 2016/17.

The Team Manager summarised the main points as follows –

- Advocacy support in 2016/17 was provided for 354 children and young people who presented with 425 issues. The service is currently working across North Wales with 647 children and young people presenting with 872 issues.
- During 2016/17 there has been a 17% increase (in addition to last year's 50% increase) in referrals across the six North Wales authorities. This equates to a total increase of 67% over the two years the service has been in operation and is significantly above the agreed performance indicator of 20%.
- Although Anglesey no longer has a residential provision, Tros Gynnal does see looked after children and young people from Anglesey in residential units out of county.
- In respect of the independent visiting service, Anglesey has no current referrals and has made no such referrals during the past two years.
- In 2015/16, there were 52 referrals from Anglesey involving 135 issues; in 2016/17 the number of referrals for Anglesey was 96 presenting with 43 issues which is higher than for any other authority in North Wales.
- Performance in terms of the responsiveness of the service and the outcomes achieved for the children and young people taking up the service has exceeded agreed KPIs as set out in the report. There were no complaints regarding the service during the period and the verbal feedback from children, professionals and parents, examples of which are provided in the report reflect high levels of satisfaction with the service.
- The service continues to develop and to integrate innovation into its practices. It has increased its social media presence and has sought to expand awareness of the provision it makes. In the last six months, the service has been running an active pilot offer which involves an initial meeting with an advocate who explains the advocacy process and what it entails. The offer was piloted in Flintshire but resulted in 6 referrals only.
- Future service development and improvement will be underpinned through continued awareness raising, training and promotion of provision within Social Services teams as this will ensure an ongoing understanding of the service and associated eligibility criteria which should result in increased

referral rates.

- The National Approach to Statutory Advocacy is the development and implementation of a national framework which will provide consistency in advocacy provision across the whole of Wales. It is hoped that North Wales will amend the current contract and implement the approach from 1 June, 2017. An element of the National Approach is the active offer of advocacy which will enable eligible children and young people across North Wales to receive an active offer of advocacy.

The Panel noted that the number of referrals to the service from Anglesey is high compared to that of other authorities in North Wales. The Panel also noted that Anglesey by contrast had made no use of the independent visiting service in the last two years. The Panel was informed that a high number of referrals should be regarded in a positive light as it shows that looked after children and young people and professionals alike are aware of the availability of the service and know how to access it. The issues raised are not complaints, but are matters which arise in looked after children and young people's lives which they wish to talk about with an independent advocate.

It was agreed to accept the report and that the Panel notes the performance of the service in respect of Anglesey

ACTION ENSUING: Children's Services Management to discuss with Children's Social Work Practitioners why Anglesey has made no referrals to the independent visitor service.

8. SERVICE REPORTS

The following Service reports were presented for the Panel's consideration –

- The report of the Child Placement Team Manager which provided an update on the Quarter 4 2016/17 position with regard to child placement and fostering issues.

The Panel noted the information presented and no further action was ensuing.

- The report of the LAC Education Liaison Officer which provided an update on the Quarter 4 2016/17 position with regard to performance in respect of meeting the education needs of the looked after population in Anglesey and the preparation of personal education plans.

The Panel noted the information presented and no further action was ensuing.

- The report of the LAC Nurse which provided an update on the Quarter 4 2016/17 position with regard to performance in meeting the health needs of looked after children and young people including the completion of health assessments.

The Panel noted the information presented and no further action was ensuing.

- The report of the LAC Interim Team Manager which provided an update on the Quarter 4 2016/17 position with regard to issues affecting children and young people looked after by the Authority.

The Panel noted the information presented and no further action was ensuing.

9. **NEXT MEETING**

The Panel noted that the next meeting would be held at 2:00 p.m. on Monday, 11th September, 2017.

**Dr Gwynne Jones
Chair**

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	The Executive
Date:	18 September 2017
Subject:	The Executive's Forward Work Programme
Portfolio Holder(s):	Cllr Llinos Medi
Head of Service:	Lynn Ball Head of Function – Council Business / Monitoring Officer
Report Author: Tel: E-mail:	Huw Jones, Head of Democratic Services 01248 752108 JHuwJones@anglesey.gov.uk
Local Members:	Not applicable

A –Recommendation/s and reason/s
<p>In accordance with its Constitution, the Council is required to publish a forward work programme and to update it regularly. The Executive Forward Work Programme is published each month to enable both members of the Council and the public to see what key decisions are likely to be taken over the coming months.</p> <p>The Executive is requested to:</p> <p>confirm the attached updated work programme which covers October 2017 – May 2018;</p> <p>identify any matters for specific input and consultation with the Council's Scrutiny Committees and confirm the need for Scrutiny Committees to develop their work programmes further to support the Executive's work programme;</p> <p>note that the forward work programme is updated monthly and submitted as a standing monthly item to the Executive.</p>

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

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

-

C – Why is this a decision for the Executive?

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

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

Yes.

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

Not applicable.

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

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2

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

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

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THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2017 – May 2018

Updated: 11 September 2017



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

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

Page 24 It should be noted, however, that the work programme is a flexible document as not all items requiring a decision will be known that far in advance and some timescales may need to be altered to reflect new priorities etc. The list of items included is therefore reviewed regularly.

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

The Executive's draft Forward Work Programme for the period **October 2017 – May 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: October 2017 – May 2018

Updated: 11 September 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)
October 2017						
1	The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive 30 October 2017
2	Annual Performance Report (Improvement Plan) 2016/17 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	2 October 2017	The Executive 30 October 2017 30 October 2017 (To be confirmed)
3	Capital Budget Strategic Plan 2018/19	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 30 October 2017
4	Extra Care Housing, Seiriol – Engagement		Adults' Services	Alwyn Jones Head of Adults' Services Cllr Llinos Medi	2 October 2017	The Executive 30 October 2017

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THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2017 – May 2018

Updated: 11 September 2017

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5	Schools' Modernisation – Seiriol Area – Informal Consultation	Learning	Delyth Molyneux Head of Learning Cllr R Meirion Jones	2 October 2017	The Executive 30 October 2017	
6	Performance Review of Social Services (CSSIW)		Caroline Turner Assistant Chief Executive – Governance and Business Process Transformation Cllr Llinos Medi	2 October 2017	The Executive 30 October 2017	
7	Annual Report – Achievements against the Tenants Participation Strategy	Housing	Shan Lloyd Williams Head of Housing Services Cllr Alun W Mummery		The Executive 30 October 2017	
November 2017						
8	2018/19 Budget (S) To finalise the Executive's initial draft budget proposals for consultation.	Council Business	Marc Jones Head of Function – Resources / Section 151 Officer Cllr John Griffith	17 October 2017	The Executive 6 November 2017	

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9 The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive 27 November 2017	
10 Corporate Scorecard – Quarter 2, 2017/18 (S) Quarterly performance monitoring report.	This is a matter for the full Executive as it provides assurance of current performance across the Council.	Corporate Transformation	Scott Rowley Head of Corporate Transformation Cllr Dafydd Rhys Thomas	13 November 2017	The Executive 27 November 2017	
11 2017/18 Revenue and Capital Budget Monitoring Report – Quarter 2 (S) Quarterly financial monitoring report.	This is a matter for the full Executive as it provides assurance of current financial position across the Council.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr John Griffith	TBC	The Executive 27 November 2017	
12 2018/19 Council Tax Base (S) 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	

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	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)
13	<p>2018/19 Council Tax Reduction Scheme (O)</p> <p>To recommend to the Full Council the proposed scheme for 2018/19.</p>	A collective decision is required to make a recommendation to the Full Council as part of the Budget and Council Tax setting framework	Resources	<p>Marc Jones Head of Function – Resources / Section 151 Officer</p> <p>Cllr John Griffith</p>		<p>The Executive</p> <p>27 November 2017</p>	<p>12 December 2017</p>
14	<p>Proposed changes to the Contract Procedure Rules</p> <p>To recommend to the full Council the amendments proposed by the Procurement Section before a final decision by the Council.</p>	Collective decision required by the Executive in order to put forward a recommendation to the Council as a final decision will involve amendment to the Constitution.	Resources / Council Business	<p>Marc Jones Head of Function – Resources / Section 151 Officer</p> <p>Lynn Ball Head of Function – Council Business / Monitoring Officer</p> <p>Cllr John Griffith Cllr Dafydd Rhys Thomas</p>		<p>The Executive</p> <p>27 November 2017</p>	<p>12 December 2017</p>
15	<p>Transformation of the Library Service</p>		Learning	<p>Delyth Molyneux Head of Learning</p> <p>Cllr R Meirion Jones</p>	<p>13 November 2017</p>	<p>The Executive</p> <p>27 November 2017</p>	
16	<p>Transformation of the Culture Service</p>		Learning	<p>Delyth Molyneux Head of Learning</p> <p>Cllr R Meirion Jones</p>	<p>14 November 2017</p>	<p>The Executive</p> <p>27 November 2017</p>	

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THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2017 – May 2018

Updated: 11 September 2017

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)	
17	Asset Management Strategy – Council Housing	This is a matter for the full Executive as the document forms part of the Housing Revenue Account work programme which is adopted by the Executive.	Housing	Shan Lloyd Williams Head of Housing Services Cllr Alun W Mummery		The Executive 27 November 2017	
18	Holyhead Council Housing Development Plan		Housing	Shan Lloyd Williams Head of Housing Services Cllr Alun W Mummery		The Executive 27 November 2017	
19	Tackling Poverty Strategy Approval of draft strategy for consultation.		Housing	Shan Lloyd Williams Head of Housing Services Cllr Alun W Mummery		The Executive 27 November 2017	
December 2017							
20	Write off of Debts in value of over £5,000 (O) 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	
21	The Executive's Forward Work Programme (S) Approval of monthly	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	

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THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2017 – May 2018

Updated: 11 September 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)
update.						
22 Schools with fewer than 120 pupils Approval of strategic direction.		Learning	Delyth Molyneux Head of Learning Cllr R Meirion Jones		The Executive 18 December 2017	
23 Treasury Management Mid Year Review 2017/18	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	
24 Treasury Management Strategy 2018/19 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
25 Schools' Modernisation – Llangefní Area – Feedback on second consultation		Learning	Delyth Molyneux Head of Learning Cllr R Meirion Jones		The Executive 18 December 2017	

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THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2017 – May 2018

Updated: 11 September 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)
January 2018						
26	The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive 29 January 2018
February 2018						
27	Write off of Debts in value of over £5,000 (O) 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
28	The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive 19 February 2018
29	2018/19 Budget (S) 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

* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2017 – May 2018

Updated: 11 September 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)
30 Fees and Charges 2018/19	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	
31 Financial Reserves 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	
32 Discretionary Business Rate Relief Policy (O) 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	
33 Charges for non-residential services 2018/19 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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THE EXECUTIVE'S FORWARD WORK PROGRAMME

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34 Standard Charge for Council Care Homes 2018/19 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	
35 Independent Sector Residential and Nursing Home Fees 2018/19 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	
36 Charges for independent home care services 2018/19 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	
March 2018						
37 The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive 26 March 2018	
38 Corporate Scorecard –	This is a matter for the	Corporate	Scott Rowley		The Executive	

* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2017 – May 2018

Updated: 11 September 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)
Quarter 3, 2017/18 (S) Quarterly performance monitoring report.	full Executive as it provides assurance of current performance across the Council.	Transformation	Head of Corporate Transformation Cllr Dafydd Rhys Thomas		26 March 2018	
39 2017/18 Revenue and Capital Budget Monitoring Report – Quarter 3 (S) Quarterly financial monitoring report.	This is a matter for the full Executive as it provides assurance of current financial position across the Council.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr John Griffith		The Executive 26 March 2018	
40 Discretionary Housing Payments Policy 2018/19 (O) Report on administration of the policy for 2017/18 and any recommended changes – determine policy	There is a requirement for a collective decision by the Executive in detailing additional help towards housing costs for some benefit claimants	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr John Griffith		The Executive 26 March 2018	
41 Tenants Participation Strategy 2018 – 2021		Housing	Shan Lloyd Williams Head of Housing Services Cllr Alun W Mummery		The Executive 26 March 2018	
April 2018						
42 The Executive's	The approval of the full	Council	Huw Jones		The Executive	

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THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2017 – May 2018

Updated: 11 September 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)
Forward Work Programme (S) Approval of monthly update.	Executive is sought to strengthen forward planning and accountability.	Business	Head of Democratic Services Cllr Llinos Medi		30 April 2018	
May 2018						
43 The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive .. May 2018	

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FI = For information

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to	Executive Committee
Date	18.9.17
Subject	Council Plan 2017-2022
Portfolio Holder	Dafydd Rhys Thomas
Lead Officer(s)	Scott Rowley
Contact Officer	Gethin Morgan
<p>Nature and reason for reporting -</p> <p>To enable the Executive to formally recommend the Isle of Anglesey Council Plan 2017-2022 to Full Council for endorsement and adoption</p>	

A – Introduction / Background / Issues
<p>Ensuring that as a County Council we have a robust and meaningful Council Plan is paramount to the successful implementation of our continued agenda and our vision to develop a sustainable Anglesey where individuals are independent living within strong families in healthy, thriving, prosperous and resilient communities.</p> <p>The plan itself has been developed and shaped by:-</p> <p>The continuing views of local people – We are continuing on our drive to become an even better listening Council and have improved further our consultation and</p>

engagement practices with our citizens and communities under the guidance and direction of the Corporate Engagement and Consultation Board. An extensive and comprehensive citizen engagement process was undertaken during 2017 to identify and indeed confirm a number of priorities and outcomes which our citizens see as important for them during the term of this plan.

The views of our partners – Almost no service we provide is delivered without the input and involvement of our local partners. In developing this document we have considered the Island wide agenda being developed with partners and focused on those areas where we can make a difference by taking the lead.

How well our Services are currently performing – We are continually improving how we monitor our performance through the associated Performance Management Framework, to ensure we are on track and making continual improvements. If we are not performing at a good enough level, then action is to be taken to put things right. Our priorities reflect a number of areas where improvement is required to build our sustainable future.

Political Priorities – Elected Councillors as representatives of their local communities have also highlighted issues through traditional modes of engagement, briefing sessions and programme boards. These have also been reflected in this document.

Welsh Government's Future Generations & Wellbeing Act – The Welsh Government's priorities as highlighted in their Taking Wales Forward Programme in alignment with the new legislation also reflects our local priorities with particular emphasis on supporting the most vulnerable, ensuring opportunities for progression exist and the wellbeing of our citizens are at the heart of what we do.

B – Considerations

Previously, the Council's Corporate Plan (2013-2017) as adopted by full Council during 2013/ 14 provides the base from which this Council Plan has been developed.

The new plan will be central to continually moving the council forward culturally at a time of continual change and ever decreasing resources. It will also enable us to become a Council where others seek to benchmark themselves against. This means that by 2022 the Isle of Anglesey Council will have;

- an understanding of and be proactively managing the performance of our services, targeting improvement actions where and when this is needed
- areas of innovation, good practice and service excellence that other organisations seek to benchmark themselves against.
- elected members, managers and staff who make a difference and grow in capability as a result.
- Further developed the respect within the local government family in Wales, locally, regionally and nationally.
- productive, transparent and trusting relationships with our partners.
- satisfied our auditors in terms of leadership, governance and organisational capacity.

In developing our Council there are **6 key themes** that will underpin the way in which we will work. These key themes developed by staff are as follows;

Theme 1- Professional and Well Run

Theme 2 - Innovative, Ambitious and Outward Looking

Theme 3 - Customer, Citizen and Community Focused

Theme 4 - Valuing and Developing our People

Theme 5 - Committed to Partnership

Theme 6 – Achieving

The engagement and consultation exercise in developing this plan has been robust and detailed. The voice of our citizen has been listened to from the very beginning of this process which included –

Press and media coverage of the consultation exercise

Engagement with public via Corporate Facebook and Twitter accounts

Community engagement and consultation workshops throughout the County

Workshops, briefing sessions and discussions with Heads of Service / Senior Leaders & Members

The key elements of the Plan are as follows –

Aim – “we will be working towards an Anglesey, where we have independent individuals living within strong families in healthy, thriving, prosperous and resilient communities”

During the engagement and consultation exercises since 2013, citizens have been asked their views about what’s important to them. Across demographics, geographies and different consultation mechanisms the overwhelming and consistent priorities are:

- Supporting the most vulnerable
- developing the economy and ensuring our wellbeing
- Raising the standards of and modernising our schools

These priorities therefore form the basis of the focus areas in this corporate plan: –

- Ensure opportunities exist for people to thrive and realise their long-term potential
- Support vulnerable adults and families to keep them safe, healthy and as independent as possible
- Ensure that our communities can cope effectively with change and developments whilst protecting our natural island environment

It is identified within the plan that we will take a ‘One Council’ approach to service delivery by supporting the delivery of a modern, flexible workforce, equipped to deliver the Council’s goals. The role of our workforce will change as the plan is delivered. Our evolving role will be to commission services and where it delivers the best outcome be the provider of these services.

Ensuring this plan will be delivered will be key. In doing so, we will –

- Establish robust arrangements for dealing with our severe financial challenges, ensuring priority areas are protected whilst service transformation and innovative delivery will be at the heart of what we do.
- Re-emphasise our integrated performance management framework, linking our priorities to that of the MTFP
- Collect data and use information to monitor our performance through publicly available quarterly reports
- Build on the strength of our engagement with and involvement of Anglesey citizens in the way Council makes its decisions

In light of the above, Officers would request the authority to amend and complete the current draft version of the Council Plan in collaboration with the Portfolio Holder for Transformation & Corporate matters prior to publication on our website during October 2017.

C – Implications and Impacts

1	Finance / Section 151	The costs associated with the implementation of the Council’s priorities are aligned to the development of the Medium Term Financial Plan.
2	Legal / Monitoring Officer	
3	Human Resources	
4	Property Services	

	(see notes – separate document)	
5	Information and Communications Technology (ICT)	
6	Equality (see notes – separate document)	
7	Anti-poverty and Social (see notes – separate document)	
8	Communication (see notes – separate document)	
9	Consultation (see notes – separate document)	
10	Economic	
11	Environmental (see notes – separate document)	
12	Crime and Disorder (see notes – separate document)	

CH – Summary

Ensuring that as a County Council we have a robust and meaningful Council Plan is paramount to the continued improvement journey and developing agenda at a time of change and ever decreasing resources. It provides a tangible, strategic direction for the organisation, one which Members and Officers can be accountable for its delivery. It contains the Council's aim, focus areas and outcomes which we as an organisation will be working towards in order to make a difference to the lives of our citizens over the next five years.

D – Recommendation

Recommended to -

1. accept that this draft Council Plan 2017-2022 sets out the Council's agenda for the term 2017-2022.
2. endorse its adoption by Full Council with authorization to Officers in collaboration with the Portfolio Holder Corporate matters to make minor changes prior to publication on the Council's website.

Name of author of report – Gethin Morgan

Job Title – Business Planning, Programme & Performance Manager

Date - 8.8.17

Appendices:

Council Plan 2017-2022

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Background papers

Council Corporate Plan 2013-2017

Isle of Anglesey County Council

2017–2022 Plan

The Council’s key ambition is that we “**will be working towards an Anglesey that is healthy, thriving and prosperous**”.

The key theme running through the plan is our ambition to work with the people of Anglesey, our communities and partners **to ensure high quality services** that will improve the quality of life for everyone on the Island.

In recent discussions with our communities, staff and elected members the following priorities have been identified.

- Creating the conditions for everyone to achieve their long-term potential.
- Support vulnerable adults and families and keep them safe, healthy and as independent as possible.
- Work in partnership with our communities to ensure that they can cope effectively with change and developments whilst protecting our natural environment.

In a period of austerity this plan will influence the way we shape our budget.

Key facts about Anglesey

Anglesey is just over 700km square in size and is mostly made up of small towns, villages and farm land. The 200km of beautiful coastline, made up of a mixture of sandy beaches and rocky coves, attracts a large number of tourists, especially during the summer.

The A55 road connects the island to the rest of Wales and is a main route to and from Holyhead Port.

Almost 70,000 people live on Anglesey. 61% are of working age and 76.5% of these are in work – this is higher than the Welsh average. The number of working-age population that are either managers, directors or senior officials is higher than the Welsh average and we have one of the highest rates of self-employment in the country – mostly small and sole trader businesses.

All of Anglesey’s towns and villages can be reached within half an hour from the Council’s main offices in Llangefni.

Our Welsh heritage and culture is important. More than three-quarters of our children and more than half the adults can speak Welsh. Safeguarding the language is a high priority for the Council.

Anglesey is amongst the happiest places to live in Wales. In a recent Annual Population Survey undertaken by the Office for National Statistics, Anglesey was ranked 1st in Wales in relation to overall Life Satisfaction. In terms of happiness Anglesey was ranked 2nd in Wales. Anglesey is also amongst the safest of places to live in Wales.

The island is a truly great place to live and delivering efficient and effective Council services to ensure this continues will be our main priority over the next five years.

The Island is split in to 11 wards, each being served by more than one County Councillor. There are 30 County Councillors in total.

Key purpose of this 5-year plan....

This document sets out the Council's Aims and Objectives for the next five years. It will be the reference point for the decision-making process at all levels. It will also:

- set the framework we use to plan and drive the implementation of our priorities;
- direct the way we shape our spending in the context of substantial funding reduction;
- be used to monitor the progress of the priorities noted.

What we want to do over the next 5 years?

Our AIM is that we will be working towards an Anglesey that is healthy and prosperous where families can thrive.

We will also do our very best to ensure that our work aligns with the goals and the principle of sustainable development embodied in the Wellbeing of Future Generations [WBFG] Act.

What we want to do – Objective 1

Ensure that the people of Anglesey can thrive and realise their long-term potential.

Why do we want to do this?

To enable residents to reach their full potential requires the successful combination of a number of factors like good employment opportunities, the correct mix of skills and training; the availability of quality and affordable housing and access to a high quality natural and built environment. We will improve the conditions for residents to reach their full potential, improve the quality of their lives and their wellbeing.

Although Anglesey has long suffered from a declining economy with significant pockets of socio-economic deprivation the median weekly wage on the Island is higher (by 8%) than the Wales average. The percentage of people in employment is similar to the national figure. More of our working-age population are either managers, directors or senior officials than the Welsh average. We have one of the highest rates of self-employment in the country – we are innovative and dynamic as an island and we'd like to see this develop further.

How will we achieve this objective?

Jobs and work opportunities

We will make every effort to improve employment opportunities, skills and training.

1. We will promote Anglesey to encourage major developers to invest in the Island and use this as a catalyst for business development and jobs on the Island.
2. Work with the other North Wales Councils to attract investment to ensure that key projects that offer local employment opportunities go ahead.
3. Do our very best to create the conditions for local businesses to develop and create good quality jobs in Anglesey. This will include ensuring that Council spending supports local businesses.
4. Promote apprenticeships arising from new developments and ensure that young people and adults have the right skills and expertise for work. We will also create opportunities within the Council to develop our own staff.

Education and skills

We will continue to raise standards in education and ensure that our young people have the correct skills for employment and training.

5. Continue with our school modernisation programme by publishing a revised strategy that will address the long term sustainability of primary and secondary education across the Island. This will include the possibility of 3–18 learning campuses in specific locations.
6. Complete the work on Ysgol Santes Dwynwen, Newborough, the Seiriol and Llangefni areas.
7. Increase the number applying for leadership roles in primary and secondary schools by delivering an in-house programme that will identify and develop future school leaders.
8. Work with partners to offer the best opportunities in education and skills for our young people.

Health and Wellbeing

We will create the conditions for individuals to improve their health and wellbeing.

9. Encourage individuals to improve their own health and wellbeing by promoting active lifestyles amongst children, young people and adults.
10. Use our own resources, and those of external partners, to increase the number of affordable and council owned homes and bring empty houses back into use.
11. Work with external partners to ensure that all parts of the island can access fast and reliable broadband service to promote flexible methods of working and allow residents to do their council business on-line.

What do we want to do – Objective 2

Support vulnerable adults and families to keep them safe, healthy and as independent as possible.

Why do we want to do this?

The Council faces many social care challenges – a rising elderly population, increasing numbers of patients with chronic conditions and rising obesity rates. Social care costs are increasing continuously while budgets are being cut.

Over the last thirty years the number of people over the age of 65 has grown to around 17,000 [an increase of 12%]; the corresponding increase for over 85 years

old is 16%. Predictions suggest that this trend will continue over the period of the plan and this will increase the pressure on Health and Social care. As a result, the Council will need to work closer with the Health Board and the Third Sector to promote good health through preventative action and early intervention. In this context, priority will be given to developing community based hubs to deliver preventative services that respond to local care and support needs which in turn will lead to greater independence amongst our adults.

The number of looked after children and applications for suitable housing, often to avoid homelessness, have also increased over the last two years. As a result, the Council will need to prioritise support for families to ensure that all children have the best start in life and that preventative support services are timely and successful in keeping children at home. The Council will also need to ensure that it has the correct type of housing in the right places to meet local needs and that suitable support is available for those families who find it difficult to respond to Welfare reform changes.

How will we achieve this objective?

Support for older and vulnerable adults

Support for individuals to remain independent

1. Agree on plans to provide extra care housing provision in the centre, north and south-east of the Island.
2. Develop flexible models of accommodation and support for individuals with learning disabilities and mental health problems in order to promote independent living within our communities.
3. Ensure that the Council, Health Board and the Third Sector work together to provide 24/7 support to allow individuals to remain at home or return home from hospital.
4. Ensure that community hubs are available across the Island to support older adults to remain independent, reduce isolation, stay active and improve personal wellbeing.
5. Improve provision for adults with dementia.

Support for families and children

Preventative services and support for families.

6. Provide robust early intervention and prevention services to ensure that children are safe and supported in order to minimise harmful childhood experiences.

7. Ensure that Council services designed to tackle poverty are coordinated and effective.
8. Ensure suitable housing provision is available to prevent homelessness.
9. Address the impacts of Welfare Reform by ensuring that suitable support is available for families most at risk.
10. Promote our Teulu Mon service to all families on Anglesey.

What we want to do – Objective 3

Work in partnership with our communities to ensure that they can cope effectively with change and developments whilst protecting our natural environment.

Why do we want to do this?

The island's natural and built environments are vital to the tourism sector. These unique features need to be safeguarded and enhanced and their value as socio-economic resources maximised. In this context, the need to balance the effects of proposed major developments on the local environment will need to be minimised and mitigated.

The Council's own developments will be guided by financial responsibility and longer-term sustainability. The current difficult financial environment is likely to continue and will drive the case for change. As a result, the Council will need to consider whether it can continue providing some services in their current form. The involvement of our stakeholders and our willingness to listen will be crucial in this context.

Safeguarding and developing the use of the Welsh language and its contribution to the island's cultural identity and heritage will be given priority.

How will we achieve this objective?

Development and Promotion

Develop the Island sensitively whilst safeguarding its natural assets.

1. Promote the Island as a popular tourist destination and advertise what it has to offer both nationally and internationally.
2. Make sure that Planning decisions support the aims and objectives of this Plan.
3. Increase recycling rates to 70% and reduce the amount of landfill waste.
4. Reduce flooding risk in areas of concern.
5. Become more energy efficient and decrease our carbon emissions by concentrating on Leisure Centres, Schools and street lighting.

Transformation

Work with others to enable innovative change to happen.

6. Work with communities to keep important assets open.
7. Increase the use of the Welsh Language in the Council and promote its use across communities and local organisations.
8. Change the way we deliver services by working with others to find alternative models.
9. Use IT to transform the way Council services are delivered to ensure that they remain cost effective and efficient.

Alignment with the WCFG Act

The actions listed above highlight the fact that decisions taken today will improve the lives and opportunities for future generations.

- School modernisation will lead to improved standards and more sustainable teaching environments which will benefit the children of our future.
- Early intervention and preventative services will enable vulnerable adults to be more independent and reduce adverse childhood experiences;
- Increasing the availability of suitable housing in specific locations will create the conditions for families to succeed;
- Encouraging our citizens to use our natural environment can lead to improved health.

How can you get involved?

The Council will need to work with citizens, communities and partners to realise the aims and objectives outlined in this plan. This will create the partnership required to:

- address the demands placed on services during this period of financial austerity;
- encourage communities to take ownership of specific assets;
- agree on alternative models to deliver specific services.

The following examples highlight how citizens, communities and partners can provide the necessary support.

- Ensure that children attend school and provide the support so that they make the most of the opportunities offered whilst in school.
- Volunteer to be part of the change especially in relation to helping older people in your community to live independently.

- Encourage the use of Welsh Language in your community and take part in community, cultural and heritage activities.
- Encourage friends and family to recycle and be more energy efficient.
- Grasp the opportunity to contact the Council and services in different ways.
- Use the natural resources on the Island for activities to improve personal wellbeing.
- Promote opportunities to offer apprenticeships, work placements and volunteering opportunities.
- Encourage local businesses to work together to apply for larger Council contracts.

How will we deliver?

A 'One Council' approach to service delivery has been developed. We will continue to modernise and change delivery models to ensure high quality services are available in a cost-effective manner. The services will be provided in the language choice of the citizen.

The Council's work will continue to be underpinned by a set of values which outline expectations and behaviours at all levels across the organisation.

- Professional and Well Run
- Innovative, Ambitious and Outward Looking
- Customer, Citizen and Community Focused
- Valuing and Developing our People
- Committed to Partnership
- Achieving

How will we ensure that the plan is realised?

The Council will:

- establish robust arrangements to address the severe financial challenges, ensuring priority areas are protected whilst recognising that service transformation and innovative delivery will be integral to ensure the Council's long term viability;
- use our integrated performance management framework to link priorities to the Medium Term Financial Strategy (MTFS);
- collect data and information to monitor performance against our plans – performance reports will be published on our website;
- continue to engage with and involve Anglesey citizens in the way it makes its decisions.

ISLE OF ANGLESEY COUNTY COUNCIL	
REPORT TO:	CORPORATE SCRUTINY & EXECUTIVE COMMITTEE
DATE:	SEPTEMBER 4th & 18th 2017
SUBJECT:	SCORECARD MONITORING REPORT - QUARTER 1 (2017/18)
PORTFOLIO HOLDER(S):	COUNCILLOR DAFYDD RHYS THOMAS
HEAD OF SERVICE:	SCOTT ROWLEY
REPORT AUTHOR: TEL: E-MAIL:	GETHIN MORGAN 01248 752111 GethinMorgan@anglesey.gov.uk
LOCAL MEMBERS:	n/a

A - Recommendation/s and reason/s	
1.1	This is the first scorecard of the financial year 2017/18.
1.2	It portrays the position of the Council against its operational objectives as outlined and agreed collaboratively between the Senior Leadership Team / Executive and Shadow Executive.
1.3	The Committee is requested to scrutinise the scorecard and note the areas which the Senior Leadership Team are managing to secure improvements into the future. These can be summarised as follows – <ul style="list-style-type: none"> 1.3.1 <i>Overall targets are re-evaluated during Q2 following the publication of comparator data with an emphasis placed on improving indicators in the lower and lower median quartiles.</i> 1.3.2 <i>Underperformance is recognised and managed with mitigation measures completed to aide improvement during Q2.</i> 1.3.3 <i>To continue with the regular service sickness challenge panels with an associated work-plan to keep a focus on improving our sickness management figures</i> 1.3.4 <i>The Customer Service Excellence Project continue to monitor the indicators and Childrens Services are reminded to provide a written response to complaints within timescales.</i>
1.4	The Committee is asked to accept the mitigation measures outlined above.

B - What other options did you consider and why did you reject them and/or opt for this option?		
n/a		
C - Why is this a decision for the Executive?		
This matter is delegated to the Executive		
CH - Is this decision consistent with policy approved by the full Council?		
Yes		
D - Is this decision within the budget approved by the Council?		
Yes		
DD - Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	This was considered by the SLT at their meeting on the 29th August and their comments are reflected in the report
2	Finance / Section 151 (mandatory)	No comment
3	Legal / Monitoring Officer (mandatory)	No comment
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	
E - Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	
F - Appendices:		
Appendix A - Scorecard Monitoring Report – Quarter 1, 2017/18 & Scorecard		
FF - Background papers (please contact the author of the Report for any further information):		
<ul style="list-style-type: none"> 2016/17 Scorecard monitoring report - Quarter 4 (as presented to, and accepted by, the Executive Committee in June 2017). 		

SCORECARD MONITORING REPORT – QUARTER 1 (2017/18)

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 continues to develop and embed, reflecting those changes that have been undertaken to traditional systems and practices within the Council. This year's indicators included within the scorecard (similar to previous years) have been decided via a workshop held on the 26th July, 2017 with members of the Senior Leadership Team, the Executive and Shadow Executive.
- 1.4 The scorecard (Appendix 1) portrays the current end of Q1 position and will be considered further by the Corporate Scrutiny Committee and the Executive during September.

2. CONSIDERATIONS

- 2.1 This is the fifth year of collating and reporting performance indicators in a co-ordinated manner. The Council is seeing trends establish themselves with regards to a number of those indicators and SLT / Scrutiny and Executive comments are having an impact on operational delivery.
- 2.2 It is important to note that the formulation of this year's scorecard requested –
 - 2.2.1.1 the addition of the new PAM (Public Accountability Measures) national performance indicators that are collected on a quarterly basis into the Performance Management Section;
 - 2.2.1.2 The inclusion of a Service breakdown for some of the Financial Management indicators as an attachment to this report;
 - 2.2.1.3 The People Management section now includes the breakdown for Primary and Secondary schools Sickness data as recommended in the WAO report on sickness management; and
 - 2.2.1.4 the Customer Service section on responses to complaints within timescale is now split in two, Corporate Complaints and Social Services Complaints.

2.3 PERFORMANCE MANAGEMENT

- 2.3.1 The scorecard for Performance Management shows performance against indicators outlined and requested by the Senior Leadership Team, Executive and Shadow Executive. Targets for which however, were set at a level prior to the publication of the national comparator data being published on the 13th of September.

2.3.2 At the end of Q1 it is encouraging to note that the majority of indicators are performing well against their targets but we note that 3 indicators that are underperforming as Amber or Red against their annual target for the year.

2.3.3 One of those indicators exist within Childrens Services was Red against target –

- (i) 07) SCC/025 – the % of statutory visits to looked after children due in the year that took place in accordance with regulations Q1 – 59.93%, RED. This compares with a performance of 82.69% for the same time period of 2016/17. This indicator was also discussed in the 2016/17 Q4 Scorecard report.

This Pi has seen a steady deterioration, due to the significant increase in the numbers of looked after children. A number of visits have been late because of this increase in demand. Unfortunately staffing difficulties within the service during Q1 has affected the service's capacity to undertake the visits within the recognised timescales.

Mitigation - to improve these standards for Q2 all Social Work teams have now been asked to undertake these visits.

2.3.4 One indicator within Adult Services shows an underperformance –

- (i) 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 is AMBER on the scorecard with a performance of 88.6% compared to a target of 93%. This performance is however an improvement on the performance of Q1 2016/17 which was 81.6%

The Carers Team is a small team of 2. Support from the overall social work team ensured good performance to the end of year 2016/17. Whilst performance has deteriorated slightly in Q1 2017/18 additional support from the wider team will be implemented over the year as priorities allow.

Mitigation – to improve the issues during 17/18 the service will –

- Continue to ensure support to Carers Team as appropriate. The service would wish to note that performance will vary slightly dependent on seasonal factors. i.e. unscheduled care pressure etc.

2.3.5 One new indicator within the Housing Service is Red on the scorecard for Q1 –

- (i) 28) PAM/015 - The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG), RED, 221.7 Days against a target of 200.

This indicator has already seen an improvement on the outturn for 2016/17 which was 238.8 days to deliver a DFG.

Mitigation – The Service will review the collection of this indicator during Q2 to understand how best to improve on the current performance. The Service ensures all DFG applications are monitored as described in the national guidance. The DFG process revolves around the needs of the individual and in many cases, this takes time to agree the most appropriate solutions, whilst also ensuring value for money. There are so many different

parties involved in each DFG application, from the Occupational Therapist, Technical Services, Care and Repair, supplier of adaptations and contractors. All of which may cause a delay in the time taken from the initial contact with the Council, until the day the work has been signed off as complete. Both Housing and Social Services acknowledge that the DFG process requires a review of processes, with a view of reducing the time taken to deliver a DFG.

- 2.3.6** Whilst the remaining indicators reported for Q1 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 has improved across all areas.
- 2.3.7** Based on 16/17 quartile results it appears that 64% of comparable indicators related to the NSI / PAM indicators have seen an improvement and our ranking on a national basis has increased from 18th in 2014/15, to 12th in 2015/16 and now to 4th in 2016/17.
- 2.3.8** Further analysis of the overall performance can be gained through the Annual Performance Report to be published before the end of October and reported to the Scrutiny and Executive Committee's during September 2017.
- 2.3.9** As was discussed in the Q4 Scorecard Report for 2016/17, a large amount of the indicators hit their targets for 2016/17, which was encouraging and this is reflected in the improved national standing. If we are to progress and improve our standing as an achieving Council, **the SLT recommends –**
- 2.3.9.1** Targets are re-evaluated during Q2 following the publication of the national comparator data with an emphasis placed on improving indicators in the lower and lower median quartiles.
- 2.3.9.2** *Underperformance is recognised and managed with mitigation measures completed to aide improvement during Q2.*
- 2.3.10** No update on the progress of programmes/projects is included during this quarter due to the re-establishment of the boards for 2017/18. This information will be included in the Scorecard report in all remaining reports for 2017/18.

2.4 PEOPLE MANAGEMENT

- 2.4.1** 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 Q1 of 2.23 shows a further improvement when compared with the same period for 2016/17 of 2.69. This indicates that the projected end of year sickness level (if trends continue as indicated over the past two years) would equate to 10.18 days per FTE.

Sickness absence - average working days/shifts lost

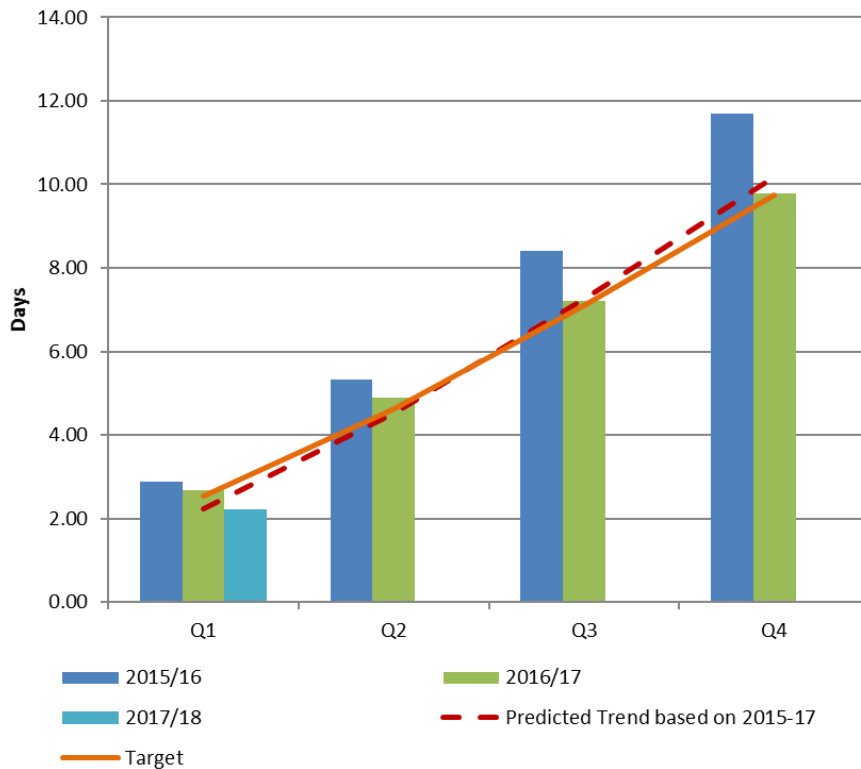


Table 1

2.4.2 As discussed in the Q4 report, Service targets have been identified for the forthcoming year based on the trends of 2016/17. These can again be seen in Table 2 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

Table 2

2.4.3 **Point to Note** - If all service targets are met above, the Council will meet its sickness absence target of 9.75 days per FTE. Based on 16/17 figures, this would continue to place the Council above the Welsh median of 10.26 days sick per FTE.

2.4.4 Service Performance against these targets for Q1 indicate that only 1 Service is RED or AMBER compared to their targets for the quarter:

2.4.4.1 Regulation & Economic Development – RED - 2.78 Days Sick per FTE (Target 1.34). The main reason for the decline in the service sickness for Q1 is due to a number of long term sickness cases in Leisure, resulting in a total of 218 Days lost to sickness in the period compared to the service total of 298 Days lost to sickness, or 46% of the Service total sickness levels for the period.

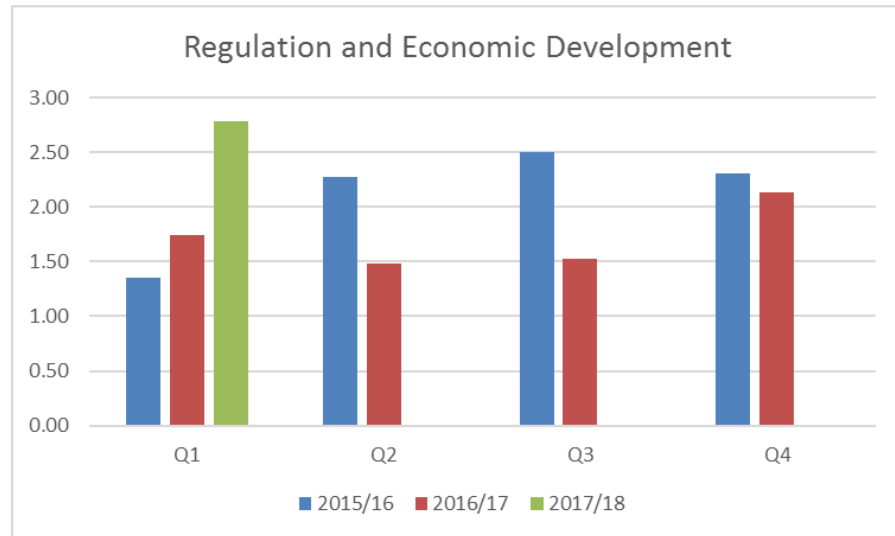


Table 3

2.4.5 Further information on the sickness levels within both Primary and Secondary Schools are now included in the Scorecard (items 4a to 5c) and both are currently GREEN.

2.4.6 Associated with sickness rates is the ‘management’ of sickness. An integral part of the management process within the Council is staff’s compliance with corporate sickness policies which includes the undertaking of return to work interviews and Attendance Review Meetings (*indicators 7 & 8 on scorecard*).

2.4.7 The Council continues to embed this working practice across its services but during Q1 the Return to Work (RTW) interviews within timescale (67%) has dropped significantly below the target of 80% and is now RED (Table 4). The total RTW interviews held is also low at 85% compared to a target of 95%.

2.4.8 During Q1 the services which failed to hit the Corporate Target of 80% within timescale were Childrens Services 33%, Resources 63%, Learning 64%, Highways, Waste and Property 72%, and Adult Services 74%.

2.4.9 The only service that was Red on the total % RTW interviews held (within and out of timescale) was Learning with 79% completed. The remaining services are within 5% of the targets.

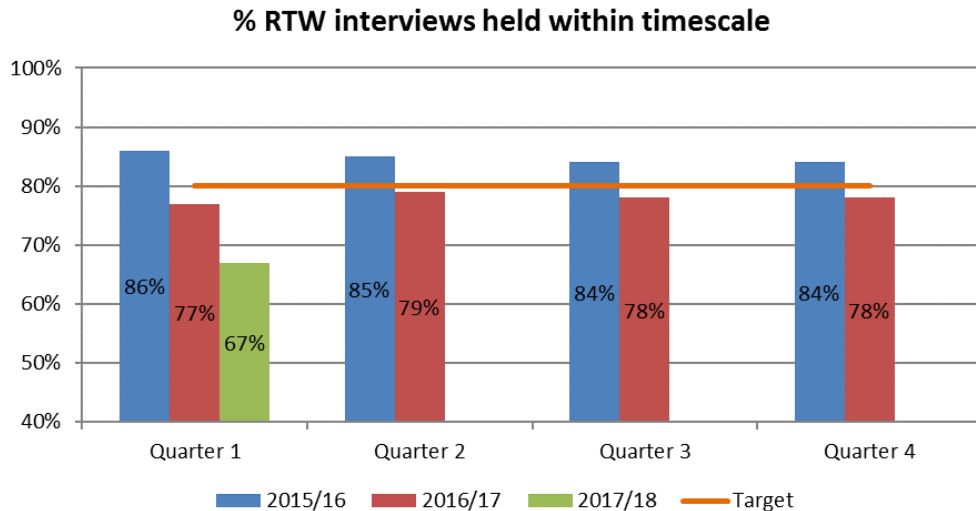


Table 4

2.4.10 The ARM figures for Q1 at 78%, have improved significantly on performance from Q4 16/17 which was 57% (these figures do not include Schools). 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.

2.4.11 The SLT therefore recommends –

2.4.11.1 To continue with the regular service sickness challenge panels with an associated work plan to keep a focus on improving our sickness management figures.

2.5 CUSTOMER SERVICE

2.5.1 This year sees the same indicators as 2016/17 the data has however been split this into two sections, the first section looking at indicators relating to the Customer Service Charter and the second section looking at the Digital Services Shift.

2.5.2 During Q1, users used AppMôn technology to submit 567 reports up (including fly tipping, faulty street lighting, compliments or complaints, broken pavements, sports club database forms and ordering recycling bins). 85% of these reports have come through the website, a similar level to Q4 16/17 where 87% of reports were submitted via the website. The belief is these reports will continue to increase as more forms are added to the website. Unfortunately, we continue to be unable to provide the amount of downloads of AppMôn from the supplier.

2.5.3 The remaining indicators within the Digital Services Section focus on the website and on our social media presence. We had an increase of 33k unique visits during Q1 compared to the same period last year (166k for 17/18 and 134k for 16/17). Our social media presence has also resulted in a total of 21k social media accounts following us on Facebook (9k followers) and Twitter (12k followers).

- 2.5.4** Regarding Customer Complaints Management, by the end of Q1 20 Complaints were received. All of the complaints requiring a response by the end of Q1 (13 complaints) have received a response within timescale. Of these complaints 5 were upheld in full (Highways, Waste & Property [2], and Resources [2]) whilst the remaining 12 were not upheld.
- 2.5.5** There were 2 Stage 2 Complaints in Social Services (Childrens Services [2]) and 17 Stage 1 Complaints (Childrens Services [15], Adult Services [2]) received during Q1. A total of 53% of the complaints have been responded to within timescale with 9 late responses (Childrens Services [8] and Adult Services [1]). Although Childrens Services failed to send written responses within timescale for 8 of the 15 Stage 1 complaints, 12 of the 15 (80%) had held a discussion with the complainant within timescales.
- 2.5.6** The % of FOI requests responded to within timescale performed at 80% at the end of Q1 compared to 77% at the end of 2016/17. In total there was 220 FOI requests in Q1 with 34 late responses. The majority of the late responses came from Social Services which equated to 27% of the late responses (21% of the 42 received by the service), Regulation & Economic Development with 21% (19% of the 37 received by the service), and Resources with 15% (14% of the 37 received by the service).
- 2.5.7** The Mystery Shop (Items 11-14 on the scorecard) has once again been pencilled in to take place in Q3. The Mystery Shop will again be undertaken by the Tenants Advisory Group. Findings and recommendations of their report will be reported here in the Q4 report.
- 2.5.8 *The SLT therefore recommends –***
- 2.5.8.1** *The Customer Service Excellence Project continue to monitor the indicators and Childrens Services are reminded to provide a written response to complaints within timescales.*

2.6 FINANCIAL MANAGEMENT

- 2.6.1** A total overspend of £2.16m is projected for the year-ending 31 March 2018. £3.090m of this is on service budgets, though it must be highlighted that this is made up of a number of over and underspends (Appendix B). The Services that are still experiencing significant budgetary pressures are similar to 2016/17 (Children and Families Service and Learning). The Heads of Service are aware of the issues and are working to reduce the level of overspending at the year-end. Corporate Finance is expected to underspend by £0.235m and Council Tax which includes the Council Tax Premium is forecast to collect a surplus of £0.695m. The overall overspend is therefore reduced to £2.160m. The projected level of overspend is 1.71% of the Council's net budget. There is concern about the impact of this level of overspend on general balances should the overspend materialise. An alternative to part, or fully, fund this would be to review and release any earmarked reserves which are no longer needed or a priority. Some earmarked reserves, however, have to be used for their specific purpose.
- 2.6.2** It should be noted that quarter 1 is early in the financial year and items such as the impact of winter maintenance and the new Highways maintenance contract have

not been included in the forecast as there is no information available. Forecasts are subject to change as new information becomes available. However, with regular scrutiny from SLT and if remedial action is taken by Heads of Services these will help the services manage within the budgets they can control.

- 2.6.3** Further information on financial management can be seen in the 'Revenue Budget Monitoring Report for Q1' which will be discussed in The Executive meeting on the 18th September and the Finance Scrutiny Panel on the 29th 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 Overall targets are re-evaluated during Q2 following the publication of comparator data with an emphasis placed on improving indicators in the lower and lower median quartiles.

3.1.2 Underperformance is recognised and managed with mitigation measures completed to aide improvement during Q2.

3.1.3 To continue with the regular service sickness challenge panels with an associated work-plan to keep a focus on improving our sickness management figures

3.1.4 The Customer Service Excellence Project continue to monitor the indicators and Childrens Services are reminded to provide a written response to complaints within timescales.

3.2 The Committee is asked to accept the mitigation measures outlined above.

Appendix A - Cerdyn Sgorio Corfforaethol - Corporate Scorecard Ch-Q1 2017/18

Gofal Cwsmer / Customer Service	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Canlyniad 16/17 Result	Canlyniad 15/16 Result
Siarter Gofal Cwsmer / Customer Service Charter						
01) No of Complaints received (excluding Social Services)	Melyn / Yellow	↓	20	18	71	59
02) No of Stage 2 Complaints received for Social Services	-	↓	2	-	5	5
03) Total number of complaints upheld / partially upheld	-	→	7	-	25	21
04a) Total % of written responses to complaints within 20 days (Corporate)	Gwyrdd / Green	↑	100%	80%	93%	64%
04b) Total % of written responses to complaints within 20 days (Social Services)	Coch / Red	↓	53%	80%	63%	-
05) Number of concerns (excluding Social Services)	-	↑	37	-	191	261
06) Number of Stage 1 Complaints for Social Services	-	↓	17	-	54	53
07) Number of Compliments	-	↓	160	-	566	712
08) % of FOI requests responded to within timescale	Gwyrdd / Green	↑	80%	80%	77%	67%
09) Number of FOI requests received	-	-	220	-	1037	854
10) % of telephone calls not answered	Gwyrdd / Green	↑	12%	15%	13%	12%
11) % of written communication replied to within 15 working days of receipt (Mystery Shop)	Gwyrdd / Green	-	78%	-	67%	-
12) % of written responses in the customers language of choice (Mystery Shop)	Gwyrdd / Green	-	100%	-	100%	-
13) % of telephone calls answered bilingually (Mystery Shop)	Gwyrdd / Green	-	83%	-	77%	-
14) % of staff that took responsibility for the customer query (Mystery Shop)	Melyn / Yellow	-	87%	-	90%	-
Newid Cyfrwng Digidol / Digital Service Shift						
15) No of AppMôn users (annual)	-	-	-	-	-	-
16) No of reports received by AppMôn	-	↑	567	-	1k	-
17) No of web payments	-	↑	4k	-	10k	-
18) No of 'followers' of IOACC Social Media	Gwyrdd / Green	→	21k	21k	21k	-
19) No of visitors to the Council Website	Gwyrdd / Green	↑	167k	541k	541k	-

Rheoli Pobl / People Management	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Canlyniad 16/17 Result	Canlyniad 15/16 Result
01) Number of staff authority wide, including teachers and school based staff (FTE)	-	-	2295	-	2258	2310
02) Number of staff authority wide, excluding teachers and school based staff(FTE)	-	-	1268	-	1250	1303
03a) Sickness absence - average working days/shifts lost	Gwyrdd / Green	↑	2.23	2.45	9.78	11.68
03b) Short Term sickness - average working days/shifts lost per FTE	-	-	0.94	-	4.72	4.89
03c) Long Term sickness - average working days/shifts lost per FTE	-	-	1.29	-	5.06	6.79
04a) Primary Schools - Sickness absence - average working days/shifts lost	Gwyrdd / Green	-	2.47	2.5	-	-
04b) Primary Schools - Short Term sickness - average working days/shifts lost per FTE	-	-	1.16	-	-	-
04c) Primary Schools - Long Term sickness - average working days/shifts lost per FTE	-	-	1.31	-	-	-
05a) Secondary Schools - Sickness absence - average working days/shifts lost	Gwyrdd / Green	-	1.92	2.5	-	-
05b) Secondary Schools - Short Term sickness - average working days/shifts lost per FTE	-	-	1.04	-	-	-
05c) Secondary Schools - Long Term sickness - average working days/shifts lost per FTE	-	-	0.88	-	-	-
06) % of RTW interview held within timescale	Coch / Red	↓	67%	80%	78%	84%
07) % of RTW interview held	Ambr / Amber	↓	85%	95%	91%	-
08) % of Attendance Review Meetings held	Melyn / Yellow	↑	78%	80%	57%	-
09) Local Authority employees leaving (%) (Turnover) (Annual)	-	-	-	-	10%	-
10) % of PDR's completed within timeframe	-	-	-	80%	80%	-
11) % of staff with DBS Certificate (if required within their role)	-	-	-	-	91.40%	98%
12) No. of Agency Staff	-	↓	18	-	15	26

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) Budget v Actuals	Coch / Red	-	£33,103,030	-	-	£34,252,570	-29.64%
02) Forecasted end of year outturn (Revenue)	Coch / Red	-	£126,157,000	-	-	£128,317,000	1.71%
03) Forecasted end of year outturn (Capital)	Coch / Red	-	£33,381,000	-	-	£23,064,000	-30.91%
04) Achievement against efficiencies	Ambr / Amber	-	£2,444,000	-	-	£1,719,500	-29.64%
05) Income v Targets (excluding grants)	Gwyrdd / Green	-	-£5,312,900	-£5,546,790	4.40%	-	-
06) Amount borrowed	-	-	£8,089,000	-	-	£9,094,000	12.42%
07) Cost of borrowing	-	-	£4,257,000	-	-	£4,095,000	-3.81%
08) % invoices paid within 30 days	Gwyrdd / Green	-	-	81.82%	-	-	-
09) % of Council Tax collected (for last 3 years)	Melyn/Yellow	-	-	98.60%	-	-	-
10) % of Business Rates collected (for last 3 years)	Melyn/Yellow	-	-	98.50%	-	-	-
11) % of Sundry Debtors collected (for last 3 years)	Ambr / Amber	-	-	96.40%	-	-	-
12) % Housing Rent collected (for the last 3 years)	-	-	-	100.98%	-	-	-
13) % Housing Rent collected excl benefit payments (for the last 3 years)	-	-	-	-	-	-	-

Rheoli Perfformiad / Performance Management	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Canlyniad 16/17 Result	Canlyniad 15/16 Result	Chwartert 16/17 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	↑	20.22	22	20.51	20.3	-
02) LI/18b The percentage of carers of adults who requested an assessment or review that had an assessment or review in their own right during the year	Ambr / Amber	↑	88.6	93	94.4	90.8	-
03) PM18 - The percentage of adult protection enquiries completed within statutory timescales	Gwyrdd / Green	↑	92.16	90	90.48	-	-
04) PM19 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	Gwyrdd / Green	↑	1.32	1.5	6.05	-	-
05) PM20a - The percentage of adults who completed a period of reablement and have a reduced package of care and support 6 months later	Gwyrdd / Green	↓	40	40	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	Gwyrdd / Green	↑	62.64	62	33.3	-	-
07) SCC/025: The % of statutory visits to looked after children due in the year that took place in accordance with regulations	Coch / Red	↓	59.93	I'w gadarnhau / TBC	79.35	82.79	-
08) PM24 - The percentage of assessments completed for children within statutory timescales (42 working days)	-	-	88	I'w gadarnhau / TBC	89.17	-	-
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	-	-	5.68	I'w gadarnhau / TBC	17.53	-	-
10) PM33 - The percentage of looked after children on 31 March who have had three or more placements during the year	Gwyrdd / Green	↑	0	8	5.04	-	-
11) PM28 - The average length of time for all children who were on the CPR during the year, and who were de-registered during the year (days)	-	↓	287	I'w gadarnhau / TBC	266	-	-
12) Attendance - Primary (%)	-	↓	94.8	-	94.8	95.1	-
13) Attendance - Secondary (%)	-	↑	94.6	-	94.6	94.5	Uchaf / Upper
14) No. of days lost to temp exclusion - Primary	-	-	-	-	-	-	-
15) No. of days lost to temp exclusion - Secondary	-	-	-	-	-	-	-
16) KS4 - % 15 year olds achieving L2+ (Q3)	-	-	-	-	58.8	56.9	-
17) KS3 - % pupils achieving CSI (Q3)	-	↑	88.9	90.1	87.6	84.5	Canrif Uchaf / Upper Median
18) KS2 - % pupils achieving CSI (Q3)	-	↑	91.4	91	89.4	91.8	Uchaf / Upper
19) FPh - % pupils achieving CSI/FPI (Q3)	-	↑	85.8	88.4	84.7	86.2	Isaf / Lower
20) LCL/001b: The no. of visits to public libraries during the year	Gwyrdd / Green	-	68.5k	68k	288k	289k	Uchaf / Upper
21) LCL/004: The no. of library materials issued, during the year	Gwyrdd / Green	-	68k	65k	272k	284k	-
22) The number of applicants with dependent children who the Council secured non-self contained bed and breakfast accommodation	Gwyrdd / Green	-	0	0	0	-	-
23) % tenants satisfied with responsive repairs	Melyn / Yellow	-	89.58	92	90.2	89.5	-
24) Productivity of workforce- % time which is classified as productive	Gwyrdd / Green	-	81.77	80	80.1	74.6	-
25) The average number of calendar days to let lettable units of accommodation (excluding DTLs)	Gwyrdd / Green	-	19.3	23	28	33.7	-
26) PAM/013 - Number of empty private properties brought back into use	-	-	16	-	-	-	-
27) PAM/014 - Number of new homes created as a result of bringing empty properties back into use	-	-	0	n/a	-	-	-
28) PAM/015 - Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	Coch / Red	-	221.7	200	-	-	Canolrif Isaf / Lower Median
29) STS/005b: The percentage of highways inspected of a high or acceptable standard of cleanliness	Gwyrdd / Green	-	95.79	94	93.4	95.1	-
30) STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	Gwyrdd / Green	-	100	100	97.31	98.5	-
31) WMT/009b: The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled	Gwyrdd / Green	-	75.74	67	65.79	59.5	Uchaf / Upper
32) WMT/004b: The percentage of municipal waste sent to landfill	Gwyrdd / Green	-	0.5	5	6.6	16.9	Canolrif Isaf / Lower Median
33) THS/011c: The % of non-principal (C) roads that are in an overall poor condition (annual)	-	-	-	10	10.1	13.5	Canolrif Isaf / Lower Median
34) No. of attendances (young people) at sports development / outreach activity programmes	Gwyrdd / Green	-	26k	26k	113k	132k	-
35) 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	Gwyrdd / Green	-	116k	103k	464k	458k	Isaf / Lower
36) PAM/023 - Percentage of food establishments that meet food hygiene standards	Gwyrdd / Green	-	98	80	98	-	Uchaf / Upper

APPENDIX B

Projected Revenue Outturn for the Financial Year Ending 31 March 2018 – Quarter 1

Service/Function	2017/18 Annual Budget	Q1 2017/18 - Budget Year to Date	Q1 Actual & Committed spend 2017/18	Q1 2017/18 Variance	Q1 Estimated Expenditure to 31 March 2018	Q1 Estimated Outturn 31 March 2018	2017/18 Projected Over/(Under) spend as a % of Total Budget
	£	£	£	£	£	£	%
Lifelong Learning							
Delegated Schools Budget	43,581,400	11,845,407	11,845,407	0	43,581,400	0	0.00%
Central Education	3,188,490	1,005,109	1,042,743	37,634	3,806,490	618,000	19.38%
Culture	1,312,790	450,131	505,847	55,716	1,373,790	61,000	4.65%
Adult Services	22,497,160	6,029,748	6,131,097	101,349	22,796,176	299,016	1.33%
Children's Services	8,001,240	2,127,977	2,554,008	426,031	10,107,240	2,106,000	26.32%
Housing	1,026,820	479,465	436,735	(42,730)	1,026,820	0	0.00%
Highways, Waste & Property							
Highways	6,420,800	1,905,334	1,978,341	73,007	6,423,800	3,000	0.05%
Property	1,025,340	(388,554)	(416,478)	(27,924)	992,340	(33,000)	-3.22%
Waste	6,303,040	1,634,256	1,597,039	(37,217)	6,333,040	30,000	0.48%
Regulation & Economic Development							
Economic Development	1,958,800	740,607	581,505	(159,102)	2,038,800	80,000	4.08%
Planning and Public Protection	2,141,750	472,667	470,796	(1,871)	2,127,750	(14,000)	-0.65%
Transformation							
Human Resources	1,221,570	274,271	315,866	41,595	1,221,570	0	0.00%
ICT	1,689,790	491,205	960,595	469,390	1,789,790	100,000	5.92%
Corporate Transformation	861,250	156,270	159,945	3,675	861,250	0	0.00%
Resources	2,755,760	773,455	989,850	216,395	2,787,760	32,000	1.16%
Council Business	1,517,480	330,800	380,609	49,809	1,567,480	50,000	3.29%
Corporate & Democratic costs	1,665,860	612,732	561,741	(50,991)	1,524,860	(141,000)	-8.46%
Corporate Management	1,009,250	255,899	192,971	(62,928)	908,250	(101,000)	-10.01%
Total Service Budgets	108,178,590	29,196,779	30,288,617	1,091,838	111,268,606	3,090,016	2.86%

Service/Function	2017/18 Annual Budget	Q1 2017/18 - Budget Year to Date	Q1 Actual & Committed spend 2017/18	Q1 2017/18 Variance	Q1 Estimated Expenditure to 31 March 2018	Q1 Estimated Outturn 31 March 2018	2017/18 Projected Over/(Under) spend as a % of Total Budget
	£	£	£	£	£	£	%
Corporate Finance							
Levies	3,334,733	831,392	831,392	0	3,334,733	0	0.00%
Capital Financing	8,149,332	2,029,586	2,029,586	0	7,913,846	(235,486)	-2.89%
General & Other Contingencies	1,667,135	416,784	416,784	0	1,667,135	0	0.00%
Corporate Savings	(232,710)	(58,177)	0	58,177	(82,710)	150,000	
Support Services contribution HRA	(621,950)	0	0	0	(621,950)	0	0.00%
Benefits Granted	5,681,870	686,637	686,155	(482)	5,532,870	(149,000)	-2.62%
Total Corporate Finance	17,978,410	3,906,222	3,963,917	57,695	17,743,924	(234,486)	-1.30%
Total Budget 2017/18	126,157,000	33,103,001	34,252,534	1,149,533	129,012,530	2,855,530	0
Funding							
NDR	(23,002,000)				(23,002,000)	0	0.00%
Council Tax	(32,941,000)				(33,288,879)	(347,879)	1.06%
Council Tax Premium	(564,000)				(911,480)	(347,480)	61.61%
Revenue Support Grant	(69,650,000)				(69,650,000)	0	0.00%
Total Funding 2017/18	(126,157,000)				(126,852,359)	(695,359)	0.55%
Total outturn including impact of funding	0	33,103,001	34,252,534	1,149,533	2,160,172	2,160,172	1.71%

ISLE OF ANGLESEY COUNTY COUNCIL	
REPORT TO:	EXECUTIVE COMMITTEE
DATE:	18 SEPTEMBER 2017
SUBJECT:	MEDIUM TERM FINANCIAL PLAN 2018/19 – 2020/21
PORTFOLIO HOLDER(S):	COUNCILLOR J GRIFFITH
HEAD OF SERVICE:	MARC JONES – HEAD OF FUNCTION (RESOURCES)
REPORT AUTHOR:	MARC JONES
TEL:	2601
E-MAIL:	rmjfi@ynysmon.gov.uk
LOCAL MEMBERS:	n/a
A - Recommendation/s and reason/s	
<p>The Council is required to put in place a robust system to monitor and control its revenue budget and a key element of that system is a Medium Term Financial Plan. The plan sets out the Council’s budget strategy over the next three year period and sets out the assumptions which will be taken forward to the annual budget setting process.</p> <p>The Executive is requested to note the contents of the plan and to approve the assumptions made.</p>	
B - What other options did you consider and why did you reject them and/or opt for this option?	
N/A	
C - Why is this decision for the Executive?	
Paragraph 4.3.2.2.1 of the Council’s Constitution requires the Executive to publish a pre-budget statement before 30 September each year.	
CH - Is this decision consistent with policy approved by the full Council?	
Yes	
D - Is this decision within the budget approved by the Council?	
N/A	
DD - Who did you consult? What did they say?	
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory) TBC
2	Finance / Section 151 (mandatory) n/a – this is the Section151 Officer’s report
3	Legal / Monitoring Officer (mandatory) TBC
4	Human Resources (HR)
5	Property
6	Information Communication Technology (ICT)
7	Scrutiny
8	Local Members
9	Any external bodies / other/s
E - Risks and any mitigation (if relevant)	
1	Economic
2	Anti-poverty
3	Crime and Disorder
4	Environmental
5	Equalities
6	Outcome Agreements
7	Other

F - Appendices:

Appendix 1 - Medium Term Financial Plan
Appendix 2 - Detailed 3 year estimate
Appendix 3 - Plan Assumptions

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

MEDIUM TERM FINANCIAL PLAN 2018/19 – 2020/21

1. INTRODUCTION

- 1.1 The Medium Term Financial Plan sets out the Council's likely resource requirement for the next three financial years and details how the Council plans to balance the resource requirement with the funding available.
- 1.2 Predicting the future is difficult in any circumstances but, at present, it is very difficult given the uncertainty over the economy, the implications of the referendum decision to leave the European Union and change in the Government's economic policy following the general election in May 2017.
- 1.3 It should also be noted that the U.K. Government's main budget statement has moved from the traditional March date to November and replaces the Autumn Statement. A Spring Statement will then be made in March 2018. The November budget will set out the levels of Government spending, including the budget that the Welsh Government will receive and will be after the date when the Welsh Government publishes its provisional settlement, currently planned for 10 October 2017.
- 1.4 The plan takes account of known changes and makes assumptions of the main factors that impact on the Council's revenue budget (pay costs, pensions, general inflation, Welsh Government funding, demographic and demand pressures). It also takes into account any budget pressures that result from the Council's Corporate Plan for 2017 – 2022.

2. THE COUNCIL'S BUDGET STRATEGY TO DATE

- 2.1 The British economy began to decline following the banking crisis in 2008 and the current Government began its programme of financial austerity in 2010. Although this reduced the level of increases in central government funding to Welsh local authorities, funding continued to grow until 2013/14, although the growth was insufficient to meet all cost pressures and represented a real cut in funding.
- 2.2 From 2014/15 to 2016/17 the Council has seen cash reductions in the grant it receives from the Welsh Government, although this was changed in 2017/18 when the Council received a slightly higher settlement in cash terms. This is shown in Table 1 below:-

Table 1
Change in the Council's Aggregate External Finance 2014/15 – 2017/18

Year	RSG £'m	NDR £'m	Total AEF £'m	% Change
2013/14	78.74	22.03	100.77	-
2014/15	75.11	22.04	97.15	-3.6%
2015/16	71.70	21.99	93.69	-3.6%
2016/17	70.62	21.31	91.93	-1.9%
2017/18	69.65	23.00	92.65	+0.8%

- 2.3** The figures shown above take account of any changes to the distribution formula, any grants that are brought into the settlement, any changes in responsibilities that can result in funding coming in or going out of the settlement, changes in the taxbase and any general increases or reductions in funding which the Welsh Government apply. However, whatever the reason for the change, this is the cash sum which the Council has received each year to fund the cost of services.
- 2.4** This represents an overall reduction in the AEF of 8.1% between the 2013/14 level and the 2017/18 level.
- 2.5** In order to mitigate the effect of this loss, the Council has increased the Council Tax at a higher rate than inflation over the same period. However, as the proportion of AEF to Council Tax is approximately 3:1, each 1% decrease in AEF requires a 3% increase in Council Tax in order to achieve the same level of funding. The levels of Council Tax have increased as follows since 2013/14:-

**Table 2
Increase in Council Tax since 2013/14**

Year	Total Council Tax Debit £'m	Band D Equivalent £	% Change
2013/14	28.48	939.15	-
2014/15	29.47	981.41	+4.5%
2015/16	30.96	1,025.57	+4.5%
2016/17	32.11	1,061.46	+3.5%
2017/18*	33.51	1,088.01	+2.5%

* The 2017/18 Council Tax Debit includes a 25% premium on second homes and long term empty properties. This is equivalent to an additional Council Tax debit of £0.56m

- 2.6** The reduction in AEF and the increase in Council Tax has changed the balance between the amount of funding which is received in Government grant and the amount generated through local taxation. The amount of funding generated via Council Tax in 2016/17 is 26%, compared to 22% in 2013/14. This is shown in Table 3 below:-

**Table 3
Council Funding since 2013/14**

Year	Total AEF £'m	Total Council Tax Debit £'m	Total Funding £'m	% Council Tax to Total Funding
2013/14	100.77	28.48	129.25	22.0%
2014/15	97.15	29.47	126.62	23.2%
2015/16	93.69	30.96	124.65	24.8%
2016/17	91.93	32.11	124.04	25.9%
2017/18	92.65	33.51	126.16	26.6%

- 2.7** For a number of years prior to 2013/14, Services have been required to implement savings. These, initially, were based on a percentage of the net budget and resulted in a number of unused and underspent budgets being reduced. This was sufficient to achieve the required savings but, as time has moved on, the ability of services to achieve the required level of savings by this method has become more and more difficult. It has now reached a point where any additional savings will require the transfer of services to other providers or stopping the provision of some services.

- 2.8 The level of savings approved by the Executive as part of the annual revenue budget since 2013/14 is shown in Table 4 below:-

Table 4
Analysis of Savings by Service 2013/14 – 2016/17

Service	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000
Schools	0	0	0	988	876	1,864
Education & Culture	356	811	670	320	224	2,381
Adult Services	500	1,261	407	335	559	3,062
Children's Services	312	352	184	143	0	991
Leisure, Maritime & Economic Development	175	414	394	147	81	1,211
Housing	66	117	137	74	41	435
Highways, Waste & Property	1,014	2,216	1,492	730	339	5,791
Regulation	200	308	80	111	106	805
Council Business	70	152	31	56	18	327
Resources	50	212	104	72	121	559
Transformation	49	183	226	84	79	621
Corporate Budgets	70	237	600	400	0	1,307
Total	2,862	6,263	4,325	3,460	2,444	19,354

- 2.9 In making these savings it has allowed the Council to release some funding to fund pressures within services in addition to the normal inflationary pressures. For example in the 2017/18 budget £1.415m was included in service budgets to fund budget pressures, to utilise some of the additional council tax generated through the premium and to transfer additional funding from the Welsh Government to services. The overall effect of implementing the £19.3m of savings and funding inflation and other budget pressures is a net reduction in the Council Revenue budget of £3.09m between 2013/14 and 2017/18 (a 2.4% cash reduction).

3. UK ECONOMIC OUTLOOK

- 3.1 The UK Government changed their economic policy prior to the election and the intention is to have a balanced budget by 2025, that the structural deficit is less than 2% of GDP by 2020/21 and that net debt as a percentage of GDP starts to fall by 2020/21. Current budget plans are designed to reduce the deficit to 0.9% of GDP by 2020/21 and this gives the Government headroom of £23bn but if actual growth is lower than forecast, then this headroom will quickly reduce.
- 3.2 Achieving these targets will be difficult and much is dependent on future growth. There is a great deal of uncertainty on how the economy will perform when the UK leaves the European Union in March 2019. The current estimate for 2017/18 is that net borrowing will be £58.3bn and getting from that position to a balanced budget by 2025 will be difficult given the significant pressures that exist e.g. ageing population, increasing costs of the National Health Service, increasing costs of Adult Social Care, maintaining the triple lock guarantee for the state pension etc.
- 3.3 The level of uncertainty has also increased following the May 2017 general election, with the Government under increasing pressure to move away from continued austerity and to invest more in public services. The issue of the 1% cap on public sector pay has also been discussed at length recently and whether the cap should be removed.

3.4 Inflation currently stands at 2.6% (CPI – July 2017), which is higher than the Government's target of 2%. Inflation increased during 2016/17 due to the weakening of sterling following the EU referendum. The effect of the drop in the value of sterling will be reduced during the remainder of 2017 and into 2018 and is forecast to fall back to around 2% by the beginning of 2019. As a result, there is no immediate pressure to raise interest rates as they are expected to remain low for the foreseeable future but may begin to rise slightly during 2018.

4 WELSH GOVERNMENT BUDGET

4.1 At this point, it is unclear what the settlement for Wales will be in 2018/19 and beyond. The UK Government is planning a £3.5bn reduction in public spending in 2019/20 which would equate to a £175m cut in the Welsh Government budget, but additional funding for health, schools and adult social care announced in the March 2017 budget will increase the Welsh Government's budget by £150m.

4.2 The UK Government also announced changes to national insurance and welfare benefits which were also designed to reduce the overall deficit. Some of these plans have not been implemented and it is not clear as to how the Government will make up the shortfall i.e. will other budgets, including the Welsh Government's budget, be cut further.

4.3 The Welsh Government's budget for 2017/18 was £14.6bn with around £7bn (48%) being allocated to Health and £4.3bn (30%) being allocated to Local Government. Since 2009/10, funding on the Health Service in Wales has increased by 16%, whilst funding for local government has fallen by 18%.

4.4 Again, what is not clear is how the Welsh Government will allocate the budget between Health, Local Government and the remainder. As shown above, more investment has gone into health in Wales leaving local government to shoulder a larger proportion of the budget cuts. If the Welsh Government continue with this strategy, it will result in further significant cuts in funding for local government, with the suggested worst case scenario being a cut of 3.3% in 2018/19 followed by a further cut of 2.6% in 2019/20. If this was the case, and the Welsh Government funding fell by these levels, Anglesey's AEF would fall from the 2017/18 figure of £92.65m to £89.59m in 2018/19 and £87.26m in 2019/20. An overall reduction of £5.39m over two years.

5 NATIONAL AND LOCAL BUDGET PRESSURES

5.1 Local Government generally is facing a number of budget pressures and, in addition, Anglesey will also face its own unique budget pressures and these have to be factored into the Medium Term Financial Plan.

i. National Living Wage

The UK Government intends to raise the National Living Wage to £9 per hour by April 2020, with levels rising from the current £7.50 to £8.05 in 2018, £8.50 in 2019 and £9 in 2020. Currently the lowest pay point paid by the Council (Grade 1) is £8.09 and, if this increased by 1% each year, it would only reach £8.56 by 2020. Therefore, it is clear that the lowest paid staff will receive a pay award in excess of 1% over the next three years. Although the Council doesn't have significant numbers of staff at this lowest grade, raising the pay point to £9 per hour will result in the grade 1 pay catching the next grade up and will reduce the differential between grade 1 and 2 to grades 3 and 4. Clearly, this will create difficulties for local authorities in trying to fund the National Living Wage whilst still ensuring that differentials are maintained between grade 1 and the higher grades.

ii. Public Sector Pay Award

Public sector pay awards have been capped at 1% since 2011 and when inflation was low this was, in the main, accepted by the employees and, to a lesser extent the Unions. However as inflation has increased to over 2.5%, a 1% pay award results in a real terms reduction in the level of wages of public sector staff and there is increasing pressure on the Government to remove the cap. The joint pay claim by the Unions (NJC staff) is for a 5% pay award in 2018. The Teachers pay award from September 2017 has been set at between 1% and 2% but it is likely that the teaching unions will be pressing for a higher pay award for September 2018.

iii. Adult Social Care

As the population lives longer, the demand for adult social care services increases. It is estimated that by 2035 the number of people living in Wales over 65 will increase by 35% and the numbers over 85 will increase by 113%. A study undertaken for Wales Public Services found that demand pressures equates to a growth of 2.9% each year. In addition to the increase in growth, the introduction of the National Living Wage has increased costs in the social care sector. In the 2017/18 settlement, an additional £30m was allocated to local authorities to help with these costs and this additional funding should stay in the 2018/19 funding. However this is unlikely to meet the additional costs which the Authority will face.

iv. Looked After Children

The demand on this service has increased nationally and locally with the Council now having to place a significantly larger number of children. It is estimated that in 2017/18 the Looked After Children budget will overspend by around £2m (60% overspend). This is a pressure which a number of other local authorities are facing at the present time but it should be noted that a review of the processes within the Children's Team has also increased the number of children which are now deemed as "Looked After". The increase in children also has a knock on effect on Education budgets, where an overspend of £350k was seen in 2016/17. The Council did respond by increasing this budget in 2017/18 by £225k but this appears to be insufficient to meet the increased demand and the budget is forecast to overspend by £140k in 2017/18.

v. 21st Century School Modernisation

The cost of building new schools under the modernisation programme is funded 50% by Welsh Government grant and supported borrowing and 50% by means of unsupported borrowing. The unsupported borrowing element impacts on the revenue budget in the form of the minimum revenue provision (MRP) and interest charges. The 2 new schools built to date generate revenue savings which can be used to fund the MRP and interest charges. However, as the Council moves forward with the remainder of the Band A and the Band B projects, initial indications are that the potential savings will not meet the full cost of the MRP and interest charges. This, in turn, creates a revenue budget pressure.

vi. Highway Maintenance

As part of the Council's requirement to achieve revenue budget savings, the Highway Maintenance revenue budget has been reduced (£1.124m since 2013/14). The impact of the reduction in the revenue budget has been lessened by using the capital budget (Local Government Borrowing Initiative or Supported / Unsupported Borrowing) to fund capital works to the Highways infrastructure (£9.06m since 2013/14). In 2017/18, the revenue budget was reduced by £72k and £761k of the capital budget (£470k supported borrowing and £291k unsupported borrowing) was allocated to highway maintenance. The Head of Service (Highways, Waste & Property) estimates that an additional £730k in revenue funding is required to meet the obligations of the current maintenance contracts and to avoid major highway safety problems. In addition, a further £0.5m would be required to maintain the highways at their current condition. It would be possible to continue to use capital budgets to fund the required work. However, the use of the capital grant or supported borrowing reduces the capital funding available for other projects and the use of unsupported borrowing incurs additional MRP and interest costs for the next 20 years.

vii. Corporate Plan

The Council is currently in the process of drawing up its new Corporate Plan for 2017 to 2022. At this draft stage it is difficult to determine whether the planned projects will result in additional cost pressures and what those additional costs will be. An initial review has identified some funding requirements for the capital programme and also the need to secure external grant funding or to utilise existing ongoing grant funding. However, the review did not identify any significant cost pressures on the revenue budget which need to be incorporated into the medium term financial plan at this point. As the work to implement the corporate plan moves forward over the next 5 years, funding requirements may become clearer and, as a result, the medium term financial plan will require the position to be reviewed each year.

viii. Reduction in Specific Grants

The Council continues to receive a number of revenue grants to fund services, with 5 main grants being received (Supporting People grant, Bus Services Support grant, Education Improvement grant, Pupil Deprivation grant, Post 16 Education grant, Environment Single Revenue grant). As with the general funding, these grants are reducing and, when this happens, it is difficult for the Council to reduce the services initiated when the grant commenced. As a result, the Council has to make up the difference in order for the service to continue to be provided at the same level.

ix. Miscellaneous Budget Pressures

Each year, the Council's budget includes a number of adjustments (committed changes) which reflect decisions made by the Executive during the previous year, increases in costs due to contractual commitments or retendering of contracts, incremental drift. For example, the Executive approved to fund the cost of pay protection for teachers' allowances from the central Council budget. During 2016/17, the Council retendered grounds maintenance and highways maintenance contracts and the new contract price is higher than the previous price and, therefore, this is allowed for in the plan.

6 INFLATION

6.1 Inflation is the rate at which the prices for goods and services are expected to rise. The two main measures of inflation are the Consumer Price Index (CPI) and the Retail Price Index (RPI). Although there is a link between these measures of inflation and the actual inflation the Council faces, e.g. they are built into some of the Council's main contracts as the method to increase the annual prices, there are also other significant areas of expenditure which experience higher levels of inflation.

6.2 The budget process, therefore, examines the estimated inflation over a number of different areas of expenditure and these inflation factors are built into the annual budget. It should be noted that the Welsh Government settlement is a cash figure which is not indexed linked in any way from one year to the next.

6.3 Types of Inflation

6.3.1 Pay Inflation

Council staff's pay is mainly governed by two national pay agreements covering local government staff and teachers. The Government has restricted pay awards to 1% over the last 3 years and, although there is pressure to increase the pay award (see paragraph 5.1 ii above), it is not anticipated that the pay award will exceed 1% over the life of this plan without it being funded by central government. The impact of the increases in the national living wage must also be factored into the pay inflation (see paragraph 5.1 i above). The plan, therefore, allows for an increase of 1.5% for the first two years of the plan, rising to 2% in the final year of the plan.

6.3.2 Prices

There are currently two main recognised measures of general price inflation, Consumer Prices Index (CPI) and Retail Prices Index (RPI). Although both measure price inflation, they are calculated by different methods and CPI is now recognised as the more accurate and reliable method. CPI is lower than RPI by approximately 1%. In times when inflation is high, it can vary significantly between different commodities but, when it is low, the differences are small and this general indicator provides a reasonable assumption for inflation. For the purposes of this plan, CPI has been used as the general assumption.

6.3.3 Energy

The inflation relating to energy costs (electricity, gas and oil) has been more volatile in recent years with prices increasing rapidly followed by a fall in prices, even when the CPI and RPI continue to rise. Given the level of expenditure on energy, it is reasonable to include a separate assumption for energy. As oil is priced in dollars, the recent fall in the value of sterling has also increased energy costs. Energy usage is also a factor and is linked to average winter temperatures. In colder years, as usage increases costs will also increase. For the purposes of the plan, costs are estimated to increase by RPI + 1% over the life of the plan.

6.3.4 Contract Inflation

The Council have a number of significant service contracts (School Meals, Highway Maintenance, Refuse Collection, School Transport etc.) where the inflation adjustment is set out in the contract terms and conditions and can vary from the general prices inflation. A separate assumption has been allowed for each of the main service contracts based on the definition in the contract.

7. CHANGES IN DEMAND

7.1 In addition to price increases, costs may change as the demand for services change. This can range from changes in pupil numbers, to demand for elderly care services, a change in the number of children coming into the statutory care process, homelessness cases, amount of waste sent to landfill etc.

7.2 The assumptions relating to changes in demand are based on:-

- (i)** available data e.g. future pupil numbers, projected refuse disposal tonnages;
- (ii)** planned service changes – introduction of an Edge of Care team within Children's Services;
- (iii)** current trends – children's services and out county placements where the demand for the service has increased over the last 12 to 24 months and homelessness cases where the demand for services has levelled out over the last two years.

8 INCOME

8.1 The Council's current income budget (excluding RSG, NDR and Council Tax) currently amounts to £32.3m, which is made up of grants and reimbursements from public bodies £19.3m, fees and charges set by statute or regulated by the Government or a long term rental agreement £7.2m and fees and charges where the Council has the discretion to set the fee or charge £5.6m.

8.2 It has been the Council's policy over recent years (prior to 2017/18) to increase the discretionary fees and charges by 5% each year. It is becoming increasingly more difficult to continue with this policy with inflation much lower than 5% and, in particular, for those services where the Council is competing with the private sector e.g. Leisure. In 2017/18, non-statutory fees were increased by 3% and, from 2018/19, the assumption is that non-statutory fees will be increased at 3% per annum or CPI, whichever is the higher.

9 CONTINGENCIES AND LEVIES

9.1 The 2017/18 budget contains contingency budgets totalling slightly in excess of £1.4m which cover a number of areas, including a budget to meet future redundancy costs, budgets to fund specific posts and projects in HR, Procurement and ICT, budgets to cover uncertainties in respect of domiciliary care costs and a general contingency. Given that the majority of the contingencies are for specific projects, it is possible to determine when these costs fall out of the budget.

9.2 The North Wales Fire and Rescue Authority set a levy which is included in the Council's Revenue budget. It is for the Fire and Rescue Authority to determine the increase in the levy each year. The levy has fallen slightly every year since 2011/12 and, for 2016/17, was approximately the same level as it was in 2009/10. In 2017/18, the Fire & Rescue Authority increased the levy by 4% with a further 1.3% indicated for 2018/19. An inflationary increase is assumed for 2019/20 and 2020/21.

10 PROJECTED STANDSTILL BUDGET FOR 2018/19 – 2020/21

10.1 Taking into account all the known budget pressures and the inflationary and other assumptions, it is possible to determine a standstill budget for the period 2018/19 to 2020/21. The standstill budget being the revised costs of continuing to provide services to the same level, delivered in the same way as they are delivered in 2017/18. The estimated standstill budget for the next three year period is shown in Table 5 below:-

Table 5
Projected Standstill Budget 2018/19 to 2020/21

	2018/19 £'m	2019/20 £'m	2020/21 £'m
Previous Year Final Budget	126.16	129.82	132.46
Funded from Reserves in Previous Year	0.49	0.00	0.00
One Off Costs and Contingencies falling out of the budget	(0.65)	(0.34)	0.00
New Budget Pressures	0.73	0.00	(0.07)
Incremental Drift and Pay Adjustments	0.10	0.10	0.10
Pay Inflation	0.99	1.18	1.64
Main Council Contracts – Inflation and Volume Changes	0.92	0.89	0.86
Changes in Demand Led Services	0.62	0.40	0.40
Non Pay Inflation	0.89	0.87	0.84
Income Increases	(0.86)	(0.83)	(0.79)
Capital Financing Costs	0.43	0.37	0.01
Estimated Standstill Budget	129.82	132.46	135.45

10.2 The estimated standstill budget represents a cash increase of 7.3% over the 3 year period.

10.3 More detail on the standstill budget and the assumptions that support the plan are attached as Appendix 2 and 3.

11 AGGREGATE EXTERNAL FINANCE AND COUNCIL TAX

11.1 The estimated standstill budget is funded from the level of aggregate external finance received from the Welsh Government (Revenue Support Grant and NDR Pool Funding) and from the Council Tax raised locally.

11.2 As stated in paragraph 4 above, the situation regarding the local government settlement for 2018/19 is unclear and the position for 2019/20 and 2020/21 is even more difficult to predict.

11.3 The Welsh Local Government Association (WLGA) undertook some modelling work on the likely impact on the Local Government settlement over the next two years based on the level of protection the Welsh Government will give to the Health budget. The result of the modelling exercise is shown in Table 6 below:-

Table 6
Possible Changes in AEF – 2018/19 to 2019/20

	Weak Protection for Health Budget	Moderate Protection for Health Budget	Strong Protection for Health Budget
2018/19	- 2.0 %	- 2.7 %	- 3.4 %
2019/20	- 0.7 %	- 1.4 %	- 2.5 %
2020/21	No protection percentages provided		

11.4 For the purposes of the Medium Term Financial Plan, it has been assumed that the AEF will be reduced by 2.0% in 2018/19 followed by a reduction of 1.4% and 0.5% in 2019/20 and 2020/21 respectively. This equates to a total reduction in AEF of £3.6m over the 3 year period. If the most pessimistic of assumptions was used the cut in AEF would increase to £6.2m over the same 3 years period

11.5 Over the past 3 years, the level of increase in Council Tax has ranged between 2.5% and 4.5%, which is higher than inflation but has been necessary to partly make up for the reduction in AEF. Although this is a decision for Members to take, in light of the potential reductions in AEF it will be necessary to continue with the policy of above inflation increases in Council Tax. For the purposes of the plan, an assumed increase of 4% has been allowed for in each of the 3 years.

11.6 Based on these assumptions, the estimated total funding would be as shown in Table 7 below:-

Table 7
Estimated Council Funding – 2018/19 to 2020/210

	2018/19 £m	2019/20 £m	2020/21 £m
AEF Brought Fwd	92.652	90.799	89.528
Council Tax Brought Fwd	33.505	34.845	36.238
Total Funding Brought Fwd	126.157	125.644	125.766
In year change in AEF	(1.853)	(1.271)	(0.448)
In Year change in Council Tax	1.340	1.393	1.450
Total Funding Carried Fwd	125.644	125.766	126.768

12 BRIDGING THE FUNDING GAP

12.1 The funding gap is the difference between the estimated standstill budget (Table 6) and the estimated funding available (Table 7). This is summarised in Table 8 below:-

Table 8
Estimated Funding Gap

	2018/19 £m	2019/20 £m	2020/21 £m
Estimated Standstill Budget	129.824	132.463	135.452
Savings Brought Forward	0.000	(4.180)	(6.696)
Revised Standstill Budget	129.824	128.282	128.756
Estimated Funding	125.644	127.766	126.768
Annual Savings Requirement	4.180	2.516	1.987
% Savings Requirement	3.2%	2.0%	1.54%

Note – The savings brought forward figure is a cumulative figure of the previous year(s) annual savings requirement.

12.2 In reality, there are a number of budgets included in the standstill budgets which cannot be reduced or are very difficult to reduce, these include :-

Fire Authority Levy - £3.30m in 2017/18;
Capital Financing Costs - £8.30m in 2017/18;
Council Tax Reduction Scheme - £5.35m in 2017/18;
Historic Pension Costs - £1.13m in 2017/18;
General and Specific Contingencies - £1.38m in 2017/18.

It will, therefore, be necessary to find the required savings of £8.68m over 3 years from service budgets, totalling £106.7m (2017/18 budget). This equates to savings of 8.1% over 3 years.

12.3 The Council's efficiency strategy in previous years has been to reduce service budgets by requesting services to review existing budgets and to reduce the overall net budget by:-

- Deleting unused budget headings;
- Reducing staffing costs through restructuring and voluntary redundancies;
- Increasing fees and charges in excess of the rate of inflation;
- Identifying new sources of income;
- Reducing administration costs through investment in information technology;
- Reducing costs through better procurement of goods and services;
- Stopping grants to the voluntary / third sector;
- Reducing the sums invested in the maintenance of assets;
- Rationalising Office space, thereby reducing office accommodation costs.

12.4 The strategy has been successful and the Council has not only been able to set a balanced budget each year without having to rely on the use of general balances, it has also been able to deliver the proposed savings which is evidenced by the fact that the Council has invariably underspent its revenue budget each year. This has also been achieved whilst still protecting the budgets for Schools and Social Services.

12.5 However, as we move into the next three years, the scope to generate the required level of savings by these methods alone is much reduced and the Council is now changing its strategy in order to continue to deliver the required savings. The methods under consideration include:-

- Using the Council's general balances to allow for further investment in business processes and information technology. The investment will generate revenue savings in the future;
- Seeking to transfer the provision of some services away from the Council, to Town & Community Councils, the third sector, voluntary community groups or private individuals;
- Examining alternative methods to provide the service, including creating other bodies controlled by the Council to deliver services – trusts, local authority trading companies;
- Stopping the provision of some non-statutory services.

12.6 A number of the smaller corporate services have now been reduced to a point where funding budget reductions are not possible as the services will no longer be able to deliver the minimum level of service required. As a result, services which have received protection from budget reductions in previous years will now be expected to contribute towards the savings targets.

12.7 The revenue budget of each service has been reviewed by Members and Senior Officers and this has resulted in the identification of approximately £1.4m further savings in 2018/19 and £2.3m in the subsequent two years. A review of the Council's MRP Policy is also to be undertaken and this may reduce costs in the short to medium term by £1m per annum. This gives a total of potential savings identified to date of approximately £4.7m, which is £4m below the estimated savings requirement.

13 CONCLUSIONS

13.1 The future funding of Local Government in Wales is very uncertain at the present time and accurately forecasting future funding levels is difficult.

13.2 To achieve the future required savings, the Council will be required to take more difficult decisions, including considering stopping providing non statutory services, closing facilities (schools, residential homes, libraries) and continue to increase the contribution that the residents of Anglesey have to make to the services they receive, through higher fees and charges and higher Council Tax bills. These decisions may not be fully supported by Members, and will be unpopular with the taxpayers of Anglesey, but they need to be taken in order to ensure the future financial viability of the Council.

Final MTFP to Executive 18 September 2017					APPENDIX 2
		2017/18	2018/19	2019/20	2020/21
		£'000	£'000	£'000	£'000
Delegated Schools Budgets					
Teachers Pay		20,585,780	20,791,638	21,221,512	21,645,943
Non Teaching Pay		3,440,555	3,002,163	3,047,196	3,108,140
National Insurance		2,595,610	2,621,566	2,673,997	2,740,847
Teachers Pensions		3,311,840	3,344,958	3,411,858	3,480,095
Non Teaching Pensions		586,810	595,612	604,546	619,660
Cleaning		696,130	706,572	755,171	770,274
Energy		1,181,200	1,235,535	1,289,899	1,344,074
Non Domestic Rates		780,760	808,867	828,280	846,502
Other non staff related expenditure		4,610,510	4,730,383	4,843,912	4,950,479
Pupil Number Adjustment		-	62,300	113,700	190,000
Funded by Education Reserves		- 490,000	-	-	-
Total Delegated Schools Budgets		37,299,195	37,899,596	38,790,071	39,696,014
Non School Staffing Costs					
Teachers Pay		1,114,360	1,125,504	1,142,386	1,165,234
Non Teaching Pay		32,542,900	33,102,544	33,761,582	34,508,313
National Insurance		2,947,470	3,001,682	3,071,716	3,158,509
Teachers Pensions		165,060	166,711	170,045	173,446
Superannuation Pension Contributions		6,423,580	6,538,434	6,655,010	6,839,885
Car Allowances		613,660	613,660	613,660	644,343
Historic Pension Costs		1,127,460	1,144,372	1,161,537	1,184,768
Other Staff Costs		727,750	746,672	764,592	781,413
Apprenticeship Levy		290,000	294,350	298,765	304,741
Total Staffing Costs		45,952,240	46,733,927	47,639,293	48,760,651
One Off Costs					
County Council Elections		150,000	-	-	-
Cost of Change Contingency		92,000	-	-	-
Nursing Domiciliary Care		330,000	330,000	330,000	330,000
Haulfre (2018/19 Only)		95,000	95,000	-	-
Edge of Care Team		240,000	240,000	-	-
Total One Off Costs		907,000	665,000	330,000	330,000
Main Council Contracts					
Refuse Collection		3,292,750	3,411,289	3,527,273	3,640,146
Refuse Disposal		674,700	692,242	701,934	710,357
Landfill Tax		1,411,170	1,443,627	1,463,838	1,481,404
Highway Maintenance		4,192,320	4,343,244	4,580,872	4,727,460
School Meals		2,032,070	2,105,225	2,176,802	2,246,460
School Transport		2,361,810	2,446,835	2,530,028	2,610,988
Public Service Bus Contracts		1,874,540	1,942,023	2,008,052	2,072,310
Education Joint Services		1,270,490	1,283,195	1,302,443	1,328,492
Residential Placements		7,425,560	7,692,880	7,954,438	8,208,980
Homecare Contracts		3,566,130	3,658,849	3,746,662	3,829,088
Total Main Council Contracts Costs		28,101,540	29,019,409	29,992,341	30,855,684
Other Demand Led Services					
Children's Placements		3,579,050	3,851,058	3,943,483	3,990,805
Out of County School Placements		1,129,920	1,215,794	1,244,973	1,259,913
Supported Living		1,312,040	1,346,153	1,378,461	1,408,787
Homelessness		262,120	268,935	275,390	281,448
Total Demand Led Services		6,283,130	6,681,940	6,842,306	6,940,953
Other Council Expenditure					
Non Domestic Rates		990,870	1,016,633	1,066,032	1,089,485
Energy		1,061,130	1,109,942	1,158,779	1,207,448
Premises Costs Non Schools		2,921,840	2,997,808	3,069,755	3,137,290
Transport Costs		280,390	287,680	294,584	301,065
Supplies and Services		17,384,219	17,836,209	18,284,278	18,686,532
Members Allowances		676,200	686,343	696,638	710,571
Fire Service Levy		3,330,579	3,373,877	3,454,850	3,530,856
Other Levies		4,154	4,154	4,154	4,154
Council Tax Reduction Scheme		5,350,600	5,511,118	5,731,563	5,960,825
HRA Recharge		- 621,830	- 637,998	- 653,310	- 667,682
Contingencies		183,635	183,635	483,635	483,635
NDR Discretionary Rate Relief		60,000	60,000	60,000	60,000
Capital Financing Costs - MRP		3,881,332	3,851,721	3,929,711	3,945,059
Capital Financing Costs - Interest		4,418,000	4,881,851	5,169,428	5,165,114
Total Other Council Expenditure		39,921,119	41,162,973	42,750,097	43,614,352
Total Potential Budget Pressures		-	831,500	100,000	31,167
TOTAL GROSS EXPENDITURE		158,464,224	162,994,345	166,444,108	170,228,821

Final MTFP to Executive 18 September 2017					APPENDIX 2
		2017/18	2018/19	2019/20	2020/21
		£'000	£'000	£'000	£'000
Income					
Grants / Public Bodies Reimbursements	-	19,374,624	19,878,364	20,335,445	20,782,825
Statutory Income	-	7,262,150	7,450,966	7,629,789	7,797,644
Non Statutory Income	-	5,670,450	5,840,564	6,015,780	6,196,254
Total Income	-	32,307,224	33,169,894	33,981,014	34,776,723
TOTAL NET EXPENDITURE		126,157,000	129,824,451	132,463,094	135,452,098
Savings Brought Forward from Previous Year		-	-	4,180,291	6,696,311
REVISED TOTAL NET EXPENDITURE		126,157,000	129,824,451	128,282,803	128,755,786
Funded By:					
Revenue Support Grant	-	69,650,000	68,257,000	67,301,402	66,964,895
Non Domestic Rates	-	23,002,000	22,541,960	22,226,373	22,115,241
Council Tax	-	33,505,000	34,845,200	36,239,008	37,688,568
TOTAL FUNDING	-	126,157,000	125,644,160	125,766,783	126,768,704
Savings Required		-	4,180,291	2,516,020	1,987,082

APPENDIX 3

	Final Assumptions		
	2018/19	2019/20	2020/21
Teachers Pay Award	1.0%	1.5%	2.0%
Teachers Pension	0.0%	0.5%	0.0%
NI Rates	0.0%	0.5%	0.5%
Non Teaching Pay Award	1.5%	1.5%	2.0%
Non Teaching Pension	0.0%	0.0%	0.5%
Staff Turnover Adjustment	0.0%	0.0%	0.0%
Car Allowance Inflation	0.0%	0.0%	5.0%
CPI	2.6%	2.4%	2.2%
RPI	3.6%	3.4%	3.2%
Energy Inflation	4.6%	4.4%	4.2%
Non Statutory Income	3.0%	3.0%	3.0%
Children's Placement Caseload	5.0%	0.0%	-1.0%
Out County School Placements	5.0%	0.0%	-1.0%
Homelessness Caseload	0.0%	0.0%	0.0%
Refuse Disposal Tonnage	-1.0%	-2.0%	-2.0%
CTRS Caseload	-1.0%	0.0%	0.0%
Interest Rates Increase	0.5%	0.5%	0.5%
Fire Levy	1.3%	2.4%	2.2%
Other Levies	0.0%	0.0%	0.0%
AEF Projections	-2.0%	-1.4%	-0.5%
Council Tax Increase	4.0%	4.0%	4.0%
Refuse Collection	3.6%	3.4%	3.2%
Refuse Disposal	3.6%	3.4%	3.2%
Landfill Tax	3.3%	3.4%	3.2%
Highway Maintenance	3.6%	3.4%	3.2%
School Meals	3.6%	3.4%	3.2%
School Transport	3.6%	3.4%	3.2%
Public Service Bus Contracts	3.6%	3.4%	3.2%

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ISLE OF ANGLESEY COUNTY COUNCIL	
REPORT TO:	EXECUTIVE COMMITTEE
DATE:	18 SEPTEMBER 2017
SUBJECT:	REVENUE BUDGET MONITORING, QUARTER 1 2017/18
PORTFOLIO HOLDER(S):	COUNCILLOR JOHN GRIFFITH
HEAD OF SERVICE:	MARC JONES
REPORT AUTHOR:	BETHAN HUGHES-OWEN/CLAIRE KLIMASZEWSKI
TEL:	01248 752663 / 01248 751865
E-MAIL:	BethanHughesOwen@ynysmon.gov.uk
LOCAL MEMBERS:	n/a
A - Recommendation/s and reason/s	
<ol style="list-style-type: none"> 1. In February 2017, the Council set a net budget for 2017/18 with net service expenditure of £126.157m to be funded from Council Tax income, NDR and general grants. An additional £0.490m was approved for expenditure on schools, which was to be funded from Council reserves. The total budget approved for 2017/18 is, therefore, £126.647m. 2. The budget for 2017/18 included required savings of £2.444m. These have been incorporated into the individual service budgets and achievement or non-achievement of these is reflected in the net (under)/overspends shown. 3. This report sets out the financial performance of the Council's services for the first quarter of the financial year which relates to the period 1 April 2017 to 30 June 2017. The projected position for the year as a whole is also summarised. 4. The overall projected financial position for 2017/18, including Corporate Finance and the Council Tax fund, is an overspend of £2.119m. This is 1.68% of the Council's net budget for 2017/18. 5. It is recommended that:- <ol style="list-style-type: none"> (i) The position set out in respect of financial performance to date is noted; (ii) To agree a review of earmarked reserves, to identify earmarked reserves which are no longer a priority and which could be used to help fund the significant projected overspend; (iii) To note the position of the invest to save programmes; (iv) To note the position of the efficiency savings 2017/18; (v) To note the monitoring of agency and consultancy costs 2017/18; (vi) To delegate the release of the Council Tax Premium to the Section 151 Officer based on the calculations that the Premiums have been paid. 	
B - What other options did you consider and why did you reject them and/or opt for this option?	
n/a	
C - Why is this a decision for the Executive?	
This matter is delegated to the Executive.	
CH - Is this decision consistent with policy approved by the full Council?	
Yes	

D - Is this decision within the budget approved by the Council?		
Yes		
DD - Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	
2	Finance / Section 151 (mandatory)	n/a– this is the Section 151 Officer’s report
3	Legal / Monitoring Officer (mandatory)	TBC
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	
E - Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	
F - Appendices:		
<ul style="list-style-type: none"> • Appendix A - Revenue Budget Monitoring Report – Quarter 1, 2017/18 • Appendix B – Table of Forecast Revenue Outturn 2017/18 • Appendix C – Summary of Contingency Budgets 2017/18 • Appendix CH – Review of the Invest-to-Save projects • Appendix D - Review of Efficiency Savings 2017/18 • Appendix DD - Information regarding monitoring of Agency Staff • Appendix E - Information regarding monitoring of Consultants 		
FF - Background papers (please contact the author of the Report for any further information):		
<ul style="list-style-type: none"> • 2017/18 Revenue Budget (as recommended by this Committee on 14 February 2017 and adopted by the County Council on 28 February 2017). 		

REVENUE BUDGET MONITORING – QUARTER 1 2017/18

1. General Balance – Opening Position

1.1 At the start of the financial year, the Council had £13.357m of earmarked reserves and school reserves amounting to £2.089m. The provisional outturn for 2016/17 resulted in general balances at the start of the current financial year of £8.697m. However, it is important to note that this figure is unaudited and may be subject to change following completion of the external audit. The final audit report is due to be completed by 30 September 2017. There is also a risk against this £8.697m, as approximately £2m of this may be required to fund Equal Pay claims once these are settled. The Council may be able to capitalise these Equal Pay costs to spread the cost over a number of years, however, this is subject to a capitalisation directive from Welsh Government. The minimum balance of the general reserve has been set at £6m and approved by Full Council on 28 February 2017.

2. Projected Financial Performance by Service

2.1 The details of the financial performance by service for the period and the projected out-turn position for each is set out in Appendix B. An overspend of £3.049m (2.82%) on services is predicted as at 31 March 2018. However, an underspend of £0.234m is estimated on Corporate Finance. In addition, a surplus of £0.695m is predicted on the collection of Council Tax, of which £0.347m is due to a surplus on the new Council Tax Premium. The total revenue forecast for 2017/18 is an overspend of £2.119m, which is 1.68% of the Council's total net revenue budget.

2.2 The table below summarises the significant variances (£100k or higher). The below forecast excludes the impact of winter maintenance and also excludes the impact of the new highways maintenance contract which is likely to cost more. There is the risk, therefore, that the overspend might be higher than £2.119m. The most significant budgetary pressure is the cost of Corporate Parenting, as the Children and Families Service is expected to overspend by £2.106m. This is a statutory demand-led Service over which there is limited control. If the Council overspends in accordance with the current forecast, the general reserve will be put under considerable pressure.

2.3 An alternative to funding the overspend from the general reserve would be to review earmarked reserves, of which there are £13.357m. This would identify any reserves which are no longer required or which do not meet the priorities of the Council given the difficult financial position the Council is likely to be in at year-end. However, some earmarked reserves can only be used for their specific purpose, for example, delegated schools funded reserves or grant funded reserves.

Summary of projected variances at 31 March 2018 based upon financial information as at 30 June 2017	
	(Under) / Overspend £000
Learning	618
Children and Families Services	2,106
Adults Services	299
Transformation	100
Corporate and Democratic costs	(172)
Corporate Finance and Benefits Granted	(234)
Council Tax Collection	(695)
Other (total of variances less than £100k)	97
Total Variance over/(under) spend	2,119

3. Explanation of Significant Variances

3.1 Lifelong Learning

3.1.1 Central Education

3.1.1.1 This service was overspent by £37.6k (3.74%) at the end of quarter 1. The forecast for the year-end is an overspend of £618k (19.38%). There are a number of minor compensating over and underspends within Central Education. However, the school transport – taxis budget is under pressure and is expected to overspend by £373k during the year. Similarly, Out-of-County/Educated Other Than at School (EOTAS) budget, which is also demand-led, is expecting to overspend by £142k by year-end. Cynnal costs are expected to exceed budget by £77k by 31 March 2018. Pre-school care club is also projecting an overspend of £66k.

3.1.1.2 The impact of EOTAS costs is likely to reduce in the future as this will form part of the new Môn and Gwynedd Joint SEN Strategy from September 2017 and this new strategy is expected to reduce the overspend going forward.

3.1.1.3 The Service has secured an invest-to-save bid for the One Management system. Investment in this system is expected to reduce expenditure on taxis in the future. Joint working with the Procurement Service is also expected to bring efficiencies against the taxis budget.

3.1.2 Culture

3.1.2.1 This service was £56k (12.38%) overspent during the period, with the forecast outturn for the year being an overspend of £20k (1.52%). Library Services is projected to underspend by £80k due to remodelling of the service. The Service may also be subject to a one-off dilapidations charge following the early termination of the lease on South Stack back to its owner.

3.1.2.2 During the budget setting process, the budget for the Melin Llynonn Site was removed as the transfer of the site was imminent. However, the site transfer is taking more time than that was envisaged and, therefore, it is important to note that there could be approximately an overspend in this area of up to £40k, depending on the timing of decisions and transfer of the site.

3.2 Adults Social Care

3.2.1 This service was £101k (1.68%) overspent for the period, with the forecast outturn for the year as a whole being a predicted overspend of £299k (1.33%).

3.2.2 The elements within the forecast outturn variance are as follows:-

- Services for the Elderly: forecast underspend of £176k;
- Physical Disabilities (PD): forecast overspend of £332k;
- Learning Disabilities (LD): forecast overspend of £532k;
- Mental Health (MH): forecast overspend of £349k;
- Provider Unit: forecast underspend of £659k; and
- Management and Support: forecast underspend of £79k.

3.2.3 The most significant budgetary pressures are in Physical Disabilities, Learning Disabilities and Mental Health Services, with Learning Disabilities being the most significant budget pressure. This is due to a small number of high cost specialist placements which are needed to meet the complexity of needs of these Service users.

3.2.4 The Service has taken action to help offset the overspend by reducing expenditure in the areas it has more control. The internal provider unit is forecasting an underspend of £659k and Management and Support are expected to underspend by £79k by year-end.

3.2.5 The first quarterly report for Adult Service illustrates that there are a number of areas where the department, in partnership with the Resources Function, need to rebalance budgets to reflect current expenditure patterns. In effect, where there are underspends in in-house services, utilise these to redress deficits in areas where services of a similar nature are being commissioned in the independent sector.

3.2.6 Approximately 59% of the Service's budget is demand-led which leads to a degree of unpredictability in budgets. This is reflected in some current expensive placements in Mental Health and Learning Disability services which may be subject to changes in-year. The department is also agreeing changes in fees within supported living and is working with the Resources Function to ensure their effect is factored into the budget position.

3.2.7 Grant bids have been successfully made to Intermediate Care Funds and it is of note that further grants will be paid in year to support carers respite and national minimum wage and workers terms and conditions. The service expects to see the impact of these funds and the changes in fees during Q2 of 2017/18.

3.3 Children's Services

3.3.1 The service was overspent by £426k (20%) during the period and is projected to be overspent by £2,106k (26.32%) for the year as a whole. This includes a projected overspend of £2,098k on Looked-after-Children (LAC).

3.3.2 The projections are based on:-

- a worst case assumption on the demand/costs for Looked After Children based on the service costs/demand/likely demand for the future;
- assumptions relating to case decisions/developments. These are far from predictable and individual circumstances can, and do, change. Based on the information available at this point, and assumptions relating to case decisions/developments, a best possible projection has been made. Cost of LAC are, by nature, demand led and can vary between £3k - 10k per week in specialist provision.

3.3.3 The Local Authority is having to meet the cost of court directed interventions e.g. parent and child residential/supported accommodation assessments, supervised contact and other specialist assessments which are also unpredictable and demand led. The Public Law Outline requires that these assessments are in place pre proceedings also – which is placing a demand on the team budgets.

3.3.4 Children's Services are currently going through a restructuring process where the focus will be on Early Intervention and Intensive Intervention. The focus of the new structure is on preventive work and supporting children to remain living at home safely. Additional resources provided for the Edge of Care project will support this, but this will take time. The significant increase in children being looked after by the Local Authority is the main reason why the Service is overspending. The Service is closely adhering to thresholds to commence care proceedings which is one reason for the increase and we are identifying matters that should have been issued into proceedings at an earlier stage. For example, reviews of the placements process is being undertaken to ensure placement contracts provide value for money. This will enable the service to regularly review to ensure that the placement is meeting the care objectives of the child for the optimum cost. The Service has seen a 72% (47/81) increase in children who are subject to Full Care Orders over the last 3 years. The demand is outstripping the Service's resources, in that the service is not able to recruit enough Local Authority Foster Carers to meet the demand of children coming into the care system. This means the children are having to be placed in agency foster placements and residential placements which are significantly more expensive. The average annual cost for a residential placement is £220,000 and we currently have 14 children placed in residential care. All the other North Wales Local Authorities are in a similar position.

3.4 Housing (Council Fund)

3.4.1 This service was underspent by £43k (8.91%) during the period. The service is expected to be within budget at the end of the financial year. There has been a thorough review of the budget to take into account the new structure. This has highlighted that the Service will achieve a balanced budget.

3.5 Regulation and Economic Development

3.5.1 Economic and Community (includes Maritime and Leisure)

3.5.1.1 The Service, overall, was underspent by £159k at the end of quarter 1 (21.48%). However, budget profiling issues excluded, the underspend to 30 June 2017 was £85k. The service is projected to be overspent by £80k (4.08%) by 31 March 2018.

- 3.5.1.2** The Economic Development element of the service is forecast to be within budget at year-end. There are underspends within staffing due to vacant posts but, until the result of the service's restructuring exercise is finalised, it is difficult to predict whether any savings from this will arise in 2017/18.
- 3.5.1.3** The Maritime service is expected to be within budget at year-end. It is expected that the income targets will not be achieved but these will be compensated through remedial action taken by underspending within supplies and services. Recent improvements in the system for billing for mooring fees may be able to increase income in the future.
- 3.5.1.4** The forecast for the Leisure service at year-end is an overspend of £80k. The leisure centres' income, including from cafes, continue to be a pressure due to difficult to achieve income targets and this highlights the risks of increasing income budgets as a way of achieving a balanced budget. The figure is net of savings on outdoor areas which are currently being transferred to outside bodies.

3.5.2 Planning and Public Protection

- 3.5.2.1** This service was £2k underspent (0.40%) during the period and is projected to be £14k (0.65%) underspent by the year-end.
- 3.5.2.2** Most of the budgets within Planning and Public Protection are underspending slightly, with the exception of Planning Delivery Wales, Property & Environmental Grant (PEG), Countryside and Coast, Environmental Health and Markets, which are estimated to overspend slightly. The Planning Section is predicted to overspend by £18k overall by year-end. Public Protection is forecast to underspend by £32k for the financial year. The Major Developments income has not been projected at this early stage due to a lack of information.

3.6 Highways, Waste and Property

3.6.1 Highways

- 3.6.1.1** This service was £73k (3.83%) overspent during the period and is projected to be £3k (0.05%) overspent by the year-end. This forecast outturn does not include any prediction on the Works Budget as this budget is affected by winter maintenance requirements and any storm damage. This forecast also excludes the impact of the new highways maintenance contract due to a lack of information at this early stage. However, it is anticipated that this will increase the cost of highways maintenance which would lead to a higher overspend on Highways.
- 3.6.1.2** There are a number of compensating over and underspends, with the most significant overspend being £100k on Maintenance Design. The largest underspend is in Street Works, which is predicting an underspend of £80k.

3.6.2 Waste

3.6.2.1 The Waste service was £37k (2.28%) underspent at the end of this quarter. However, the service is predicted to overspend by £30k (0.48%) at the end of the financial year. There has been a positive impact in moving to a three weekly collection in that during the period October 2016 to June 2017, in comparison with the same period the previous year, there has been an increase in recycling and green waste by 18%, 26% in food Recycling and a decrease of 19% in residual waste.

3.6.2.2 The predicted overspend is due to an estimated shortfall of income collected from the Penhesgyn Electricity Generation Site, which is estimated to under achieve the target by £40k for the financial year. An underspend of £10k is projected on Waste Disposal, which reduces the overspend to £30k.

3.6.3 Property

3.6.3.1 Property Services underspent by £28k (7.19%) during the quarter. The Service is predicted to be underspent by £33k (3.22%) at year-end. Repairs and Maintenance of the Council buildings are estimated to overspend by £60k. An estimated surplus of rental income of £60k is expected on a combination of small holdings, industrial units and sundry properties to offset this. Underspends are also expected in utility costs and NDR.

3.7 Transformation

3.7.1 The Transformation function overspent by £514k (10.8%) during the period. Most of this relates to commitments raised at the start of the year. Transformation, in total, is expected to overspend by £100k (2.65%). This relates to the IT section, but is a worse case scenario.

3.7.1.1 The IT section's budgets are under pressure due to the significant activity in relation to Corporate projects that require additional resources to ensure the Council Corporate objectives are met. However, these costs will be met through the corporate project budgets.

3.7.1.2 The HR section is predicting a balanced budget for the financial year.

3.7.1.3 The Corporate Transformation section is also forecast to achieve a balanced budget.

3.8 Resources (excluding Benefits Granted)

3.8.1 The Resources function budget showed an overspend of £217k (27.98%) by the end of the period. This high level of expenditure will be brought back more in line with budget as the year progresses. The function is predicted to overspend by £32k (1.16%) for the financial year. This is due to budget pressures in Revenues and Benefits section, such as an overspend on bailiffs.

3.9 Council Business

3.9.1 The function is £50k (15.06%) overspent as at 30 June 2017 and an overspend of £50k (3.29%) is predicted for the financial year. An overspend of £40k is predicted on consultancy and external legal fees, the full costs of this are partly offset by an underspend on staffing.

3.10 Corporate and Democratic Costs

3.10.1 The function was underspent by £89k (13.1%) during the period. An underspend of £172k (10.32%) is projected at year-end. This is due to estimated reductions in pension contributions to Gwynedd (£78k); pensions discounts (£72k) and reduced spend on Coroners' Fees (£31k). A small overspend is expected on staff counselling.

3.11 Corporate Management

3.11.1 The function was £25k (13.14%) underspent at the end of this Quarter. An underspend of £70k (6.94%) is projected for the financial year due to savings arising from the restructuring of Strategic Management. .

4. Corporate Finance (including Benefits Granted)

4.1 Corporate Finance including Benefits Granted is expected to underspend by £234k (1.30%) at year-end. Benefits Granted is expected to underspend by £149k due to a reduction in the number of applicants under the Council Tax Reduction Scheme. An underspend of £235k is also projected on capital financing costs due to savings made from internal borrowing and delaying the refinancing of loans.

4.2 Appendix C summarises the financial position on contingency budgets at the end of this quarter. A total contingencies budget of £1.380m was approved as part of the 2017/18 budget. This includes a £0.300m savings target from voluntary redundancies. A net £54k has been vired to/from services to fund specific projects, budgetary issues or to release savings from voluntary redundancies. A prudent forecast for the underachievement of £150k of voluntary redundancy savings has been made at this early stage. It is hoped that this will improve as the year progresses. £1.315m has been committed from contingencies and it is expected that the remainder will be fully spent by year-end in accordance with the necessary approvals for use of contingency budgets.

5. Collection of Council Tax

5.1 The Council Tax Fund budget is determined using the estimated collectable debt for the current year only, based on the tax base figure set in November 2016. It does not provide for arrears collected from previous years, adjustments to liabilities arising from previous years (exemptions, single person discounts etc), changes to the current year's taxbase or the provision for bad and doubtful debts. These changes cannot be estimated and, invariably, lead to a difference between the final balance on the Council Tax Collection Fund and the original budget. The current projection is that the Council Tax Fund will overachieve the target figure by £348k. This figure includes the requirement to reduce the bad debts provision by £61k which is credited to the Collection Fund. In addition, a Council Tax Premium budget, which is an additional Council Tax charge on second homes on Anglesey, was implemented from 1 April 2017. It is currently projected that this will also overachieve its budget target by £347k. In total, therefore, a surplus of £695k is forecast on the collection of Council Tax.

6. Budget Savings 2017/18

- 6.1** Budget savings of £2.444m were removed from service budgets for 2017/18 with an additional £300k of savings to be found from voluntary redundancies which is mentioned above. From the budgets savings identified, it is anticipated that £1,670m have or will be fulfilled by the year end, however, this leave £775k which has the potential of not being achieved. £490k of this is in relation to the schools integration budget. A full detailed analysis can be seen for each Service in Appendix D.

7. Invest-to-Save

- 7.1** An invest to save programme was undertaken in 2016/17 with an allocation of £982,800 for individual projects. To date, £155,908 has been spent from this allocation of funding. All projects are at various stages of development, with some closer to completion than others. A full detail of the expenditure and progress on each of the programmes can be seen in Appendix CH.

8. Agency and Consultancy Costs

- 8.1** During the first quarter, £272k was spent on Agency staff. These were, in the main, part-funded from staffing budgets as they related to staff illness cover, while £152k was related to staff cover while Childrens Services undergoes a restructure. The full details can be seen at Appendix DD.
- 8.2** Expenditure on consultancy for quarter 1 was £311k, with £110k related to the Energy Island Programme, for which the whole £110k was funded from external sources. £159k has been funded from the Council's budgets and £41k from specific grants or other sources. There are various reasons for the use of consultants and the full details of the expenditure can be seen at Appendix E.

9. Conclusion

- 9.1** A total overspend of £2.119m is projected for the year-ending 31 March 2018. £3.049m of this is on service budgets, though it must be highlighted that this is made up of a number of over and underspends. The Services that are still experiencing significant budgetary pressures are similar to 2016/17 (Children and Families Service, and Learning). The Heads of Service are aware of the issues and are working to reduce the level of overspending which is within their control at the year-end. Corporate Finance is expected to underspend by £0.235m and Council Tax, which includes the Council Tax Premium, is forecast to collect a surplus of £0.695m. The overall overspend is, therefore, reduced to £2.119m. The projected level of overspend is 1.68% of the Council's net budget. There is concern about the impact of this level of overspend on general balances should the overspend materialise. An alternative to part, or fully, fund this would be to review and release any earmarked reserves which are no longer needed or a priority. Some earmarked reserves, however, have to be used for their specific purpose.
- 9.2** It should be noted that quarter 1 is early in the financial year and items such as the impact of winter maintenance and the new Highways maintenance contract have not been included in the forecast as there is no information available. Forecasts are subject to change as new information becomes available. However, with regular scrutiny from SLT and if remedial action is taken by Heads of Services these will help the services manage within the budgets they can control.

APPENDIX B

Projected Revenue Outturn for the Financial Year Ending 31 March 2018 – Quarter 1

Service/Function	2017/18 Annual Budget	Q1 2017/18 - Budget Year to Date	Q1 Actual & Committed spend	Q1 2017/18 Variance	Q1 Estimated Expenditure to 31 March 2018	Q1 Estimated Outturn 31 March 2018	2017/18 Projected Over/(Under)spend as a % of Total Budget
	£	£	£	£	£	£	%
<u>Lifelong Learning</u>							
Delegated Schools Budget	43,581,400	11,845,407	11,845,407	0	43,581,400	0	0.00%
Central Education	3,188,490	1,005,109	1,042,743	37,634	3,806,490	618,000	19.38%
Culture	1,312,790	450,131	505,847	55,716	1,332,790	20,000	1.52%
<u>Adult Services</u>	22,497,160	6,029,748	6,131,097	101,349	22,796,176	299,016	1.33%
<u>Children's Services</u>	8,001,240	2,127,977	2,554,008	426,031	10,107,240	2,106,000	26.32%
<u>Housing</u>	1,026,820	479,465	436,735	(42,730)	1,026,820	0	0.00%
<u>Highways, Waste & Property</u>							
Highways	6,420,800	1,905,334	1,978,341	73,007	6,423,800	3,000	0.05%
Property	1,025,340	(388,554)	(416,478)	(27,924)	992,340	(33,000)	-3.22%
Waste	6,303,040	1,634,256	1,597,039	(37,217)	6,333,040	30,000	0.48%
<u>Regulation & Economic Development</u>							
Economic Development	1,958,800	740,607	581,505	(159,102)	2,038,800	80,000	4.08%
Planning and Public Protection	2,141,750	472,667	470,796	(1,871)	2,127,750	(14,000)	-0.65%
<u>Transformation</u>							
Human Resources	1,221,570	274,271	315,866	41,595	1,221,570	0	0.00%
ICT	1,689,790	491,205	960,595	469,390	1,789,790	100,000	5.92%
Corporate Transformation	861,250	156,270	159,945	3,675	861,250	0	0.00%
<u>Resources</u>	2,755,760	773,455	989,850	216,395	2,787,760	32,000	1.16%
<u>Council Business</u>	1,517,480	330,800	380,609	49,809	1,567,480	50,000	3.29%
<u>Corporate & Democratic costs</u>	1,665,860	679,342	590,294	(89,048)	1,493,860	(172,000)	-10.32%
<u>Corporate Management</u>	1,009,250	189,289	164,419	(24,870)	939,250	(70,000)	-6.94%
Total Service Budgets	108,178,590	29,196,779	30,288,617	1,091,838	111,227,606	3,049,016	2.82%

Service/Function	2017/18 Annual Budget	Q1 2017/18 - Budget Year to Date	Q1 Actual & Committed spend	Q1 2017/18 Variance	Q1 Estimated Expenditure to 31 March 2018	Q1 Estimated Outturn 31 March 2018	2017/18 Projected Over/(Under)spend as a % of Total Budget
	£	£	£	£	£	£	%
Corporate Finance							
Levies	3,334,733	831,392	831,392	0	3,334,733	0	0.00%
Capital Financing	8,149,332	2,029,586	2,029,586	0	7,913,846	(235,486)	-2.89%
General & Other Contingencies	1,667,135	416,784	416,784	0	1,667,135	0	0.00%
Corporate Savings	(232,710)	(58,177)	0	58,177	(82,710)	150,000	
Support Services contribution HRA	(621,950)	0	0	0	(621,950)	0	0.00%
Benefits Granted	5,681,870	686,637	686,155	(482)	5,532,870	(149,000)	-2.62%
Total Corporate Finance	17,978,410	3,906,222	3,963,917	57,695	17,743,924	(234,486)	-1.30%
Total Budget 2017/18	126,157,000	33,103,001	34,252,534	1,149,533	128,971,530	2,814,530	2.23%
Funding							
NNDR	(23,002,000)				(23,002,000)	0	0.00%
Council Tax	(32,941,000)				(33,288,879)	(347,879)	1.06%
Council Tax Premium	(564,000)				(911,480)	(347,480)	61.61%
Revenue Support Grant	(69,650,000)				(69,650,000)	0	0.00%
Total Funding 2017/18	(126,157,000)				(126,852,359)	(695,359)	0.55%
Total outturn including impact of funding	0	33,103,001	34,252,534	1,149,533	2,119,172	2,119,172	1.68%

Summary of the Financial Position on Contingency Budgets 2017/18 as at Quarter 1

	Original Budget	Virements	Amended Budget	Committed to date (30/06/17)	Current Remaining Un-Committed
	£	£	£	£	
General Contingency	283,635	- 13,500	270,135	142,600	127,535
Improvement	-	-	-	-	-
Salary and Grading	200,000	-	200,000	-	200,000
Cost of Change	92,000	-	92,000	92,000	-
Apprentishps Levy	290,000	-	290,000	328,816	- 38,816
County Elections	150,000	-	150,000	87,000	63,000
Edge of Care	240,000	-	240,000	240,000	-
Earmarked Contingency	425,000	-	425,000	425,000	-
Total Contingency Budgets	1,680,635	-13,500	1,667,135	1,315,416	351,719
VR Savings Target	-300,000	67,290	-232,710	0.00	-232,710
Total General and other Contingencies	1,380,635	53,790	1,434,425	1,315,416	119,009

Review of Invest-to-Save Projects

Service	Title	Description	Amount Requested	Total Sum Allocated	Capital Expenditure to 30/06/2017	Revenue Expenditure to 30/06/2017 (inc Commitment)	Remaining Budget	Project Update
Resources	Electronic Document Management System for Revenues and Benefits	Provide scanning solution and workflow for Revenues and Benefits	£170,000 in year 1, £10,000 per annum	£170,000	£42,120	£38,142	£89,738	On target - due for December.
I.T.	Local Land and Property Gazetteer	Implement a LLPG system across the Council	£10,800 in year 1, £3,000 per annum	£10,800	-	£8,750	£2,050	Project is 50-70% complete.
I.T. / Transformation	Customer Relationship Management System	Purchase and implementation of a CRM system	£255,000	£255,000	£29,223	-	£225,777	Project is ongoing and will continue for years. First major milestone - Waste - will be delivered in September.
I.T. / Resources	Payment Gateway	Purchase and implement a payment gateway which will enable payments to be received via the App	£27,000 in year 1, £9,400 per annum	£27,000		£6,000	£21,000	Project is underway and is directly related to the CRMS project above.
Regulation & Economic Development	Improve the Resilience of the Planning Systems	Full integration of the new back office planning system.	£62,000	£118,000	£12,769	£9,416.47	£49,231	Scanning & Indexing Officer Employed from 27/02/2017.
		Procurement of Sage time management system.	£16,000				£16,000	
		Scanning of historic planning files and documents.	£25,000				£15,583.53	
		Increase use of digital mobile technology.	£15,000				£15,000	
			£118,000				£95,815	

Service	Title	Description	Amount Requested	Total Sum Allocated	Capital Expenditure to 30/06/2017	Revenue Expenditure to 30/06/2017 (inc Commitment)	Remaining Budget	Project Update
Resources	Improving Income Collection Systems	Purchase and implement a new income management system which links to the current income streams and allows new income collection methods (AppMon etc) to link into the cash management system	£150,000	£150,000		£9,488	£ 140,512	Work is progressing and on target.
Lifelong Learning & Culture	Modernisation of business and performance processes	Implement unused modules in the ONE Management Information system	£87,000	£ 87,000			£ 87,000	<p>The ALNI partnership staff restructuring is complete as of 31/08/17, joint working arrangements for shared Education Data and Statistics Officer for Ynys Môn and Gwynedd have been agreed, June 2017. Restructuring of department's administrative and support officers begins in September 2017. Audit has completed report on Transport arrangements and a meeting between Education and Highways to discuss, amongst other things, how to implement ONE Transport Module, arranged for 09/08/17.</p> <p>Advertising of ONE dedicated Education Officer post will be part of restructure process in September, and IT are in discussions with Education about data cleansing of pupil addresses during Autumn Term. It is proposed that the majority of this Invest to Save budget will, therefore, have been used by March 2018.</p>

Service	Title	Description	Amount Requested	Total Sum Allocated	Capital Expenditure to 30/06/2017	Revenue Expenditure to 30/06/2017 (inc Commitment)	Remaining Budget	Project Update
I.T. / Transformation	Digital First / Digital By Default	Employ a Digital Lead Officer and Digital Services Analyst	£70,000 in year 1, £50,000 in year 2 £70,000	£120,000			£120,000	Recruitment delayed pending preparatory work needed to make the post viable.
Public Protection	Improved Digital Connectivity within the Public Protection Service	Implementation of a cloud based system to record inspection visits. The software is an all Wales solution and has been procured via a framework agreement supported by 19 out of 22 Councils in Wales.	£10,000 per year for 4.5 years £45,000	£45,000		0	£45,000	No expenditure incurred to date. Decision to be made towards the end of September 2017. Issue has been raised by the Procurement team that, as the Authority has not signed up to the Public Protection Cymru "Framework Agreement", we will have to invoke Exception to Standing Orders that allows the service to go out to a single supplier. This is covered under Anglesey's Constitution Section 4.9.3 - Exceptions. This can be done as it is within the EU limits for price. Tascomi will cost over 5 years £39,000 + (5 x £15,600) = £117,000, that is well within the £164,000 limit defined in the EU directive. Therefore, a business case is being prepared to show all the costs and benefits and explains why Tascomi is the only possible supplier. The business case will have to be signed off by the Section 151 Officer. The invest to save bid will go towards implementation of the new system, when it will be installed.
				£982,800	£84,112	£71,796	£826,892	

Review of Efficiency Savings 2017/18

Service/Function	Budget Savings 2017/18 £	Achievable 2017/18 £	Potentially not-achievable 2017/18 £	Will not be achieved at all £	Comments
Lifelong Learning	1,100	454	646		Work is ongoing in relation to the school cleaners. It is anticipated that the saving will be fully achieved from 2018/19 onwards, however, it is likely that the £116k saving to the 2017/18 budget will not be achieved in this financial year, as the process has taken longer to implement than what had been anticipated. £40k will not be achieved due to the decisions made in relation to Melin Llynnon. The remaining £490k is in relation to the Intergration budget, where it was decided that this would be funded from reserves for this financial year while the work was undertaken.
Regulation and Economic Development	187	179	8		Work is continuing to take place in relation to the hours at the leisure centres with HR to ensure that the £3k shortfall is met. The £5k saving on the Leisure Centre café outsourcing is still being worked on with Property and Procurement.
Highways, Waste and Property	339	244	95		The £50k saving on the Highway maintenace is achievable, however, it will be dependant on the severity of this winter. Work is continuing with HR in relation to the staffing elements of the savings, £35k. £5k PROW is currently not being achieved, due to pressures from the public. £5k Crossing Patrol has not yet been achieved, as the posts have not become vacant. Posts will not be filled as they become vacant.
Adults' Services	559	559			All savings are expected to be achievable from 2017/18.
Housing	41	36.5	4.5		There has been a slight delay in the review of the energy performance, one officer has commenced the work while the second officer has not, therefore, it will mean that the target will need to be adjusted to £285k.
Transformation	79	79			All savings are expected to be achievable from 2017/18.
Council Business	18	18			All savings are expected to be achievable from 2017/18.
Resources	121	100	21		Savings expected to be achieved, however, the saving on the postage is dependant on the success of the Northgate Project, this will not be known until later in the financial year.
Total	2,444	1,670	775	0	

AGENCY COSTS

	£	Funded From	Purpose
Childrens Services	151,646.15	Core budget, un-utilised staffing budget & reserves approved by Executive	To cover vacant posts whilst restructure taking place
Resources	4,615.00	Staff Budget	To cover post for long term Sickness
	21,300.00	Specific Reserve	To assist with the upgrading of the Northgate Payroll & HR Software
	38,804.00	Specific Core Budget & Staff Budget	Recovery of uncollected Debts
Transformation	3,876.12	Staff Budget	To Cover Staff Sickness
Economic & Regeneration	2,750.31	Staff Budget	To meet statutory inspection targets
Waste	16,427.52	Core Budget	Site Agents at Recycling Centres
	32,388.51	Grant Funding	Site Agents at Recycling Centres
Total	271,807.61		

Information Regarding Monitoring of Consultants

Service	Amount	Category - Reason Appointed		Source of Funding (Specific Core Budget / Unutilised staffing budget / Grant / External Contribution)		Description of work undertaken
		Ongoing to cover specific skill set that doesn't require Permanent Post	Volume of Work	Specific Work / One Off Project		
Central Education	£45.00	✓			Grant	Provider for TRAC experiences for young people.
Central Education	£175.00			✓	Core Budget	Provide advice to headteachers about budgets and staffing.
Central Education	£6,125.00		✓		Core Budget	Provide training and advice and policy development for Safeguarding, health and safety advice and monitoring staff attendance across all schools.
Central Education	£1,100.00			✓	Grant	Monitoring Welsh Language strategy on behalf of LA.
Culture	£870.60	✓			Core Budget	Artist Masterclasses.
Culture	£3,240.75	✓			Core Budget	Artist to lead Criw Celf.
Culture	£609.33	✓			Grant	Tutor of IT course for adults learners.
Economic & Regeneration	£1,000.00			✓	Core Budget	Report on the resilience of the electricity transmission network.
Economic & Regeneration	£32,522.50	✓			External (PPA)	Multi-Disciplinary Framework Agreement - Provision of expertise, skills and capacity to support the development and implementation of activities relating to Major Energy Developments on the Island, with particular regard to the proposed new nuclear build at Wylfa.
Economic & Regeneration	£46,964.99	✓			External (PPA)	Transmissions Infrastructure and Grid Connections Framework Agreement - Provision of support and advice in dealing with technical aspects of National Grid's proposed Development Consent Order application.
Economic & Regeneration	£1,544.60	✓			External (PPA)	Provision of expert archaeological planning advice.

Service	Amount	Category - Reason Appointed		Source of Funding (Specific Core Budget / Unutilised staffing budget / Grant / External Contribution)		Description of work undertaken
		Ongoing to cover specific skill set that doesn't require Permanent Post	Volume of Work	Specific Work / One Off Project		
Economic & Regeneration	£26,293.41	✓			External (PPA)	Legal Service Framework Agreement - Provision of legal advice in respect of the Wylfa Nuclear New Build and any other Energy Island Projects.
Economic & Regeneration	£2,890.00	✓			External (PPA)	Multi-Disciplinary Framework Agreement - Provision of expertise, skills and capacity to support the development and implementation of activities relating to Major Energy Developments on the Island, with particular regard to the proposed new nuclear build at Wylfa.
Economic & Regeneration	£122.67	✓			External (PPA)	Provision of Strategic Advice on National Grid Project.
Economic & Regeneration	£23,832.90			✓	External (Welsh Government)	International Visitor Gateway Project - Preparation of RIBA Stage 3 designs for ERDF grant submission.
Economic & Regeneration	£1,950.00			✓	External (NDA)	Business Centre extension cost review (prior to submission to WEFO).
Economic & Regeneration	£1,957.40			✓	External (NDA)	Outline Planning fee for land on Llangefni Enterprise Zone (EZ5).
Economic & Regeneration	£1,125.00	✓			External (costs covered by fee from client)	Cost of structural checks against required criteria.
Economic & Regeneration	£50.00			✓	Core Budget	Outbreak Training for EHOs.
Economic & Regeneration	£30.00			Monthly	Core Budget	Credit scoring checks.
Highways	£109.60			✓	Core Budget	Parking adjudication service levy.
Highways	£128.31	✓		✓	Core Budget	Preparing Term contracts for several bodies.

Service	Amount	Category - Reason Appointed		Source of Funding (Specific Core Budget / Unutilised staffing budget / Grant / External Contribution)		Description of work undertaken
		Ongoing to cover specific skill set that doesn't require Permanent Post	Volume of Work	Specific Work / One Off Project		
Schools	£215.00				Core Budget	Art Sessions.
Schools	£525.00				Core Budget	Music / Drama Sessions.
Schools	£500.00				Core Budget	Sport Sessions.
Schools	£83.84			✓	Core Budget	Translation Service.
Schools	£776.47				Core Budget	Creative Practitioner.
Waste	£250.00	✓			Core Budget	Perimeter Gas Monitoring.
Waste	£680.00	✓			Core Budget	Penhesgyn Landfill Gas Technical Support - April 2017.
Waste	£43.40	✓			Core Budget	Metering & Settlement Fee - May 2017.
Waste	£182.50	✓			Core Budget	Annual Fire Risk Assessment Review.
Waste	£3,900.00	✓			Core Budget	Site Permit Compliance.
Waste	£583.80	✓			Core Budget	Annual Groundwater / Surface Water & Leachate Sampling 2017/18.
Waste	£575.00	✓			Core Budget	
Waste	£580.00	✓			Core Budget	
Waste	£600.00	✓			Grant Funded	Consultancy work at Penhesgyn IVC.
Waste	£182.50	✓			Grant Funded	Annual Fire Risk Assessment Review.
HRA	£355.00			✓	Core HRA	Supplementary assessment approved contractors scheme.
HRA	£2,927.20			✓	Core HRA	Legal advice - outsourcing of stores.
HRA	£8,000.00			✓	Grant	Affordable Housing consultancy - Wylfa Newydd.
HRA	£134.10			✓	Core HRA	Expenses for Orchard system consultant.
Children's Services	£5,186.40			✓	Contingency	Set-up of Edge-of-Care team aimed at reducing number of Looked-after-Children.
Children's Services	£30.00			✓		
Children's Services	£2,068.15		✓		Unutilised staffing budget and reserves approved by Executive	Chairing & Reviewing Child Protection Cases.

Service	Amount	Category - Reason Appointed		Source of Funding (Specific Core Budget / Unutilised staffing budget / Grant / External Contribution)		Description of work undertaken
		Ongoing to cover specific skill set that doesn't require Permanent Post	Volume of Work	Specific Work / One Off Project		
Children's Services	£2,564.90		✓			
Children's Services	£764.10		✓			
Children's Services	£937.50			✓	Unutilised staffing budget and reserves approved by Executive	Recruitment campaign.
Children's Services	£418.50			✓	Core Budget	Employment advice.
Transformation	£4,000.00			✓	Specific Core Budget	Installation & consultancy.
Transformation	£1,303.98			✓	Specific Core Budget	Installation & consultancy.
Transformation	£6,793.48			✓	Specific Core Budget	Consultancy & project management.
Transformation	£1,900.00			✓	Specific Core Budget	Installation & consultancy.
Transformation	£1,884.00			✓	Grant	Social worker assessments.
Council Business	£54,907.58		Covers full-time post	Post of Contracts Solicitor	Overspend on budget	Contracts and procurement advice - maternity cover to April 2018.
Council Business			Covers full-time post	Manager's post within service	Overspend on budget	Long-term sickness cover.
Council Business	£1,300.00		Advising one Planning Committee	One off	Overspend on budget	Legal Adviser to one Planning Committee.

Service	Amount	Category - Reason Appointed		Source of Funding (Specific Core Budget / Unutilised staffing budget / Grant / External Contribution)		Description of work undertaken
		Ongoing to cover specific skill set that doesn't require Permanent Post	Volume of Work		Specific Work / One Off Project	
Resources	£1,300.00	✓			Staff budget	Management of Internal Audit.
Resources	£6,925.00			✓	Core Budget	Treasury Services.
Resources	£1,333.20	✓			Core Budget	VAT Consultancy.
Resources	£575.00			✓	Core Budget	Work on equal pay claims.
Resources	£7,240.60			✓	Core Budget	Consultancy on Civica system.
Resources	£1,050.00			✓	Core Budget	Consultancy for report production.
Resources	£3,825.00			✓	Core Budget	Project Management – Northgate HR/Payroll
Resources	£7,200.00			✓	Core Budget	Project Management – Northgate HR/Payroll
Resources	£13,500.00			✓	Core Budget	Project Management – Electronic Document Management
Resources	£9,987.50			✓	Core Budget	Project Management – Improving Income Collection
	£310,775.76					

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ISLE OF ANGLESEY COUNTY COUNCIL	
REPORT TO:	THE EXECUTIVE
DATE:	18 SEPTEMBER 2017
SUBJECT:	HRA BUDGET MONITORING, QUARTER 1 2017/18
PORTFOLIO HOLDER(S):	COUNCILLOR JOHN GRIFFITH
HEAD OF SERVICE:	MARC JONES
REPORT AUTHOR:	STEPHEN MOORE
TEL:	01248 752634
E-MAIL:	StephenMoore@ynysmon.gov.uk
LOCAL MEMBERS:	n/a
A - Recommendation/s and reason/s	
<p>1. The Executive is requested to note the following:-</p> <ul style="list-style-type: none"> (i) The position set out in respect of the financial performance of the Housing Revenue Account (HRA) for Quarter 1 2017/18. <p>2. Background</p> <ul style="list-style-type: none"> (i) In March 2017, the Council agreed a budget for 2017/18 that showed a planned deficit of £3,353k. (ii) The budget for 2017/18 included a contribution to the capital programme of £8,882k. (iii) The HRA is 'ringfenced', and its reserves cannot be transferred to the General Fund. <p>3. This report sets out the financial performance of the HRA for the period from 1st April 2017 to 30th June 2017.</p> <p>4. Overview</p> <ul style="list-style-type: none"> (i) The revenue financial position for 2017/18 shows an overspend of £49k, a variance of less than 2%. More detail is shown in Appendix A. (ii) Capital expenditure is behind profiled expenditure but is expected to be on budget by the end of the year. More detail is shown in Appendix B. <p>5. Income</p> <ul style="list-style-type: none"> (i) Income is £41k (1%) better than the profiled budget. (ii) The budget assumed that the remodelling of the garage stock would be complete. The forecast has been amended to show additional income of £25k to account for the phasing of the project. 	

6. Expenditure

- (i) Overall, expenditure is £45k below budget. As yet, there are no significant trends to report.

7. Year End Adjustments

- (i) This heading covers items of expenditure that form part of the year end accounting process and are not generally monitored during the year.

8. Repairs and Maintenance

- (i) The Housing Maintenance Unit (HMU) shows an overspend of £53k. The overspend is due to additional expenditure on subcontractors and materials on day to day maintenance work. However, the expenditure is being reviewed which could reduce the overspend. Procedures have been reviewed to improve the coding and timeliness of purchase orders, and the expenditure will be closely monitored.
- (ii) Other Repairs and Maintenance are overspent due to the procurement of services (particularly ground maintenance) that covers much of the financial year. This would be expected to be on budget by the end of the year.

9. Capital Expenditure

- (i) Capital expenditure to the end of June shows no significant variation to date. Details are shown in Appendix B.

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

n/a

C - Why is this a decision for the Executive?

This matter is delegated to the Executive.

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

Yes

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

Yes

DD - Who did you consult?

What did they say?

DD - Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	
2	Finance / Section 151 (mandatory)	n/a– this is the Section 151 Officer's report
3	Legal / Monitoring Officer (mandatory)	Will be consulted as part of SLT
4	Human Resources (HR)	

5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	
E - Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	
F - Appendices:		
Appendix A – Revenue expenditure and forecasts to end of Quarter 1. Appendix B – Capital expenditure and forecasts to end of Quarter 1.		
FF - Background papers (please contact the author of the Report for any further information):		
<ul style="list-style-type: none"> • 2017/18 HRA budget (as approved by this Committee on 20 March 2017). • HRA 30 Year Business Plan 2017/47 (as approved by this Committee on 20 March 2017). 		

APPENDIX A

	Annual Budget 2017/18	Profiled Budget	Total Expenditure to Date	Variance to Date	Projected over/under spend
	£	£	£	£	£
HRA Revenue Accounts - June 2017					
Income					
Income - Dwellings	-16,052,000	-3,996,948	-4,020,743	-23,795	
Income - Garages	-185,000	-46,065	-56,950	-10,885	-25,000
Income- Service Charges	-97,000	-24,153	-31,777	-7,624	
Income - Other	-291,000	-63,993	-62,712	1,281	
Total Income	-16,625,000	-4,131,159	-4,172,182	-41,023	-25,000
Expenditure					
Tenant Participation	96,710	24,034	14,656	-9,378	
Rent Administration	409,410	102,079	16,514	-85,565	
Estate Management	206,280	50,621	109,037	58,416	
Building Maintenance Staff (Non BMU)	863,890	214,056	214,537	481	
Other Revenue Expenditure	629,020	156,682	147,124	-9,558	
Total Income and Expenditure	2,205,310	547,472	501,868	-45,604	0
Year end adjustments					
Interest/MRP	3,677,000	0	0	0	
Bad Debt Provision	147,000	0	0	0	
Recharge from Housing Service	621,830	0	0	0	
Recharge from Central Services	677,010	0	0	0	
Revenue Contribution to Capital Programme	8,882,000	0	0	0	
HRA Total	-414,850	-3,583,687	-3,670,314	-3,670,314	-25,000
HMU					
Other Repairs and Maintenance	3,268,040	810,851	863,507	52,656	
Repairs and Maintenance	3,767,630	935,285	1,071,271	135,986	0
TOTAL HRA DEFICIT	3,352,780	-2,648,402	-2,599,043	49,359	-25,000

Note: A negative number in the forecast change column indicates an improvement in the overall position.

APPENDIX B

SERVICE	Annual Budget (£)	Profiled Budget (£)	Total Expenditure (£)	Variance to profile (£)	Projected Expenditure (£)	Projected (Under) / Over (£)
Housing HRA						
Central Heating Contract	600,000	30,000	30,677	677	600,000	0
Planned Maintenance Contract	4,635,000	750,000	639,663	-110,337	4,635,000	0
HMU Vehicles 2017/18	144,000	0	0	0	144,000	0
Environmental Works	502,580	25,645	25,617	-28	502,580	0
Remodelling of Existing Stock	693,120	0	195	195	693,120	0
Acquisition of Existing Properties	4,800,000	350,000	348,337	-1,663	4,800,000	0
Public Sector Adaptations	350,000	100,000	109,179	9,179	350,000	0
Fire Risk	167,620	0	0	0	167,620	0
WHQS	870,280	67,570	26,128	-41,442	870,280	0
Premises	110,000	27,500	39,378	11,878	110,000	0
Totals for : Housing HRA	12,872,600	1,350,715	1,219,175	-131,540	12,872,600	0

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ISLE OF ANGLESEY COUNTY COUNCIL		
REPORT TO:	EXECUTIVE COMMITTEE	
DATE:	18 SEPTEMBER 2017	
SUBJECT:	BUDGET MONITORING REPORT QUARTER 1 2017/18 - CAPITAL	
PORTFOLIO HOLDER(S):	COUNCILLOR J GRIFFITH	
HEAD OF SERVICE:	MARC JONES (EXT. 2601)	
REPORT AUTHOR:	GARETH ROBERTS	
TEL:	01248 752675	
E-MAIL:	GarethRoberts@ynysmon.gov.uk	
LOCAL MEMBERS:	n/a	
A - Recommendation/s and reason/s		
<ul style="list-style-type: none"> • It is recommended that the Executive note the progress of expenditure and receipts against the capital budget 2017/18 at quarter 1. • It is recommended that the Executive approve an extra £0.041m of Capital funding to finance the additional costs at Garreglwyd care home (see paragraph 4.4). 		
B - What other options did you consider and why did you reject them and/or opt for this option?		
n/a		
C - Why is this a decision for the Executive?		
<ul style="list-style-type: none"> • This report sets out the financial performance of the Capital budget for the first quarter of the financial year. • Budget monitoring is a designated Executive function. 		
CH - Is this decision consistent with policy approved by the full Council?		
Yes		
D - Is this decision within the budget approved by the Council?		
Setting of the annual Capital Budget.		
DD - Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	
2	Finance / Section 151 (mandatory)	n/a – this is the Section151 Officer's report
3	Legal / Monitoring Officer (mandatory)	
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	

E - Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	
F - Appendices:		
<p>Appendix A - Capital Budget Monitoring Report – Quarter 1 2017/18 Appendix B - Summary of the Capital Projects' Expenditure to date against the Capital Budget and the Projected Expenditure at Year-End</p>		
FF - Background papers (please contact the author of the Report for any further information):		
<ul style="list-style-type: none"> • 2017/18 Capital Budget, as recommended by the Full Council on 28 February 2017; • 2017/18 Treasury Management Strategy Statement, approved by the Full Council on 28 February 2017; and • 2016/17 Capital Outturn Report, that went to this Committee on 12 June 2017. 		

1. INTRODUCTION

- 1.1 This is the Capital Budget monitoring report for the first quarter of the financial year, and allows Members to note the progress of Capital Expenditure and Capital Receipts against the Capital Budget.
- 1.2 In March 2017, the Council approved a Capital Programme for non-housing services of £27.630m for 2017/18 and a Capital Programme of £12.873m for the HRA. In addition, in June 2017, the Council approved Capital Slippage of £4.677m to be brought forward from 2016/17, and there was also slippage carried forward from the 21st century schools programme of £1.758m. Since the budget setting process, there have been additional schemes added onto the programme, most of which are grant funded which amounted to £1.074m. Included in this, are grant schemes such as the Road Safety Grant of £0.163m and a MALD grant of £0.115m for Oriel Ynys Môn. This brings the total Capital budget for 2017/18 to £48.012m.

2. PROGRESS ON EXPENDITURE 2017/18

- 2.1 Below is a summary table of the Capital expenditure to 30 June 2017, the profiled budget to 30 June 2017 and the proposed funding of the Capital Programme for 2017/18.

Service	Annual Budget £'000	Profiled Budget £'000	Actual Expenditure £'000	Committed Expenditure £'000	Total Expenditure £'000	% Profiled Budget Spend %	% Annual Budget Spent %
Housing General Fund	2,490	290	146	16	162	56	7
Housing HRA	12,873	1,351	1,146	73	1,219	90	9
Lifelong Learning	9,598	2,198	1,215	287	1,502	68	16
Economic and Regeneration	8,890	10	7	15	22	216	0
Highways	10,883	650	452	108	560	86	5
Waste Management	172	66	-	66	66	101	39
Property	507	200	190	1	191	95	38
Transformation	655	174	46	38	85	49	13
Planning	411	64	68	-	68	106	17
Adult Services	1,533	16	13	-	13	81	1
Total	48,012	5,019	3,283	604	3,887	77	8
Funded By:							
Capital Grant	23,447						
Capital Receipts	2,866						
Supported Borrowing	3,509						
Unsupported Borrowing	6,302						
Revenue Contribution	10,208						
Reserves	752						
Loan	365						
Underspend from 2016/17	564						
Total Funding	48,012						

- 2.2 The Profiled budget spent to the end of the first quarter is 77%, however, only 8% of the annual budget has been spent to date. The reason for this is that a number of the capital schemes are weighted towards the latter part of the financial year. Some Capital schemes are well underway, with the majority of the profiled budget for quarter 1 being spent, schemes such as Street Lights and the purchase of a Telehandler. Some Capital Schemes have yet to commence, but their budget is profiled towards the latter part of the financial year, such as the purchase of new vehicles. These schemes and their profile can be seen in Appendix B. There are a number of Capital Grants schemes in 2017/18 and an update on these is provided in section 3.1 of this report.

2.3 The Housing Revenue Account has spent 90% of its profiled budget, but only 9% of the annual budget. However, it is currently estimated that the budget will be spent in its entirety come the end of the financial year. During Q1, expenditure has predominantly been in connection with contracts procured during 2016/17 i.e. carried forward commitment. It is anticipated that new planned maintenance contracts procured during Q1 and anticipated tender results expected during Q2 will fully commit the budget for 2017/18.

2.4 The smallholdings programme of improvements, financed from the ring-fenced capital receipts from the sale of smallholdings and rental income, completed during 2016/17. The surplus at the end of the financial year was £0.307m, which has been ring-fenced for further Capital works during 2017/18. It is currently forecasted that the programme will spend £0.403m this financial year, with the extra £0.096m funded from the Smallholding Repairs & Maintenance budget. There are further sales projected for 2017/18 and, if these sales are completed, it will bring in a further £0.530m.

3. FUNDING

3.1 Capital Grants

3.1.1 There are a number of Capital Grant schemes in the Capital Programme for 2017/18, most of which are underway and progressing, with a brief update on the schemes provided below:-

- Vibrant & Viable Places – £0.125m has been allocated towards the purchase of Market Hall. Negotiations are currently underway with the owner with a view to securing purchase by the end of Quarter 2.
- Llangefni Link Road – Sections 1 & 2 were completed during the final weeks of 2016/17, with work currently underway on Section 4. Work on section 4 is progressing as expected with a completion date on site likely to be January 2018 (completion of invoicing by March 2018). During Quarter 1, the expenditure incurred as claimed against the grant in full. The construction tender for Section 3 will be issued at the end of August 2017, with work commencing on site in November 2017 subject to land agreements/acquisition. Advance orders for statutory undertakers are being progressed currently (on Section 3).
- Llangefni Strategic Infrastructure – A bid was submitted for European Regional Development Fund in April, and this was successful and formally approved in June 2017. Designs and surveys will commence over the summer months with an expectation to award the construction contract before the end of this financial year. The scheme will involve construction of new industrial units on the old Môn Training site and office extension at the business centre for letting.
- Holyhead Breakwater - the work on the initial commission will be completed in the Autumn. The funding for the consultancy phase this year is being provided by Stena Port.
- 21st Century Schools - The funding for Ysgol Cybi and Ysgol Rhyd y Llan was fully drawn down as part of the 21st century schools programme in 2016/17. Therefore, the remaining work due to be completed on both schools during 2017/18 will be funded through borrowing and the Council's resources as part of the Council's 50% contribution towards the project. Project costs on various schemes continue to fluctuate, however, the overall cost for Band A remains within the approved budget.

3.1.2 There are schemes that are in the Capital Programme that have not yet started, or are waiting approval from funding providers, with a brief update on the schemes provided below:-

- Beaumaris Flood Alleviation – Welsh Government has allocated funding for Beaumaris Flood Alleviation within their programme for this financial year. However, a formal offer is subject to a bid being made by the Authority, which will be done once the design of the scheme is finalised.
- Holyhead Strategic Infrastructure – This scheme is to construct new industrial units at Penrhos, Holyhead, and a draft bid has been submitted for European Regional Development Funding, with an expectation of a positive outcome, however, this will be dependent on securing match funding.
- Tourism Gateway – A bid for European Regional Development Funding has been submitted and is currently being assessed, with an expectation that a decision will be made in the autumn.
- Road Safety Capital – This scheme will involve capital works on the B5110 road from Llangefni to Marianglas. Work will commence later on in the financial year.
- MALD Oriol Ynys Môn – Limited expenditure has been incurred during Quarter 1. However, toilet refurbishment is scheduled to start in quarter 2 as well as some lighting improvement and minor works. In quarter 3, the scheme is due to complete with some landscape work. The grant is expected to be fully utilised this financial year.
- New Highway to Wylfa Newydd – No work is now expected in this financial year. The online works will still go ahead but is not likely to start now until September 2018.

3.2 Capital Receipts

3.2.1 The Capital Receipts for this year to date and the budgeted Capital Receipts are:-

	Budget 2017/18 £'000	Received to 30-Jun-17 £'000	Projection to 31-Mar-18 £'000
Council Fund:			
Smallholdings	530	0	530
General	2,925	455	2,925
Industrial	275	0	275
Schools	640	0	640
Total	4,370	455	4,370

3.2.2 The projected Capital Receipts at 31 March 2018 is £4.370m, with only £0.455m being received at 30 June 2017 (10.4%). This was from the sale of Parc Mount (£0.350m) and a property in Holyhead (£0.105m). The forecast Capital Receipts include £2.175m for the sale of former school sites, £0.530m on various Smallholdings and £0.275m on Industrial units. This income is generated from the sale of Smallholdings which have already been agreed, no additional properties are being sold.

3.2.3 Since the end of the quarter, the Authority has received £0.220m Capital Receipts for the sale of a Smallholding (£0.085m) and the sale of a House (£0.135m).

4. PROJECTED ACTUAL EXPENDITURE 2017/18

4.1 Below is a table with projected Expenditure at 31 March 2018 and the revised funding:-

Service	Annual Budget £'000	Projected Expenditure £'000	Projected Under / Over Expenditure £'000	% Variance
Housing General Fund	2,490	2,490	-	-
Housing HRA	12,873	12,873	-	-
Lifelong Learning	9,598	8,419	- 1,178	- 12
Economic and Regeneration	8,890	1,226	- 7,664	- 86
Highways	10,883	5,697	- 5,186	- 48
Waste Management	172	172	-	-
Property	507	603	96	19
Transformation	655	655	-	-
Planning	411	1,118	707	172
Adult Services	1,533	1,568	35	2
Total	48,012	34,821	- 13,190	- 27
Funded By:	Annual Budget £'000	Projected Funding £'000	Variance	% Variance
Capital Grant	23,447	11,204	- 12,243	- 52
Capital Receipts	2,866	4,370	1,504	52
Supported Borrowing	3,509	3,171	- 338	- 10
Unsupported Borrowing	6,302	4,921	- 1,381	- 22
Revenue Contribution	10,208	10,304	96	1
Reserves	752	487	- 265	- 35
Loan	365	365	-	-
Underspend from 2016/17	564	-	- 564	- 100
Total Funding	48,012	34,821	- 13,190	- 27

4.2 As can be seen from table 4.1 (above), the forecast underspend on the Capital Programme for 2017/18 is £10.317m, with this being potential slippage into the 2018/19 Capital Programme. The funding for this slippage will also slip into 2018/19 and will be factored in when producing the Treasury Management Strategy Statement and Capital Programme for 2018/19. The main projects that are forecast to be underspent are the Holyhead Strategic Infrastructure, Llangefni Strategic Infrastructure and the New Highway to Wylfa Newydd, as can be seen in Appendix B. These three schemes are nearly fully funded by grants and this is the reason that there is a significant variance in the Capital Grants funding in table 4.1. The reasons for the underspend in the Holyhead Strategic Infrastructure is that external funding is still being sought, with a draft bid submitted. Llangefni Strategic Infrastructure is forecast to underspend as the external funding has only recently been secured, and only design and survey work likely to happen in this financial year. The New Highway to Wylfa Newydd is not expected to progress until September 2018 at the earliest.

- 4.3** The Capital Finance Requirement forecasted at 31 March 2018 is £137.438m, which is the underlying need for the Authority to borrow to be able to fund its Capital Programme. The external borrowing currently stands at £111.432m, meaning the Authority essentially needs to borrow £26.006m to fund the current Capital Programme. If this borrowing is undertaken externally, the Authority will still be within its authorised borrowing limits as per the 2017/18 Treasury Management Strategy Statement (Appendix 11).
- 4.4** Included in the approved Capital Programme for 2017/18 is a budget of £0.250m for the refurbishment of Garreglwyd Care Home. The projected costs are now expected to rise by £0.041m and a decision needs to be made by this Committee whether to approve this additional funding of £0.041m. The reason for the increase in costs is that the original scheme has had to be split into two phases, bringing extra cost to the scheme. If the additional budget is to be approved, it will be funded by the Capital Reserve.

5. FUTURE YEARS

- 5.1** On 28 March 2017, the Full Council approved a Capital Programme for 2017/18 for the non-housing services and the HRA. Included in this report was the forecast expenditure for these approved schemes in 2018/19 onwards. In 2018/19, this amounted to £37.511m for the non-housing services, including £7.274m for the 21st Century Schools, £13.885m for the New Road in relation to Wylfa Newydd and £7.150m for the Extra Care Seiriol. The HRA forecast was £7.283m. In 2019/20, these approved schemes amounted to £27.479m for non housing services and £7.523m for the HRA. This included £7.150m for and Extra Care Seiriol, £9.567m for the New Road in relation to Wylfa Newydd and £6.813m for the 21st Century Schools. This forecast was based on the Capital Bids submitted in September 2016, therefore, these forecast figures will need to be revised and updated for the Capital Bid process for 2018/19 due to commence shortly. Capital bids will also be updated for the annual replacement programmes approved in 2017/18. During the development of the capital programme 2018/19, there will also be an invitation for new Capital Bids to be submitted for new capital schemes to commence during 2018/19. These will be limited to projects which contribute to the Corporate Plan 2018/21; projects which are invest-to-save schemes which will achieve savings or generate income; externally funded projects or projects; which can generate income/savings to repay the unsupported borrowing needed to fund the project.

Summary of the Capital Projects' Expenditure to date against the Capital Budget and the Projected Expenditure at Year-End

Service	Annual Budget (£)	Profiled Budget (£)	Actual Expenditure (£)	Committed Expenditure (£)	Total Expenditure (£)	Variance to profile (£)	% Profiled Budget Spent	% Annual Budget Spent	Projected Expenditure (£)	Projected Under / Over (£)	% Variance
Housing General Fund											
Disabled Facilities Grants	958,280	239,568	116,780	0	116,780	-122,788	49	12	958,280	0	0
Residential Site for Gypsies and Travellers	1,301,000	49,998	29,593	15,506	45,099	-4,899	90	3	1,301,000	0	0
Compulsory Purchase Scheme	200,000	0	0	0	0	0	0	0	200,000	0	0
Affordable Housing brought forward 2015/16	30,650	0	0	0	0	0	0	0	30,650	0	0
Total	2,489,930	289,566	146,373	15,506	161,879	-127,687	56	7	2,489,930	0	0
Housing HRA											
Central Heating Contract	600,000	30,000	0	30,677	30,677	677	0	0	600,000	0	0
Planned Maintenance Contract	4,635,000	750,000	633,804	5,859	639,663	-110,337	85	14	4,635,000	0	0
HMU Vehicles 2017/18	144,000	0	0	0	0	0	0	0	144,000	0	0
Environmental Works	502,580	25,645	23,077	2,540	25,617	-28	100	5	502,580	0	0
Remodelling of Existing Stock	693,120	0	195	0	195	195	0	0	693,120	0	0
Acquisition of Existing Properties	4,800,000	350,000	348,337	0	348,337	-1,663	100	7	4,800,000	0	0
Public Sector Adaptations	350,000	100,000	75,170	34,009	109,179	9,179	109	31	350,000	0	0
Fire Risk	167,620	0	0	0	0	0	0	0	167,620	0	0
WHQS	870,280	67,570	26,128	0	26,128	-41,442	39	3	870,280	0	0
Premises	110,000	27,500	39,378	0	39,378	11,878	143	36	110,000	0	0
Totals for : Housing HRA	12,872,600	1,350,715	1,146,090	73,085	1,219,175	-131,540	90	9	12,872,600	0	0
Lifelong Learning											
Disabled Access in Education Building	474,620	0	5,107	0	5,107	5,107	0	1	474,620	0	0
Refurbish Education Building	500,000	0	1,024	0	1,024	1,024	0	0	500,000	0	0
21st Century Schools - Holyhead	1,158,000	868,500	461,697	200,622	662,319	-206,181	76	57	1,009,500	-148,500	-13
21st Century Schools - Llannau	2,502,000	1,251,000	720,719	59,347	780,066	-470,934	62	31	2,087,250	-414,750	-17
21st Century Schools - Parc Y Bont	314,000	78,500	17,193	18,565	35,758	-42,742	0	11	563,190	249,190	79
21st Century Schools - Bro Rhosyr / Bro Aberffraw	3,591,000	0	9,219	8,466	17,685	17,685	0	0	3,062,360	-528,640	-15
21st Century Schools - Bro Seiriol	166,000	0	0	0	0	0	0	0	0	-166,000	-100
21st Century Schools - Brynsiencyn	217,000	0	0	0	0	0	0	0	217,000	0	0
21st Century Schools - Lllangefni	675,000	0	0	0	0	0	0	0	505,370	-169,630	-25
Total	9,597,620	2,198,000	1,214,958	287,000	1,501,958	-696,042	68	16	8,419,290	-1,178,330	-12
Economic and Regeneration											
Tourism Gateway	1,050,000	10,000	2,423	13,688	16,110	6,110	161	2	210,000	-840,000	-80
Holyhead Strategic Infrastructure	5,001,000	0	0	0	0	0	0	0	150,000	-4,851,000	-97
Llangefni Strategic Infrastructure	2,523,000	0	0	0	0	0	0	0	550,000	-1,973,000	-78
Planning System Invest to Save	84,750	0	4,519	0	4,519	0	0	5	84,750	0	0
Salix Funding LED Lights	5,190	0	0	0	0	0	0	0	5,190	0	0
I2S - Energy Efficiencies at Leisure Centres	111,000	0	0	0	0	0	0	0	111,000	0	0
Oriel Ynys Môn MALD Grant 2017/18	115,370	0	0	928	928	928	0	1	115,370	0	0
Total	8,890,310	10,000	6,942	14,615	21,557	7,038	216	0	1,226,310	-7,664,000	-86

Service	Annual Budget (£)	Profiled Budget (£)	Actual Expenditure (£)	Committed Expenditure (£)	Total Expenditure (£)	Variance to profile (£)	% Profiled Budget Spent	% Annual Budget Spent	Projected Expenditure (£)	Projected Under / Over (£)	% Variance
Highways and Transportation											
Car Parks	12,920	0	0	0	0	0	0	0	12,920	0	0
Vehicles	346,400	0	0	61,066	61,066	61,066	0	18	346,400	0	0
County Prudential Borrowing Initiative	761,000	190,250	78,707	0	78,707	-111,543	41	10	761,000	0	0
Beaumaris Flood Alleviation Works (WG)	800,000	0	0	0	0	0	0	0	800,000	0	0
Pentraeth Flood Alleviation Works (WG)	800,000	0	0	0	0	0	0	0	0	-800,000	-100
New Highways to Wylfa Newydd	4,097,000	0	0	0	0	0	0	0	0	-4,097,000	-100
Llangefni Link Road	3,414,000	150,000	57,199	46,893	104,092	-45,908	69	3	3,125,000	-289,000	-8
Active Travel	4,000	0	45	0	45	45	0	1	4,000	0	0
Road Safety Grant	163,000	0	0	0	0	0	0	0	163,000	0	0
Salix Funding - Street Lights	365,000	300,000	304,726	0	304,726	0	102	83	365,000	0	0
Holyhead Breakwater	119,520	10,000	11,210	0	11,210	0	112	9	119,520	0	0
Total	10,882,840	650,250	451,887	107,959	559,846	-96,340	86	5	5,696,840	-5,186,000	-48
Waste Management											
Telehandler & Weighbridge	97,000	66,000	0	66,410	66,410	410	101	68	97,000	0	0
I2S - Traeth Coch	75,000	0	0	0	0	0	0	0	75,000	0	0
Total	172,000	66,000	0	66,410	66,410	410	101	39	172,000	0	0
Property											
Refurbish Existing Assets	200,000	0	0	0	0	0	0	0	200,000	0	0
Smallholdings	307,000	200,000	189,786	1,080	190,866	-9,134	95	62	403,000	96,000	31
Total	507,000	200,000	189,786	1,080	190,866	-9,134	95	38	603,000	96,000	19
Transformation											
ICT Projects	90,790	22,698	4,375	38,250	42,625	19,928	188	47	90,790	0	0
ICT - Core Infrastructure	150,000	0	0	0	0	0	0	0	150,000	0	0
ICT - Desktop Refresh	100,000	25,000	0	0	0	-25,000	0	0	100,000	0	0
ICT - Legacy System Migration	50,000	11,000	0	0	0	-11,000	0	0	50,000	0	0
ICT - MS Licensing	101,000	101,000	0	0	0	-101,000	0	0	101,000	0	0
CRM System Invest to Save	105,770	0	0	0	0	0	0	0	105,770	0	0
EDMS Invest to Save	57,860	14,465	42,120	0	42,120	27,655	291	73	57,860	0	0
Total	655,420	174,163	46,495	38,250	84,745	-89,418	49	13	655,420	0	0
Planning											
Holyhead Market Hall Hub Project	410,670	64,038	67,848	0	67,848	3,810	106	17	1,117,619	706,949	172
Total	410,670	64,038	67,848	0	67,848	3,810	106	17	1,117,619	706,949	172
Adult Services											
CCIS Implementation	65,000	16,250	13,091	0	13,091	-3,159	81	20	65,000	0	0
Canolfan Byron	150,000	0	0	0	0	0	0	0	143,931	-6,069	-4
Haulfre Refurbishment	68,270	0	0	0	0	0	0	0	68,270	0	0
Seiriol	1,000,000	0	0	0	0	0	0	0	1,000,000	0	0
Garreglwyd	250,000	0	0	0	0	0	0	0	291,240	41,240	16
Total	1,533,270	16,250	13,091	0	13,091	-3,159	81	1	1,568,441	35,171	2
Total	48,011,660	5,018,982	3,283,468	603,907	3,887,375	-1,142,062	77	8	34,821,450	-13,190,210	-27

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ISLE OF ANGLESEY COUNTY COUNCIL	
REPORT TO:	THE EXECUTIVE
DATE:	18 SEPTEMBER 2017
SUBJECT:	ANNUAL TREASURY MANAGEMENT REVIEW FOR 2016/17
PORTFOLIO HOLDER(S):	COUNCILLOR JOHN GRIFFITH
LEAD OFFICER(S):	R MARC JONES
CONTACT OFFICER(S):	GARETH ROBERTS/CLAIRE KLIMASZEWSKI (EXT. 2675/1865)
Nature and reason for reporting	
<p>To comply with regulations issued under the Local Government Act 2003 and with the Council's Treasury Management Scheme of Delegation for 2016/17 (Appendix 8 of the Treasury Management Strategy Statement 2016/17). In accordance with the Scheme of Delegation, this report was presented to the Audit Committee for scrutiny on 25 July 2017, who resolved to forward the report onto the Executive Committee without comment. The report is due to be presented to the Full Council once it has been to this Committee.</p>	

Summary

The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2016/17. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2016/17, the minimum reporting requirements were that the full Council should receive the following reports:-

- an annual treasury strategy in advance of the year (received on 10 March 2016);
- a mid-year treasury update report (received on 28 February 2017);
- an annual review following the year describing the activity compared to the strategy (this report).

The regulatory environment places responsibility on Members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by Members.

This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Audit Committee before they were reported to the full Council.

In order to support the scrutiny role of the members of the Audit Committee, Member training on treasury management issues was undertaken during November 2016.

During 2016/17, the Council complied with its legislative and regulatory requirements. The key data for actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:-

Data for actual prudential and treasury indicators	2015/16 Actual £000	2016/17 Original £000	2016/17 Actual £000
Capital expenditure			
• Non-HRA	16,369	38,665	28,033
• HRA	27,607	14,236	8,607
• Total	43,976	52,901	36,640
Total Capital Financing Requirement:			
• Non-HRA	84,291	95,748	91,515
• HRA	43,365	43,529	42,499
• Total	127,656	139,277	134,014
Gross borrowing	110,744	164,000	117,110
External debt	110,744	164,000	117,110
Investments			
• Longer than 1 year			-
• Under 1 year	10,983	14,600	13,319
• Total	10,983	14,600	13,319

Other prudential and treasury indicators are to be found in the main body of this report. The Section 151 Officer also confirms that borrowing was only taken out for capital purposes and the statutory borrowing limit (the authorised limit) was not breached.

The financial year 2016/17 continued the challenging investment environment of previous years, namely low investment returns.

RECOMMENDATIONS

The Committee is recommended to:-

- (i) Note that the outturn figures in this report will remain provisional until the audit of the 2016/17 Statement of Accounts is completed and signed off; any resulting significant adjustments to the figures included in this report will be reported as appropriate;
- (ii) Note the provisional 2016/17 prudential and treasury indicators in this report;
- (iii) Consider the annual treasury management report for 2016/17 and pass on to the next meeting of the full Council with any comments.

Appendices:

- Appendix 1 - Summary Portfolio Valuation as at 31 March 2017
- Appendix 2 - Credit ratings of investment counterparties and deposits held with each as at 31 March 2017
- Appendix 3 - Credit ratings of investment counterparties and deposits held with each as at 3 July 2017
- Appendix 4 - A Commentary by Capita Asset Services on the Economy, Investment and Borrowing Rates

Background papers :

- Treasury Management Strategy Statement 2016/17
- Prudential and Treasury Indicators 2016/17
- Treasury Management Mid-Year Review Report 2016/17
- Capital Outturn Report 2016/17

1. INTRODUCTION

This report summarises the following functions / activities / outcomes in financial year 2016/17:-

- Capital activity;
- Impact of this activity on the Council's underlying indebtedness (the Capital Financing Requirement);
- The actual prudential and treasury indicators;
- Overall treasury position identifying how the Council has borrowed in relation to this indebtedness and the impact on investment balances;
- Interest rate movements in the year;
- Detailed debt activity; and
- Detailed investment activity.

2. THE COUNCIL'S CAPITAL EXPENDITURE AND FINANCING 2016/17

2.1 The Council undertakes capital expenditure on long-term assets. These activities may either be:-

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or
- Financed from borrowing: this may be through planned borrowing or otherwise. If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

2.2 The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

	2015/16 Actual (£m)	2016/17 Estimate (£m)	2016/17 Actual (£m)
Non-HRA capital expenditure	16	39	28
HRA capital expenditure	28	14	9
Total capital expenditure	44	53	37
Non-HRA financed in year	16	39	28
HRA financed in year	28	14	9
Non-HRA capital expenditure financed by borrowing	2	9	11
HRA capital expenditure financed by borrowing	21	0	0

3. THE COUNCIL'S OVERALL BORROWING NEED

3.1 The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's debt position. The CFR results from the capital activity of the Council and what resources have been used to pay for the capital spend. It represents the 2016/17 capital expenditure financed by borrowing (see above table), and prior years' capital expenditure funded by borrowing which has not yet been paid for by revenue or other resources. The above table shows that £11m of Council fund capital expenditure is financed from borrowing. The actual external borrowing taken out was £6.2m at a reduced rate for the 21st Century Schools projects. The remaining £4.8m was internally borrowed, with Council balances funding this in the short-term to reduce interest payments. However, the expectation is that in the longer term the borrowing will need to be taken out to replenish Council balances.

3.2 Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies (such as the Government, through the Public Works Loan Board (PWLB) or the money markets), or utilising temporary cash resources within the Council.

3.3 Reducing the CFR

3.3.1 The Council's underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge called the Minimum Revenue Provision, MRP, to reduce the CFR. This is, effectively, a repayment of the borrowing need. This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.

3.3.2 The total CFR can also be reduced by:-

- the application of additional capital financing resources (such as unapplied capital receipts); or
- charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).

3.3.3 The Council's 2016/17 MRP Policy (as required by WG Guidance) was approved as part of the Treasury Management Strategy Report for 2016/17 on 10 March 2016.

3.3.4 The Council's CFR for the year is shown below and represents a key prudential indicator. This would include any PFI and leasing schemes on the balance sheet which would increase the Council's borrowing need, the CFR. There were no such schemes during the year.

CFR: Council Fund	2015//16 Actual (£m)	2016/17 Budget (£m)	2016/17 Actual (£m)
Opening balance	86	91	84
Add capital expenditure financed by borrowing (as above)	2	9	11
Less MRP/VRP*	(4)	(4)	(4)
Closing balance	84	96	91

CFR: HRA	2015/16 Actual (£m)	2016/17 Budget (£m)	2016/17 Actual (£m)
Opening balance	44	44	43
Add unfinanced capital expenditure (as above)	-	-	0
Less MRP/VRP*	(1)	(1)	(1)
Closing balance	43	43	42

* Includes voluntary application of capital receipts

3.3.5 The borrowing activity is constrained by prudential indicators for gross borrowing and the CFR, and by the authorised limit.

3.4 Gross borrowing and the CFR

In order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This, essentially, means that the Council is not borrowing to support revenue expenditure. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

	31 March 2016 Actual (£m)	31 March 2017 Budget (£m)	31 March 2017 Actual (£m)
Gross borrowing position	110.7	161.0	117.1
CFR	127.7	139.3	134.0

3.4.1 As part of the financing of capital expenditure for 2016/17, internal borrowing was used to finance the gap between available resources (capital receipts, capital grants, capital contributions and revenue contributions) and the capital expenditure. It was decided, in light of current and projected market interest rates and counterparty credit risks, to continue internalising borrowing, in the short-term at least. This means that instead of borrowing externally for all of the Council's borrowing requirement, the Council has instead used its own Council reserves to fund part of its capital programme. However, in March 2017, the Council took out a loan from the PWLB of £6.2m. This was at a preferential rate of 2.2%, specifically for the 21st Century Schools projects for the year. The majority of this loan (£4m) is supported borrowing funded by Welsh Government.

3.4.2 The internal borrowing strategy has now been implemented throughout each of the last six years. As a result of continuing with this strategy in part, the gap between CFR and external borrowing increased during 2016/17 by £6.4m. The gross borrowing of £117.1m at 31 March 2017 is less than the forecast CFR for the following two years.

	Actual 2016/17 (£m)	Estimated 2017/18 (£m)	Estimated 2018/19 (£m)
Capital Financing Requirement	134	139	141

Source: Treasury Management Strategy 2017/18

3.5 The other debt related indicators are:

3.5.1 The authorised limit - the authorised limit is the “affordable borrowing limit” required by section 3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2016/17 the Council maintained gross borrowing within its authorised limit.

3.5.2 The operational boundary – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

3.5.3 Actual financing costs as a proportion of net revenue stream - this indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

	2014/15	2015/16	2016/17
Authorised limit	£127.0m	£165.0m	£166.0m
Maximum gross borrowing position	£89.6m	£110.7m	£117.1m
Operational boundary	£122.0m	£126.0m	£161.0m
Financing costs as a proportion of net revenue stream – CF	5.79%	6.06%	6.09%
Financing costs as a proportion of net revenue stream – HRA	14.60%	13.83%	18.56%

4. TREASURY POSITION AS AT 31 MARCH 2017

4.1 The Council’s debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through Member reporting detailed in the summary, and through officer activity in accordance with the Treasury Management Strategy 2016/17. The borrowing and investment figures for the Council as at the end of the 2015/16 and 2016/17 financial years are as follows:-

	31 MARCH 2016			31 MARCH 2017		
	£'000	Average Rate (%)	Average Maturity (yrs)	£'000	Average Rate (%)	Average Maturity (yrs)
Debt	110,741	5.72	24.9	117,110	5.25	22.7
CFR	127,656			134,014		
Over / (under) borrowed	(16,915)			(16,904)		
Fixed term investments (all < 1 year, managed in house and fixed rate)	5,000	0.50		5,000	0.35	
No notice investments (all managed in house)	11,209	0.35		8,319	0.15	
Total Investments	16,209	0.40		13,319	0.22	

See a more detailed analysis in Appendix 1. The upper limits for fixed rate and variable rate exposures were not breached during the year.

4.2 Borrowing is further broken down by maturity as:-

	31 MARCH 2016		31 MARCH 2017	
	£m	% of total	£m	% of total
Total borrowing	110.7	100	117.1	100
Under 12 months	0.0	0.0	5.5	4.7
12 months and within 24 months	5.5	4.97	5.1	4.3
24 months and within 5 years	14.5	13.1	9.6	8.2
5 years and within 10 years	4.2	3.79	5.6	4.8
10 years and above	86.5	78.14	91.3	78.0

4.3 There was no debt rescheduling during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

4.4 Part of the Council's deposits are held in no notice deposit accounts which pay interest at rates near the prevailing base rate, £8.3m at 0.15% on 31 March 2017 (31 March 2016 11.2m at 0.35%). There was one loan to another local authority for £5m at the interest rate of 0.35%. All investments were for under 1 year.

5. TREASURY STRATEGY FOR 2016/17

5.1 The expectation for interest rates within the strategy for 2016/17 anticipated low but rising Bank Rate (starting in quarter 1 of 2017), and gradual rises in medium and longer term fixed borrowing rates during 2016/17. Variable or short-term rates were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis and Brexit promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

5.2 In this scenario, the treasury strategy was to postpone borrowing, where possible, to avoid the cost of holding higher levels of investments and to reduce counterparty risk.

5.3 During 2016/17, there was major volatility in PWLB rates, with rates falling during quarters 1 and 2 to reach historically very low levels in July and August, before rising significantly during quarter 3 and then partially easing back towards the end of the year.

6. INVESTMENT OUTTURN FOR 2016/17

6.1 Investment Policy – the Council's investment policy is governed by Welsh Government investment guidance, which has been implemented in the annual Treasury Management Strategy Statement approved by the Council on March 10 2016. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.). The investment activity during the year conformed to the approved strategy and the Council had no liquidity difficulties.

6.2 The Bank Rate remained at its historic low of 0.5% in the first quarter of the year. However, the UK Referendum to leave the EU created an economic shock in the short-term and continuing uncertainty and dampening down of the economy throughout the year. In August 2016, the Bank of England reduced the bank base rate from 0.50% to 0.25% in order to mitigate the decline in the economy. This led to counter-party organisations reducing rates on investments and the typical call account rates dropped from 0.25% to 0.15% and lower.

6.3 The expected investment strategy was to keep to shorter term deposits (up to 364 days) although the ability to invest out to longer periods was retained. Loans to other local authorities were also made to reduce risk but to try to increase return with the extremely low rates available. Cash balances were expected to be up to £30m, ranging between £9m and £30m. The budget was set at 0.50% or £150k after adjusting for the higher rates on existing investments. As it turned out, average balances of £19.1m returned £54k (0.18%). The lower than budgeted average cash balance was partly the result of continuing to internalise borrowing. The lower than budgeted return was due to worse than anticipated rates of return on investments following Brexit, with rates continuing to fall throughout the year. The interest receivable budget has been revised for 2017/18 to a more realistic budget to reflect the lower interest rates and returns on investment.

7. INVESTMENT SECURITY AND CREDIT QUALITY

7.1 No institutions in which we had made investments had any difficulty in repaying investments and interest on time and in full during the year.

7.2 During 2016/17, credit ratings remained poor across the range of our usual counterparties and worsened following the EU referendum leave outcome. Since late 2008, it has been challenging to place deposits with appropriate counterparties. This is more challenging since the referendum as the banks etc have borne the brunt of the economic shock due to uncertainty around the future of financial markets. In December 2008, the Council's approval was obtained to extend flexibility with counterparties to deal with market changes; this included the ability to invest all our surplus funds with central government if necessary. The list was further widened in April 2010 to include nationalised and partly nationalised institutions and this list was clarified in March 2013 in relation to nationalised and part nationalised UK banks for the 2014/15 criteria. Previous decisions had extended flexibility for investing with local authorities. Appendix 2 shows the institutions where the Council's deposits were held as at 31 March 2017 and their ratings. 2017/18 Treasury Management Strategy Statement includes the ability to invest in AAA money market investments due to the very limited pool of counterparties that comply with the Council's counterparty criteria.

7.3 The practical effect of these policies was as follows: during the year we continued to use no notice accounts with major high street institutions (Santander, HSBC, RBS and Bank of Scotland) for day to day cash flow. In addition, £5m was placed on a short-term loans basis to two other local authorities during the year. This was to increase return while also reducing risk.

8. ACTIVITY DURING 2016/17

8.1 There was limited significant Treasury Management activity during the year. Investments were made to ensure risks were low but the Council maximised returns by also making loans to other local authorities while also using traditional call accounts. The Council borrowed £6.2m from the PWLB in March 2017 at a low rate of 2.2% for the 21st Century Schools projects. The UK referendum in June 2016 had an impact on investment returns as discussed above.

9. ACTIVITY SINCE 2016/17

- 9.1** The UK referendum result on 23 June 2016 to leave the European Union continues to create uncertainty and still impacts on UK bank ratings. The majority of the Council's deposits are held in banks which have been downgraded. However, their short and medium term ratings are still within the appropriate ratings approved in the Treasury Management Strategy 2016/17. The status of the banks and the Council's deposits are under constant review to ensure that the Council's risks are minimised. The Council is reducing risk and maximising return by providing loans to other local authorities and also investing in AAA money market when relevant. This spreads the type of investments the Council has and reduces the reliance on the small number of banks the Council can invest in.
- 9.2** More recently, the result of the election in June 2017 and the failure of any party to secure a majority may also lead to economic uncertainty and, as a result, impact on treasury management activities in 2017/18.
- 9.3** On May 22nd 2017, a £5m investment with the London Borough of Barking and Dagenham matured, and was repaid to the Isle of Anglesey County Council.
- 9.4** On June 6th 2017, a loan to the value of £2.5m matured and was repayed in full to the PWLB.

10. CONCLUSION

- 10.1** A review of the Treasury Management performance for 2016/17 is provided above. The year was fairly stable, with the most significant activity being a loan from PWLB amounting to £6.2m for 21st Century Schools projects. Investment returns reduced to an all time low due to the cut in the bank base rate from a seven year 0.50% to 0.25%. The Council held appropriate cash balances at all times though the low interest rate meant that the returns were low. However, this is consistent with the Treasury Management Strategy 2016/17 where the key objectives were low risk and ensuring there is sufficient cash to pay the Council's creditors, etc. The financial position of the Council's financial instruments as at 31 March 2017 is shown in Appendix 1.

**R MARC JONES
HEAD OF FUNCTION (RESOURCES) &
SECTION 151 OFFICER**

25 JULY 2017

**Summary Portfolio Valuation
As at 31 March 2017**

FINANCIAL ASSETS	Nominal / Principal (£)	Fair Value (£)
Cash (interest bearing accounts) (1)	8,319,288	8,335,758
Fixed Term Deposits (2)	5,000,000	5,003,075
 FINANCIAL LIABILITIES		
CCC	116,684,478	173,549,156
PWLB loan – Annuity	250,597	408,548
 Counterparties		
(1) Cash (interest bearing accounts)		
Santander	2,941,049	
Bank of Scotland	5,278,012	
HSBC	100,134	
RBS	<u>93</u>	
	8,319,288	
(2) Fixed Term Deposits		
London Borough of Barking and Dagenham	5,000,000	

ATODIAD / APPENDIX 2

Graddfeydd Credyd Gwrthbartion buddsoddi a'r adneuron a ddelir gyda phob un ar 31 Marwth 2017 *
Credit ratings of investment counterparties and deposits held with each as at 31 March 2017*

Grŵp Bancio/ Banking Group	Sefydliad/ Institution	Adneuron / Deposit £'000	Hyd (Galw tymor sefydlog) / Duration (Call / Fixed Term**)	Cyfnod (O/I)/ Period (From - To)	Graddfa Dychweliad/ Rate of Return %	Graddfa Tymor Hir Fitch Long Term Rating ***	Graddfa Tymor Byr Fitch Short Term Rating ***	Graddfa Tymor Hir Moody's Long Term Rating ***	Graddfa Tymor Byr Moody's Short Term Rating ***	Graddfa Tymor Hir Standard & Poor's (S&P) Long Term Rating ***	Graddfa Tymor Byr Standard & Poor's (S&P) Short Term Rating ***	Lliw Sector/Hyd Awgrymiedig/ Sector Colour / Suggested Duration
Lloyds Banking Group plc	Bank of Scotland plc	5,278	Galw/ Call	n/a	0.15	A+	F1	A1	P-1	A	A-1	Coch – 6 mis/ Red - 6 months
HSBC Holdings plc	HSBC Bank plc	Dim/Nil	Galw/ Call	n/a	0.01	AA-	F1+	Aa2	P-1	AA-	A-1+	Oren – 12 mis / Orange – 12months
Santander Group plc	Santander UK plc	2,941	Galw/ Call	n/a	0.15	A	F1	Aa3	P-1	A	A-1	Coch - 6 mis / Red – 6 months
Royal Bank of Scotland group plc	The Royal Bank of Scotland plc	Dim/Nil	Galw/ Call	n/a	0.10	BBB+	F2	A3	P-2	BBB+	A-2	Glas – 12 mis/ Blue – 12 months
Royal Bank of Scotland group plc	National Westminster Bank plc	100	Galw/ Call	n/a	0.01	BBB+	F2	A3	P-2	BBB+	A-2	Glas – 12 mis/ Blue – 12 months
N/A	London Borough of Barking and Dagenham	5,000	Tymor Sefydlog/ Fixed Term	20/2/17- 22/5/17	0.35	N/A	N/A	N/A	N/A	N/A	N/A	N/A

* Ceir y Rhestr Meini Prawf Gwrthbartion yn Atodiad 6 o'r Datganiad Strategaeth Rheoli Trysorlys 2016/17 / The Counterpart Criteria can be found at Appendix 6 of the 2016/17 Treasury Management Strategy Statement.

** Sef tymor ar pwynt y buddsoddi/Being term at the point of investment.

ATODIAD / APPENDIX 3

Graddfeydd Credyd Gwrthbartion buddsoddi a'r adneuron a ddelir gyda phob un ar 03 Gorffennaf 2017 *
Credit ratings of investment counterparties and deposits held with each as at 03 July 2017*

Grŵp Bancio/ Banking Group	Sefydliad/ Institution	Adneuron / Deposit £'000	Hyd (Galw tymor sefydlog) / Duration (Call / Fixed Term**)	Cyfnod (O/I)/ Period (From - To)	Graddfa Dychweliad/ Rate of Return %	Graddfa Tymor Hir Fitch Long Term Rating ***	Graddfa Tymor Byr Fitch Short Term Rating ***	Graddfa Tymor Hir Moody's Long Term Rating ***	Graddfa Tymor Byr Moody's Short Term Rating ***	Graddfa Tymor Hir Standard & Poor's (S&P) Long Term Rating ***	Graddfa Tymor Byr Standard & Poor's (S&P) Short Term Rating ***	Lliw Sector/Hyd Awgrymiedig/ Sector Colour / Suggested Duration
UK	N/A					AA	N/A	Aa1	N/A	AA	N/A	N/A
Lloyds Banking Group plc	Bank of Scotland plc	4,104	Galw/ Call	n/a	0.15	A+	F1	A1	P-1	A	A-1	Coch – 6 mis/ Red - 6 months
HSBC Holdings plc	HSBC Bank plc	Dim/Nil	Galw/ Call	n/a	0.01	AA-	F1+	Aa2	P-1	AA-	A-1+	Oren – 12 mis / Orange – 12months
Santander Group plc	Santander UK plc	7,457	Galw/ Call	n/a	0.15	A	F1	Aa3	P-1	A	A-1	Coch - 6 mis / Red – 6 months
Royal Bank of Scotland group plc	The Royal Bank of Scotland plc	4,021	Galw/ Call	n/a	0.10	BBB+	F2	A2	P-1	BBB+	A-2	Glas – 12 mis / Blue – 12months
Royal Bank of Scotland group plc	National Westminster Bank plc	100	Galw/ Call	n/a	0.01	BBB+	F2	A2	P-1	BBB+	A-2	Glas – 12 mis / Blue – 12months
Total Deposits 19/06/17		15,682										

* Ceir y Rhestr Meini Prawf Gwrthbartion yn Atodiad 6 o'r Datganiad Strategaeth Rheoli Trysorlys 2017/18 / The Counterpart Criteria can be found at Appendix 6 of the 2017/18 Treasury Management Strategy Statement.

** Sef tymor ar pwynt y buddsoddi/Being term at the point of investment.

1. The Economy and Interest Rates

The two major landmark events that had a significant influence on financial markets in the 2016-17 financial year were the UK EU referendum on 23 June and the election of President Trump in the USA on 9 November. The first event had an immediate impact in terms of market expectations of when the first increase in Bank Rate would happen, pushing it back from quarter 3 2018 to quarter 4 2019. At its 4 August meeting, the Monetary Policy Committee (MPC) cut Bank Rate from 0.5% to 0.25% and the Bank of England's Inflation Report produced forecasts warning of a major shock to economic activity in the UK, which would cause economic growth to fall almost to zero in the second half of 2016. The MPC also warned that it would be considering cutting Bank Rate again towards the end of 2016 in order to support growth. In addition, it restarted quantitative easing with purchases of £60bn of gilts and £10bn of corporate bonds, and also introduced the Term Funding Scheme whereby potentially £100bn of cheap financing was made available to banks.

In the second half of 2016, the UK economy confounded the Bank's pessimistic forecasts of August. After a disappointing quarter 1 of only +0.2% GDP growth, the three subsequent quarters of 2016 came in at +0.6%, +0.5% and +0.7% to produce an annual growth for 2016 overall, compared to 2015, of no less than 1.8%, which was very nearly the fastest rate of growth of any of the G7 countries. Needless to say, this meant that the MPC did not cut Bank Rate again after August but, since then, inflation has risen rapidly due to the effects of the sharp devaluation of sterling after the referendum. By the end of March 2017, sterling was 17% down against the dollar but had not fallen as far against the euro. In February 2017, the latest CPI inflation figure had risen to 2.3%, above the MPC's inflation target of 2%. However, the MPC's view was that it would look through near term supply side driven inflation, (i.e. not raise Bank Rate), caused by sterling's devaluation, despite forecasting that inflation would reach nearly 3% during 2017 and 2018. This outlook, however, is dependent on domestically generated inflation, (i.e. wage inflation), continuing to remain subdued despite the fact that unemployment is at historically very low levels and is on a downward trend. Market expectations for the first increase in Bank Rate moved forward to quarter 3 2018 by the end of March 2017 in response to increasing concerns around inflation.

USA. Quarterly growth in the US has been very volatile during 2016 but a strong performance since mid-2016, and strongly rising inflation, prompted the Fed into raising rates in December 2016 and March 2017. The US is the first major western country to start on a progressive upswing in rates. Overall growth in 2016 was 1.6%.

EU. The EU is furthest away from an upswing in rates; the European Central Bank (ECB) has cut rates into negative territory, provided huge tranches of cheap financing and been doing major quantitative easing purchases of debt during 2016-17 in order to boost growth from consistently weak levels, and to get inflation up from near zero towards its target of 2%. These purchases have resulted in depressed bond yields in the EU, but, towards the end of 2016, yields rose, probably due at least in part to rising political concerns around the positive prospects for populist parties and impending general elections in 2017 in the Netherlands, France and Germany. The action taken by the ECB has resulted in economic growth improving significantly in the eurozone to an overall figure of 1.7% for 2016, with Germany achieving a rate of 1.9% as the fastest growing G7 country.

On the other hand, President Trump's election and promise of fiscal stimulus, which are likely to increase growth and inflationary pressures in the US, have resulted in Treasury yields rising sharply since his election. Gilt yields in the UK have been caught between these two influences and the result is that the gap in yield between US treasuries and UK gilts has widened sharply during 2016/17 due to market perceptions that the UK is still likely to be two years behind the US in starting on an upswing in rates despite a track record of four years of strong growth.

Japan struggled to stimulate consistent significant growth with GDP averaging only 1.0% in 2016 with current indications pointing to a similar figure for 2017. It is also struggling to get inflation up to its target of 2%, only achieving an average of -0.1% in 2016, despite huge monetary and fiscal stimulus, though this is currently expected to increase to around 1% in 2017. It is also making little progress on fundamental reform of the economy.

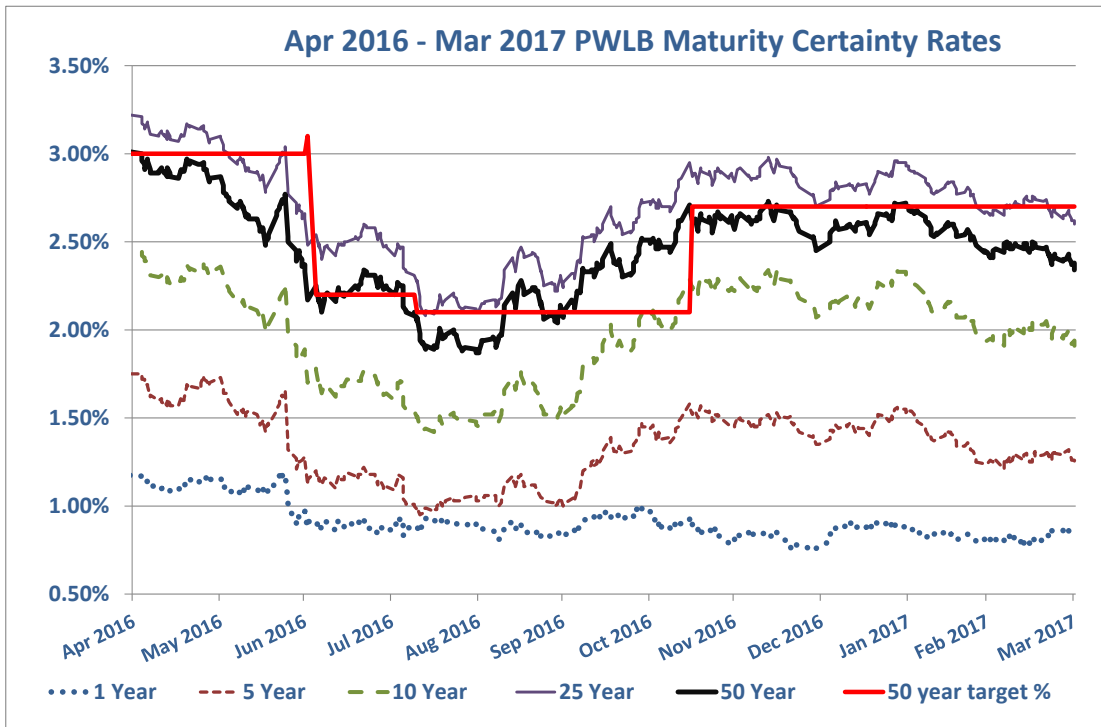
China and emerging market counties. At the start of 2016, there were considerable fears that China's economic growth could be heading towards a hard landing, which could then destabilise some emerging market countries particularly exposed to a Chinese economic slowdown and / or to the effects of a major reduction in revenue from low oil prices. These fears have largely subsided and oil prices have partially recovered so, overall, world growth prospects have improved during the year.

Equity markets. The result of the referendum, and the consequent devaluation of sterling, boosted the shares of many FTSE 100 companies which had major earnings which were not denominated in sterling. The overall trend since then has been steeply upwards and received further momentum after Donald Trump was elected President as he had promised a major fiscal stimulus to boost the US economy and growth rate.

2. Borrowing Rates in 2016/17

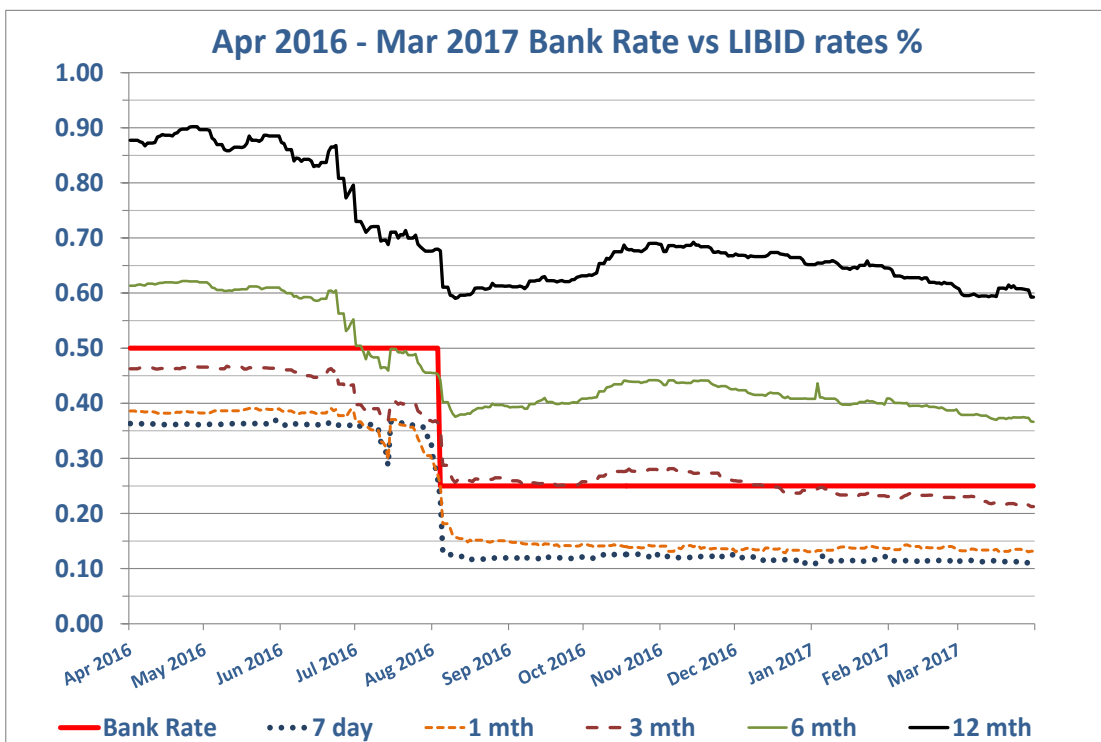
PWLB certainty maturity borrowing rates

During 2016-17, PWLB rates fell from April to June and then gaining fresh downward impetus after the referendum and Bank Rate cut, before staging a partial recovery through to December and then falling slightly through to the end of March. The graphs and table for PWLB rates below and in appendix 3, show, for a selection of maturity periods, the average borrowing rates, the high and low points in rates, spreads and individual rates at the start and the end of the financial year.

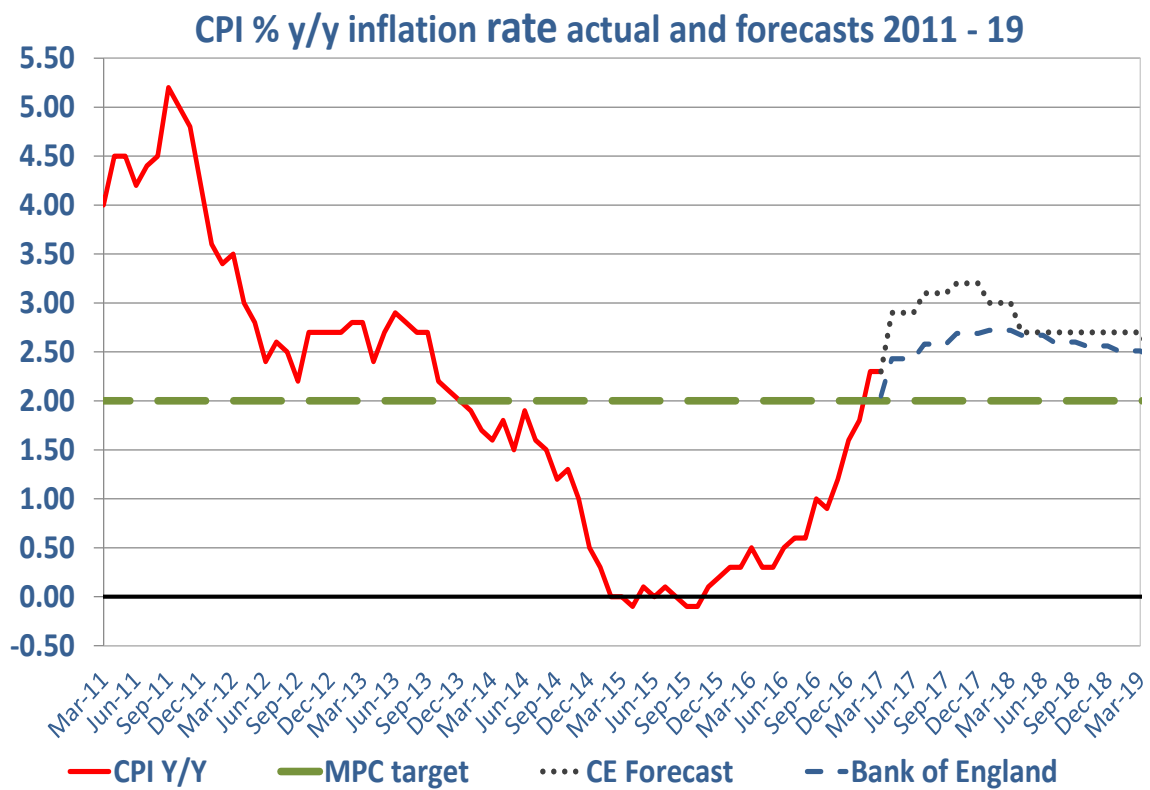
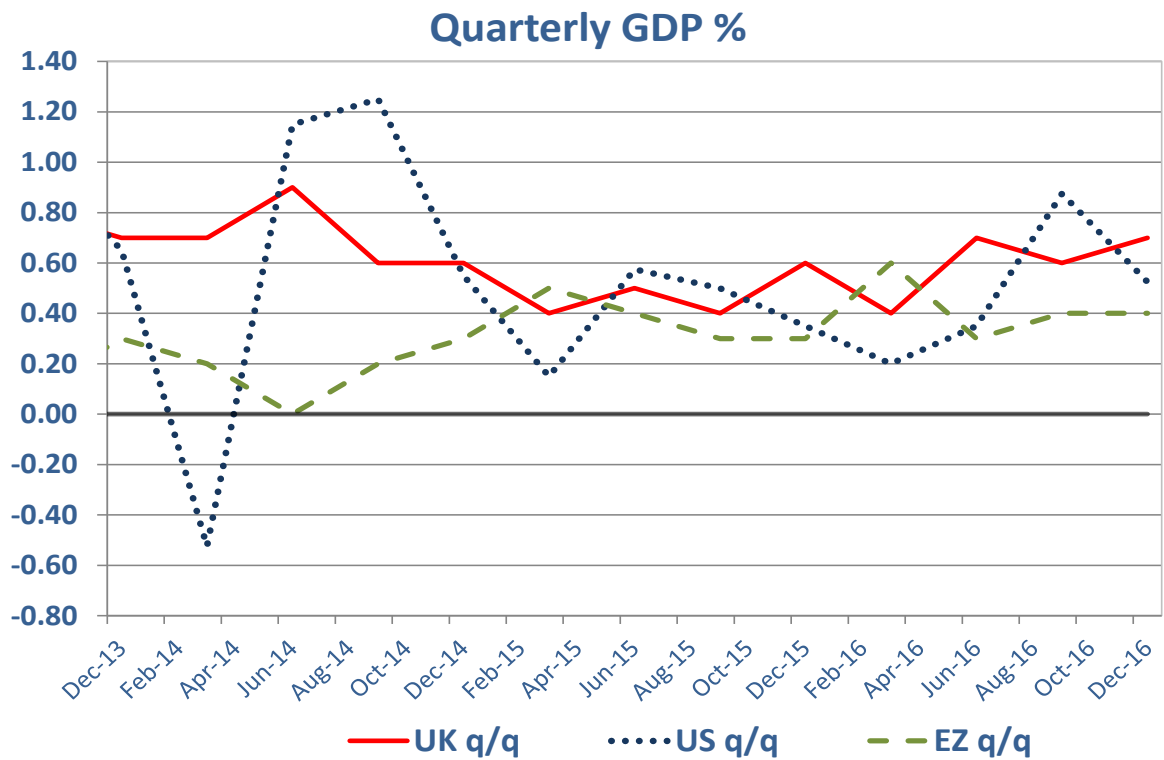


3. Investment Rates in 2016/17

After the EU referendum, Bank Rate was cut from 0.5% to 0.25% on 4 August and remained at that level for the rest of the year. Market expectations as to the timing of the start of monetary tightening started the year at quarter 3 2016, but then moved back to around the end of 2016 in early August before finishing the year back at quarter 3 2017. Deposit rates continued into the start of 2016/17 at previous depressed levels but then fell during the first two quarters and fell even further after the 4 August MPC meeting resulted in a large tranche of cheap financing being made available to the banking sector by the Bank of England. Rates made a weak recovery towards the end of 2016 but then fell to fresh lows in March 2017.

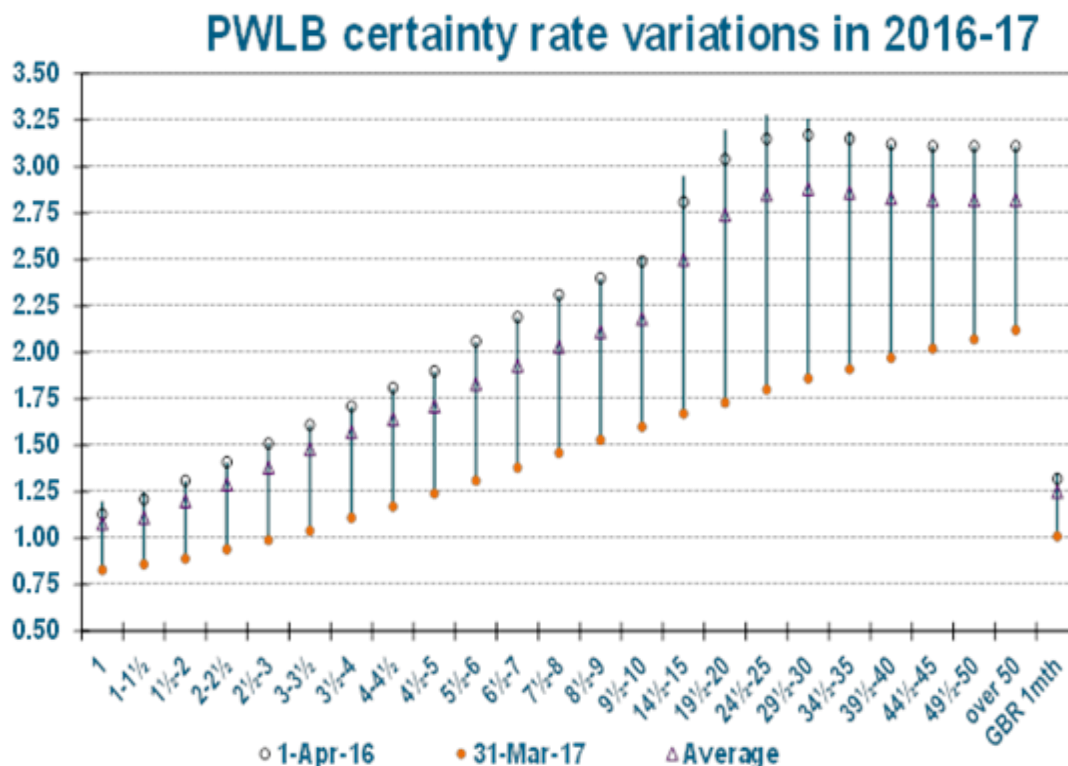


4. Other Graphs



5. Borrowing and investment rates

The PWLB rates are based on the maturity debt certainty rate.



	1	1-1.5	2.5-3	3.5-4	4.5-5	9.5-10	24.5-25	49.5-50	1 month variable
1/4/16	1.130%	1.160%	1.330%	1.470%	1.620%	2.310%	3.140%	2.950%	1.310%
31/3/17	0.830%	0.860%	0.990%	1.110%	1.240%	1.600%	1.800%	2.070%	1.010%
High	1.200%	1.250%	1.460%	1.630%	1.800%	2.510%	3.280%	3.080%	1.350%
Low	0.760%	0.800%	0.840%	0.880%	0.950%	1.420%	2.080%	1.870%	1.040%
Average	0.928%	0.961%	1.104%	1.226%	1.361%	2.007%	2.724%	2.494%	1.150%
Spread	0.440%	0.450%	0.620%	0.750%	0.850%	1.090%	1.200%	1.210%	0.310%
High date	27/04/2016	27/04/2016	27/04/2016	27/04/2016	27/04/2016	27/04/2016	27/04/2016	27/04/2016	20/05/2016
Low date	20/12/2016	15/03/2017	10/08/2016	10/08/2016	10/08/2016	10/08/2016	12/08/2016	30/08/2016	30/11/2016

	1 Year	5 Year	10 Year	25 Year	50 Year
1/4/16	1.13%	1.62%	2.31%	3.14%	2.95%
31/3/17	0.83%	1.24%	1.60%	1.80%	2.07%
Low	0.76%	0.95%	1.42%	2.08%	1.87%
Date	20/12/2016	10/08/2016	10/08/2016	12/08/2016	30/08/2016
High	1.20%	1.80%	2.51%	3.28%	3.08%
Date	27/04/2016	27/04/2016	27/04/2016	27/04/2016	27/04/2016
Average	0.93%	1.36%	2.01%	2.72%	2.49%

6. Money market investment rates 2016/17

	7 day	1 month	3 month	6 month	1 year
1/4/16	0.363	0.386	0.463	0.614	0.877
31/3/17	0.111	0.132	0.212	0.366	0.593
High	0.369	0.391	0.467	0.622	0.902
Low	0.107	0.129	0.212	0.366	0.590
Average	0.200	0.220	0.315	0.462	0.702
Spread	0.262	0.262	0.255	0.256	0.312
High date	27/5/16	21/6/16	10/5/16	22/4/16	26/4/16
Low date	28/12/16	21/12/16	30/3/17	31/3/17	10/8/16

SOURCE CAPITA 2017

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	18/09/17
Subject:	Children's Services progress report
Portfolio Holder(s):	Councillor Llinos Medi Huws
Head of Service:	Llyr Bryn Roberts - Interim Head of Children's Services (Operations) 01248 752 765 llyrbrynroberts@YnysMon.gov.uk
Report Author: Tel: E-mail:	Dr Caroline Turner - Assistant Chief Executive 01248 751919 CarolineTurner@ynysmon.gov.uk
Local Members:	Relevant to all Members

A –Recommendation/s and reason/s
<p>1.1 Members to confirm if they are satisfied with the steps and pace undertaken by Children's Services in relation to the progress made with the Service Improvement Plan.</p> <p>1.2 Ynys Mon Children's Services were inspected by CSSIW during October and November 2016. The inspection focused on how children and families are empowered to access help and care & support services and on the quality of outcomes achieved for children in need of help, care & support and/or protection, including children who have recently become looked after by the local authority. The inspection also evaluated the quality of leadership, management and governance arrangements in place to develop and support service delivery. The Final CSSIW report was published on 7th March 2017. The report had 14 recommendations, seven recommendations as a priority and seven to be implemented by March 2018 (see Annex 1).</p> <p>1.3 In response to the findings and recommendations, the authority has put the following arrangements in place:</p> <ul style="list-style-type: none"> • A revised Service Improvement Plan (SIP), incorporating all of the Recommendations made in CSSIW's Inspection Report against the 5 themes (see Annex 2) • Put new Project Management arrangements in place, with an internal Improvement Group of officials meeting on a monthly basis, and reporting to the Senior Management Team and to the Executive. • Establish a new Panel of Elected Members following the recent local authority elections, which will report to the Corporate Scrutiny Committee.

1.4 In addition to this, the Chief Executive is holding twice weekly meetings with the Director of Social Services, the Head of Children’s Services and the Head of Human Resources, to oversee the development and implementation of the Workforce Strategy, and to ensure that there is appropriate pace in making key appointments to the posts of Service Manager and Practice Leaders. (See progress report Annex 3).

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 Executive has overall responsibility for ensuring that services perform effectively and are properly resourced.

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

Children and Families Services provide a statutory service under various legislations, more recently the Social Services and Well-Being (Wales) Act 2014.

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

This report provides an update on the implementation of the Children’s Services Service Improvement Plan. Whilst there are no immediate financial implications from this paper, the Executive may wish to note that there are continued financial pressures on this Service, which have arisen in part due to the significant increase in the number of children who are Looked After over the past three years:

- a high turn-over of staff has necessitated the employment of agency Social Workers over the past two years; these arrangements will continue for a further period whilst the Service completes its restructuring and continues to recruit
- the increased cost of placements for children who are Looked After have increased significant, and are currently being reviewed.

DD – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	Presented to SLT on 28 08 17, amendments to the report have since been made following comments received.
2	Finance / Section 151 (mandatory)	Presented to SLT on 28 08 17, amendments to the report have since been made following comments received.

3	Legal / Monitoring Officer (mandatory)	Presented to SLT on 28 08 17, amendments to the report have since been made following comments received.
4	Human Resources (HR)	Human Resources have been involved with the progress of work in relation to the SIP (Theme 1. Confident and competent workforce with sufficient capacity to provide a consistent and effective service) and the whole restructuring process.
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	An update on progress with the Service Improvement Plan was presented to the Scrutiny Committee on the 4 th of September.
8	Local Members	
9	Any external bodies / other/s	

E – Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	

F - Appendices:
Annex 1 – CSSIW Recommendations and link to the Service Improvement Plan Annex 2 – Service Improvement Plan Annex 3 – Progress report against the Service Improvement Plan

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

Fel blaenoriaeth:

1. Dylai'r awdurdod fwrw ymlaen â'i ymrwymiad i ddatblygu fframwaith ar gyfer darparu gwaith ataliol gyda phlant a theuluoedd a fydd yn darparu gwasanaeth integredig yn ogystal â darparu help a chymorth cynnar sy'n oedi'n effeithiol yr angen am ofal a chymorth. CG 4.4
2. Dylid sefydlu systemau sicrhau ansawdd a threfniadau hyfforddiant aml-asiantaeth effeithiol i sicrhau bod y staff a'r partneriaid yn deall y trothwyon ar gyfer asesu gwasanaethau plant statudol a'u bod yn cael eu cymhwyso'n gyson; dylai hyn gynnwys datblygu protocol trothwyon diogelu plant aml-asiantaeth sy'n ymgorffori'r canllawiau a gyhoeddwyd yn ddiweddar gan Lywodraeth Cymru. CG 3.4
3. Dylai uwch arweinwyr yn y gwasanaethau cymdeithasol a'r heddlu barhau i gydweithio'n rhagweithiol i sicrhau gwelliannau i ansawdd, cysondeb ac amseroldeb ymholiadau diogelu plant. CG 2.2
4. Dylai'r cyngor barhau i gynorthwyo uwch arweinwyr i wella eu gwybodaeth a'u dealltwriaeth o natur gymhleth a'r risgiau sy'n gysylltiedig â darparu gwasanaethau plant, er mwyn rhoi sicrwydd iddynt hwy, eu partneriaid, staff a chymunedau bod eu cyfrifoldebau yn cael eu cyflawni i'r eithaf. CG 1.5
5. Dylid datblygu strategaeth gadarn ar gyfer y gweithlu i gynnwys nodau byrdymor, tymor canolig a hirdymor er mwyn recriwto a chadw gweithwyr cymdeithasol. CG 1.1
6. Dylid adolygu'r trefniadau ar gyfer rheolwyr timau ac uwch ymarferwyr er mwyn sicrhau capasiti digonol i ddarparu arolygiaeth gan reolwyr o benderfyniadau a herio a chyfeirio staff ar draws y gwasanaeth; dylid bod rhaglen arweinyddiaeth a datblygiad ar gael er mwyn datblygu gwytnwch. CG 1.4
7. Dylai uwch reolwyr gymryd camau i wella amllder, cysondeb ac ansawdd arolygiaeth staff rheng flaen; mae'n rhaid cyflwyno dull sicrwydd er mwyn sicrhau cydymffurfiaeth ac ansawdd. CG 1.3

Yn ystod y 12 mis nesaf:

8. Mae'n rhaid i gefnogaeth wleidyddol a chorfforaethol gref ar gyfer y gwasanaethau plant barhau i sicrhau bod y gwelliannau sydd eu hangen ar wasanaethau yn cael eu blaenoriaethu a bod cyflymder y gwelliannau yn cyflymu ac yn cael ei gynnal. CG 1.5
9. Dylid sefydlu trefniadau aml-asiantaeth i atgyfnerthu cynlluniau gweithredol a fydd yn cynorthwyo cydlyniant effeithiol o waith cwblhau Fframweithiau Asesu ar y Cyd gan bartneriaid statudol. CG 2.3
10. Dylid gwella ansawdd asesiadau a chynlluniau i sicrhau eu bod o ansawdd da yn gyson, gyda ffocws clir ar anghenion, risgiau a chryfderau plant a theuluoedd, a bod dealltwriaeth glir o'r canlyniadau, amserlenni a'r cyfrifoldebau am weithredoedd a ddymunir. CG 2.1
11. Dylid gwella ansawdd a chysondeb cofnodion; dylai pob aelod o staff a rheolwr sicrhau bod eu cofnodion o safon dda, eu bod yn gyfredol a'u bod yn cael eu storio'n systemataidd. CG 2.1
12. Dylai'r awdurdod lleol a'i bartneriaid gydweithio i ddatblygu dull gydlynol ar gyfer casglu a dadansoddi gwybodaeth am anghenion cymunedau sy'n cynnwys lleisiau plant a theuluoedd. Dylid defnyddio'r wybodaeth hon i hysbysu'r broses o greu cynlluniau strategol er mwyn cyflawni aliniad effeithiol darpariaeth gwasanaethau rhwng gwasanaethau gwybodaeth, cyngor a chymorth, y sector ataliol a'r gwasanaethau statudol. CG 4.4
13. Mae angen ymgorffori trefniadau rheoli perfformiad a sicrhau ansawdd, yn cynnwys craffu ar y galw am wasanaethau ac archwilio ansawdd arfer yn rheolaidd, er mwyn sicrhau bod gan reolwyr ar bob lefel wybodaeth amserol, berthnasol a chywir am berfformiad a sicrhau ansawdd i'w galluogi i wneud eu swyddi yn effeithiol ac i gyflawni gwelliannau. CG 3.2
14. Dylid monitro baich achosion ac adroddiadau ar ansawdd perfformiad gweithwyr yn barhaus er mwyn sicrhau bod capasiti digonol i alluogi'r gweithwyr i ymgysylltu'n effeithiol gyda phlant a'u teuluoedd. CG 3.2

As a priority:

1. The authority should progress its commitment to developing a framework for the provision of preventive work with children and families that will deliver an integrated service and provide early help and support that effectively delays the need for care and support. SIP 4.4
2. Effective, multi-agency quality assurance systems and training arrangements should be established to ensure that thresholds for assessment to statutory children’s services are understood by staff and partners and are consistently applied; this should include the development of a multi-agency child protection thresholds protocol incorporating recent Welsh Government guidance. SIP 3.4
3. Senior leaders in social services and the police should continue to work proactively together to ensure improvements to the quality, consistency and timeliness of child protection enquiries. SIP 2.2
4. The council should continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children’s services to assure themselves, partners, staff and communities that their responsibilities are discharged to maximum effect. SIP 1.5
5. A robust workforce strategy should urgently be developed to include short, medium and long term aims for recruitment and retention of social workers. SIP 1.1
6. Arrangements for team managers and senior practitioners should be reviewed to ensure capacity to effectively and consistently provide management oversight of decision making, challenge and direction for staff across the service; a leadership and development programme should be made available to build resilience. SIP 1.4
7. Senior leaders should take steps to improve the frequency, consistency and quality of front line staff supervision; an assurance mechanism must be implemented to ensure compliance and quality. SIP 1.3

Over the next 12 months:

8. Strong political and corporate support for children’s services must continue to ensure the service improvements needed are prioritised and the pace of improvement accelerated and sustained. SIP 1.5
9. Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partners’ completion of Joint Assessment Frameworks. SIP 2.3
10. The quality of assessments and plans should be improved to ensure that they are consistently of a good quality, with a clear focus on the needs, risks and strengths of children and families, and that desired outcomes, timescales and accountabilities for actions are clear. SIP 2.1
11. The quality and consistency of record keeping should be improved; all staff and managers should ensure that their records are of good quality, are up to date and are systematically stored. SIP 2.1
12. The local authority and partners should work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, that includes the voices of children and families. This should be used to inform the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance services, the preventive sector and statutory services. SIP 4.4
13. Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, needs to be embedded so that managers at all levels have timely, relevant and accurate performance and quality assurance information to enable them to do their jobs effectively and to deliver improvements. SIP 3.2
14. Caseloads and reports regarding the quality of workers’ performance should be continuously monitored to ensure there is sufficient capacity for workers to engage effectively with children and their families. SIP 3.2

CSSIW recommendations in red - high priority

APPENDIX 2

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	EVIDENCE: ACTION TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT	LEAD OFFICER	START	E N D	
1. A confident and competent workforce with sufficient capacity to provide a consistent and effective service						
1.1	Develop the Workforce Strategy to include: <ul style="list-style-type: none"> Recruitment good practice Retention and support Clear induction arrangements Buddying Coaching and mentoring Shadowing Enhanced post qualification training and development opportunities First year in practice guidance <p>Links to CSSIW Recommendation 5: A robust workforce strategy should urgently be developed to include short, medium and long term aims for recruitment and retention of social workers.</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> Workforce Strategy completed. Action Plan in preparation <p>May 2017</p> <ul style="list-style-type: none"> Draft Workforce Strategy produced in collaboration with HR that includes relevant sections on recruitment, retention and support, induction arrangements, buddying, coaching and mentoring, shadowing, enhanced post qualification training and development opportunities, first year in practice guidance. Strategy shared with staff for comments. Induction expectations on Managers highlighted – this linked to advantages of new structure and increased number of practice leads. HR related issues – weekly meetings established to address all related issues including recruitment. 4 bilingual, newly qualified Social works recruited. All social worker posts filled with temporary/permanent staff/recruitment in place. Open advert for experienced social workers. Session for induction guidance for Managers happened in March. First year in practice guidance being reviewed by Practice Learning Co-ordinator <p>Future</p> <ul style="list-style-type: none"> Corporate Induction session available on a monthly basis for new staff. First year in practice guidance being reviewed by Practice Learning Co-ordinator. 	Audit of work providing evidence of a confident and competent workforce. <p>Clear improvement in recruitment and retention rates with more staff recruited to permanent posts and reduction in staff leaving Induction - all new staff receive a comprehensive induction and are fully aware of their roles and responsibilities.</p> <p>Newly qualified social worker's report they have received clear guidance and expectations, support, and constructive feedback regarding their practice and on the quality of their work.</p> <p>Staff report positive satisfaction in the workplace and feel supported in carrying out their responsibilities.</p> <p>Evidence that induction meetings are being held and that new staff of the opinion that they are useful in relation to guidance and expectations, support, informing their practice and quality of work.</p>	Melanie Jones	Jan 2017	April 2017
1.2	Resolve Staffing matters to include: <ul style="list-style-type: none"> Recruit to permanent posts Exit strategy for agency staff 	<p>June/July 2017</p> <ul style="list-style-type: none"> Agency staff contracts extended until end of September 2017 to ensure workforce of sufficient numbers and experience. Aim to reduce agency social workers during September. 1 qualified and 3 student social workers appointed to posts. 1 qualified and 1 student commencing in July. 5 vacant posts being advertised on a rolling basis 7 Practice Leaders appointed. Further vacant post being advertised. Appointed to vacant IRO post with commencement date of 10th of July. 	A stable and permanent workforce which results: <ul style="list-style-type: none"> Consistency of practice across the service. Improved quality of support to children and families. Better relationships established between families and social workers leading to improved outcomes for children and families. 	Interim Heads of Children Services	Nov 2016	Dec 2017

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	<ul style="list-style-type: none"> • Service Manager Early Intervention and Prevention appointed. Commencement middle of August. • Service Manager Intensive Intervention appointed. Agency Service Manager covering on a temporary basis. • Retaining permanent and temporary social workers continues to be a challenge for the service. • Providing sufficient support and guidance to staff remains a high priority. <p>May 2017</p> <ul style="list-style-type: none"> • Weekly meetings established between HR and Children’s Services senior managers to ensure that recruitment and workforce development issues move on at pace. This to include regular updates on staffing levels, staffing chart and caseload. • We continue to advertise for experienced social work posts on a rolling basis • HR recruitment briefings have been held for Managers. • HR to provide regular updates regarding recruitment and retention rates for the Service. • Continued guidance from Finance on cost implications of agency staff. • Exit strategy is in place for agency staff where posts have been filled by permanent workers. 	<p>Partners report an improvement in joint working with Children Services due to reduction in staff turnover.</p>			
<p>1.3 Review of Supervision Policy. This will include following:</p> <ul style="list-style-type: none"> • Code of Practice • Formal and informal or ad-hoc Supervision • Purpose of Supervision • Benefits of Supervision • Roles and Responsibilities • Minimum Frequencies and Cancellation • Planning for a Supervision Session • Recording of Supervision • Disputes • Confidentiality and Access • Links with Other Policies and Procedures <p>Links to CSSIW Recommendation 7: Senior leaders should take steps to improve the frequency, consistency and quality of front line staff supervision; an assurance mechanism</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> ▪ Training on the Supervision policy held and training on the risk model held in June. ▪ On-going tracking and monitoring of supervision arrangements to ensure compliance of the Policy. <p>May 2017</p> <ul style="list-style-type: none"> ▪ Supervision policy revised and shared with staff ▪ Tracking arrangements in place to monitor strict compliance with Supervision policy ▪ Supervision policy completed ▪ Training on the Risk Model and its link with staff Supervision has been provided to all staff in June. ▪ Supervision training provided to all staff and Managers. <p>Future</p> <ul style="list-style-type: none"> ▪ Mentoring for managers on outcome focused supervision designed to develop reflective practice. ▪ Audit of supervision will commence Sept 2017 across Adults and Children’s Services, including 	<p>Staff report that they are effectively supported to carry out their duties.</p> <p>Staff positively report that the quality of their assessments and plans have improved through regular and quality supervision.</p> <p>Managers’ report that they are enabled to support staff to the required standards.</p> <p>Clear guidance on standards and good practice clearly communicated and available to all through regular Supervision.</p> <p>Managers complying with the Supervision Policy and Risk Model incorporated into Supervision sessions with staff.</p>	<p>Interim Head of Children Services</p>	<p>Dec 2016</p>	<p>March 2017</p> <p>QA June 2017</p>

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<p>must be implemented to ensure compliance and quality.</p>	<p>staff perception of supervision through questionnaires and focus groups to be established.</p> <ul style="list-style-type: none"> ▪ On-going advice and guidance provided to individual social workers on completing assessments, recording and assessing risk. ▪ Audit of Supervision to be undertaken by Service Managers 4 times a year and dip sampling. 	<p>Regular audits across Children and Adult Services showing good quality and consistent Supervision.</p> <p>Assurance mechanism established centrally to ensure compliance with Supervision policy.</p>			
<p>1.4 Provide developmental opportunities for Practice Leaders to support the workforce in carrying out their duties. Areas of focus:-</p> <ul style="list-style-type: none"> • Principles for making correct and safe case management decisions (management oversight of decision making) • Improving and managing practice and performance including providing constructive challenge and direction to staff • Managing difficult conversations • Providing regular and quality Supervision • Developing Practice leaders in coaching and mentoring skills <p>Links to CSSIW Recommendation 6: Arrangements for team managers and senior practitioners should be reviewed to ensure capacity to effectively and consistently provide management oversight of decision making, challenge and direction for staff across the service; a leadership and development programme should be made available to build resilience.</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> ▪ Audits started for Quarter 1: Case file audits, multi-agency audits, thematic audits, analysis available end of July • Training held for Managers on Managing difficult conversations • 7 Practice Leaders appointed, 4 internal staff and 3 external. • Training provided to Managers on Providing regular and quality Supervision • 4 Managers currently undertaking accredited Leadership and Development training. • Service restructure and establishing smaller operational Teams is proceeding and will ensure increased capacity for Managers to provide consistent guidance, supervision and support to staff. • Arrangements have been made for Adults Services Managers to support Children’s Services Managers in their professional development. • HR to provide regular updates regarding recruitment and retention rates for the Service. <p>Future</p> <ul style="list-style-type: none"> ▪ Agree arrangements for Practice Leaders – away day for Senior Staff Members in July 2017 	<p>Managers’ report enhanced confidence in their skills in making correct and safe case management decisions.</p> <p>Regular audits across the Service showing correct and safe management decisions being made by Managers.</p> <p>Staff report that they feel better supported by their line managers in carrying out their responsibilities leading to a reduction in staff turnover, improve staff retention and providing stability in the workforce.</p> <p>Regular case file audits showing an improvement in the quality of assessments and care and support plans.</p> <p>Increased confidence in workforce and organisational reputation in feedback from partners.</p>	<p>Interim Head of Children Services</p>	<p>Jan 2017</p>	<p>March 2018</p>
<p>1.5 CSSIW Recommendation 4: Continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children’s services to assure themselves, partners, staff and communities that their responsibilities are discharged to maximum effect.</p> <p>CSSIW Recommendation 8: Strong political and corporate support for children’s services must continue to ensure</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> ▪ The new Council Leader/Director of Social Services the Interim Head of Children’s Services and Interim Scrutiny Manager have reviewed the role of the SS&WB Member panel in the creation of the ToR for the Children’s Panel ▪ Elected members and Senior Leaders to continue with regular Laming visits. ▪ Children’s Improvement Group held on a monthly basis chaired by the Director of Social Services to drive improvement and changes required. 	<p>Senior leaders’ and elected members’ report that their involvement in the Social Services panel has developed their understanding of the key underlying issues and risks associated with the service and their ability to scrutinise the effectiveness of the service.</p> <p>Senior leaders and elected members report that the Service Improvement</p>	<p>Chief Executive Director of Social Services</p>	<p>January 2017</p>	<p>On-going</p>

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<p>the service improvements needed are prioritised and the pace of improvement accelerated and sustained.</p>	<p>May 2017</p> <ul style="list-style-type: none"> • SS&WB Member panel to continue to monitor the completion of the Service Improvement Plan. • Elected members and Senior Leaders to continue with regular Laming visits. • Corporate Parenting work to be further developed (see.5.3). • Additional resources required to provide more insight regarding the complexities of Children Services <p>Future</p> <ul style="list-style-type: none"> ▪ Continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children’s services 	<p>Plan is delivered on time and to the required quality.</p> <p>Senior managers within the service report that the support and challenge provided by senior leaders and elected members have continued to improve.</p> <p>Professional partners and communities report that the Council are effectively discharging their responsibilities in line with SS&WB Act.</p>			

2. Quality and timely assessments, interventions and decision making to protect, support and manage the risks for children: good quality chronologies, record keeping & research evidence and tools

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<p>2.1 Improvement in the quality of practice.</p> <p><u>Areas of focus:</u></p> <ol style="list-style-type: none"> 1. Child protection, child protection and LAC social work visits 2. Risk Model – improve analysis of risk 3. Assessment - What matters, 5 areas of assessment. 4. Outcomes focused plans 5. Complete Care and Support plans under the SS&WB Act 6. Establish and maintain high quality relationships with children, young people and their families. 7. Record keeping 8. Collaborative Communications’ course on strengths based conversations. <p>Recommendation 10: The quality of assessments and plans should be improved to ensure that they are consistently of a good quality, with a clear focus on the needs, risks</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> ▪ Audits started for Quarter 1: Case file audits, multi-agency audits, thematic audits, analysis available end of July. ▪ Challenged and supported individual workers to improve their practice ▪ The quality of practice continues to be inconsistent. ▪ Staff session held for Social Workers to discuss practice standards and ask staff for ideas on what would help to improve the way of working ▪ Guidance to be developed on good practice around record keeping. – Bruce Thornton commissioned to establish an operational model within the new system -WCCIS. <p>May 2017 Training Unit have arranged training for all social care staff on:</p> <ul style="list-style-type: none"> • Assessing Carers in the Long-term • Implementing the Induction Framework for Foster Carers • Changing Culture and Measuring Performance in line with Social Services and Well-being Act 	<p>An improvement in outcomes for children and young people with a reduction in children on CPR and looked after</p> <p>Evidence in ‘prevention’ and ‘supporting’ with more children remaining at home.</p> <p>Regular audits undertaken confirming improvements in the quality of practice, assessing risk and record keeping.</p> <p>Regional templates for ‘assessment’ / ‘care and support planning’ which clearly records needs, risks, strengths, outcomes, accountabilities for actions and their associated timescales are available for use within the service.</p> <p>Regular audits showing an improvement in the quality and consistency of record keeping and</p>	<p>Interim Heads of Children Services</p>	<p>Jan 2017</p>	<p>March 2018</p>

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<p>and strengths of children and families, and that desired outcomes, timescales and accountabilities for actions are clear.</p>	<ul style="list-style-type: none"> • Collaborative Communication / Outcome focused conversations • Regional Templates – Including Assessment, What matters, 5 areas of assessment, Care and Support plans which are Outcome focused • Making the Most of Supervision – for Managers • Providing Constructive Feedback and Managing difficult conversations • Making the Most of Supervision – for staff • IFSS Resilient Families training (including Brief Solution Focused Therapy and Motivational Interviewing) • Collaborative Communication - follow-up • General Safeguarding for Social Workers • Risk Model • Child Sexual Exploitation and Return Home Interviews • Motivational Interviewing <p>Future Reflective Practice in Social Work</p> <ol style="list-style-type: none"> 1. Child protection 2. How to establish and maintain high quality relationships with children, young people and their families. 3. Record keeping. 4. Guidance to be developed on good practice around record keeping. 5. Practice guidance to be developed around CP and LAC social work visits. 	<p>they are up to date and are systematically stored.</p> <p>Increase in positive feedback from service users on the progress they have achieved with the support of Children’s Services</p>			
<p>2.2 CSSIW recommendation 3: Senior leaders in social services and the police will work together to ensure improvements to the:</p> <ol style="list-style-type: none"> 1. quality, 2. consistency and 3. timeliness <p>of child protection enquiries.</p> <p>Practice Guidance to be developed between Police and Children services around child protection referrals, strategy discussion/meetings and enquiries.</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> ▪ Protocols currently drafted for: <ul style="list-style-type: none"> • Multi Agency Child Protection Practice Guidance Investigation Thresholds • Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups • Multi Agency Child Protection Practice Guidance- Registration Thresholds. <p>Set of protocols likely to be ready for October.</p> <ul style="list-style-type: none"> ▪ 2 week analysis started 10/07/17 in relation to all CID16’s that are received at Teulu Môn in order to ensure that appropriate referrals are made to the Council and understand the data and to explore information sharing. A meeting was held on the 26th of June. • Monthly meetings arranged between Children Services and NWP to address operational matters and to develop a Practice Guidance around child protection referrals, strategy discussion/meetings and enquiries. 	<p>Regular audits show an improvement in the quality, consistency and timeliness of child protection enquiries leading to improved outcomes for children and young people.</p> <p>Staff report clearer guidance and improved understanding of roles and responsibilities through the implementation of the Practice Guidance.</p>	Interim Head of Children Services	Jan 2017	Oct 2017

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		<ul style="list-style-type: none"> HOS is made aware of any on-going operational difficulties in relation to joint working with the Police to ensure they are urgently addressed and that children are not left in vulnerable positions. Audit to be undertaken to monitor the quality, consistency and timeliness of child protection enquiries. <p>May 2017</p> <ul style="list-style-type: none"> Positive discussion held with the Police regarding cooperation. <p>Future</p> <ul style="list-style-type: none"> We have arranged to meet the IAA hub equivalent in both Conwy and Flintshire County Councils in order to explore options and share their experiences. 				
2.3	<p>CSSIW recommendation 9: Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partners' completion of Joint Assessment Frameworks.</p> <p>Practice Guidance to be developed between Children Services, Health, Police and Education to ensure clarity in relation to operational arrangements – agreed referral threshold, improvement in the quality of referrals, attendance at strategy meetings, core group meetings and information sharing.</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> Arrangements have been made to hold a multi-agency task and finish group under the local delivery safeguarding group to develop the practice guidance. <p>May 2017</p> <ul style="list-style-type: none"> Local Delivery Safeguarding Group agreed on 16.2.17 that a Gwynedd and Ynys Mon multi-agency meeting should be held to discuss current working arrangements and difficulties and to bring them to the attention of the RSCB. Practice Guidance to be developed between Children Services, Health, Police and Education to ensure clarity in relation to operational arrangements – agreed referral threshold, improvement in the quality of referrals, attendance at strategy meetings, core group meetings and information sharing, see. 3.3(4) 	<p>A multi-agency Practice Guidance clearly defines local roles and responsibilities and safeguarding arrangements.</p> <p>Improved multi agency safeguarding arrangements leading to improved outcomes and experiences for children and young people.</p>	Interim Head of Children Services	Jan 2017	Oct 2017

3. Quality assurance and performance framework that supports the local authority in effectively managing its responsibilities towards children

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3.1	<p>Review all children who are looked after to ensure outcome based care and support plans are in place in securing permanence.</p> <p>A service and corporate understanding of the profile of looked after children and children on the CPR.</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> A review all children who are looked after has happened and children who need to be 'Stepped Down' have been identified Head of Service chairs a group – Internal review panel for residential placements: Ensure that care and support plans meet their wellbeing outcomes to ensure that the LAC review 	Intensive work with those looked after children and young people who need 'step down' arrangements are successful leading to improved outcomes.	Huw Owen, Team Manager	Jan 2017	March 2018

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<p>Review all cases where the child's name has been on the CPR for 12months + to decide if cases should be discussed in Legal Gatekeeping Panel (care proceedings)</p>	<p>recommendations are actioned and to ensure value for money.</p> <ul style="list-style-type: none"> • Resilient Families Team posts have now closed. • Care planning for looked after children to be strengthened through development of additional Practice Guidance. • Permanency policy currently under review • We have started to practice differently and more intensively with a small number of families following a similar model to the work of the Intensive Family Support Services. This is the work the Resilient Families Team will be undertaking to support children living at home: both preventing the need for accommodation and supporting return home plans. <p>May 2017</p> <ul style="list-style-type: none"> • Team Managers to confirm by May 2017 2017 which children/young people will have 'step down' care and support plans. • Agreement reached by May 2017 2017 over the tasks required to achieve permanence and the intensive work required with looked after children /young people and their families to ensure 'step down' arrangements are successful. • Posts within Resilient Families Team and appointments made by May 2017 2017. • Care planning for looked after children to be strengthened through development of additional Practice Guidance. • Permanency policy ratified 	<p>Council is assured that placements are meeting the needs of looked after children and young people. Children rehabilitated safely home through placement with parents/discharge of Care Orders. LAC Review recommendations are prioritised by Social Workers and the pace for completing assessments and outstanding work is accelerated and sustained.</p> <p>Reduction in the number of children in residential placements by the end of March 2018 due to intensive work undertaken to move them to 'step down' arrangements.</p> <p>Costs and expenditure on costly placements have reduced significantly as a result of 'step down' arrangements for children and young people.</p> <p>Case file audit showing that care planning by Social Worker's for looked after children is significantly improved through implementation of the Practice Guidance.</p> <p>Review of looked after children and children on the CPR provides detailed information and understanding of their needs. This will assist with the prevention strategy and the work of the Resilient Families Team.</p>			
<p>3.2 Strengthen and embed the Quality Assurance Framework within the Service, through:</p> <ol style="list-style-type: none"> 1. IRO and CPC to report quarterly on their assessment of the operational performance through conference and review. 2. IRO and CPC to draw out, on a thematic basis, issues regarding quality and learning for the Service. 3. Managers to undertake regular audits on focused areas: <ul style="list-style-type: none"> • Supervision • Recording • Assessment 	<p>June/July 2017</p> <ul style="list-style-type: none"> ▪ Quality Assurance Framework will be revised and approved by Children Services starting in the autumn, timescale slipped because of the decision made by Senior Leaders to delay recruiting to the Quality Assurance Manager post because of internal recruitment to the Practice Leaders posts. ▪ Quality assurance work in Quarter one has included: <ul style="list-style-type: none"> LAC profile analysis Case file audit Caseload analysis ▪ Recruitment to the business support for Statutory Reviews and Case Conferences to happen by the end of July. 	<p>Quality assurance reports and case file audits showing evidence of improvement in the quality of practice and learning and of safe decision making at all levels.</p> <p>Regular and timely qualitative reports are submitted without delay to the leadership team, including members.</p> <p>The organisation is demonstrating more structured governance and scrutiny arrangements through regular case file audits.</p>	Quality assurance Service Manager	Jan 2017	March 2018

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<p>• Quality, consistency and timeliness of child protection enquiries</p> <p>Caseloads and reports regarding the quality of workers' performance to be continuously monitored.</p> <p>CSSIW Recommendation 13: Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, needs to be embedded so that managers at all levels have timely, relevant and accurate performance and quality assurance information to enable them to do their jobs effectively and to deliver improvements.</p> <p>CSSIW Recommendation 14: Caseloads and reports regarding the quality of workers' performance should be continuously monitored to ensure there is sufficient capacity for workers to engage effectively with children and their families.</p>	<p>▪ Appointments to vacant IRO post commenced in July.</p> <p>▪ Further developments have been made with regards to multi agency quality assurance audits with Education and the Health Board to improve on the quality of referrals and information shared with partner agencies.</p> <p>▪ Additional funding was agreed for re-establishing the Quality Assurance Manager, post was advertised however we failed to appoint.</p> <p>▪ Audit of PLO cases completed</p> <p>May 2017</p> <p>▪ Quality Assurance Framework has been revised and approved by Children Services.</p> <p>▪ Quality Assurance Action Plan agreed for the next 12 months focusing on regular audits on focused areas: Supervision Recording Assessment</p> <p>▪ Quarterly Assurance reports to be discussed at Children Services Management meeting and a Practice Improvement Group to be established to take forward practice improvements.</p> <p>▪ Managers to provide monthly highlight reports to Service Managers and HoS on the quality of workers' performance to ensure there is sufficient capacity for them to engage effectively with children and their families.</p> <p>Future</p> <p>▪ Guidance to be developed around caseload management to ensure there is sufficient capacity for workers to engage effectively with children and their families</p>	<p>IRO/CPC have an improved quality assurance role leading to learning and improvement in the quality of practice</p> <p>WCCIS is supporting performance management and caseload management through easily accessible 'reporting' features made available to Managers.</p> <p>Managers provide monthly highlight reports to Service Managers and HOS on the quality of workers' performance to ensure there is sufficient capacity for them to engage effectively with children and their families.</p> <p>Workers have sufficient capacity to engage effectively with children and their families through Manager's implementation of the caseload Guidance.</p> <p>QA and Safeguarding Unit to drive improvement and changes to practice across the Service through learning from thematic and qualitative reports.</p> <p>Quality, consistency and timeliness of child protection enquiries</p>			
<p>3.3 Develop the performance framework for Children and Adult Services to include:</p> <ol style="list-style-type: none"> 1. Outline Performance indicators split into National, Corporate and Service performance. 2. Governance arrangements to include reporting, accountability and mechanism in driving improvement. 3. Continues improvement embedded within the framework. 4. Framework to provide evidence on the quality of practice and experiences of service users 5. Improvement required in priority areas of performance that is outside tolerance and targets: <ul style="list-style-type: none"> • Assessment 	<p>June/July 2017</p> <p>▪ Challenged and supported individual workers to improve their practice</p> <p>▪ Practice Guidance currently drafted for: Multi Agency Child Protection Practice Guidance Investigation Thresholds Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups Multi Agency Child Protection Practice Guidance- Registration Thresholds.</p> <p>▪ Service standards have are being developed to ensure good practice in relation to key performance that is outside tolerance and targets.</p> <p>May 2017</p>	<p>Improvement in staff's level of understanding of performance indicators and the clear link with the quality and timeliness of practice.</p> <p>This leading to a continuous improvement in performance and outcomes for children/young people – one indicator being a reduction in looked after children. Strengthening the reporting and monitoring arrangements in relation to Performance information.</p>	Interim Head of Children Services	March 2017	Oct 2017

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	<ul style="list-style-type: none"> • Lac Reviews • LAC visits • CP visits • Core group meetings • Pathway Plans <p>These will be brought back into target</p>	<ul style="list-style-type: none"> ▪ Commissioning external expertise in May 2017/June to develop the performance framework across both Children and Adult Services ▪ An enhanced tracker system will be developed, based on Best Practice elsewhere; combined with a new structure for Children’s Services, this will enable Team Managers/Practice Leaders to ensure visits are completed when staff are absent from work (whether on annual leave or absent due to sickness absences). 	<p>Performance information showing an improvement in performance and brought back into target:</p> <ul style="list-style-type: none"> • Assessment • Lac Reviews • LAC visits • CP visits • Core group meetings • Pathway Plans <p>Overall, a continuous improvement in performance and outcomes for children/young people.</p>			
3.4	<p>CSSIW Recommendation 2: Establish multi-agency quality assurance systems and training arrangements to ensure that thresholds for assessment to statutory children’s services are understood by staff and partners and are consistently applied.</p> <p>Development of a multi-agency child protection thresholds protocol incorporating recent Welsh Government guidance.</p> <p>Practice Guidance to be developed between Children Services, Health, Police and Education to ensure clarity in relation to operational arrangements – agreed referral threshold, assessment threshold, improvement in the quality of referrals, attendance at strategy meetings, core group meetings and information sharing.</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> ▪ A multi-agency quality assurance framework has been developed for approval between the Service and the Police, Service and the Health Board and the Service and Education. ▪ The results of the audits undertaken in Quarter 1 will be analysed in quarter 1 and will be presented to the Local Delivery Group for quality assurance. <p>Taken 2 evidence points out</p> <ul style="list-style-type: none"> ▪ Guidance currently drafted for: <ul style="list-style-type: none"> Multi Agency Child Protection Practice Guidance Investigation Thresholds Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups Multi Agency Child Protection Practice Guidance- Registration Thresholds. <p>Set of guidance likely to be ready for October.</p> <p>May 2017</p> <p>Agreement provided by partners to develop and support/prioritise:</p> <ul style="list-style-type: none"> • Multi agency quality assurance systems • Training for Children Services staff and partners on thresholds for assessment and partners roles and responsibilities. • Development of a multi-agency child protection threshold • Practice Guidance to be developed between Children Services, Health, Police and Education to cover all the areas were development work is required. 	<p>Agreed multi-agency quality assurance system in place showing an improvement in the quality and timeliness of practice.</p> <p>All staff and key partners have undertaken the identified training and there is evidence of improvement in the level of understanding and application of thresholds for referrals, assessments and child protection. This is as a result of the Practice Guidance being implemented.</p> <p>Information/referrals from Police to Children Services are scrutinised beforehand including a summary providing reason for the referral and the action requested. This will lead to an improvement in the quality of referrals and decision making and significantly reduce the volume of referrals received by Children Services at the front door.</p> <p>The quality of referrals received by Children Services is vastly improved due to the improvement in the quality of information provided by partners. This will allow staff to focus on establishing positive relationships with families and provide quality interventions.</p>	Interim Head of Children Services	Dec 2016	Dec 2017

CSSIW recommendations in red - high priority

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	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	EVIDENCE:ACTION TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT	LEAD OFFICER	START	END
3.5	<p>CSSIW Recommendation 11: The quality and consistency of record keeping should be improved; all staff and managers should ensure that their records are of good quality, are up to date and are systematically stored.</p> <p>Training to be provided to staff on expected standards of record keeping.</p> <p>Record keeping Practice guidance to be developed to ensure consistency and quality.</p>	<p><u>June/July 2017</u></p> <ul style="list-style-type: none"> Record keeping continues to be inconsistent Repeat audit of case files in progress to establish if there is improvement in the quality of recording. <p><u>May 2017</u></p> <p>Future</p> <ul style="list-style-type: none"> Record keeping Practice guidance to be developed to ensure consistency and quality. Training to be provided for staff around best practice in record keeping and the Practice Guidance. Regular case file audit to be undertaken to monitor the quality and timeliness of record keeping on individual cases. 	<p>Case file audits by Managers shows an improvement in the quality and consistency of record keeping.</p> <p>Support and guidance to staff through regular and quality supervision has led to an improvement in the quality of record keeping.</p>	<p>Anwen Huws, Quality Assurance Service Manager</p> <p>Supported by Dawn Owen, Team Managers</p> <p>Llyr Ap Rhisiart, IFSS</p> <p>Gemma Williams, Team Manager</p> <p>Social Workers Support Workers</p>	January 2017	September 2017

CSSIW recommendations in red - high priority

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

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4.1	<p>Ensuring social work intervention is aligned with the different way of working with families under the new Act be focused on what matters, building on people's strengths and enabling their involvement in developing ways to address need and achieving outcomes.</p> <p>Training being provided focusing on:</p> <ol style="list-style-type: none"> 1. Collaborative Communications' course on strengths based conversations. 2. IFSS interventions 3. Culture change 4. Measuring performance 5. Motivational interviewing 	<p>June/July 2017</p> <ul style="list-style-type: none"> • The training sessions below have been held. • We continue to focus on Social Work intervention being aligned with the different way of working with families under the new Act such as: What matter conversation, advocacy requirements and co-production, all of which continues to be a challenge for children's services as families are reluctant to engage. <p>May 2017</p> <ul style="list-style-type: none"> • Delivery of Motivational interviewing training and Resilient Families approaches currently happening. • Collaborative communications training being held in March for all Managers. • IFSS interventions training provided on an annual basis. • Culture change measuring performance training for Managers being held in March <p>Future</p> <ul style="list-style-type: none"> ▪ Feedback/learning on the changes that have happened in Social Work practice following the training sessions. 	<p>Staff report that they feel they have the skills and knowledge and are able to undertake more direct interventions with families.</p> <p>Evidence that the workforce is skilled in working directly with families leading to improved outcomes - an example being a reduction in the children on the CP register.</p> <p>Information that more children being supported to continue living at home with their families.</p> <p>Positive feedback from service users regarding the quality of intervention making a difference to their lives.</p>	<p>Interim Head of Children Services</p> <p>Supported by Non Meleri Hughes, Training officer</p> <p>Ann Postle, Practice Learning Co-ordinator</p> <p>Service Managers</p> <p>Practice Leaders</p> <p>All staff</p>	March 2017	March 2018
4.2	<p>Review the current service structure to address the need for improved preventative and intensive interventions.</p> <p>Establishing smaller Teams with Practice Leaders to provide effective support and supervision to staff.</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> • New service structure implemented. • We continue to appoint to posts to establish smaller teams with practice leads. • We have continued to review our prevention and early intervention services around the Families First programme. <p>May 2017</p> <ul style="list-style-type: none"> • Staff consultation period comes to an end on 24.2.17. • Analysis of comments and feedback and report provided by IHOS with recommendations. • Final decision and timescales to be agreed and shared in staff Conference on 27.3.17. 	<p>The new service structure will support and significantly strengthen the delivery of preventative services and intensive interventions an example being a reduction in children becoming looked after.</p> <p>Manager's report that the new service structure increases their capacity to provide professional leadership to support the workforce through regular and quality supervision.</p> <p>Staff report they are adequately supported and supervised by their Manager's in carrying out their responsibilities.</p> <p>Case file audit shows a marked improvement in practice quality as result of clear pathways and systems within the Service and through regular supervision.</p>	<p>Dr Caroline Turner, Director Social Services</p> <p>Supported by: Interim Heads of Children Services</p> <p>Service Managers</p>	Jan 2017	May 2017 2017
4.3	<p>Implementation of an Information, Advice and Assistance (IAA) model for Anglesey</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> ▪ Interim Engagement Manager in post 	<p>Service users report 'ease of access to services' and good customer care.</p>	<p>Leighton Rees, Interim Head of Children Services</p>	Dec 2016	April 2017

CSSIW recommendations in red - high priority

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	<ul style="list-style-type: none"> ▪ Adverts out for the Engagement Officers, closing date of 12/07/17 ▪ Promotional materials signed off ▪ A number of information sharing events have been scheduled such as the Eisteddfod, Sioe Môn and a number of other community based fun days/carnivals etc. ▪ Multi agency audits (Health, Education and Police) in relation to the quality of referrals received at Teulu Môn ▪ Continued work with partner agencies in relation to information sharing and joint working with Teulu Môn ▪ 2 week analysis started 10/07/17 in relation to all CID16's that are received at Teulu Môn in order to ensure that appropriate referrals are made to the Council and to explore information sharing. ▪ Work will commence to establish an Information Sharing Protocol. <p>May 2017</p> <ul style="list-style-type: none"> • Creation, sign off and translation of all policies, protocols, thresholds and their associate templates required for service delivery. • Agreement of measures of success • Scoping of ICT needs • Agreement of training requirements. • Team name 'Teulu Mon' Social Media, telephone number agreed. • Training of staff commenced • FIS due to move over to HQ late January • Logo for the new service in design. • Project board meeting monthly • Marketing task and finish group meeting and developing marketing outputs for the service. • New team embarking on a period of 'team building' • Children Services staff and key partners are provided with regular updates on the changes within the Service and through Information Sessions. • Consultation on revised structure completed. • A single point of access for all child and family related enquiries established and live by 03.04.17 	<p>Improved coordination of services and strategies for early intervention and prevention is shown in a reduction in children being looked after.</p> <p>There is a reduction in duplication of effort through the current running of multiple 'front doors'</p>			
<p>4.4 Development of a Corporate Prevention Strategy; the LA must provide a range and level of preventative services across Children and Adult Services.</p> <p>Deliver an integrated service and provide early help and support that effectively delays the need for care and support.</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> ▪ All commissioned services under the Families First programme are being reviewed ▪ Consultation with staff and partner agencies in relation to identifying the gap in service provision. • Application for redistribution of funding for Families First services sent to WG. 	<p>We consulted with service users and citizens about the types of services they require.</p> <p>The Local Authority has a clear vision for early intervention and prevention services for Anglesey.</p>	<p>Dr Caroline Turner, Director of Social Services</p> <p>Interim Heads of Children Services</p> <p>Alwyn Jones,</p>	<p>Jan 2017</p>	<p>Oct 2017</p>

CSSIW recommendations in red - high priority

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<p>The population assessment will assist the local authority to identify preventative services required.</p> <p>Strengthen the commissioning function within Children and Adult Services to support us to deliver this agenda.</p> <p>CSSIW recommendation 1. Develop a framework for the provision of preventive work with children and families that will deliver an integrated service and provide early help and support that effectively delays the need for care and support.</p> <p>CSSIW Recommendation 12: The local authority and partners should work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, that includes the voices of children and families. This should be used to inform the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance services, the preventive sector and statutory services.</p>	<ul style="list-style-type: none"> Application for additional Families First Parenting Grant submitted by 14/07/17. Funding approved for a corporate Prevention Manager to ensure the prevention strategy is implemented across the Local Authority. <p>May 2017</p> <ul style="list-style-type: none"> A review of current preventative service funded by the Welsh Government will be undertaken in early 2017. Re-commissioning of Services in line with WG guidance by using local data and Population Needs Assessment leading to quality early intervention outcomes. Families' First grant, commissioning, coordination and monitoring officer has transferred to Children Services by April 2017. Review and redesign of 'Short Breaks' offered through the Specialist Children's Service to support families <p>Future</p> <ul style="list-style-type: none"> Meaningful engagement and consultation with families, children, young people and service users. 	<p>Re-commissioning of Services in line with WG guidance by using local data, views of service users and the Population Needs / Local Area Plans leads to improving outcomes for children and young people and their families (reduction in looked after children).</p> <p>'Teulu Mon' the new IAA service for Anglesey is operational and is a key part of the early intervention / prevention service.</p> <p>Reduction in the number of children starting to become looked after and an increase in children being supported to live at home with their families.</p>	<p>Head of Adult Services</p> <p>Dafydd Bulman, Strategic Transformation and Business Manager</p> <p>Melanie Jones, Service Manager</p> <p>Llyr Ap Rhisiart, IFSS</p>		

5 Enhancing family support services targeted towards providing intensive and speedy support at point of family breakdown aimed at keeping the family together.

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<p>5.1 Review Children Support Services to focus on:</p> <ol style="list-style-type: none"> Supervised contact Freeing up capacity to undertake preventative work Role of Parenting Officer 	<p>June/July 2017</p> <ul style="list-style-type: none"> As part of the restructuring of the service initial 'Resilient Families' work has started to reduce the need of supervised contact by support workers this does free up capacity to undertake more intense work with children and families to ensure the children are being supported to live at home. <p>May 2017</p> <ul style="list-style-type: none"> Work has commenced on reviewing the cases where contact does not need to be supervised by the local authority. This will enable us to understand the available capacity that could be transferred to the Resilient Families Team. 	<p>The service is making better use of its resources and focusing on supporting children to remain living within their families.</p> <p>Provide 1:1 or/and Group parenting support to parents to strengthen the standard of care their children receive. More children being supported to live at home.</p> <p>Reduction in the number of children becoming looked after.</p>	<p>Alex Kaitell, Service Manager</p>	<p>Jan 2017</p>	<p>May 2017 2017</p>

CSSIW recommendations in red - high priority

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5.2	Implement Resilient Families Team	<p>June/July 2017</p> <ul style="list-style-type: none"> ▪ Recruitment to practice leader, Social Work and Support Worker posts have been advertised, interviews will be held by the end of July. ▪ As part of the restructuring of the service initial 'Resilient Families' work has started to reduce the need of supervised contact by support workers this does free up capacity to undertake more intense work with children and families to ensure the children are being supported to live at home. <p>May 2017</p> <ul style="list-style-type: none"> ▪ Work has commenced on identifying the children and young people where intensive work can be undertaken to enable them to return home safely. ▪ New Job Descriptions have been created, with recruitment to posts starting late March 2017 <p>Future</p> <ul style="list-style-type: none"> ▪ Training and skills development programme to be formulated for the new Team. ▪ Additional grant funding by WG will be provided to further support the establishment of the resilient families' team. 	<p>The new team is operational and providing intensive support to children, young people and their families in order to remain living with their families.</p> <p>The team can evidence focused intervention based on prevention and de-escalation through quarterly reports.</p> <p>Performance information shows there is a direct link between the intervention of this team and the number of children and young people successfully re-habilitated back home.</p> <p>Performance information shows a direct link between the work of the team and the reduction of need for costly foster/residential placements.</p> <p>Case file audits shows that the services provided are tailored around the individual family's needs, leading to positive outcomes for children and young people.</p>	Alex Kaitell, Service Manager	January 2017	May 2017 2017
5.3	<p>Improve the local authority's responsibility as a Corporate Parent for looked after children. Areas of focus:</p> <ul style="list-style-type: none"> • Review the leaving care (after care) service • Creation of a 'Supported Lodgings Policy' • Agreement of a 'Leaving Care Financial Policy' • Work experience and apprentice arrangements within the Council and Health Board • Free/Discounted entry to leisure services and library services • Appoint a Local Member as a Looked after Children Champion 	<p>June/July 2017</p> <ul style="list-style-type: none"> ▪ Corporate Parenting Panel met on 10/07/17, the membership, agenda and ToR to be reviewed and to be inclusive of young people. ▪ Corporate Parenting Event for local members and senior officers planned for 20/07/17 ▪ Appointment of a local Member as a Looked After Children Champion. ▪ Work ongoing in preparation for the STARS Awards Ceremony in November for looked after children to celebrate their successes. <p>May 2017</p> <ul style="list-style-type: none"> ▪ Aftercare project group established with an agreed action plan. ▪ Aftercare and housing protocol approved in February 2017 	<p>Clear Pathway planning does provide goals on the plan into adulthood for the young person.</p> <p>Care leavers reporting that they feel they were listened to and supported by the authority in their transition to leaving care.</p> <p>Children who are looked after report they feel they have influence on how services are provided for them.</p> <p>Clear guidance in place for Children Services staff and key partners through policies, procedures and training in relation to improving outcomes for looked after children.</p>	Alex Kaitell, Service Manager	January 2017	March 2018

CSSIW recommendations in red - high priority

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		<ul style="list-style-type: none"> ▪ Discussions with HR and Leisure have taken place regarding work experience and leisure services. ▪ Early draft of the Aftercare financial policy. ▪ Consideration in having a Corporate Parenting Event for local members and senior officers to agree on strengthening current arrangements. ▪ Consultation group established with looked after children were they are able to provide their views on the development work required. <p>Future</p> <ul style="list-style-type: none"> ▪ Decision needs to made regarding additional WG grant funding around work experience and apprenticeships 				
5.4	Develop and implement the Role of Director of Social Services Protocol reflecting on the Social Services and Well-Being Act 2014 - Part 8 Role of the Director of Social Services.	<p><u>June/July 2017</u></p> <ul style="list-style-type: none"> ▪ Review of internal protocol in relation to the overarching role of Director hasn't progressed due to capacity issues <p><u>May 2017</u></p> <ul style="list-style-type: none"> • Review of internal protocol in relation to the overarching role of Director notes that <ul style="list-style-type: none"> A B C • Work will commence on strengthening the role of Director of Social Services following the May 2017 local elections. 	Strengthening the role of Director of Social Services within the Local Authority.	Director of Social Services	May 2017 2017	September 2017

Children's Services Progress report July 2017

Focus of the work

Being able to recruit and retain good staff who are committed to making a difference to the lives of children and young people in Anglesey is crucial if we are to deliver on the obligations placed upon us by legislation. An unstable workforce in recent years, combined with a significant increase in the number of children and young people who are Looked After and who are on the Child Protection Register, has placed significant strain on our services. (SIP 1.1, CSSIW 5)

Addressing this is a key element of our Service Improvement Plan, and we've focused on the following elements in recent months:

Structure –key to the new structure is eight smaller Practice Groups across Early Intervention and Intensive Intervention, with each Practice Leader responsible for three or four Social Workers, and a much smaller number of cases than in the past. This will mean that each Social Worker will have more access to their manager, enabling them to have early advice on dealing with individual cases and good quality support and supervision. Arrangements to appoint the new Head of Service will begin in the autumn, two Service Managers have been appointed for Early Intervention and Intensive Intervention and we have appointed eight Practice Leaders who will be starting at the beginning of September. The new service structure will be implemented on the 4th of September, 2017. SIP 1.3; (CSSIW 7)

Supervision - we launched a new Supervision Policy in March 2017, following consultation with staff. This is now being used to review cases on a monthly basis, and take early action if any change in decision-making is necessary. The frequency of supervision is being monitored so that managers are assured that the policy is being implemented.

Workforce Strategy – whilst the new structure and Supervision Policy are important elements of the Workforce Strategy, this document, shared with staff in June 2017, also focuses on ensuring that staff have the skills, training and support to enable them to do their jobs effectively, and provide the support that children, young people and families in Anglesey need. An action plan is currently being developed. (SIP 1.1, CSSIW 5)

Staff Retention – Anglesey has suffered from a fragile workforce for many years, leading to lack of continuity in the support available to our families. Over the past few years we've filled gaps by bringing in Agency staff; we're now moving forward to stabilising the workforce on a longer-term basis. Key to this is stabilising the management levels within Children's Services, and creating a supportive culture, challenging poor performance by providing a clear direction, regular supervision, and developmental support to enable all of our employees to perform effectively. Our aim is to gradually reduce our dependency on Agency Social Workers over the next year or two as we recruit new staff, develop existing staff, and provide a safe working environment for all, combined with opportunities for developing new skills and progressing. (SIP 1.1, CSSIW 5)

Recruitment - We've been recruiting to Service Manager and Practice Leader roles over the summer, and have attracted good applicants from outside the organisation, as well as identified experienced practitioners who are ready for promotion. We aim to develop Traineeships internally enabling our staff to train to become qualified Social Workers 'Grow your own'. The new structure becomes operational in September as new members of staff join us. (SIP 1.2)

There is further work to be undertaken to complete the restructuring, including reviewing the best use of Support Workers, as well as ensuring that administrative support is appropriate.

Quality Assurance

The Quality Assurance Framework has been strengthened and embedded within the Service (SIP 3.2; CSSIW 13 & 14). The Safeguarding and Quality Assurance Unit has been strengthened. Additional administrative support and re-establishing the post of Quality Assurance Manager will strengthen support to the operational Teams to implement and sustain the improvement needed in practice (SIP 3.2).

Managers will continue to focus on improving the quality of Social Work practice in relation to case recording, assessment, analysis of risk, Lac Reviews, LAC visits, CP visits, Core group meetings and Pathway Plans (SIP 3.3). Currently performance remains inconsistent. A further audit of files has taken place in July, and targeted interventions have been undertaken with individual Social Workers who have not improved the quality of their practice since the Inspection and the Audit undertaken in February 2017.

Working with Partners

The findings of CSSIW's Inspection Report was discussed in the North Wales Safeguarding Children Board in March 2017, ensuring a collective understanding of the issues, and a commitment by partners to work with the Isle of Anglesey County Council to improve services for children.

Meetings have been held with key partners including North Wales Police, Betsi Cadwaladr University Health Board and the Education Service. Commitment to improved co-operation was secured, and a commitment to on-going dialogue at a strategic level to create better conditions for operational co-ordination. In discussion we have identified a range of multi-agency case auditing; with the selection of themes for audit being guided by the CSSIW Inspection report. The remit can and will be expanded as we embed the multi-agency approach into our assurance plans (SIP 3.4; CSSIW 2).

The CSSIW's report has been discussed at the Gwynedd and Anglesey Local Delivery Group; it has been agreed that the Terms of Reference of the Group's Quality Assurance sub-group will be reviewed to ensure the work of the group is driven by a need to improve current multi agency safeguarding practice (SIP 3.4; CSSIW 2).

Children's Services are leading a Gwynedd and Ynys Mon Task and Finish Group under the Local Delivery Safeguarding Group to create a local Child protection multi agency Practice Guidance with the focus on improving practice and safeguarding arrangements. A draft document will be ready by October (SIP 2.2; CSSIW 3).

Improved services for Children, young people and families

Preventative Services are being reviewed, and a new 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 (SIP 4.4; CSSIW 12).

We have started to practice differently and more intensively with a small number of families following a similar model to the work of the Intensive Family Support Services (SIP 2.1). This

is the work the Resilient Families Team will be undertaking in September to support children living at home: both preventing the need for accommodation and supporting return home plans (SIP 5.2).

Elected Members and Senior Leaders

The agenda for the Panel's meeting will focus on monitoring and challenging the implementation of the Service Improvement Plan, holding the Director and Service to account. Two meetings have been held so far and the terms of reference have been agreed for the Panel. This will be complemented by training and visits to support senior leaders and members to improve their knowledge and understanding of the complexities and risks involved in delivering children's services (SIP 1.5; CSSIW 4). Laming visits for Members will be initially scheduled until May 2018 and presentations/training sessions will be provided e.g. Integrated Family Support Service (IFSS) model, Adverse Childhood Experiences (ACEs).

The Protocol for the Director of Social Services will be reviewed to ensure that corporate arrangements are effective (SIP 6.1).

Specialist Children's Support Services

Bryn Hwfa in Llangefni is a Council run facility which provides structured day care for disabled children in Anglesey. CSSIW recently undertook its first inspection of the facility since it was registered. The overall assessment was positive, noting that children are happy, and that the activities and the environment are appropriate.

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	18 September, 2017
Subject:	Sensitive Allocations Policy for Council Housing
Portfolio Holder(s):	Councillor Alun Mummery
Head of Service:	Shan Lloyd Williams
Report Author: Tel: E-mail:	Elliw Llyr 01248 752137 ElliwLlyr@ynysmon.gov.uk
Local Members:	Not applicable

A –Recommendation/s and reason/s
<p>It is recommended that the Executive Committee:</p> <p>R1. Approve the Sensitive Allocations Policy for a period of two years and that the Housing Services Board assesses the Policy’s impact within one year.</p> <p>R2. Approve the implementation of the Policy on specific estates will be the responsibility of the Head of Housing Services in consultation with the Portfolio Holder.</p> <p>Reasons</p> <p>The Sensitive Allocations Policy is a proactive means of allocating Council property and will apply to specific areas on the Island and will sit alongside the Council’s Common Allocations Policy and the Council’s Anti-social Behaviour Strategy.</p> <p>1.0 Background</p> <p>The Council’s Common Allocations Policy was approved by the Executive Committee on 25 February 2016 as the overarching policy for the allocation of Social Housing and also applies to Housing Associations which are active on the Island.</p> <p>Overview of the Policy</p> <p>As noted above, this Policy proactively addresses issues which exist on certain estates on the island, for instance, anti-social behavior can affect the image of some areas for specific periods.</p>

This Policy is intended to provide additional reassurance to that provided in the Common Allocations Policy with regard to achieving balance and social inclusion on our estates. This Policy can be implemented on any Council Housing estate on the Island at any time and the criteria for assessing candidates to ensure that they apply for these schemes are listed.

Should an individual who has been refused based on the eligibility criteria of the Policy wish to appeal, he/she is free to do so and an impact assessment has been carried out on the implications of this Policy.

The Portfolio Holder for Housing is supportive of this Policy as well as feedback from Ynys Mon Tenants Panel (MOTV), who have received information on the principles of this Policy.

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

Although there is a risk that property will remain vacant for longer periods, the long term risk of being unable to allocate housing and that image of some estates deteriorating further, is greater.

C – Why is this a decision for the Executive?

This Sensitive Allocations Policy is an additional resource to the Common Allocations Policy and the Anti-social Behaviour Strategy.

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

The Common Allocations Policy has already been approved, this is an additional resource.

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

The Policy is in line with the Housing Revenue Plan and will be monitored for any loss of rent implications due to longer re-let period

E – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	No further comments
2	Finance / Section 151	No further comments

	(mandatory)	
3	Legal / Monitoring Officer (mandatory)	No further comments
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	

F – Risks and any mitigation (if relevant)		
1	Economic	Positive impact
2	Anti-poverty	Positive impact
3	Crime and Disorder	Positive impact
4	Environmental	Positive impact
5	Equalities	
6	Outcome Agreements	N/A
7	Other	N/A

FF - Appendices:
Attachment 1: Equality Impact Assessment

G - Background papers (please contact the author of the Report for any further information):
Common Allocations Policy http://democratiaeth.ynysmon.gov.uk/documents/s10296/Polisi%20Tai%20Cyffredin.pdf?LLL=1

IACC
Sensitive Allocations Policy
Version v0.4

DRAFT

DRAFT

Revision history

Version	Date	Summary of changes
0.1	18/07/18	
0.2	30/08/17	
0.3	31/08/17	Amendments to reflect Legal comments and Senior Leadership Team
0.4	07/09/17	Amendments to reflect comments from Housing Services Board

Next review date	
The policy will be reviewed on:	
The review will be conducted by:	

Contact details:

Housing Services, Council Offices, Llangefni, Anglesey, LL77 7TW

01248 752200

adrantai@ynysmon.gov.uk

We are happy to provide this information in alternative formats on request - please use the contact details above.

This document is available in English.

Mae'r ddogfen hon ar gael yn y Gymraeg.

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11. Policy review

DRAFT

1.0 Introduction

- 1.1** This Policy provides information on how Housing Services will allocate housing in specific blocks for estates on Anglesey. Section 14.4 of the Isle of Anglesey County Council [IACC] Common Housing Allocations Policy, July 2016 states that a Sensitive Lettings Policy can be introduced, should the need arise.
- 1.2** The Housing Act 1996, requires local authorities to have a written policy that determines the priorities and the procedures to be followed in letting housing. Whilst reasonable preference must be given to defined groups, section 167(2E) enables authorities to let properties to people of a particular description where there is a clear need for the approach. This provides flexibility to ensure balanced communities, sustainable tenancies and a reduction in anti-social behaviour.

2.0 Purpose

- 2.1** This policy details how IACC will implement a Sensitive Allocations Policy for the allocation of specific blocks of flats owned by IACC.
- 2.2** A sensitive allocations scheme provides flexibility with regard to policies which have already been approved. This policy is intended to promote the area and community cohesion, reduce the number of voids and increase the sustainability of tenancies.
- 2.3** The justification for the policy is that IACC have experienced management problems in the past such as an increase in anti-social behaviour and difficulties to re-let certain blocks of flats. IACC aim through the introduction of this Policy to create more sustainable communities and eliminating anti-social behaviours.

3.0 Scope

- 3.1** This policy applies to applicants for accommodation on the IACC 's Common Housing Register. <http://www.ynysmon.gov.uk/tai/tai-cyngor/sut-ydw-in-ymgeisio-am-dy-cymdeithasol/>.

4.0 Duties and responsibilities

- 4.1** It is the Head of Housing Services in consultation with the Portfolio Holder, who has the authority to determine where and when the Policy is implemented.
- 4.2** The Community Services Housing Manager is responsible for ensuring that this policy is being implemented effectively and that staff are appropriately trained in the procedures that apply to this policy.

5.0 Policy Detail

- 5.1** Implement the policy in a property / apartment blocks where IOACC have been experiencing management problems such as an increase in anti-social behaviour, community tension and difficulties to re-let certain blocks of flats / properties.
- 5.2** IACC's Common Housing Allocations Policy outlines the eligibility criteria for joining the housing register.

5.3 Applications for allocations on the flats will be administered through IACC's Common Housing Register in accordance with the criteria in the Common Allocations Policy and the Sensitive Allocations Policy.

5.4 Applicants will be advised that the Sensitive Allocations Policy applies to the flats and that applicants will need to satisfy the criteria specified below in order to be considered for an allocation.

5.5 Allocation Priorities

Properties on the ground floor of the flats, will be allocated in accordance with the following criteria:

Applicants will be considered in the following order of priority:

- Priority 1 – Applicants aged 60+ who have physical / mobility issues and are working.
- Priority 2 – Applicants aged 60+ who have physical / mobility issues
- Priority 3 – Applicants aged 55+ who have physical / mobility issues and are working.
- Priority 4 – Applicants aged 55+ who have physical / mobility issues
- Priority 5 - In cases where there are no eligible applicants in priority groups 1-4, the priority age will be reduced by five years e.g. 50+, then 45+ etc. and priority within the age group will continue to be given to those with physical / mobility issues and are working followed by applicants who have physical / mobility issues who are not working.
- Priority 6 - In cases where there are no eligible applicants in priority groups 1-5, applicants will be considered in the following order of priority:
 - Priority 6 (a) Applicants aged 60+ and are working
 - Priority 6 (b) Applicants aged 60+
 - Priority 6 (c) Applicants aged 55+ and are working
 - Priority 6 (d) Applicants aged 55+
- Priority 7 - In cases where there are no eligible applicants within priority groups 1-6, the priority age will be reduced by five years e.g. 50+, then 45+ etc. and priority within the age group will continue to be given to those who are working.

5.6 Properties located on floors other than the ground floor in the flats, will be allocated in accordance with the following criteria.

Applicants will be considered in the following order of priority:

- Priority 1 - Applicants aged 60+ and are working
- Priority 2 - Applicants aged 60+
- Priority 3 - Applicants aged 55+ and are working
- Priority 4 – Applicants aged 55+
- Priority 5 - In cases where there are no eligible applicants in priority groups 1-4, the priority age will be reduced by five years e.g. 50+, then 45+ etc. and priority within the age group will continue to be given to those who are working.

If there are two or more applicants in each category, priority will be given by date order of receiving the applications.

5.7 For the purpose of this policy, applicants who work are:

- Applicants who have been in paid employment (whether employed or self-employed) for a period of at least 12 months.
- Applicants who are undertaking training or are participating in a return to work initiative. These can be either voluntary or compulsory initiatives which are designed to support individuals who are not in work but who are committed to finding employment, by providing access to training or work experience.

6.0 Eligibility

6.1 To be considered for the flats, the applicant must satisfy the following criteria:

- If the applicant has previously held a tenancy, it is essential that he/she provides a reference from a previous landlord.
- The applicant must not have any outstanding rent arrears with previous landlords
- The applicant must not have caused damage or incurred any rechargeable repairs to any previous landlords
- The applicant must not have a record of antisocial behaviour or nuisance with any previous landlords.
- The applicant must not have abandoned either a Local Authority or RSL property
- Applicants who have criminal convictions, may be refused if there is concern that their behaviour has not improved and that this will affect the estate and the neighbourhood.
- IACC reserves the right to undertake a police check in accordance with existing protocols.
- IACC will require applicants to provide references from two professionals who have known the applicant for at least 2 years.
- Prospective tenants must attend an interview and undergo a financial / benefits check in order to establish their financial position and their suitability for the scheme. Applicants will be required to demonstrate during the interview that they understand their responsibility as a tenant.
- An offer will not be made if IACC is of the opinion that the applicant will not be able to successfully sustain their tenancy.
- IACC will require that applicants with support needs have an approved and adequate support package in place.
- Applicants must not have dogs.

7.0 Policy management

7.1 IACC reserves the right to be flexible and to consider waving some of the conditions in exceptional circumstances. For example: allowing guide dogs or reviewing the applicant's convictions.

7.2 Applicants will have the right of appeal against a decision of non-eligibility in accordance with the following processes:

- review of the application and the short listing process will be undertaken in accordance with the review and appeals procedures of the IACC Common Housing Allocations Policy.

7.3 IACC's objective is to prevent any instances of anti-social behaviour by creating a selective policy for the allocation and management of housing at the flats.

7.4 IACC operates a zero-tolerance policy towards anti-social behaviour or substance misuse. Instances of anti-social behaviour or nuisance will not be tolerated and will be addressed promptly

- 7.5 New tenants will receive a 12-month Introductory Tenancy and home visits will be conducted on a regular basis to determine whether they are suitable to continue the tenancy.
- 7.6 If there is sufficient demand, IACC will advertise the flats and any new applicants will be assessed according to the Sensitive Allocations Policy.

8.0 Policy monitoring

- 8.1 The policy will be implemented in the first instance for a period of 2 years with an option to extend when it is reviewed.
- 8.2 The policy will be reviewed by the Housing Service Management Team every 6 months against the outcomes and objectives of IACC's Common Housing Register.
- 8.3 IACC will use the following as measure of success:
- Property turnover
 - Number of attempts to let a property
 - Average void time
 - Rent loss
 - The average length of tenancy
 - Anti-social Behaviour

9.0 Outcomes

- 9.1 Developing a balanced and sustainable community that will increase customer satisfaction and retention
- 9.2 Improved relationship between the tenant and landlord
- 9.3 Reduce the number of vacant units and rental loss.
- 9.4 Reduce the turnaround time for allocating housing by improving the quality of the living environment and reducing anti-social behaviour through robust processes and by working in partnership.
- 9.5 Ensure that the best use is made of IACC's housing stock.

Risks

- 10.1 The risk that non-implementation of the Sensitive Lettings Policy could lead to properties being vacant for long periods of time and loss in rental income.
- 10.2 The risk that long-term vacant properties and persistent examples of anti-social behaviour could harm IACC's reputation as a landlord.
- 10.3 The Council has a duty to conform with the Future Generations and Well-Being Act. Non-implementation of this Policy may also lead to non-compliance of this Act.

11. Policy review

- 11.1 The Housing Service Board will monitor this policy in a year with a view to reviewing it within 2 years.
- 11.2 other instances where the Policy may need to be reviewed include amendments to legislation, Common Housing Allocations Policy or any other IACC corporate policy changes.

12. Equality and Diversity

Please find attached an Equality Impact Assessment.

Isle of Anglesey County Council - Equality Impact Assessment Template

Revision history:		
Version	Date	Summary of changes
V1	01/09/2017	First version

Step 1: Background	
1 - What are you assessing?	Sensitive Allocations Policy
2 - Is this a new or existing proposal?	New
3 - What are the aims and purpose of this proposal?	<p>This Policy provides information on how Housing Services will allocate housing in specific blocks for estates on Anglesey. Section 14.4 of the Isle of Anglesey County Council [IACC] Common Housing Allocations Policy, July 2016 states that a Sensitive Lettings Policy can be introduced, should the need arise</p> <p>This policy details how IoACC will implement a Sensitive Allocations Policy for the allocation of specific blocks of flats owned by IoACC. A sensitive allocations scheme provides flexibility with regard to policies which have already been approved. This policy is intended to promote the area and community cohesion, reduce the number of voids and increase the sustainability of tenancies.</p> <p>The justification for the policy is that IoACC have experienced management problems in the past such as an increase in anti-social behaviour and difficulties to re-let certain blocks of flats. IoACC aim through the Introduction of this Policy to create more sustainable communities and to eliminate anti-social Behaviours which are compromising the wellbeing of compliant tenants</p>

Step 1: Background	
4 - Who is responsible for the proposal you are assessing?	Elliw Llyr – Service Manager – Housing Strategy and Policy
5 - Who is the Lead Officer for this assessment?	Llinos Wyn Williams – Service Manager – Community Housing
6 - Who else is involved in undertaking this assessment?	None
7 - Is the proposal related to other areas of work? For example, are there other proposals or policies that should be taken into consideration as part of this assessment?	<p>The proposal is in relation to the Housing Common Allocations Policy and is a change in decision making when dealing with certain blocks of flat / properties on the Island.</p> <p>They include the following properties:</p> <ul style="list-style-type: none"> • Peibio Close, Holyhead numbers 1 to 41 • Ty'n Caeau, Llanfairpwll numbers 9 to 30 • Ger y Graig, Llangefni numbers 1 to 36 (but not number 37) • Llawr y Dref, Llangefni numbers 6 to 29 <p>Outcomes</p> <p>Developing a balanced and sustainable community that will increase customer satisfaction and retention</p> <p>Improved relationship between the tenant and landlord</p> <p>Reduce the number of vacant units and rental loss.</p> <p>Reduce the turnaround time for allocating housing by improving the quality of the living environment and reducing anti-social behaviour through robust processes and by working in partnership.</p> <p>Ensure that the best use is made of IACC's housing stock.</p>

Step 1: Background

8 - Who would be affected by the proposal(s) (adversely or positively, directly or indirectly)?

Prospective tenants or transferring existing tenants who have stipulated they are keen to reside in Llangefni, Holyhead or Llanfairpwll which may be on one of the following estates:

- Peibio Close, Holyhead numbers 1 to 41
- Ty'n Caeau, Llanfairpwll numbers 9 to 30
- Ger y Graig, Llangefni numbers 1 to 36 (but not number 37)
- Llawr y Dref, Llangefni numbers 6 to 29

Potential age demographics of applicants include

Applicants aged 60+ who have physical / mobility issues and are working.

Applicants aged 60+ who have physical / mobility issues

Applicants aged 55+ who have physical / mobility issues and are working.

Applicants aged 55+ who have physical / mobility issues

In cases where there are no eligible applicants in priority groups 1-4, the priority age will be reduced by five years e.g. 50+, then 45+ etc. and priority within the age group will continue to be given to those with physical / mobility issues and are working followed by applicants who have physical / mobility issues who are not working.

Written reference will be made to each person who are waiting to go on our housing list within their personal housing plans. This is to ensure clarity for all prospective tenants that the above areas have a Sensitive Allocation Policy in place.

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?	Yes	No
The elimination of discrimination and harassment	x	
The advancement of equality of opportunity	x	
The fostering of good relations	x	
The protection and promotion of human rights	x	
Note: As a general rule, any policy that affects people is likely to be relevant across all protected groups		

Step 2: Information Gathering	
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?	There is no requirement for prospective tenants or current tenants to speak Welsh or English. We communicate with all tenants within the language of their choice. This policy isn't directly linked to Welsh or English language skills.
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?	No – not directly linked to Welsh language skills, however local connections will form part of the waiting list decision making as per Common Housing Allocations Policy
12 – Will this area of work proactively offer services in Welsh for users?	No – not directly linked to Welsh language Should a tenant or prospective tenant want to improve Welsh language skills, they can be referred onto our Tenants Participation team who can support with sourcing courses/ training sessions
13 – Is this proposal likely to protect and promote the Welsh language within communities?	No – not directly linked to Welsh language Should a tenant or prospective tenant want to improve Welsh language skills, they can be referred onto our Tenants Participation team who can support with sourcing courses/ training sessions
<p>Appendix 1 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 main 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 – a separate template is available with these papers on MonITor, for you to complete, if appropriate.</p>	
14 - Are there any Human Rights issues? If so, what are they? (For example, could	No – this is based upon Housings' stringent methods of assessing each prospective tenant. Any prospective tenant with physical needs would be assessed by the bi-

<p>this proposal result in the failure to safeguard the right to privacy?)</p> <p>(The 16 basic rights are listed at Appendix 1).</p>	<p>weekly Housing Link panel, which consists of Housing Options and Adult Social Services. Reference will be made to the vulnerability and suitability of each prospective tenant being considered for any properties within the named estates to ensure a joint decision is made and that loACC do not compromise a tenants' wellbeing by placing them within a difficult area.</p> <p>The assessment of this policy should result in improved wellbeing for current and prospective tenants within our most challenging estates and decision-making will be formed upon vulnerability to maintain a tenure within the abovementioned estates, ensuring all tenants live in safe communities.</p> <p>4</p>	
	A prosperous Wales	Yes
	A resilient Wales	Yes
	A healthier Wales	Yes
	A more equal Wales	Yes
	A Wales of cohesive communities	Yes
	A Wales of vibrant culture and thriving Welsh language	Yes
	A globally responsible Wales	Yes
<p>16 - What has been done to date in terms of involvement and consultation with regard to this proposal?</p>	<ul style="list-style-type: none"> - Consultation with staff to include Housing Management officers who are dealing with front line matters in regard to an increase in anti-social behaviour, community tensions - Consultation with the Mon Tenant and Officer Voice Group – MTOV - Consultation with the loACC democratic process which includes the Senior Leadership Team and Elected Members - The Housing Department has informed Peibio Close residents of its' intention to undertake a Sensitive Allocation Policy which relates to their area 	
<p>17 – Have you used any other information that is relevant to the proposal to inform your assessment? If so, please detail:</p>	<ul style="list-style-type: none"> - Wellbeing of Future Generations Act 2015 - Social Services and Wellbeing Act 2014 - Housing Act (Wales) 2014 - Corporate Safeguarding policy 	
<p>18 - Are there any gaps in the information collected to date? If so, how will these be addressed?</p>	<p>None – we do not believe there are gaps within the information collected, however this policy will be reviewed within the first 12 months, should any operational gaps be identified once the policy has gone live</p>	

	Monthly assessment of the effectiveness of this policy will be undertaken with the Housing Options Team
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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

Protected group	*Potential Impact	Details of the impact	Actions to mitigate negative impact
Age	No impact	N/A	N/A
Disability	Negative	Should any individual come up in a search for a property within one of the mentioned estates, we may deem them too vulnerable to reside within the area.	<p>Decisions will be made with Adult Services and Housing through the Housing Link panel – assessments will include vulnerability for prospective tenant to reside within the named estates</p> <p>Prospective tenants will be informed of the Sensitive Allocations Policy, naming all estates from the outset to ensure the management of expectations. This will be included within their Housing Plan and also correspondence once the waiting list interview has occurred.</p> <p>Any prospective tenants who haven't been considered for the named estates, may be considered to increase their banding to ensure a swifter allocation of an alternative property can be offered</p>
Gender	Negative	Should the Housing Options and Estate Management Team consider a higher risk to either gender on any of the named estates, we shall not consider undergoing an offer of a property for the gender which may be deemed at higher risk.	<p>Prospective tenants will be informed of the Sensitive Allocations Policy, naming all estates from the outset to ensure the management of expectations</p> <p>Housing Options will carefully inform the</p>

Protected group	*Potential Impact	Details of the impact	Actions to mitigate negative impact
		<p>For example –an estate may have higher levels of anti-social behaviour associated with male perpetrators. Placing a lone vulnerable female may increase the risk of vulnerability to this female should she reside at the named estate</p>	<p>prospective tenant of the decision over not providing a tenure within a named estate if gender is deemed an increase of risk. Mitigation is that this individual will continue to be prioritised in securing a suitable property which does not increase their risk of vulnerability within the community.</p> <p>The Housing Management team will continue to address acts of anti-social behaviour / criminal acts and utilise legal frameworks to ensure perpetrators are brought to account once evidence has been collected. This is in partnership with North Wales Police</p>
Gender Reassignment	Negative	<p>Should the Housing Options and Estate Management Team consider a higher risk to either gender on any of the named estates, we shall not consider undergoing an offer of a property for the gender which may be deemed at higher risk.</p> <p>For example –an estate may have higher levels of anti-social behaviour associated with male perpetrators. Placing a lone vulnerable female may increase the risk of vulnerability to this female should she reside at the named estate</p>	<p>Prospective tenants will be informed of the Sensitive Allocations Policy, naming all estates from the outset to ensure the management of expectations</p> <p>Housing Options will carefully inform the prospective tenant of the decision over not providing a tenure within a named estate if gender is deemed an increase of risk. Mitigation is that this individual will continue to be prioritised in securing a suitable property which does not increase their risk of vulnerability within the community</p> <p>The Housing Management team will continue to address acts of anti-social</p>

Protected group	*Potential Impact	Details of the impact	Actions to mitigate negative impact
			behaviour / criminal acts and utilise legal frameworks to ensure perpetrators are brought to account once evidence has been collected. This is in partnership with North Wales Police
Pregnancy & Maternity	No impact	N/A	N/A
Race / Ethnicity / Nationality	No impact	N/A	N/A
Religion or Belief	No impact	N/A	N/A
Sexual Orientation	No impact	N/A	N/A
Welsh language	No impact	N/A	N/A
Human Rights	No impact	N/A	N/A
Marriage or Civil Partnership	No impact	N/A	N/A
Any other relevant issue, eg poverty, access to services in rural areas	No impact	N/A	N/A

Step 4: Outcome of the assessment	
<p>20 - Note the impacts identified and how it is intended to mitigate any negative impact (ie a summary of the above table)</p>	<p>The assessment concludes that due to escalating concerns of anti-social behaviour on the named estates within the Sensitive Allocations Policy, it has been established in order to safeguard and protect vulnerable client groups who have specified an interest in living in those areas Human Rights and the Equality Act is engrained into decision making to ensure people feel safe and well within their homes and neighbourhood</p> <p>Managing expectations from the outset is vital to ensure the customer journey is of a high standard and prospective tenants are aware of tensions / ASB within the named estates.</p> <p>Efforts will be made to prioritise individuals who Housing / Social Care may deem too vulnerable to live within the sensitive let areas to ensure an alternative offer is provided in a timely manner.</p> <p>Management discretion may be adopted in certain scenarios where a property within the named locations isn't suitable and may result in homelessness.</p>
<p>21 - Is there a strategy for dealing with any unavoidable but not unlawful negative impacts that cannot be mitigated?</p>	<p>The strategy would be urgent management intervention to ensure the needs of the individual is always met. This may involve management discretion at times</p>
<p>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). (The seven well-being goals are listed in Appendix 2)</p>	<p>The Act is about improving the social, economic, environmental and cultural well-being of Wales.</p> <p>The Act will make the public bodies listed in the Act think more about the long term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach.</p>

	It is of the belief that this approach will continue to emphasise of community wellbeing through ensuring decision making in regards to housing needs within the named areas protect vulnerable client groups and also continue to address concerning matters such as anti-social behaviour and criminal matters
<p>23 – Is there a need to reconsider the proposal as a result of conducting this assessment?</p> <p>(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).</p>	No – however, as it is a new policy, there is a need to ensure staff are trained, Corporate communication occurs and frequent reviews are undertaken to ensure operational practice is in line with the strategy / Sensitive Allocations Policy
<p>24 - Will the proposal be adopted / forwarded for approval? Who will be the decision-maker?</p>	<p>Yes</p> <p>They key decision maker is Housing Head of Services, Shan Lloyd Williams</p> <p>This will be supported by the Senior Management Team</p>
<p>25 - Are there monitoring arrangements in place? What are they?</p>	<p>A clear record on impact / decisions will be handled by the Housing Options team, this is to ensure consistency within the approach and ensuring it is in line with the policy.</p> <p>Monitoring will also include:</p> <p>Monthly monitoring at the Housing Options Team meeting</p> <p>Monthly monitoring at the Community Housing Team meeting</p>

	<p>Quarterly reports to the Senior Management Team</p> <p>Annual formal review of this policy</p> <p>Service user / tenant feedback through customer satisfaction questionnaires. Lessons learnt sessions may be arranged in complex situations to ensure continuous improvement and development.</p>
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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
1	<p>Monitoring</p> <p>Monthly monitoring at the Housing Options Team meeting</p> <p>Monthly monitoring at the Community Housing Team meeting</p> <p>Quarterly reports to the Senior Management Team</p> <p>Annual formal review of this policy</p> <p>Service user / tenant feedback through customer satisfaction questionnaires. Lessons learnt sessions may be arranged in complex situations to ensure continuous improvement and development</p>	Llinos Wyn Williams	Monthly

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
A prosperous Wales	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.
A resilient Wales	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).
A healthier Wales	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.
A more equal Wales	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
A Wales of cohesive communities	Attractive, viable, safe and well-connected communities.
A Wales of vibrant culture and thriving Welsh language	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.
A globally responsible Wales	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.

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	18th September 2017
Subject:	Isle of Anglesey County Council Legacy Framework
Portfolio Holder(s):	Councillor Ieuan Williams Councillor Richard Dew
Head of Service:	Dylan J. Williams (Regulation & Economic Development)
Report Author: Tel: E-mail:	Dylan J Williams 2499 DylanWilliams@ynysmon.gov.uk
Local Members:	Relevant to all Members

A –Recommendation/s and reason/s

To formally adopt the draft Legacy Framework (Vision for 2025 – a thematic framework to realise the IACC’s legacy aspirations).

This will enable the County Council to formally outline its legacy aspirations from the proposed major projects during discussions and negotiations with the respective project developers.

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

The proposed major projects on Anglesey provide a unique and unprecedented opportunity to contribute positively towards the socio-economic transformation of the Island and the wider North Wales region. The County Council sees the development, operation and legacy of these major projects (and their associated developments) as a key contributory factor in transforming the long-term sustainability, wellbeing and ‘sense of place’ of the Island and its communities.

For the purpose of the framework, ‘legacy’ means ensuring a positive impact for Anglesey and its communities, across a broad range of thematic issues, from the development, delivery and hosting of all proposed major projects. The County Council believes that achieving a positive ‘legacy’ will be fundamental/ integral to each project’s success and acceptability.

The Framework is a thematic representation of what Anglesey could look like in 2025 if the long-term aspirations of the IACC are realised and achieved. The County Council believes that it is imperative that the major projects are developed, constructed and operated in a coordinated, integrated and informed manner to maximise socio-economic benefits, safeguard the Island’s economy and culture and avoid any possible adverse effects.

The Legacy Framework has been prepared to demonstrate to developers the need to acknowledge, incorporate and integrate legacy benefits from the outset of their project development activities. It is hoped that it will be integral to informing and influencing their future decision making to ensure an appropriate balance is achieved between commercial demands and community expectations; whilst assisting them to deliver their range of Corporate Social Responsibilities.

The Framework outlines to developers how their respective projects could contribute towards addressing the specific socio-economic needs of Anglesey. It proposes numerous economic, social, environmental and cultural activities (linked to the potential scope of the proposed major project's legacy benefits and impacts) which the County Council believes could improve the well-being and quality of life of the Island by 2025.

The County Council's legacy aspirations focus on the following thematic objectives:

- a) Creating a thriving and prosperous economy.
- b) Enabling residents to achieve their full potential.
- c) Ensuring residents are healthy, safe and equal.
- d) Protecting and enhancing the natural and built environment.
- e) Maintaining the language and culture.

C – Why is this a decision for the Executive?

It is a matter for the Executive under s13(2) LGA 2000 i.e. by default because it has not been reserved to the Full Council and it is not prohibited under the Executive Functions Regulations.

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

The County Council's ability to progress its legacy aspirations derives from Section 2 of the Local Government Act 2000, which enables the County Council to undertake any activity to the promote or improve of the economic, social or environmental well-being of the Island.

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

All legacy activities are currently being undertaken in line with the Regulation and Economic Development Service's core budget.

E – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	The Chief Executive has contributed to the preparation of the draft Framework to ensure that Anglesey's communities can capitalise upon the legacy benefits anticipated to arise from the proposed major projects.
2	Finance / Section 151 (mandatory)	No comments.
3	Legal / Monitoring Officer (mandatory)	No comments.
5	Human Resources (HR)	No comments.
6	Property	No comments.
7	Information Communication Technology (ICT)	No comments.
8	Scrutiny	No comments.
9	Local Members	The draft legacy Framework has been presented to the Political Group Leaders and their comments have been incorporated in the draft.
10	Any external bodies / other/s	N/A

F – Risks and any mitigation (if relevant)		
1	Economic	The draft Framework outlines a series of activities to support a thriving and prosperous economy, with sustainable and successful businesses that provide improved employment opportunities for all.
2	Anti-poverty	The draft Framework will ensure that the Island's unique socio-economic needs are recognised, with support required for activities to reduce poverty, deprivation and social immobility.
3	Crime and Disorder	Enhanced community cohesion, along with an increase in community pride and self-esteem are key outcomes of the draft Framework.
4	Environmental	The draft Framework aims to protect and enhance the Island's rich and diverse natural environment to support socio-economic and cultural well-being.
5	Equalities	The County Council is committed to a consistent, equitable and transparent approach to its legacy aspirations to ensure its citizens are safe, healthy and

		achieve their potential.
6	Outcome Agreements	N/A
7	Other	<p>The draft Framework has been prepared with full consideration of the Well-being of Future Generations Act and specifically recognises the need to:</p> <ul style="list-style-type: none"> • Consider the long-term impacts of the proposed developments. • Work in partnership with communities and stakeholders. • Develop a more coordinated approach to service delivery to create a more prosperous, healthy and vibrant community.

FF - Appendices:

Draft Vision for 2025 – A Thematic Framework to Realise the IACC’s Legacy Aspirations

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

N/A



**A Vision for 2025 - a thematic framework to
realise the IACC's legacy aspirations**

DRAFT

**July 2017
Regulation and Economic Development**

A vision of the Anglesey we want for the future



Version	Date	Prepared by	Reason
Version 1	29 th April 2016	Christian Branch, Rhys Pritchard & Rhian Pritchard	
Version 2	5 th May 2016	Christian Branch, Rhys Pritchard & Rhian Pritchard	Inclusion of logic chains
Version 3	20 th July 2016	Christian Branch	Incorporate IACC Service comments
Version 4	27 th September 2016	Christian Branch	Incorporate Heads of Service's comments
Version 5	27 th October 2016	Christian Branch	Amendments to Logic Chains
Version 6	24 th January 2017	Christian Branch	Incorporate Chief Executive's comments
Version 7	10 th July 2017	Christian Branch	Update information regarding proposed major projects

Foreword

To be completed once draft document approved/ endorsed.

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1) Introduction

The siting of possible major projects on Anglesey provides a unique and unprecedented opportunity to contribute positively towards the socio-economic transformation of the island and the wider North Wales region.

There are currently a number of private sector developers proposing to construct a series of major projects on Anglesey (including projects of national significance). These major projects (see overleaf) are large scale, complex developments that have the potential to bring significant benefits and impacts to Anglesey and its communities for a number of years.

The Isle of Anglesey County Council (IACC) sees the development, operation and legacy of these major projects, and their associated developments, as a key contributory factor in transforming the long term sustainability, wellbeing and 'sense of place' of the island and its communities. In this context, it is imperative that the projects are developed, constructed and operated in a coordinated, integrated and informed manner to maximise socio-economic benefits, safeguard the island's economy and culture and avoid any possible adverse effects.

Successful legacy development can make a significant contribution to building a society on Anglesey that is more confident, more equal, better skilled and more resilient. It will also allow the Council to support people when they need it most and equip services to respond to challenges, such as an ageing population, a changing climate and the development of new technologies. Some of the issues faced can only be tackled through new ways of working and developing the principle of resilient, Council supported, communities which reinforce and build on what people and communities are doing for themselves.

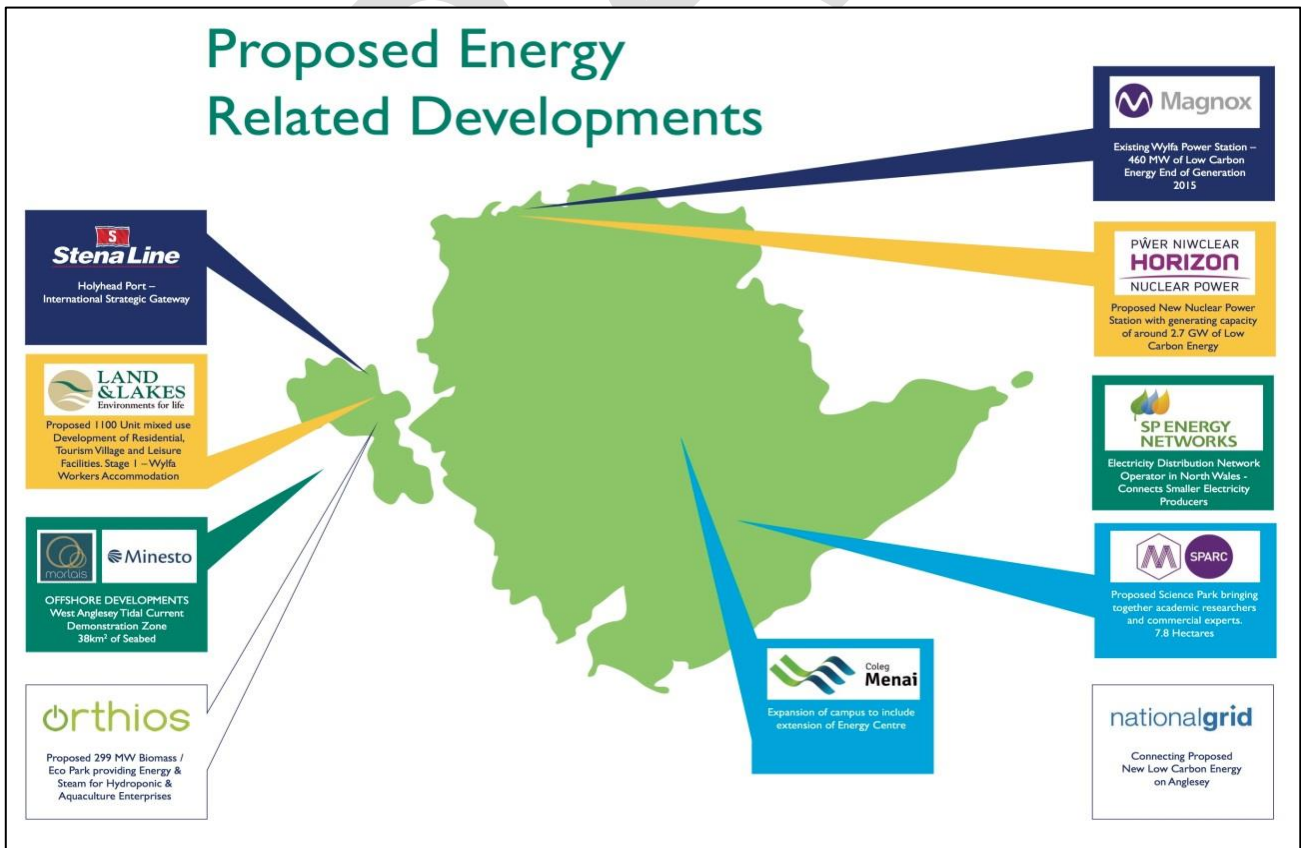
The framework has not been prepared in isolation. It has been prepared to address the following:

- Alignment with the aims and strategic priorities of the County Council's Corporate Plan to:
 - Improve the economic, social, environmental and cultural well-being of the island by taking account of the long term and consistently preventing problems.
 - Deliver the reforms needed to ensure that public services are resilient and meet future needs.
 - Deliver education improvement that changes lives and drives economic growth.
 - Ensure economic interventions that deliver greater financial security for businesses and individuals.
 - Develop a social model of health and social care that matches local needs and services.
 - Using digital technology to improve the delivery of services.
- Complementing the Joint Local Development Plan (JLDP) and the New Nuclear Build at Wylfa Supplementary Planning Guidance (NNB SPG). The JLDLP (when adopted) will outline the land use and development strategy, objectives and policies for the Anglesey and Gwynedd Planning Authority areas until 2026; whilst the NNB SPG outlines the IACC's vision and objectives for the New Nuclear Build, and provides advice on important local direct or indirect matters to help inform the project promoter's proposals and decision making.
- Responding to the Well-being of Future Generations Act (see **Annex A** for a summary of the Act's seven well-being goals; five ways of working and fourteen well-being objectives) and specifically recognising the need to
 - Address the long term impacts of potential developments.
 - Work in partnership with its communities and stakeholders.
 - Develop a more coordinated approach to service delivery to create a more prosperous, healthy and vibrant community.

2) The Scale of Opportunities

Anglesey is expected to attract unprecedented inward investment over the next decade through the following proposed major projects (and their associated developments):

- Horizon Nuclear Power’s nuclear new build at Wylfa which could generate 2,700MW of electricity from two Advanced Boiling Water Reactors in the first half of the 2020s, creating 850 permanent jobs once operational (<http://www.horizonnuclearpower.com>).
- Orthios’ Eco Park and Energy Centre in Penrhos, Holyhead that is anticipated will provide 300,000 homes with electricity by 2020 generated from a 299 MW biomass power station. The excess heat and carbon dioxide will be recycled and reused in the Eco Park to cultivate of fish and vegetables (<http://www.orthios.com/projects/>).
- Land & Lakes’ leisure village at Penrhos Coastal Park, Holyhead consisting of high quality visitor accommodation and supporting facilities (<http://www.landandlakes.co.uk/>)
- Minesto’s proposed installation of a 10MW marine energy (with plans now to increase to 80MW) array off the coast of Holyhead with the potential to supply electricity to 8000 households (<http://minesto.com/>).
- The Morlais Marine Energy (West Anglesey) Demonstration Zone which has been identified by the Crown Estate as being a suitable location (primarily for its tidal conditions but also access to infrastructure) for the installation of marine energy devices to encourage and accelerate technology development (<http://morlaisenergy.com/>).
- The Menai Science Parc (M-SParc) in Gaerwen will provide 5000 sq meters of business support facilities and services, including office and workshop space and laboratories where collaboration will be encouraged. It is Wales’ first designated Science Park (<http://www.m-sparc.com/>).
- An expansion to Coleg Menai’s Llangefni campus to include improved engineering, technology and energy facilities in light of the employment opportunities associated with the energy sector on Anglesey.



3) Legacy – Definition and Aspirations

For the purpose of this framework, ‘legacy’ means ensuring a positive impact for Anglesey and its communities, across a broad range of thematic issues, from the development, delivery and hosting of all proposed major projects. IACC is of the firm view that achieving a positive and all embracing ‘legacy’ is integral in order to maximise long-term benefits for the island and its residents and mitigate any possible adverse impacts.

Given their scale, nature and significance, the major projects present a once in a lifetime opportunity to sustainably transform the social, economic and environmental fabric of Anglesey, and the County Council strongly believes that achieving a positive and all embracing ‘legacy’ is fundamental/ integral to their success and acceptability.

The IACC is eager to develop and maintain a positive and long-term relationship with all major project developers on Anglesey, and we are committed to applying a strategic approach and mentality to the development, construction and operation of the projects in order to maximise long terms benefits for the island and its residents, as well as avoid and mitigate against adverse impacts.

Legacy can relate to the spatial impacts of the proposed major projects and what Anglesey will look like post construction - including the location and purpose of all associated developments; and what additional facilities and resources will be required to service these sites.

Legacy benefits should not be limited to monetary terms and value and should consider the following.

- Spatial impacts of the proposed major projects and the need to ensure that all developments are constructed in the right locations for the island and its communities, in the short and long term.
- Providing future employment for the island’s residents; ensuring local businesses can capitalise upon supply chain opportunities; improving or developing new community facilities and enhancing Anglesey’s infrastructure.
- Improving health, well-being, quality of life and the island’s natural environment, as well as supporting and strengthening the Welsh language and culture.

The IACC considers the whole of the island to be a host community for the proposed major projects, and it is at this spatial scale that the County Council believes that the greatest transformational benefits will be realised and experienced.

The anticipated, possible cumulative outcomes of the major projects include the following.

- Improved social well-being as a result of improved quality employment and training opportunities; increased prosperity and economic growth.
- The attraction of inward investment and the expansion of existing and new local and regional businesses (including those linked to potential supply chain opportunities).
- Land use changes.
- Improved connectivity as a result of the development of reliable and effective infrastructure.
- A mix of new housing, with a proportion available to those on low incomes.
- An increase in community pride and self-esteem, along with cultural development and enhanced community cohesion.

4) A Summary of Anglesey's Socio-Economic Needs

Evidence of Anglesey's socio-economic needs has been collated in order to demonstrate the critical importance of all major projects having a transformational, long term and positive impact on Anglesey and its communities.

Anglesey has long suffered from a fragile, peripheral and declining economy, with significant pockets of socio-economic deprivation, which has resulted in:

- Declining levels of GVA (52.9% of the national UK average).
- Low levels of GVA per head (£13,411 compared to UK's £25,341).
- High levels of youth unemployment (17.7% of 16-24 year olds).
- High levels of economic inactivity (20.7% of the working age population).
- High levels of youth out-migration and an ageing local population.
- A high percentage of the working population receiving incapacity benefits (6.8% compared to UK's 6.3%).
- A continued low level of new business formation (6.5% in comparison to the Welsh rate of 7.8%).
- An over reliance on public sector employment opportunities.
- Significant numbers of children living in poverty (19.5%).
- A high prevalence of health inequalities.
- High levels of private households living in fuel poverty (34.9%).
- Variations in the number of people who speak Welsh in the communities on Anglesey (with over 70% located in the centrally located communities whilst the coastal communities have only 40% Welsh speakers).

Despite these significant challenges, there exists a series of key factors, attributes and assets which combine to create a clear and definitive aspiration and ambition for Anglesey (quite unique from those expressed in other areas - both regionally and nationally). These include:

- The number and variety of proposed major projects looking to capitalise upon a wide range of low carbon energy sources (including nuclear, tidal, biomass and solar) providing significant opportunities to deliver tangible economic, social and environmental benefits.
- Anglesey has a proud and rich heritage, tradition and awareness of safe energy generation.
- The scale of proposed major projects acting as a magnet for further private sector investment into Anglesey.
- A committed programme of improvements to economic infrastructure to enhance the island's accessibility and connectivity; support and facilitate opportunities for jobs and growth; and attract additional investment and regeneration.
- Positive and supportive communities and businesses looking to prosper, thrive and succeed –with the majority demonstrating a positive attitude to the proposed major projects.
- The recognition and understanding of developers of the need to ensure their projects have a positive, long term impact on Anglesey and its communities.
- A strong and distinctive cultural identity and heritage directly linked to the island's geography and rurality.
- A high quality natural, built and historic environment that underpins and supports the island popularity and appeal as a tourism destination.

The above legacy aspirations outline the County Council's commitment to securing transformational change through ambitious, creative, yet pragmatic and responsible community leadership. The framework is a thematic representation of what Anglesey could look like in 2025 if the long term aspirations of the IACC and partners are realised and achieved. It will be used to underpin and influence engagement and collaboration with developers, the island's communities and partner organisations; as well as informing the County Council's approach to prioritisation and resource management.

The framework will be of importance to demonstrate effectively to developers of the need to acknowledge, incorporate and integrate legacy benefits (and their potential scope) from the outset of their project development activities. It will be integral to informing and influencing their future decision making to ensure an appropriate balance is achieved between commercial demands and community expectations; whilst assisting them to deliver their range of Corporate Social Responsibilities.

In order for the island to become more vibrant, cohesive and resilient, it is imperative that developers fully support the communities from where they intend to operate. Developers should fully involve and integrate themselves into these communities in order to fulfill their responsibilities as conscientious and respectable corporate citizens.

The Council recognises that the proposed major projects could also have adverse impacts of the island's communities, businesses and the environment. Wherever possible these will be identified and avoided, and when this not feasible, developers should implement appropriate mitigation and/ or compensation measures. This framework will provide clarity to developers on the type of mitigation and compensations measures the Council believes are realistic, deliverable and appropriate.

5) Anglesey's 2025 Legacy Objectives

The Council's legacy aspirations focus on the following thematic objectives:

- a) Creating a thriving and prosperous economy.
- b) Enabling residents to achieve their full potential.
- c) Ensuring residents are healthy, safe and equal.
- d) Protecting and enhancing the natural and built environment.
- e) Maintaining the language and culture.

A series of legacy logic chains (**Annex B**) have been prepared to demonstrate how the Council, in collaboration with partners, the major project developers and the island's communities, will facilitate the implementation of the legacy framework. The activities listed below have been replicated from the logic chains.

These activities will be in addition to, and fully complement, the County Council's various statutory responsibilities and duties which will still be delivered on an annual basis.

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a) Creating a thriving and prosperous economy

- A confident island that prides itself on its strong economy, providing employment opportunities for all
- An island recognised globally for the scale and diversity of its energy research, development, production and servicing
- A hub for sustainable businesses that support a prosperous, low carbon society and encourage innovation and entrepreneurship
- A well-connected place with robust transport infrastructure
- An island that continues to attract a diverse range of visitors

Activities

- Attracting major developers to invest in Anglesey to facilitate the island’s transformation
- Developing a new Education Strategy and Employment, Skills and Training Programme to ensure the island’s young people and adults are equipped with the skills to capitalise upon future opportunities
- Improving the island’s employment sites and premises to attract and facilitate economic investment
- Improve infrastructure capacity and resilience to meet the needs of communities, businesses and visitors
- Work in partnership working with the North Wales Economic Ambition Board to deliver sustainable economic and employment growth
- Developing a tackling-poverty programme

Outcomes

- Increased GVA
- Improved job opportunities, closer to home
- Increased job diversification and opportunities
- More young local people contributing to the economy
- Young people and citizens have the skills and experiences needed to thrive and prosper
- Education standards above Free School Meal national benchmarks
- Improvement in quality of life and well-being
- Decrease in number of workless households
- Improved childcare to remove barriers to secure employment

Well-being of Future Generations Checklist

Goals:

Prosperous	✓	Resilient	✓	Healthier	
More Equal		Cohesive/ Culture	✓	Globally Responsible	✓

Ways of Working:

Integrate	✓	Prevention	✓	Collaborate	✓	Involve		Long Term	✓
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Objectives:

Give every child the best start in life	✓	Support safe, cohesive and resilient communities	✓
Improve prosperity for all - employment and jobs	✓	Access to secure, safe, efficient and affordable homes	✓
Support low carbon and climate resilient society	✓	Sustainable economic development and employment	✓
Sustainable and resilient infrastructure	✓	Wales - an ambitious country connected to the wider world	✓

b) Enabling residents to achieve their full potential

- A place where opportunities exist for young people to remain on the island to live and work
- A well-educated and highly skilled population
- A place where communities and individuals can maintain and develop their independence
- A place where people choose to live and thrive
- An island that projects a positive image regionally, nationally and internationally

Activities:

- Continue with the school modernisation programme
- Reshape Welsh teaching in our schools to enable young people to utilise their Welsh language skills in wider society
- Ensure that young people have the necessary the skills to capitalise upon future opportunities
- Enhanced apprenticeship opportunities to provide young people and adults with appropriate skills and competencies
- Invest in information technology infrastructure to improve digital connectivity
- Bring empty homes back into use and increase the supply of affordable and good quality social housing
- Support families and parents to reduce adverse childhood experiences that can have lifelong effects
- Community Learning Centres providing extended services with childcare, parenting support, family learning and community access to facilities built around the school day

Outcomes:

- Increased GVA
- More people in employment
- More residents achieving their full potential
- Improved educational attainment
- High quality all age apprenticeships
- Enhanced wellbeing and quality of life
- Children in care enjoying the same life chances as other children.
- Decrease in number of workless households
- Better balanced housing market
- Increased access to good quality, energy efficient, affordable social housing
- Improved number and range of housing for all.

Well-being of Future Generations Checklist

Goals:					
Prosperous		Resilient	✓	Healthier	
More Equal	✓	Cohesive/ Culture	✓	Globally Responsible	

Ways of Working:

Integrate	✓	Prevention		Collaborate	✓	Involve	✓	Long Term	✓
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Objectives:

Give every child the best start in life	✓	Support safe, cohesive and resilient communities	✓
Improved education outcomes for all background	✓	Access to secure, safe, efficient and affordable homes	✓
Learn and use Welsh - families, communities and workplace	✓	Wales - an ambitious country connected to the wider world	✓

- c) Ensuring residents are healthy, safe and equal**
- A safe, secure and attractive island to live and work
 - An island with excellent community services and facilities, including high quality and modern schools, affordable housing and effective health provision
 - A place where deprivation, inequality and social immobility have been reduced; and services meet the needs of vulnerable groups
 - An island where people actively participate in recreation, leisure and cultural activities

- Activities:**
- Improving the welfare of vulnerable children and adults to ensure they are safe, healthy and achieving their potential
 - Provision of new housing and extra care facilities
 - Adapting residential care facilities to be more dementia focused aligned to the new national dementia plan
 - Enhancing intervention models to support the island’s children and parents.
 - Strengthening links between education and leisure to improve attainment, health, well-being and life satisfaction
 - Providing welfare benefits advice to support the island’s most vulnerable residents.
 - Move more care and services from hospitals into communities, supported by integrated and sustainable Health and Care Services (inclusive of improved support for carers)
 - Work with others to develop stronger support for mental illness
 - Promote healthy lifestyles and choices through interventions on preventing ill health and encouraging more activity for general well-being throughout life
- Work with communities to protect local facilities that bring people together, including pubs, libraries, museums, arts centres and leisure centres

- Outcomes:**
- Improvements in physical and mental well-being
 - Improved social mobility and independence
 - Decrease in number of workless households
 - Decrease in childhood and adult obesity levels
 - Reduction in anti-social behaviour
 - Residents living life without safety concerns
 - Reduction in loneliness and social isolation
 - User led changes to County Council service provision
 - Recognition of the vital contribution older people make to society
 - The ageing population supported to stay well into later life
 - Prevention of unnecessary closures of community assets with communities taking ownership of them where appropriate
 - Increase in volunteering in local communities

Well-being of Future Generations Checklist

Goals:					
Prosperous		Resilient	✓	Healthier	✓
More Equal	✓	Cohesive/ Culture	✓	Globally Responsible	

Ways of Working:

Integrate	✓	Prevention	✓	Collaborate	✓	Involve	✓	Long Term	✓
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Objectives:

Give every child the best start in life	✓	Support safe, cohesive and resilient communities	✓
Live healthy and independent lives	✓	Promote and enhance the culture and heritage of Wales	✓
Sustainable and resilient infrastructure	✓	High quality, responsive and better integrated public services	✓
		Wales - an ambitious country connected to the wider world	✓

d) Protecting and enhancing the natural and built environment

- An island that recognises the value and quality of its environment
- An island with a rich and diverse natural environment that supports resilience
- A place where the natural and built environments are used sustainably
- An island with a high quality public realm

Activities:

- Mitigate impacts (including cumulative) of major projects on the natural and built environment.
- Tackle the causes and effects of climate change to safeguard the long-term wellbeing of the island’s environment, economy and communities
- Improve waste recycling
- Support activities to reduce energy consumption and fuel poverty and improve energy efficiency.
- Work with others to promote environmental management and education to improve the sustainability resilience of the natural and built environment
- Capitalising on the potential of the island’s coastline to deliver socio-economic benefits
- Further our lead over other nations in recycling and minimising landfill
- Continue to invest in flood defence work and take further action to better manage water in our environment

Outcomes:

- A high quality, resilient natural and built environment
- Enhanced wellbeing and quality of life
- A cleaner and greener Anglesey
- Recycling of at least 70% of waste
- Reduced energy consumption within island communities and Council facilities
- Increase in the socio-economic value of the environment
- A sustainable and prosperous tourism sector
- Reduction in households living in fuel poverty
- Increased access to good quality, energy efficient housing

Well-being of Future Generations Checklist

Goals:					
Prosperous		Resilient	✓	Healthier	✓
More Equal		Cohesive/ Culture		Globally Responsible	✓

Ways of Working:

Integrate	✓	Prevention	✓	Collaborate	✓	Involve	✓	Long Term	✓
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Objectives:

Support low carbon and climate resilient society	✓	Promote and enhance the culture and heritage of Wales	✓
Sustainable and resilient infrastructure	✓	Manage natural resources to support wellbeing	✓
High quality, responsive and better integrated public services	✓	Wales - an ambitious country connected to the wider world	✓

<p>e) Maintaining and promoting the language and culture</p> <ul style="list-style-type: none"> • A place that celebrates its unique cultural and geographical identify and distinctiveness • An island that embraces and promotes its proud cultural heritage and the Welsh language <p>Activities:</p> <ul style="list-style-type: none"> • Implement, monitor and review the IACC’s Welsh Language Strategy and the Welsh Education Plan • Provide appropriate support and advice to Developers to promote bilingualism. • Supporting the development of ‘project specific’ Welsh language schemes and acclimatisation activities • Developing appropriate measures to mitigate against any negative impacts from the major projects • Compliance with the Welsh Language Standards to promote and facilitate the use of the Welsh language <p>Outcomes:</p> <ul style="list-style-type: none"> • Strengthening of the Welsh language’s status and vibrancy on Anglesey • Strengthening of community cohesion and identity • Improvement in quality of life and well-being
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Well-being of Future Generations Checklist				
Goals:				
Prosperous		Resilient	✓	Healthier
More Equal	✓	Cohesive/ Culture	✓	Globally Responsible

Ways of Working:									
Integrate	✓	Prevention	✓	Collaborate		Involve	✓	Long Term	✓

Objectives:			
Give every child the best start in life	✓	Support safe, cohesive and resilient communities	✓
Live healthy and independent lives		Sustainable economic development and employment	✓
Learn and use Welsh - families, communities and workplace	✓	Promote and enhance the culture and heritage of Wales	✓
		Wales - an ambitious country connected to the wider world	✓

The legacy framework consists of a series of co-ordinated and prioritised activities that will need to be progressed, implemented and funded from a variety of sources. It is anticipated that the IACC's aspirations can be realised through capitalising upon; leveraging in or adding value to:

- IACC core funding.
- Welsh Government (such as the Anglesey Enterprise Zone) and other public sector funding.
- European Union Structural Funds (subject to the conclusion of Brexit negotiations).
- Joint Ventures with major project developers.
- Section 106 statutory Planning Obligations.
- Voluntary Community Benefit Contributions from major project developers.

In order to ensure that the County Council's legacy aspirations can be achieved, it's imperative that this framework is:


- Related to the scope, location and anticipated benefits of the proposed major projects.
- Realistic, deliverable and affordable.
- Based on detailed evidence of need.
- Aligned with Corporate and other local, regional and national policies.
- Able to attract 'external' funding to increase the scale of outcomes and/or enable their delivery to be accelerated.
- Capable of being measured, monitored and reviewed.

Annex A - Well-being and Future Generations Act





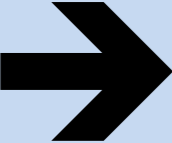
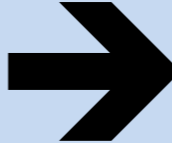
The underlying goals, ways of working and objectives of the **Well-being and Future Generations Act** underpins the Welsh Government's vision to develop Wales as a prosperous, resilient, healthier, more equal and globally responsible country with cohesive communities, a vibrant culture and a thriving Welsh language. Its successful implementation will result in a high quality, sustainable Public Service and a better and lasting quality of life for us all.





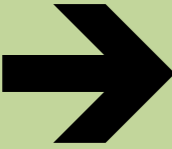
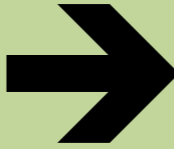
In *Taking Wales Forward*, the Welsh Government has set out the four areas where they can make the biggest difference to the lives of the people of Wales, now and in the future. These four areas - **Prosperous and secure; Healthy and Active; Ambitious and Learning and United and Connected** - incorporate the 7 well-being goals and the 5 ways of working. The associated 14 well-being objectives, which reflect the Welsh Government's aspirations for change over the long term, have been designed to reflect the key priorities for improvement in our economy, our society, our environment and our culture.





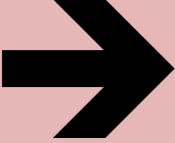
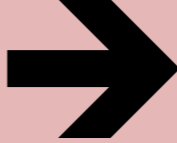
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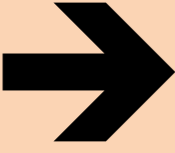
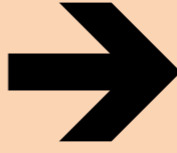
<p>7 Well-being goals</p>											
<p>5 Ways of working</p>	<table border="1"> <tr> <td data-bbox="395 555 496 645"></td> <td data-bbox="496 555 1321 645">Integrate: Consider how the Council's well-being objectives may impact on each of the well-being goals, on their other objectives or on the objectives of other public bodies.</td> </tr> <tr> <td data-bbox="395 645 496 734"></td> <td data-bbox="496 645 1321 734">Prevention: Acting to prevent problems occurring or getting worse to help the Council meet its objectives.</td> </tr> <tr> <td data-bbox="395 734 496 824"></td> <td data-bbox="496 734 1321 824">Collaborate: Work with any other person or organization that could help the Council to meet its well-being objectives.</td> </tr> <tr> <td data-bbox="395 824 496 913"></td> <td data-bbox="496 824 1321 913">Involve: The importance of engaging with people who have an interest in the well-being goals and ensuring that they reflect the diversity of the area.</td> </tr> <tr> <td data-bbox="395 913 496 1003"></td> <td data-bbox="496 913 1321 1003">Long term: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</td> </tr> </table>		Integrate: Consider how the Council's well-being objectives may impact on each of the well-being goals, on their other objectives or on the objectives of other public bodies.		Prevention: Acting to prevent problems occurring or getting worse to help the Council meet its objectives.		Collaborate: Work with any other person or organization that could help the Council to meet its well-being objectives.		Involve: The importance of engaging with people who have an interest in the well-being goals and ensuring that they reflect the diversity of the area.		Long term: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
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<p>14 Well-being Objectives</p>	<ol style="list-style-type: none"> 1. Create the conditions to give every child the best start in life. 2. Improve education outcomes for all and reduce the gap in outcomes for different groups. 3. Help people live healthy and independent lives and support a healthy workforce. 4. Improve prosperity for all across Wales, helping people into employment and sustaining jobs. 5. Create the conditions for people to learn and use the Welsh language with their families, in their communities and in the workplace. 6. Support the transition to a low carbon and climate resilient society. 7. Connect communities through sustainable and resilient infrastructure. 8. Support safe, cohesive and resilient communities. 9. Improve access to secure, safe, efficient and affordable homes. 10. Foster conditions for sustainable economic development and employment, whilst stimulating innovation and growth for a modern low carbon economy. 11. Promote and enhance the culture and heritage of Wales. 12. Manage, use and enhance Wales' natural resources to support long-term wellbeing. 13. Facilitate high quality, responsive and better integrated public services, to those that need them most, enabling citizens to be an equal partner. 14. Position Wales as an internationally focused, ambitious country engaged and connected to the wider world. 										





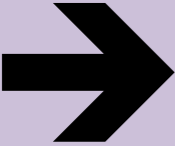
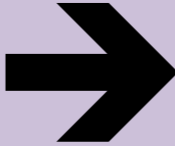
Annex B – Legacy Logic Chains

<p>a) Creating a thriving and prosperous economy logic chain Anglesey currently has a lower than average GVA and a high level of economic inactivity. During the next decade the Island’s economy will undergo a once in a lifetime transformation. This change will diversify the economy creating additional high-quality job opportunities thus providing young Anglesey residents with the opportunity to stay on the Island; attract previous leavers to return and support a higher quality of life.</p>			
	<p>Contextual conditions:</p> <ul style="list-style-type: none"> • High level of out migration of young people / young workforce • Lower than average GVA • Low average weekly wage / household income • Increased poverty and a high number of workless households • High levels of economic inactivity • An over reliance on public sector employment opportunities 	<p>Outcomes / Impacts:</p> <ul style="list-style-type: none"> • Increased GVA • Improved job opportunities, closer to home • Increased job diversification and opportunities • More young local people contributing to the economy • Young people and citizens have the skills and experiences needed to thrive and prosper • Education standards above Free School Meal national benchmarks • Improvement in quality of life and well-being • Decrease in number of workless households • Improved childcare to remove barriers to secure employment 	
	<p>Policy Context:</p> <ul style="list-style-type: none"> • Corporate Plan • Joint Local Development Plan • Well-being assessment and objectives • Energy Island Programme • Community Benefit Contribution Strategy • Tackling Poverty Action Plan 	<p>Outputs:</p> <ul style="list-style-type: none"> • Private sector investments • Growth in GVA • Reduction in out-migration • Increased economic activity • Improved skill sets and qualifications (closely aligned to local economic needs) 	
	<p>Inputs:</p> <ul style="list-style-type: none"> • Financial resources (public and private sectors) • Human resources (developers and other partners) • Co-ordination – of public and private sector inputs • Partnership and engagement 		<p>Activities:</p> <ul style="list-style-type: none"> • Attracting major developers to invest in Anglesey to facilitate the island’s transformation. • Developing a new Education Strategy and Employment, Skills and Training Programme to ensure the island’s young people and adults are equipped with the skills to capitalise upon future opportunities • Improving the island’s employment sites & premises to attract and facilitate economic investment • Improve infrastructure capacity and resilience to meet the needs of communities, businesses and visitors • Partnership working with the North Wales Economic Ambition Board to deliver sustainable economic and employment growth • Developing a tackling poverty programme for Anglesey

<p>b) Enabling residents to achieve their full potential logic chain A more prosperous economy will act as a catalyst enabling residents to enhance their economic and life ambitions. Enabling residents to achieve their full potential is inevitably a combination of numerous factors such as employment, skills and training; the availability of quality and affordable housing and having access to a high-quality natural and built environment. Enabling residents to achieve their full potential and thrive requires that the right conditions are available for them to improve their quality of life and well-being.</p>			
	<p>Contextual conditions:</p> <ul style="list-style-type: none"> • Lower than average GVA • High levels of economic inactivity • Poor transport links • Insufficient network / Digital connectivity • Shortage of suitable and affordable accommodation • Limited access to non-statutory learning opportunities • Increased homelessness due to displacement in the private rented sector 	<p>Outcomes / Impacts:</p> <ul style="list-style-type: none"> • Increased GVA • More people in employment • More residents achieving their full potential • Improved educational attainment • High quality all age apprenticeships • Enhanced wellbeing and quality of life • Children in care enjoying the same life chances as other children. • Decrease in number of workless households • Better balanced housing market • Increased access to good quality, energy efficient, affordable social housing • Improved number and range of housing for all. 	
	<p>Policy Context:</p> <ul style="list-style-type: none"> • Corporate Plan • Joint Local Development Plan • Well-being assessment and objectives • Lifelong Learning Strategy • Energy Island Programme • Local Housing Strategy & Local Housing Market Assessment • Supporting People Commissioning Plan • Empty Homes Strategy • Housing Revenue Account 30 Year Business Plan 	<p>Outputs:</p> <ul style="list-style-type: none"> • Increased economic activity • New, modern and fit for purpose schools • New and improved community facilities • Quality new homes across all tenures • Additional new Council housing supply • Reduction in out-migration • New and improved transport infrastructure • Higher percentage of residents with qualifications 	
	<p>Inputs:</p> <ul style="list-style-type: none"> • Financial resources (public and private sectors) • Human resources (developers and other partners) • Co-ordination – of public and private sector inputs • Partnership and engagement • Grants and funding for new build housing; improving the quality of existing housing and bringing empty houses back into use 		<p>Activities:</p> <ul style="list-style-type: none"> • Continue with the school modernisation programme • Reshape Welsh teaching in our schools to enable young people to utilise their Welsh language skills in wider society • Ensure that young people have the necessary the skills to capitalise upon future opportunities • Enhanced apprenticeship opportunities to provide young people and adults with appropriate skills and competencies. • Invest in information technology infrastructure to improve digital connectivity • Bring empty homes back into use and increase the supply of affordable and good quality social housing • Support families and parents to reduce adverse childhood experiences that can have lifelong effects • Community Learning Centres providing extended services with childcare, parenting support, family learning and community access to facilities built around the school day

c) Ensuring residents are healthy, safe and equal logic chain In order to reduce the impacts of rural peripherality, deprivation and social inequality, there exists a need to improve community cohesion and social mobility through providing quality and integrated services and facilities to support children, adults and other vulnerable groups.			
	Contextual conditions: <ul style="list-style-type: none"> Increasing life expectancies People living longer with life limiting long term illnesses Older people living alone and socially isolated Unhealthy lifestyles High levels of childhood obesity Increasing social inequality and rural poverty Increased prevalence of dementia Shortage of surgeries/ out of hour's facilities Low crime rate level Welfare reform 	Outcomes / Impacts: <ul style="list-style-type: none"> Improvements in physical and mental well-being Improved social mobility and independence Decrease in number of workless households Decrease in childhood and adult obesity levels Reduction in anti-social behaviour Residents living life without safety concerns Reduction in loneliness and social isolation User led changes to County Council service provision Recognition of the vital contribution older people make to society The ageing population supported to stay well into later life Prevention of unnecessary closures of community assets with communities taking ownership of them where appropriate Increase in volunteering in local communities 	
	Policy Context: <ul style="list-style-type: none"> Corporate Plan Joint Local Development Plan Well-being assessment and objectives Population Needs Assessment Healthy Schools and Healthy Pre-Schools Strategy Play Sufficiency Strategy Public Protection and Trading Standards Regulations Community Benefit Contribution Strategy Local Housing Strategy 	Outputs: <ul style="list-style-type: none"> New and improved community 'Hubs' and facilities High quality services to educate pre-parents and new parents and the provision of early years support and advice for children, older adults and others at risk Improved access to local medical services Increased focus on preventative services and developing strong and resilient communities New multi-purpose leisure and sport facilities Increased participation in leisure and cultural activities Increased local community engagement 	
	Inputs: <ul style="list-style-type: none"> Financial resources (public and private sectors) Human resources (developers and other partners) Co-ordination – of public and private sector inputs Partnership and engagement 		Activities: <ul style="list-style-type: none"> Improving the welfare of vulnerable children and adults to ensure they are safe, healthy and achieving their potential Provision of new housing and extra care facilities Adapting residential care facilities to be more dementia focused aligned to the new national dementia plan Enhancing intervention models to support the island's children and parents. Strengthening links between education and leisure to improve attainment, health, well-being and life satisfaction Providing welfare benefits advice to support the island's most vulnerable residents. Move more care and services from hospitals into communities, supported by integrated and sustainable Health and Care Services (inclusive of improved support for carers) Work with others to develop stronger support for mental illness Promote healthy lifestyles and choices through interventions on preventing ill health and encouraging more activity for general well-being throughout life Work with communities to protect local facilities that bring people together, including pubs, libraries, museums, arts centres and leisure centres

<p>d) Protecting and enhancing the natural and built environment logic chain Anglesey has an international reputation as a result of its unique and high quality natural and built environments. It is imperative that these distinctive features are protected and enhanced when possible, as well as capitalising upon their value as socio-economic resources. The island’s natural and built environments are of critical importance to the tourism sector, supporting and sustaining the local and regional economy. The need to balance the potential impacts of the proposed major projects on the quality of the local environment will be challenging for developers, the County Council and other stakeholders.</p>			
	<p>Contextual conditions:</p> <ul style="list-style-type: none"> • High quality natural environment • Plethora of natural and built environmental designations • Importance of the natural environment to the local and regional tourism sector • International appeal and reputation as a visitor destination 	<p>Outcomes / Impacts:</p> <ul style="list-style-type: none"> • A high quality, resilient natural and built environment • Enhanced wellbeing and quality of life • A cleaner and greener Anglesey • Recycling of at least 70% of waste • Reduced energy consumption within island communities and Council facilities • Increase in the socio-economic value of the environment • A sustainable and prosperous tourism sector • Reduction in households living in fuel poverty • Increased access to good quality, energy efficient housing 	
	<p>Policy Context:</p> <ul style="list-style-type: none"> • Corporate Plan • Joint Local Development Plan • Well-being assessment and objectives • Destination Management Plan • AONB Management Plan • Community Benefit Contribution Strategy • Housing Revenue Account 30 Year Business Plan 	<p>Outputs:</p> <ul style="list-style-type: none"> • Developments constructed with consideration for natural environment • Ongoing protection of the island’s natural and built environment • Reduction in air, noise and water pollution • Improved accessibility to the natural environment 	
	<p>Inputs:</p> <ul style="list-style-type: none"> • Financial resources (public and private sectors) • Human resources (developers and other partners) • Co-ordination – of public and private sector inputs • Partnership and engagement 		<p>Activities:</p> <ul style="list-style-type: none"> • Mitigate impacts (including cumulative) of major projects on the natural and built environment. • Tackle the causes and effects of climate change to safeguard the long-term wellbeing of the island’s environment, economy and communities • Improve waste recycling • Support activities to reduce energy consumption and fuel poverty and improve energy efficiency. • Work with others to promote environmental management and education to improve the sustainability resilience of the natural and built environment • Capitalising on the potential of the island’s coastline to deliver socio-economic benefits • Further our lead over other nations in recycling and minimising landfill • Continue to invest in flood defence work and take further action to better manage water in our environment

<p>e) Maintaining and promoting the language and culture logic chain Over two-thirds of the Island's population can read, write or speak Welsh (the second highest figure amongst Wales' Local Authorities). The Welsh language is integral to the cultural identity and heritage of the island, and the clear ambition is to encourage and support more of the island's communities and residents to use the language as part of their day to day lives.</p>			
	<p>Contextual conditions:</p> <ul style="list-style-type: none"> • Circa 57% of the Island's population can speak, read or write Welsh • The Welsh language is integral to the island's cultural identity and distinctiveness 	<p>Outcomes / Impacts:</p> <ul style="list-style-type: none"> • Strengthening of the Welsh language's status and vibrancy on Anglesey • Strengthening of community cohesion and identity • Improvement in quality of life and well-being 	
	<p>Policy Context:</p> <ul style="list-style-type: none"> • Corporate Plan • Joint Local Development Plan • Well-being assessment and objectives • Welsh Language Strategy and Action Plan • Welsh Language Standards Regulations 	<p>Outputs:</p> <ul style="list-style-type: none"> • Increase in number of people speaking, writing or reading Welsh to circa 60% • Increase in the number of pupils and young people being assessed in Welsh as a first language, and studying options at Key Stage 4 and AS/A level through the medium of Welsh • Improved bilingual employment and training opportunities (particularly in vocational areas) • Improved awareness of the Welsh language, culture and heritage 	
	<p>Inputs:</p> <ul style="list-style-type: none"> • Financial resources (public and private sectors) • Human resources (developers and other partners) • Co-ordination – of public and private sector inputs • Partnership and engagement 		<p>Activities:</p> <ul style="list-style-type: none"> • Implement, monitor and review the IACC's Welsh Language Strategy and the Welsh Education Plan • Provide appropriate support and advice to Developers to promote bilingualism. • Supporting the development of 'project specific' Welsh language schemes and acclimatisation activities • Developing appropriate measures to mitigate against any negative impacts from the major projects • Compliance with the Welsh Language Standards to promote and facilitate the use of the Welsh language

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	18 September 2017
Subject:	North Wales Economic Growth Deal Bid – Progress Update
Portfolio Holder(s):	Cllr. Richard Dew (Portfolio)& Cllr. Llinos Medi Huws (Leader)
Chief Executive:	Dr Gwynne Jones
Report Author:	Dr. Gwynne Jones
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E-mail:	(01248) 752102
Local Members:	Relevant to all Elected Members

A – Recommendation/s and reason/s
<p>Recommendations</p> <ul style="list-style-type: none"> a) To note and support the progress of the development of a competitive Growth Deal Bid for the region b) To support, “in principle”, the preferred governance model of a statutory joint committee model for further development with a full report on a recommended constitution and terms of reference, supported by an Inter Authority Agreement, to follow later in the year. c) That the Leader be authorised to act as a member of a ‘Shadow’ Joint Committee in the interim period. d) That the Leader as one of the Leaders of the six partner councils represented on the ‘Shadow’ Joint Committee be granted authority to enter into collective first stage negotiations with Governments over the scale and outline content of a Growth Deal Bid, noting that no financial or other commitments will be entered into at this first stage of negotiations. e) That the Chief Executive be delegated authority to authorise an initial revenue contribution from 2017/18 expenditure for the detailed development of the Growth Deal Bid up to a maximum of £50,000. <p>1. <u>Executive Summary</u></p> <p>1.1 The Executive Committee adopted the Growth Vision for the Economy of North Wales (item 23 on the agenda) in February 2017. The vision sets out a strategic ambition for North Wales for transport and infrastructure development, skills and employment and business innovation and growth. The Executive Committees of the other five partner councils in the region, and other partner organisations (the North Wales Business Council and the Higher Education (HE) and Further Education (FE) institutions) similarly adopted the strategy at the same time.</p>

- 1.2 North Wales has been formally invited to develop the strategy into a 'Growth Bid' for national investment and the conferment of powers to the region by the UK and Welsh Governments. The regional work is running in parallel to the development and agreement of growth bids in selected regions of England and in South Wales. The working deadline is to enter into negotiations with Governments from November 2017 to reach a 'heads of terms' agreement within the current financial year, ending in March 2018.
- 1.3 Work is advanced on the content of the strategy for inclusion in a formal bid under the four inter-connected themes of strategic employment and housing sites; business growth and innovation; transport infrastructure and services; and skills, worklessness, and social reform. Further work is being undertaken to develop a unifying narrative on the purpose and benefits of the Growth Deal Bid. This will improve awareness and understanding amongst partners, stakeholders, Government advisors, businesses and residents.
- 1.4 The preferred regional governance model of a statutory joint committee is set out in the report. Interim arrangements are needed for the political management of the first stage of negotiations pending the formation of a joint committee. Therefore, a 'shadow' joint committee, without any formal decision-making powers, is proposed. No discussion has yet been had on which of the County Councils will be the Host/ Lead Authority.

2 Development of a Growth Deal Bid

- 2.1 The *Growth Vision for the Economy of North Wales* was adopted by partner organisations across the region in 2016. The vision described North Wales as "a confident, cohesive region with sustainable economic growth, capitalising on the success of high value economic sectors and its connection to the economies of the Northern Powerhouse and Ireland". The document set out a strategy and ambition for North Wales to achieve the vision through investment in transport and infrastructure, improving skills and employment, and supporting business innovation and growth. The strategy aspires to improve the competitiveness of the region, to increase the Gross Added Value (GVA) of the regional economy and reduce the gap between the GVA of the region and the UK average, and to grow business to both create new jobs and protect existing jobs.
- 2.2 Selected regions of England, and the Cardiff Capital City Region and the Swansea Bay City Region in Wales, have been invited by the UK Government to develop a 'Growth Bid' for approval. North Wales was invited to develop a bid by the UK Government in mid-2016. This Governmental commitment to support a North Wales bid has been restated recently by both UK and Welsh Governments. There is an expectation that significant progress is made towards closing a Bid within the current financial year. The UK Government has indicated that it wishes to see the 'heads of terms' of a North Wales Deal agreed by March 2018 alongside the development of a new policy framework for supporting growth in the regions contingent on the development of a

Shared Prosperity Fund which has been promised to replace European Union structural funds. It will be necessary for new arrangements to ensure that the needs of rural areas (such as Anglesey) are effectively addressed, with continued emphasis and priority for supporting and assisting areas where overall economic performance and quality of life trails behind average acceptable levels, and the more prosperous areas. The IACC will need to collaborate, participate, fully inform and influence ongoing processes (at regional and National level) to ensure the Island's needs, and those of rural areas in general, are adequately met through new regional development policies.

2.3A Growth Bid, originating from within a region, is a formal proposal for Government investment and the conferment of devolved powers. Bidding regions are required to have a legal, resilient and accountable governance model for the planning and implementation of their strategy. Regions are expected to be prepared to invest in their own strategies, alongside Government(s), in capital allocations, sharing in capital borrowing, the use of land and assets, and in resourcing professional and project capacity. They are also expected to seek private sector support for their proposals, enabling and leveraging private sector investment as part of the Bid package. Each bid will have negotiated objectives and targets. For North Wales, the Cardiff Capital City Region and the Swansea Bay Region, the bidding process has involved both the UK and Welsh Governments. This is a marked difference to England. The Cardiff City Region Bid has been agreed. The Swansea Bay Region Bid has completed the first stage of approval and is now in the second and final stage of approval.

2.4 The negotiation of Growth Bids in England result in area specific deals, whose titles often include the term 'devolution'. The Devolution Deal model has at times been controversial, not least because there has been the requirement to agree to the model of an elected mayor for the region as part of the package. This constitutional model is not required in Wales. Therefore, the preferred governance model (a joint committee) which follows is more conventional and familiar. Deals are made with Local Authorities working together within defined areas. In England these are based on Local Enterprise Partnership areas. In Wales, they are based on the four economic partnerships areas developed by local authorities and endorsed by Welsh Government in their proposals on Local Government Reform. Both the UK and Welsh Governments will seek the close involvement of the private sector and Higher Education (HE) and Further Education (FE) partners in the development of proposals. Proposals which can evidence the support of the private sector and leverage private sector investment are being encouraged by both governments. The North Wales Business Council is fully involved in the development of this Growth Deal Bid.

2.5 Growth Deal Bids are developed in four phases:- first, invitation to Bid; second, informal liaison between Government and the respective region over Bid direction and core contents; third, the first stage agreement known as Heads of Terms; fourth, final agreement and Bid 'sign-off', jointly by the partner authorities and the UK and Welsh Governments. The North Wales Bid is at the latter stages of the second phase with the objective to reach a Heads of Terms agreement within the current financial year

(2017/18).

2.6 The content of the developing Growth Deal Bid follows the vision and strategy adopted by regional partners in 2016. The four core themes of the Bid are:

- Strategic sites for employment, digital connectivity and housing;
- Transport infrastructure and services;
- Business innovation and growth; and
- Skills, worklessness and social reform.

The Bid Team is working on a unifying theme and narrative for the presentation of the Bid to Ministers

2.7 The Growth Deal Bid is complementary to and will support:

- UK and Welsh Government economic and social policy;
- UK Government policy to develop the competitiveness of economy of the Union post BREXIT negotiations;
- Welsh Government policy for regional governance and devolution;
- The UK Government Industrial Strategy;
- The UK Government and Welsh Government Sector Plans specifically for nuclear, energy, manufacturing (Automotive and Aerospace) and digital;
- The Wales Infrastructure Plan; and
- Cross-border planning and connectivity, e.g. Growth Track 360 and elements of the Cheshire and Warrington Local Enterprise Partnership Devolution Deal.

2.8 The particular characteristics which give strength to our regional Bid include:

- Development of key sectors as part of the UK and global economy
 - Low Carbon Energy and Nuclear Energy,
 - Advanced Manufacturing,
 - Digital and Creative.
- Connectivity – both physical and digital – to the wider UK economy.
- Support to sustained indigenous business growth.
- Sustainable development of a region with unique characteristics
 - Growth which is inclusive and has benefits for all parts of society.
 - Growth which promotes social reform in areas including worklessness.
- 'Green Growth' which promotes and enables
 - Sustainable planning including multi-modal public transport
 - Low carbon energy industries
 - The complementary growth of foundation economies including tourism and agriculture.

2.9 Government officials (UK and Wales) have emphasised the importance of Wylfa Newydd to the Growth Deal Bid. The proposed Wylfa Newydd development, and the broader nuclear industry is recognised as a key growth sector within North Wales. UK and Welsh Government officials have emphasised how exploiting the scale and

uniqueness of these opportunities will be central to the Growth Deal Bids success. The priority themes have been developed to complement and add-value to Wylfa Newydd. Demonstrating how the Growth Deal Bid will enable and add value to the potential employment and economic benefits of Wylfa Newydd (at local and regional levels) will be critical during the development process. Additionally, the relationship and alignment between the Growth Deal Bid and Nuclear Sector Plans will need to be understood and developed. The Growth Deal Bid and Nuclear Sector Plan are the primary means of securing public sector investment to facilitate, prepare, and ensure businesses and people in the region are able to take full advantage.

2.10 The Growth Deal Bid will be used to access funds for key projects which would not otherwise be funded by Governments e.g. preparatory works to make ready and unlock strategic employment and housing sites for development where market failure is evident, and to add leverage for Governments to commit to major investments which are under consideration but not yet assured such as investments in rail infrastructure and franchised service, and trunk road schemes, above and beyond the resources to be devolved specifically within the Growth Deal Bid itself.

The region's Growth Vision and Strategy adopted by each Council in 2016 was developed by the Ambition Board in partnership with the private sector and other key partners. The Vision is much broader than the Growth Deal Bid. The Growth Bid is an initial step to secure funds and powers to implement the wider North Wales Growth Vision.

The region will have licence and opportunity to work beyond the Bid to secure its ambitions over time. The Joint Committee and the supporting officer groups set up to take forward the Growth Deal will also be able to exploit other opportunities to support and achieve the vision and strategy.

2.11 The detailed contents of the Growth Deal Bid will be shared in full with all partner authorities, and other partners, for approval, before any agreement with the two Governments is reached at the Heads of Terms stage.

2.12 The strategic outcomes of the Growth Deal Bid could include:

- Enhanced site values for strategic employment and housing sites (overcoming market failure in rural areas such as Anglesey);
- Strategic site readiness / development status;
- Transport access e.g. reduce travel times to strategic employment sites; Transport usage figures to demonstrate modal switch to public transport;
- Business investment; Business Growth; Business performance;
- Employment figures by type / sector / value – new and protected;
- Skills figures – by type / sector / level – against the targets of the regional skills strategy;
- Reductions in worklessness and benefits dependency;
- Average income rates including household income;

- Regional Gross Added Value (GVA);
- Sustainable housing growth figures; and
- Alternative and renewable energy supply production and carbon reduction.

2.13 Work is on-going with the expert support of the Business School, Bangor University, to develop the set of performance measures and outcome-based targets drawing on econometric data and evidence. Measures and targets are likely to be set which are (1) shorter term (2) cumulative and medium-term and (3) longitudinal.

2.14 The financial value of new funds to be set aside by Governments to support the Growth Deal Bid, based on the relative size of the regional population to the Cardiff City and Swansea Bay Regions, could be in the region of £240M. Access to other national funds, such as the UK Government's Innovation and Sector Funds, is possible through the Growth Deal Bid. The Growth Deal Bid will also need to complement, align and add value to the Nuclear Sector Plan which is being developed (to support the UK Government's Industrial Strategy). Through the Council's EIP (Energy Island Programme) and its EAB (Economic Ambition Board) role, engagement and dialogue is on-going with Government officials and Horizon Nuclear Power to ensure proposed interventions support and enable businesses on the Island and across North Wales to capitalise on supply chain opportunities.

The UK Government contribution will largely be made through additional borrowing approvals. Careful consideration is being given to the best ways of restricting the risk exposure of the partners to financial liability, whilst being ambitious in securing new funds, as part of the governance model. The level of financial contribution from each local authority (capital, revenue, and borrowing) has not been discussed or agreed. This will be critical to secure additional finances through the Growth Deal Bid. Any financial contribution from Anglesey will be subject to the rigour of internal processes and procedures (prior to Scrutiny and Executive Committee consideration).

The UK Government will expect the Welsh Government to match its investment in North Wales. The two governments will negotiate their shares of investment in the North Wales Growth Deal. As part of the "package" there will also be private sector investment and contribution supplementing the Growth Bid.

2.15 As part of the Bid the region will be asking for devolved functions and powers from both governments. This is work in progress and is a sensitive area of negotiations with both Governments. Examples are:

- Transport commissioning and operational powers and functions;
- Management of regional support to business sectors for marketing, growth and exporting strategy;
- A retention of a share of national non-domestic rate (business rates) growth for investment in the strategy as part of the collective local government financial contribution, and
- A partnership role with the Department for Work and Pensions in managing back to

work programmes

The Welsh Government is prepared to negotiate a retention of a proportion of business rate growth with all of the growth deals in Wales. Discussions are ongoing with UK and Welsh Governments on the additional payment for hosting a new nuclear development. In England, business rates retention is recognised as a potential mechanism to deliver this additional payment. A similar payment will be necessary for Wylfa Newydd, but the delivery mechanism could be different.

The eventual recommended set of devolution 'asks' will be shared in full with the partner councils, and other partners, for formal approval prior to the Heads of Terms stage.

2.16 For North Wales there is a Governmental expectation on the part of both governments that there is close joint strategic planning with the immediate North West of England and with the wider Northern Powerhouse network. Our vision and strategy builds on the strong alliances and joint planning both within the region, through the work of the North Wales Economic Ambition Board and the cross-border partnerships such as the Mersey Dee Alliance. The latter has facilitated joint working with the Cheshire and Warrington Local Enterprise Partnership, Merseytravel, and the wider Northern Powerhouse Network. The growth bids from North Wales and the Cheshire and Warrington LEP are being developed in parallel and there is a co-dependency for their success. North Wales is also making contributions to the wider strategy of the Northern Powerhouse network, for example the nomination of prime strategic sites for business growth and inward investment. Road and rail infrastructure and connectivity, and wider transport planning, including bus routes, are central to the North Wales Growth Strategy. The Growth Track 360 plan makes the case for cross-border rail investment and is progressing through the Governmental case-making and decision-making stages. The Welsh Government's Moving North Wales Forward - Our Vision for North Wales and a North East Wales Metro supports the region's transport objectives and cross border working transport movement.

2.17 In addition to the North West of England, strong and effective cross-border partnerships must be established with Ireland and mid-Wales. The International Port of Holyhead must be fully exploited, diversifying to take advantage of new supply chain opportunities and responding to the changes (risks and opportunities) created by the UK exiting the EU. Likewise, the region must look South, recognising it is part of a large rural area, whose businesses, culture and way of life must be protected and enabled to prosper in the face of the considerable uncertainties once again created by the UK exiting the EU.

2.18 The region has limited capacity to manage the next phase of Bid development and negotiation. Thus far the Bid development work has been managed collectively by the professional network supporting North Wales Economic Ambition Board, the Programme Management Group, with individual officers taking on lead roles on behalf

of the Group. This has created pressures on the Economic Development Function whilst also having to undertake our “day to day” activities. This collective effort has been supported by the small number of retained regional officers supported by the funds of the Economic Ambition Board and the Welsh Local Government Association (WLGA). The regional partners will be required to make an investment in a regional executive both to complete the Bid and to manage its implementation in the longer-term. Following agreement of Heads of Terms with Governments the projects within the Bid will need to meet the tests of the Government five-case business model for due diligence. This will be an intensive stage of project planning which must commence prior to the end of the calendar year in 2017 for which the region will not have the dedicated capacity without additional temporary resources. Therefore, there is a recommendation for an annual revenue contribution to be made by all key regional partners.

3 The Preferred Governance Model

3.1 There are few governance models available to the six, partner councils. Whilst a combined authority model, which has growing popularity in England may be possible in the future, there is currently no legislative capacity for this model in Wales. The preferred governance model recommended by the leaders and chief executives of the partner councils, and supported informally by civil servants from Welsh Government, the Wales Office and UK Government departments, is a statutory joint committee.

3.2 The statutory joint committee model is a known and dependable model. It is, though, a model with limitations. To support the joint committee a host authority will need to be nominated to provide legal, secretarial and administrative support, and one or more host authorities will need to be nominated to host the professional officers who will manage the programmes and projects to implement the growth bid. There may also be a requirement on the Joint Committee and its supporting resources to implement other collaborative projects agreed by each council. A host authority is yet to be agreed amongst the six councils.

Joint committees are a familiar model in the region with recent examples being the GwE School Improvement Consortium and the North Wales Residual Waste Treatment Project. A relevant past example is Taith - the former transport planning consortium.

3.3 An outline of the suggested terms of reference, which are being developed in detail by the network of Heads of Legal Services with the expert and independent advice of Pinsents Solicitors, is set out below.

The joint committee will require a constitution, which will include the terms of reference for its functions, and will be underpinned by an Inter Authority Agreement (IAA).

An IAA is a joint agreement which sets out:

- How the joint committee will be governed;

- The limitations of decision-making by the Joint Committee and matters which are reserved for individual council approvals;
- The roles of a host or host authorities;
- How financial contributions to the joint committee and the host authority is to be apportioned;
- How risks and benefits will be shared.

3.4 The recommended, formal and core membership of the joint committee is the Leader of each of the six councils. Each Leader would have a nominated deputy, and the Committee would be advised by chief executives and other lead professionals. There is the option for the Joint Committee to appoint advisors from key partner organisations principally:

- The North Wales Business Council;
- Higher Education (Bangor and Wrexham Glyndwr Universities); and
- Further Education (Coleg Cambria and Grŵp Llandrillo-Menai).

The representatives of partner organisations would join the Committee in a non-voting, advisory capacity.

The governance model will need to be legal, functional and credible. Given that the business and further and education sectors will be key stakeholders it is important and recommended that they are brought into the membership for functionality and credibility with funders.

The recommended model, and its functions, are consistent with the model proposed by Welsh Government for regional governance in its White Paper for local government reform. Therefore, the model is 'future-proofed' against expected Welsh Government legislation that is to come. It is anticipated that, subject to new Welsh Government legislation, regional working will be made mandatory in the key areas of economic development, strategic land use planning and strategic transport. In his recent announcement the Cabinet Secretary has outlined that In the future, these Services could be undertaken at North Wales level, with scope for sub-regional working through Joint Governance Committees.

Close working relationships, with the Cheshire and Warrington Local Enterprise Partnership will be important and cross-border joint working will be maintained through the Mersey Dee Alliance and other partnership vehicles that exist such as the North Wales and Mersey Dee Rail Task Force, which is leading the Growth Track 360 Strategy. In addition, the impact of leaving the EU on the cross-border relationship with Ireland, the Port of Holyhead, commercial trading opportunities, and the visitor economy will need to be monitored. The Port of Holyhead is likely to continue to play a considerable and critical role in the economy of Anglesey and requires the necessary profile and status within the Bid process. Necessary steps to safeguard existing benefits, and exploit new, can be considered and progressed once there is greater clarity.

Outline Terms of Reference of the Joint Committee

1. Functions
2. Strategy
3. Prioritisation
4. Representation
5. Performance
6. Accountability

Terms of Reference 1: Functions

- Economic growth strategy and planning
- Infrastructure prioritisation and planning
- Strategic land use planning and allocation
- Transport planning and commissioning
- Skills planning and commissioning strategy
- Others to be added as powers are devolved

Terms of Reference 2: Strategy

- Setting the direction of regional strategy
- On-going assessment of evidential regional need and opportunity to underpin the strategy
- Setting of priorities and investment plans to deliver the strategy

Terms of Reference 3: Prioritisation

- Prioritisation of contributory schemes
- Business case development and case-making for prioritised schemes
- Investment profiling and prioritisation
- Securing investment agreements

Terms of Reference 4: Representation

- Engagement and relationship management with regional partners
- Engagement and relationship management with cross-border partners
- Advocacy and lobbying with Welsh Government and UK Government, Ministers and political groupings
- Public and media relations and profile

Terms of Reference 5: Performance

- Programme management of implementation of the strategy
- Oversight of performance against key progress milestones and outcome measures
- Securing strategic, programme management, and project development and management resources to implement contributory schemes

Terms of Reference 6: Accountability

- Reporting to the six local authorities
- Reporting to regional partners on performance, investment performance and risk management
- Reporting to Welsh Government on performance and the effective use of their investment
- Reporting to UK Government on performance and the effective use of their investment

4 Limitations of Decision-Making and Reserved Matters

4.1 Examples of decisions which will be reserved for individual council approvals are:

- Agreement of functions to be given to the Joint Committee;
- Agreement of annual budget contributions for the Joint Committee and host authorities;
- Investment and borrowing commitments and risk exposure levels; and
- Allocation of land and other asset for pooling.

4.2 A detailed constitution is being developed and will be completed for review shortly. The detailed Inter Authority Agreement is being developed in parallel. Pinsents Solicitors have been retained to act as expert and independent advisors on both the constitution of the Joint Committee and the Inter Authority Agreement. This work is being led by the Heads of Legal Services from each of the six councils with input from the Finance Managers/Section 151 Officers. Chief Executives or their nominees will act as advisors to the Joint Committee. The Programme Management Group (PMG), will be retained as the professional executive group which will support and advise the Joint Committee, and be responsible for professional programme management of the Bid once it is approved. The PMG, as previously described, is the expert professional group of economic development leads and other officers from the six councils and key partners, which has both supported the Economic Ambition Board and has led the work on the Growth Deal Bid.

4.3 Given the centrality of transport infrastructure and services to the strategy the Joint Committee is expected to set up a specialist Transport Sub-Committee from the outset. The membership of this Sub-Committee would be the transport portfolio cabinet members from the six authorities with invited partners as advisors as needed. It could have a separate host authority from that which will host the joint committee.

4.4 Consideration will need to be given to the most effective and rewarding model for overview and scrutiny. At this stage local scrutiny will need to be relied upon to review the arrangements for a Growth Deal Bid as they develop. There will be the option to consider a regional model for overview and scrutiny, perhaps involving the six chairs of the respective local authority committees, at a later date.

4.5 The role of the longstanding regional North Wales Economic Ambition Board will need

to adjust to accommodate the changing governance arrangements for the Growth Deal and other potential regional projects. The Ambition Board is supportive of change and is fully behind the Economic Growth Deal Bid. There is also a strong desire to retain the North Wales Economic Ambition Board Brand which has badged most regional economic development work and also the Welsh Government funded North Wales Regional Learning and Skills Partnership.

Work on a revised constitution and terms of reference for the North Wales Economic Ambition Board is being undertaken as part of the work described in 2.07 above.

The revised Economic Ambition Board could lead in:

- Regional assessments of need and opportunity to guide strategy;
- Development of project concepts for consideration; and
- A cross-sector review and evaluation of progress and impact at key stages of strategy implementation.

It is proposed that the existing Regional Learning and Skills Partnership would also come under the strategic direction of the Joint Committee in the proposed governance model

5 Resource Implications

5.1 None directly at this early stage beyond making an annual revenue contribution of £50k from 2017/18 budgets. This would be in addition to the existing £40,000 pa contribution towards the Economic Ambition Board. There will be ongoing revenue costs of servicing a joint committee, and the more significant costs for programme and project management for the development and implementation of the strategy from April 2018. Greater clarity and definition has been requested on how these contributions will support the Bid's activities.

5.2 There will also be a need to consider future staffing arrangements as the regional "Growth Hub" (location yet to be determined) will require Officers which could be seconded to undertake matters relating to the Bid and specific activities.

5.3 Potential capital costs are being evaluated with detailed consideration being given as to how the partners can limit their liabilities and financial risk exposure as part of the Growth Deal Bid negotiations. Capital schemes will be progressed on a rigorous business case evaluation which will look to establish benefits to the economy that substantially exceed investment costs.

5.4 As part of a Growth Deal UK Government will be requested to repay the principal capital sum proportion of borrowing for approved proposals. To date, most deals have involved Treasury Borrowing Approvals and some devolution of existing UK Government revenue funding to be integrated with existing local funding to gain better value from integrated programmes. In Wales, local spending includes Welsh

Government revenue funding for specific programmes.

5.5 Delegation of a proportion of Business Rate growth to local authorities would provide an investment stream.

5.6 Growth Deal Bids elsewhere, including the Swansea Bay Partnership which is a useful comparator, are setting precedents for funding.

B – What other options did you consider and why did you reject them?

Do nothing – this option has been dismissed on account that the Growth Bid deal must continue have the support of all six North Wales Local Authorities in order to progress.

C – Why is this decision for the Executive?

It is critical that each of the 6 North Wales Local Authorities are kept informed and support the North Wales Economic Growth Bid Deal.

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

Yes

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

Yes

DD – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	
2	Finance / Section 151 (mandatory)	
3	Legal / Monitoring Officer (mandatory)	
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	
1	Economic	The Economic Development Function has been supporting the Leader and Chief Executives on the Growth Vision and Bid for a number of months. We are supportive of the principle of the Growth Bid and see this as the natural, next step towards a more progressive and closer regional way of working in

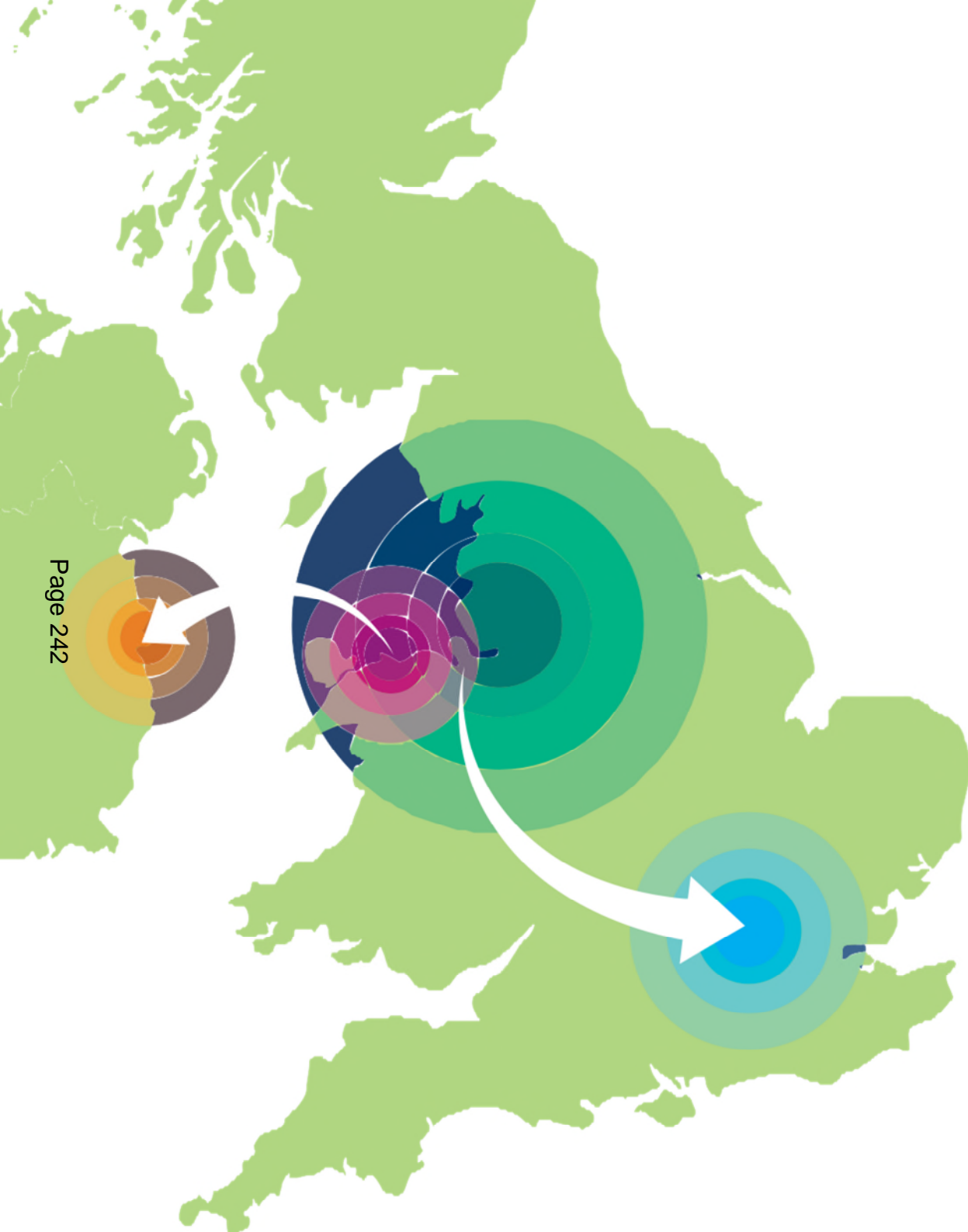
		recognition of diminishing resources. By playing a pivotal, central role in the progression of the Bid, it will ensure Anglesey will benefit from any investment.
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	Highways: The Port of Holyhead and Breakwater must have prominence within the Growth Bid. The 3 rd Crossing also requires due consideration.

F - Appendices:
A – Growth Vision for the Economy of North Wales

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

A Growth Vision for the Economy of North Wales

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“A confident, cohesive region with sustainable economic growth, capitalising on the success of high value economic sectors and its connection to the economies of the Northern Powerhouse and Ireland.”

GROWTH VISION FOR NORTH WALES

This is a single, joined-up vision for economic and employment growth for North Wales. It will be achieved through collaboration and partnership working, with a strong private sector involvement and a *“Team North Wales”* approach, building close economic relationships with neighbouring areas.

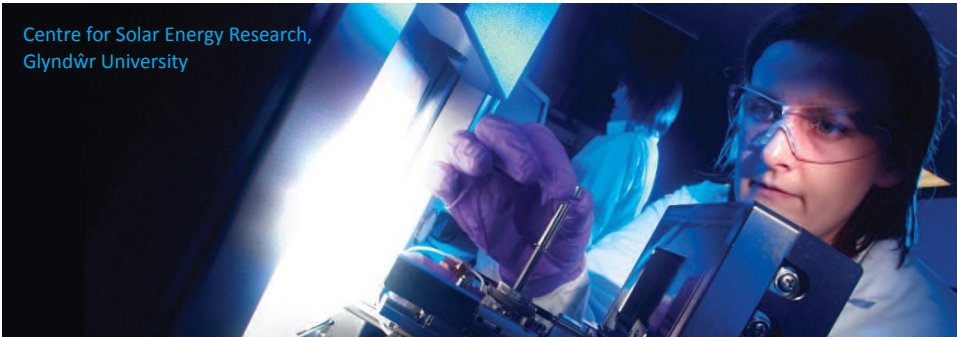
It will also create the conditions to support the delivery of the UK Governments’ National Infrastructure priorities in North Wales, particularly Wylfa Newydd – which is one of the largest private sector investments into the UK – and the rail modernisation project from Crewe to Holyhead, which will include electrification.

Our ambition for North Wales in 2035 is put forward in section 2 of the paper, with sections 3 and 4 setting out our Strategy and Action Plan of projects to deliver growth and enable the private sector to invest and boost productivity.

The purpose of this paper is to identify our vision for growth for North Wales, and to set out our Strategy and package of projects to realise that vision.

Various funding programmes will be explored to support the implementation of the Strategy and Action Plan of Projects, particularly a Growth Deal proposal with the UK and Welsh Governments.

Centre for Solar Energy Research,
Glyndŵr University



The aims behind the vision are:

- To improve the economic, social, environmental, and cultural well-being of North Wales;
- To support and retain young people in the region’s communities;
- To address worklessness and inactivity across the region;
- To support and enable private sector investment in the region to boost economic productivity and to improve the economic and employment performance of North Wales.

NORTH WALES IN 2035.....

Delivery of the vision will be powered by high value economic clusters throughout North Wales.

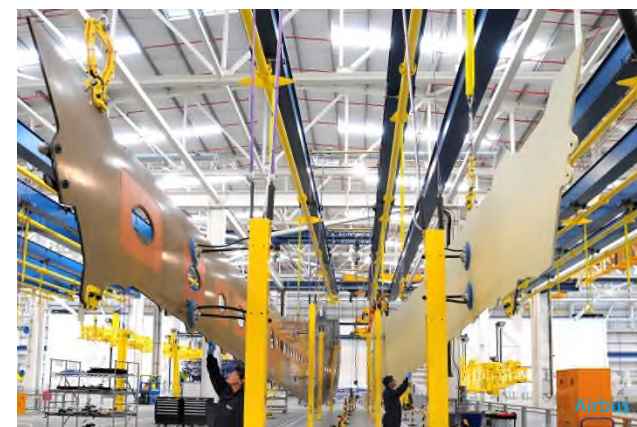
The **energy cluster** will have expertise around energy generation, low carbon technologies and processes, with businesses well-equipped to exploit opportunities as a result of investment in Wylfa Newydd, Trawsfynydd Small Modular Reactors and off-shore wind, biomass and tidal energy projects. Businesses within the cluster will have strong linkages with leading energy research centres, especially in the Northern Powerhouse area, so as to facilitate effective knowledge exchange, innovation, high quality research and development, and technology commercialisation.

Importantly, synergies with energy sector cluster development activity in neighbouring regions will be fully exploited, especially supply chain opportunities. North Wales, together with the cross-border area and North West England, will be positioned as one of the leading UK locations for energy generation and energy related supply chain investment, with expertise in business and academia to seize opportunities for the global demand for low or zero carbon energy.



in this cluster, building on a strong network of anchor companies with international profile and a competitive edge in aerospace, materials and processes, marine and environmental engineering, automotive, electronics and food.

Anchor companies in this cluster will be supplied by SME's within the region with a reputation for high quality. The cluster will benefit from a portfolio of well serviced development sites as well as the availability of applied



knowledge assets and facilities, especially in higher education. Growth in this cluster will be driven in particular by Enterprise Zones (such as Deeside Enterprise Zone), as well as new investment in the Northern Gateway, Deeside; Wrexham Industrial Park; St. Asaph Business Park; Parc Bryn Cegin, Bangor and Parc Cybi, Holyhead.

The **digital cluster** will become an integral part of the region and the rapid growth of many digital businesses will confirm North Wales' position as a UK hub of technology excellence.

The diverse digital sector, including high performance computing, data analytics, media, cognitive computation etc., will be pivotal to the region, forging new innovative sectors and creating new ways to doing business.

The digital cluster will be the engine room for growth in North Wales, building on the competitive advantages in terms of academia, quality of life and outstanding natural beauty, and a quality infrastructure.

Creative industries, software development, health technology and financial science will all be part of such a cluster, building their own momentum for growth. Our strength in digital technology will be powered by strong applied research from the region's Universities and Further Education Colleges with electrical and software engineers driving the specialism in hardware and wireless communication. Some strategic sites will provide a focus for activities in the digital sector, in particular Menai Science Park, Wrexham Technology Park and St. Asaph Business Park.

The region will have a high concentration of digital companies – a significant technology cluster, creating a real and genuine “buzz” that will succeed in inspiring young people and creating an image of a modern, well-connected and outward looking region.

North Wales is economically connected to the [Northern Powerhouse](#). Administrative boundaries will not be a barrier, with the economy of North Wales inextricably linked and closely aligned to North West of England.

Cross border collaboration will take place on the delivery of strategic projects, such as transport, and the development of key high value clusters which will boost economic performance and productivity.

Some of the key transformational projects in the region, such as Wylfa Newydd and Trawsfynydd Small Modular Reactors, offer huge potential synergy with the energy cluster in the Northern Powerhouse, and will directly benefit from the advanced manufacturing expertise within organisations such as the Nuclear Advanced Manufacturing Research

Centre based in Sheffield and the University of Manchester's Dalton Institute.

The region will also benefit from developing trade, commercial and business links with Ireland. The economic advantages of being positioned between major economic centres such as Manchester and Dublin will be maximised – further increasing our appeal as a major business destination.

The improvement of the regional transport and economic infrastructure will both support sustainable housing growth and improve



access to the region to promote its visitor offer. Delivery of the Vision will be integrated into plans for sustainable community planning and development which respect the unique cultural and linguistic characteristics of the region.

Achieving this ambition will ensure that North Wales will have a strong regional offer to the UK and Welsh Governments. This offer will be a concentration of innovative businesses in high value economic clusters embedded in the region, capitalising on the high level skills base, quality infrastructure and excellent connections to the Northern Powerhouse. Such a concentration will establish North Wales as a “Locality of Excellence” for the location of businesses in high value clusters and as a consequence, boosting UK productivity levels and re-balancing the economy.

STRATEGY TO DELIVER THE VISION

At the heart of our vision is the desire to improve **productivity**, **competitiveness** and **growth** across North Wales.

It has been developed and agreed by a wide partnership of people, organisations and the private sector who share a pride in, and ambition for, an area with unique assets, challenges and opportunities.

The focus will be on creating the appropriate conditions for high value economic clusters such as energy, advanced manufacturing and digital sector to flourish and boost their contribution to the performance of the economy.

This will be achieved by building on the strengths of the existing business base and overcoming barriers and challenges by delivering a package of strategic projects which are needed for positive change to transform the economy.

Increasing productivity is a key goal. However, to achieve this successfully, and to deliver a more successful and balanced economy, long term investment will be required to tackle long term challenges, especially around transport, skills and employment, business support and housing

needs.

The Strategy will deliver the vision of increased productivity, growth and jobs by focusing on the following:



Improving the infrastructure across the region, especially transport and digital, to facilitate and enable economic investment and to unlock the economic potential of North Wales. Digital technology needs to be significantly upgraded to act as a key enabler for productivity and driver of innovation and international trade. There is also a need to focus on improving access to employment sites, and to address traffic congestion problems on certain road routes, especially in the cross-border area. Investment also needs to take place in the North Wales railway network – the electrification of the railway line is a priority as well as improving the frequency, speed and the quality of rail services and the rolling stock. The region also needs to ensure that there is a portfolio of market-responsive, well-served, readily available development sites that meet the needs of current and future economic sectors and clusters, especially along the A55 corridor. This is crucial if we are to become the

favoured location of businesses and attract investment. The housing offer across North Wales - a key component of enabling growth - will have to respond to demographic shifts and cater for housing need across the region. There will be a need to encourage schemes that provide quality homes across a range of tenures, to suit a range of income levels and aspirations close to major employment centres.

Improving and upgrading the region's skills base and providing employment growth, focusing in particular on improving the supply of advanced skills in the high value economic clusters and tackling worklessness. Employers in the region need to be supported to drive skills provision that responds to their needs, retaining flexibility to respond to evolving requirements. We also need to ensure that young people and adults in the region are equipped with the skills that employers need, and ensure that the area provides an attractive employment proposition to attract and retain workers, particularly those with high level skills. The Advanced Manufacturing Centre at Deeside, the Aerospace Technology Centre at Broughton and the new Skills Centre for Energy and Environment at Llangefni are examples of key projects that need to be delivered to support the skills agenda. The education system across the region will have to become more demand-led, reflecting the priorities of employers and growth sectors in the education curriculum. We also need to ensure that those seeking work have the skills to access sustainable employment, whilst those in work need to be supported to develop



their potential. Worklessness will be tackled through the delivery of integrated and co-ordinated programmes that will focus specifically on the individual's needs and circumstances – providing them with the confidence and the support to access the labour market.

Promoting and supporting business growth and innovation, especially in key sectors, and strengthening supply chains within the region. We need to create a highly supportive and competitive environment for our businesses, so that they remain resilient and embedded locally. It is crucial that this support is effectively co-ordinated, especially through a Team North Wales approach. Businesses in the region will also have the opportunity to capitalise on major private sector investment schemes, such as Wylfa Newydd, Deeside Enterprise Zone, Orthios Holyhead, and it is crucial that they are supported and equipped to access the relevant supply chains and retain expenditure regionally. We also need to boost growth in our enterprise pipeline across exports, innovation and business start-ups, especially through interventions that have the full engagement and commitment of the private sector. We also need to ensure that the appropriate services and facilities are available in the region to support the business sector to access research and development resources, in particular from higher education and further education. Pro-active marketing initiatives are also required in order to attract new investment, building on the strengths of various localities across the region, and establishing North Wales as a key destination. Put simply, we need to be “better known” as a high quality and excellent location for new investment, particularly in the high value economic clusters.

The balance of benefits will be shared to support the sustainable growth of the different sub-regions of North Wales.

Consideration is being given now to a form of governance model which will be both inclusive and be capable of decisive and co-operative joint planning with Regional Partnerships such as Cheshire and Warrington.

STRATEGIC PROJECTS TO DELIVER THE STRATEGY

A portfolio of strategic projects have been identified to support the delivery of the strategy. These projects – which have all been identified as priorities by a partnership including Local Authorities, Welsh Government, the private sector and Higher and Further Education Colleges - are included below under the relevant headings.

It should be noted that the key priorities of all six Local Authorities for Infrastructure, Skills and Business Growth have been incorporated within this portfolio.



Infrastructure Plan to enable Growth:

Road

- A55 / A494 Route Improvement Project (£210m), improving the main access from North Wales to the Northern Powerhouse*:
 - Aston Hill improvement
 - Flintshire Bridge alternative route
- A55 Capacity and Resilience Improvements (£35m):
 - Congestion issues at key pinch points e.g. Halkyn and Abergele
 - Resilience improvements
- A483 /A5 Route Improvement Project (£300m), improving the main access from North Wales to the Midlands and South*:
 - A483 / A55 junction at Chester Business Park
 - Wrexham Town Centre junctions
 - A483 / A5 junctions at Halton through to Oswestry
- A55 Menai Crossing (£135m)

	<ul style="list-style-type: none"> • A487 Caernarfon Bontnewydd bypass (£85m) • Holyhead Port Access (£10-15m) • Localised access to employment opportunities
Rail	<ul style="list-style-type: none"> • The delivery of a detailed prospectus (Growth Track 360) that outlines our ambition for rail service improvements and connectivity with HS2 at Crewe hub – including proposals to improve: <ul style="list-style-type: none"> • Service frequency and speed improvements (£20m – £25m)* • Network capacity improvements (£35m)* • Rolling stock improvements • Electrification of the network (£750m)* • Improved stations at Deeside
Integrated Transport	<ul style="list-style-type: none"> • The delivery of a regional passenger transport network that fully integrates transport modes.
Strategic Sites and Premises	<ul style="list-style-type: none"> • Deliver a managed programme that provides strategic employment sites with associated infrastructure including access: <ul style="list-style-type: none"> • Northern Gateway, Deeside (£10m)* • Warren Hall, Broughton (£20m)* • Wrexham Technology Park expansion (£10m)* • Wrexham Industrial Estate extension (£15m)* • Wrexham Business Quarter re-development (£8m)* • St Asaph Business Park expansion (£10m) • Abergele South East (£7m) • Parc Bryn Cegin, Bangor (£3m) • Parc Cefni expansion, Llangefni (£5m) • Parc Cybi, Holyhead (£2m) • Holyhead Port re-development (£5m) • Ferodo Site, Caernarfon (£5m) • Centre for Energy Generation at Trawsfynydd (£5m) • Snowdonia Aerospace Centre, Llanbedr (£6m) • Menai Science Park (£21m)

	<ul style="list-style-type: none"> Establish a regional Delivery Body to bring forward site and premises development and identify innovative funding opportunities.
Digital	<ul style="list-style-type: none"> Promote and deliver projects that increases ultra-fast broadband and mobile coverage that enable our businesses to access new markets. Accelerate the roll-out of the connectivity infrastructure programme in the region. Support continued investment in the digital network and infrastructure, especially mobile connectivity, and promote activities to exploit the availability of superfast broadband. Monitor usage and promote the capacity provided.
Housing	<ul style="list-style-type: none"> Address key barriers to housing delivery, especially in Wrexham and Flintshire, and ensure that a supply of adequate land for residential development is available to meet projected demand and need, especially reuse of brown field sites. Support to assist with costs associated with site remediation, the delivery of enabling infrastructure and the lack of funding caused by restricted access to banks and institutional funding will be available

(* also included within the Cheshire & Warrington Growth Deal Bid)



Skills and Employment Plan to enable Growth:

	<ul style="list-style-type: none"> Delivery of a strategy that increases the uptake of STEM subjects to support energy, advanced manufacturing and digital sector in North Wales. Identify skills demands and work with providers in Higher/Further Education and the third sector to support developing and up skilling the regional workforce. Develop initiatives and projects to promote a skills pipeline across education and training providers in support of regional economic priorities. Deliver specific projects and programmes intended to support the key sectors:
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- Grŵp Llandrillo Menai / Horizon ABWR Centre of Excellence and Nuclear Campus at Llangefni
- Centre of Excellence in Sustainable Energy at Bangor University and Menai Science Park
- Advanced Manufacturing Centre at Deeside and Business Productivity & Engineering Lab at Wrexham Glyndwr University
- Aerospace technology Centre at Broughton
- New Science & Technology Quarter at Bangor University
- To resource and fund a cross-border careers advice service to support the skills provision pipeline.



Supporting Business Growth Plan:

- Develop sector specific projects that support continued growth of the Advanced Manufacturing sector, especially in the Aerospace, Automotive, Packaging, Nuclear, Advanced Materials, Food & Drink sectors and Medical Sciences.
- Deliver the planned lower carbon energy generating and renewable energy projects, as well as promoting and supporting opportunities to develop further projects in the region, e.g. Morlais Marine Demonstration Zone, Sustainable Energy Catapult Centre.
- Promote the continued development of the high value / knowledge intensive Finance, Business, Creative & Digital service sectors growing in North Wales, e.g. Wrexham Financial Services.
- Boost growth in our Enterprise Pipeline on a cross-border basis across Exports / Innovation / Productivity and Business Start-Ups, through a package of funds and resources covering Research and Development Business & Higher/Further Education Research / Graduate Recruitment / Export Management / a regional 'Pop Up' Incubator Fleet.
- Leverage and pool existing resource supporting economic development through establishment of the North Wales Growth Acceleration & Investment Hub (North Wales Growth Hub), co-locating key Welsh Government and North Wales Economic Ambition Board resources in one location. All the key levers and support in one place - 'Team

North Wales’.

- Support businesses in the region to access opportunities stemming from major private and public sector investment schemes, especially through the supply chain. Some of these major projects include Wylfa Newydd, Menai Science Park, Enterprise Zones, Orthios Holyhead, and major road network improvements.
- Develop new initiatives to support the sustainability and resilience of the construction sector within North Wales.
- Provide support and incentives for major anchor companies based in North Wales to grow and develop further, such as Airbus / JCB / Siemens / Redrow / Moneypenny / Moneysupermarket / Toyota / Kingspan.
- Establish a Knowledge Transfer Programme - Connecting live business needs with research facilities and expertise across North Wales, Mersey Dee and wider Northern Powerhouse region.
- Develop projects to fast track the commercialisation of new technologies and market leading products, boosting innovation and productivity growth.
- Investment in the “Innovation Corridor” across North Wales to enhance and improve facilities and learning environments, and help position Bangor University, Glyndwr University, Coleg Cambria and Grwp Llandrillo-Menai in particular as hubs for innovation, research and development.
- Capitalise on the regions reputation as a place with great quality of life, as a world-renowned adventure tourism destination and as the pivotal location linking the Irish Market and our wider region of the Northern Powerhouse, by establishing a new Regional Marketing Fund to market North Wales.

IMPACT ON THE REGION'S ECONOMIC PERFORMANCE

The forecasted growth rate for the regional economy – based on current trends – is 1.9% between 2016-2035. However, we can achieve a higher growth rate with the delivery of the Growth Vision and Strategy, and increase the value of the North Wales economy from £12.8 billion to £20 billion by 2035 – representing a growth rate of 2.8%.

The value of the economy would increase by 56% in less than 20 years. It is estimated that such growth levels will generate at least an additional 120,000 new employment opportunities. This is based on considerations contained in an independent report commissioned by the North Wales Economic Ambition Board which modelled different scenarios of future movements in GVA within North Wales.

Such improvements in GVA and employment growth will significantly reduce the output gap with the rest of the UK

The projected provision for housing allocations currently in adopted or proposed Local Development Plans across the region (which end at different times) ranges from 37,500 homes to 44,100, which is 2,500-3,000 new homes annually. To date, 13,100 dwellings have been completed between April 2007 and April 2015 – the majority in the Flintshire and Wrexham area. This shows that the region has to be more ambitious in planning sustainable housing growth.

Given the growth projected in the region, measures need to be in place to ensure the removal of constraints and barriers to release designated sites for housing development – especially in areas of high employment growth. (This action is included in the Infrastructure Plan in the Strategy). There will also be a need for further allocation of land for housing as the Local Development Plans are renewed from 2021 onwards. This gives us the opportunity to ensure that the land use planning process is closely integrated and aligned with our economic growth strategy.

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NEW RESPONSIBILITIES FOR THE REGION TO DELIVER

The region is prepared and ready to accept new responsibilities and powers on key decisions that affect the region. This will support the delivery of the Growth Vision and Strategy, as well as promoting new ways of working and improving the co-ordination of services to businesses and people through a “Team North Wales” approach.

For example, there is potential to explore with the UK and Welsh Governments the following:

- Integration of employment and skills programmes at the regional level – in particular DWP programmes and WG skills initiatives targeted at the “hard to reach” groups and those who are economically inactive. An opportunity exists through such an approach to tackle worklessness in a much more meaningful and effective way, and tailor the new Work and Health Programme to meet the needs of North Wales.
- Asset Backed Investment Fund - This can be achieved if LA / WG / public body assets were pooled. Importantly if the approach was to be fully effective some of the powers currently held by WG from WDA / Land Authority days would give the new entity some key responsibilities and power.
- Strategic land use planning – in particular to achieve improved alignment between planning policies with economic development priorities. The process of identifying the supply

of land required for housing growth and economic growth could be done more regionally and strategically, as well as identifying strategic sites. An opportunity here to achieve better strategic integration between transport planning, economic planning and land use planning through a new and bold approach.

- A regional transport authority with the opportunity to prioritise schemes for funding across the region – with the aim of “enabling” economic growth.
- A business support and trade team – working across the region with a “team north wales” approach. This team would focus in particular on our growth sectors and overcoming barriers to growth and innovation. It could also include tourism and marketing.
- New fiscal powers at the regional level, in particular a programme of Tax Increment Finance projects funded by additional NNDR tax revenue gains from economic development activities, as well as a Regional Investment Fund to provide funding and finance for regeneration activities across the region.

North Wales is well placed to receive a range of new responsibilities, and is confident that the powers that will be devolved to the region – following negotiations and agreement with the UK and Welsh Governments – will have a positive impact on the delivery of the Growth Vision and Strategy, boosting productivity levels and improving the employment prospects of our residents.



Key partners unite behind Growth Track 360 rail prospectus

The Growth Vision is supported by:

Councillor Dilwyn Roberts, Leader



Councillor Hugh Evans OBE, Leader



Councillor Aaron Shotton, Leader

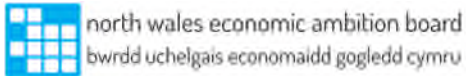


Councillor Dyfed Edwards, Leader



also

Chair, the North Wales Economic Ambition Board



Councillor Mark Pritchard, Leader



Councillor Ieuan Williams, Leader



Ashley Rogers, Chair



David Jones OBE, Chief Executive



Professor Maria Hinfelaar,
Vice Chancellor



Professor John Hughes,
Vice Chancellor



Glyn Jones OBE, Chief Executive





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PRAWF BUDD Y CYHOEDD PUBLIC INTEREST TEST

Costau cyllid Safleoedd Sipsiwn a Theithwyr / Funding Costs for Gypsy and Traveller sites

<p>Nid yw Paragraff(au) i gael eu cyhoeddi'n unol â pharagraffau 14 rhan 1 Atodlen 12A Deddf Llywodraeth Leol 1972 / Paragraph(s) Not for publication by reason of paragraph 14 of part 1 of Schedule 12A of the Local Government Act 1972:</p>	
<p>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)</p>	
<p>Y PRAWF – THE TEST</p>	
<p>Mae yna fudd y cyhoedd wrth ddatgelu oherwydd / There is a public interest in disclosure as:-</p> <p>Mae gan y Cyhoedd ddisgwyliadau rhesymol y bydd y Cyngor yn dryloyw mewn materion gwariant a bod hefyd diddordeb cyhoeddus mewn datgelu gwybodaeth am drefniadau'r Cyngor ar gyfer Sipsiwn a Theithwyr.</p> <p>The Public have reasonable expectations that the Council is transparent in matters relating to expenditure and that there is a public interest in disclosing information with regards to arrangements by the Council for Gypsy and Travellers.</p>	<p>Y budd i'r cyhoedd o beidio datgelu yw/ The public interest in not disclosing is:-</p> <p>Mae'r adroddiad hwn yn cynnwys manylion costau cyllid ar ddatblygu safleoedd Sipsiwn a Theithwyr. Wedi pwysu a mesur, penderfynwyd gweithredu Prawf Budd y Cyhoedd mewn perthynas â'r adroddiad hwn oherwydd sensitifrwydd masnachol y wybodaeth ac er mwyn gwarchod yr angen i gael gwerth gorau i'r Cyngor pan yn tendro am y gwaith hwn.</p> <p>This report contains details of budget costs for developing the Gypsy and Traveller sites. On consideration of balance, it is considered that a Public Interest Test is implemented on this report due to the commercial sensitivity of the information in relation to obtaining best value for the Council when tendering for this work.</p>

Argymhelliad – Mae'r budd i'r cyhoedd o gadw'r eithriad yn gwrthbwysu'r budd i'r cyhoedd o ddatgelu'r wybodaeth / Recommendation - The public interest in maintaining the exemption outweighs/ the public interest in disclosing the information.

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DDIM I'W GYHOEDDI NOT FOR PUBLICATION

(Tendr Yswiriant/Insurance Tender)

PRAWF BUDD Y CYHOEDD PUBLIC INTEREST TEST

Paragraff(au) 14 & 16 Paragraph(s)	Atodlen 12A Deddf Llywodraeth Leol 1972 Schedule 12A Local Government Act 1972
Y PRAWF – THE TEST	
<p>Mae yna fudd y cyhoedd wrth ddatgan oherwydd / There is a public interest in disclosure as:-</p> <p>Mae'r mater yn ymwneud â materion busnes y Cyngor.</p> <p>The matter concerns the business affairs of the Council.</p>	<p>Y budd y cyhoedd with beidio datgelu yw / The public interest in not disclosing is:-</p> <p>Mae'r mater yn cyfeirio at materion busnes y Cyngor a all niweidio buddiannau'r Cyngor yn fasnachol, ariannol ac yn gyfreithlon.</p> <p>The matter refers to the business affairs of the Council which could prejudice the interests of the Council commercially, financially and legally.</p>
<p>Argymhelliad: *Mae budd y cyhoedd wrth gadw'r eithriad yn fwy o bwys/llai o bwys na budd y cyhoedd wrth ddatgelu'r wybodaeth [* dilewch y geiriau nad ydynt yn berthnasol]</p> <p>Recommendation: *The public interest in maintaining the exemption outweighs/does not outweigh the public interest in disclosing the information. [*delete as appropriate]</p>	

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