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CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

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Prif Weithredwr – Chief Executive
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RHYBUDD O GYFARFOD	NOTICE OF MEETING
PWYLLGOR SGRIWTINI CORFFORAETHOL	CORPORATE SCRUTINY COMMITTEE
DYDD LLUN, 26 MEHEFIN, 2017 am 2 y. p.	MONDAY, 26 JUNE 2017 at 2.00 pm
YSTAFELL BWYLLGOR 1, SWYDDFEYDD Y CYNGOR, LLANGEFNI	COMMITTEE ROOM 1, COUNCIL OFFICES, LLANGEFNI
Swyddog Pwyllgor	Ann Holmes 01248 752518 Committee Officer

AELODAU/MEMBERS

Cynghorydd/Councillor:

PLAID CYMRU / THE PARTY OF WALES

Trefor Lloyd Hughes, MBE, Carwyn Jones, Dylan Rees (*Is-Gadeirydd/Vice-Chair*),
Alun Roberts, Nicola Roberts

Y GRWP ANNIBYNNOL / THE INDEPENDENT GROUP

Richard Griffiths, Richard O. Jones

PLAID LAFUR CYMRU/ WALES LABOUR PARTY

J. Arwel Roberts

ANNIBYNNWYR MÔN / ANGLESEY INDEPENDENTS

Aled Morris Jones (Democratiaid Rhyddfrydol Cymru/Welsh Liberal Democrats)(*Cadeirydd/Chair*)
Shaun Redmond

AELODAU CYFETHOLEDIG (Gyda hawl pleidleisio ar faterion Addysg) / CO-OPTED MEMBERS (With voting rights when dealing with Educational matters)

Mr Keith Roberts (Yr Eglwys Gatholig / The Catholic Church)
Mrs Anest G. Frazer (Yr Eglwys yng Nghymru / The Church in Wales).

A G E N D A

1 DECLARATION OF INTEREST

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

2 MINUTES OF THE 10TH APRIL, 2017 MEETING (Pages 1 - 8)

To present the minutes of the previous meetings of the Corporate Scrutiny Committee held on the following dates –

- 10th April, 2017
- 31st May, 2017 (election of Chair/Vice-Chair)

3 PERFORMANCE MONITORING - CORPORATE SCORECARD Q4 2016/17
(Pages 9 - 34)

To present the Corporate Scorecard for Quarter 4 2016/17.

4 ANNUAL REPORT OF THE STATUTORY DIRECTOR OF SOCIAL SERVICES 2016/17 (Pages 35 - 78)

To receive the report of the Statutory Director of Social Services for 2016/17.

5 EMPTY HOMES STRATEGY 2017- 2022 (Pages 79 - 128)

To present the report of the Head of Housing Services.

6 MEMBERSHIP OF PANELS AND BOARDS (Pages 129 - 150)

To present the report of the Interim Scrutiny Manager.

7 FORWARD WORK PROGRAMME (Pages 151 - 154)

To present the report of the Interim Scrutiny Manager.

CORPORATE SCRUTINY COMMITTEE

Minutes of the meeting held on 10 April, 2017

- PRESENT:** Councillor R. Meirion Jones (Chair)
Councillor Gwilym O. Jones (Vice-Chair)
- Councillors Jim Evans, Victor Hughes,
Llinos Medi Huws, R. Llewelyn Jones, Peter Rogers
- IN ATTENDANCE:** Chief Executive
Assistant Chief Executive (Partnerships, Community and Service Improvement)
Head of Function (Resources) and Section 151 Officer (for item 6)
Head of Strategic Services (Children) (LR)
Interim Scrutiny Manager (AGD)
Committee Officer (ATH)
- APOLOGIES:** Councillors Lewis Davies, Ann Griffith, Mr Keith Roberts (The Catholic Church), Councillor Ieuan Williams (Leader), Councillor Aled M. Jones (Portfolio Member for Housing & Social Services), Councillor H. Eifion Jones (Portfolio Member for Finance), Councillor Alwyn Rowlands (Portfolio Member for Council Business)
- ALSO PRESENT:** Head of Democratic Services
-

1 APOLOGIES

The apologies for absence were noted as listed above.

2 DECLARATION OF INTEREST

No declaration of interest was received.

3 CHAIR AND VICE-CHAIR'S UPDATE

The Chair reported that he had presented the conclusions and recommendations of this Committee along with the substance of its deliberations on the report of CSSIW with regard to the inspection of the Isle of Anglesey County Council's Children's Services to the meeting of the Executive on 20 March, 2017. He and the Vice-Chair had also met with CSSIW's Lead Inspector for North Wales, Vicky Poole and Mr Marc Roberts, CSSIW Inspector. The Chair said that new post inspection arrangements will entail a biannual visit to the Authority by the Lead Inspector in the spring and autumn to meet with the Portfolio Member for Housing and Social Services and the Chair of the Corporate Scrutiny Committee respectively.

The Chair on behalf of the Corporate Scrutiny Committee extended best wishes for a speedy recovery to the Assistant Chief Executive (Governance and Business Process Transformation) and Director of Social Services following an accident recently.

4 MINUTES OF THE 13TH MARCH, 2017 MEETINGS

The minutes of the previous meetings of the Corporate Scrutiny Committee held on the morning of 13 March, 2017 and on the afternoon of 13 March, 2017 were presented and confirmed as correct.

Arising on the minutes of the 13th March, 2017 morning meeting –

- The Committee noted that the Wales Audit Office's report on sickness absence was still awaited; the Committee noted the length of time it had taken to issue the report and it

reiterated that it would appreciate if the report was to be published before the end of the current Council. This would enable a conclusion to this Committee's long standing work on sickness absence within the Authority in terms of offering insight both as to what the Authority is doing right and also with regard to improvements and good practice in relation to future ongoing management of sickness levels within the Authority.

The Assistant Chief Executive (Partnerships, Community and Service Improvement) reported that she had been in contact with the Wales Audit Office following the Committee's 13th March meeting and that the WAO had confirmed that the draft version of its sickness report was being finalised with the definitive report to be forwarded to the Authority as soon as possible thereafter.

The Chief Executive said that the field work and first draft had been completed; he understood from initial feedback from Wales Audit Office Officials that they would be recommending that the Authority continues to implement and embed its current processes and working practices for reducing and managing sickness absence levels i.e. by conducting Return to Work interviews and Attendance Review meetings; WAO Officials have also highlighted the need for renewed focus on sickness absence within the primary education sector. The Chief Executive said that both matters are currently receiving attention by the Authority.

The Committee noted the position, and indicated that it would as a matter of principle wish to see the publication of the report before the close of business of the current Council.

ACTION ENSUING: Assistant Chief Executive (Partnerships, Community and Service Improvement) to follow up with the Wales Audit Office the publication date of its final report on sickness within the Authority and whether it is feasible to expect that to be within the term of the current Council.

- The Chair confirmed that the matter of clarifying the respective roles of Scrutiny and the Transformation Management Boards in relation to performance monitoring and continuous improvement is being addressed by the Interim Scrutiny Manager in consultation with the Programme, Business Planning and Performance Manager and will be confirmed in new scrutiny arrangements to become effective from May, 2017.

5 CHILDREN'S SERVICES IMPROVEMENT PLAN

The report of the Interim Head of Children's Services outlining progress to date on the Children's Services Improvement Plan in response to the findings of CSSIW following its inspection of Children's Services at the Isle of Anglesey County Council was presented for the Committee's consideration.

The Chair informed the Committee that the Officer's report contained restricted information at Appendix 2 and as such he proposed that in accordance with the provisions of Section 100(A) (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the discussion of this item because it involves the disclosure of exempt information as defined in Schedule 12A of the said Act. The Committee was in agreement with the Chair's proposal and **it was duly resolved to exclude the press and public from the meeting for the duration of the discussion on this matter.**

The Head of Strategic Services (Children) reported on the actions set out in section 4 of the report and he confirmed that the Service Improvement Plan is progressing well with most of the actions listed either completed or on track to be completed by the date shown. However, there are many areas requiring improvement that will need to be embedded over time; work has already commenced on a number of these key areas. The Officer said that particular attention is being given to the following as areas of immediate priority –

- Developing a framework for the provision of preventative work with children and families. This is a substantial task which draws in a range of services and is being led by the Assistant Chief Executive (Governance and Business Process Transformation) and Director of Social Services.

- Establishing effective multi-agency quality assurance systems and training arrangements to ensure that thresholds for assessment for statutory children's services are understood by staff and partners and are applied consistently.
- Developing a workforce strategy to include short, medium and long term aims for the recruitment and retention of Children's Services social workers.
- Reviewing the arrangements for team managers and senior practitioners to ensure there is capacity to provide effective and consistent management oversight of decision making, challenge and direction for staff across the service.

The Officer said that aside from the priority actions above, there is a second tranche of issues that needs to be addressed over the course of the next twelve months and these are set out in paragraphs 8 to 14 of the report.

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

- The Committee noted that whilst it accepted that the Authority does have policies and procedures in place and is developing others as required, it could not be assured that key policies are understood by the relevant members of staff. The Committee also noted that a system is needed to evidence that the right staff have been targeted, that they understand what the policies mean and that those policies are being implemented and are working.

The Chief Executive said that evaluating the success of the policies which the Authority has in place and is developing is not a task that can be achieved in a short space of time. There will be some aspects regarding which the Authority itself will be able to evaluate progress whilst other aspects will require external verification to provide the assurance that they are having the intended effect on the services for children and the desired outcomes. It is only by asking probing questions that the Authority can be sure it is taking the necessary steps to achieve the requirements set by CSSIW.

- The Committee noted that the desired outcomes will only be achieved if the Authority has in place the right staff in terms of the mix of skills, competencies and experience which in a context of limited resources presents a challenge.

The Chief Executive said that in the short term the Authority may have to recruit less experienced individuals with a view to developing them to take over from agency staff over time. Whilst this will take time the Authority recognises that a long term approach is required to develop a robust and skilled workforce which will want to remain with Children's Services at the Council. Less experienced staff will need more support and this may require investment in the short-term. The Authority will also be looking at strengthening its recruitment strategy to attract more Children's social work professionals to the Children's Services in Anglesey.

- The Committee noted that recruitment is one facet of the Workforce Strategy and that having recruited successfully the Authority then needs to ensure that individuals will want to stay within the service to help develop and create a stable and resilient workforce into the future. The Committee also noted that staff retention has at times been a challenge.

The Chief Executive said that an important element of being able to retain staff is the quality of the support and supervision provided for them especially within Children's Services where the pressure on staff can be significant. This will be addressed through the Improvement Plan.

- The Committee noted the expectations on Members in relation to being able to challenge performance and it sought clarification of the kind of training and information that they needed to be provided with in order to undertake this function effectively with regard to Children's Services.

The Chief Executive said that Members can develop expertise and confidence by continually asking searching questions and learning from that process.

- The Committee noted that in a context where the number of children entering the care system is increasing, the Authority has to seek to change the overall culture in order to reduce the number of children and young people in care. The Committee noted that to be able to achieve this objective it needs to ensure that a comprehensive support package is in place encompassing not only children's social care services but wider areas which have an impact on the lives of children and young people in the Authority's care. This includes education, health, housing provision and employment and training opportunities. The Committee noted that Scrutiny needs to be assured that the Authority is making a difference to the lives of the looked after population and that it is able to evidence how that is happening.

The Head of Strategic Services (Children) said that the Authority has to be clear that the prevention activity it puts in place is reaching those individuals that most require it and that it monitors this activity to ensure it is having the desired effect. The Authority knows that many of the children who are likely to escalate through the care system in this generation themselves come from disadvantaged circumstances inherited from their parents. The Authority is often aware does often know early on in the process who is most vulnerable to escalation. However, it is a whole service challenge and is concerned with responding appropriately to the families who are likely to make this journey.

The Chief Executive said that the Action Plan at 4.4 identifies the development of a Corporate Prevention Strategy as a key area and that the Authority must provide a range and level of preventative services across Children and Adults' Services. Whilst this will not be achieved overnight, the Authority is committed to making it happen.

- The Committee noted that for the future it would appreciate more detailed information to illustrate the improvements being made.

The Chief Executive said that the Children's Panel will be putting in place a methodology for evaluating improvement and progress against the Action Plan and for reporting back thereon.

It was resolved that the Corporate Scrutiny Committee is satisfied that the evidence presented to date provides the Executive with high level assurance that the Children's Services' improvement journey is on schedule hitherto and is progressing as planned.

NO FURTHER ACTION ENSUING

The Committee at this point returned to open session.

6 FINANCE SCRUTINY PANEL

The report of the Interim Scrutiny Manager setting out the scope and remit of the proposed Finance Scrutiny Panel was presented for the Committee's consideration.

The Interim Scrutiny Manager reported on the benefits of establishing a finance sub-group as a sub-panel of the Corporate Scrutiny Committee; these include developing a model of working based on a smaller group that will enable Members to engage in more in-depth scrutiny of finance matters thereby developing a level of expertise and ownership to lead financial discussions in the Corporate Scrutiny Committee. This would also allow the Corporate Scrutiny Committee the time and scope to focus on scrutiny of transformational and strategic matters.

The Committee noted the report and whilst it was amenable to the proposed establishment of a Scrutiny Finance Panel it suggested that the panel be reviewed for effectiveness after a year of operation to ensure that it meets the purpose for which it was established.

The Head of Function (Resources) and Section 151 Officer said that it would be useful initially to see how well the proposed panel fits in with and contributes to the 2018/19 Budget setting process and to review it in the light of that process.

It was resolved to:

- **Note the progress made thus far in establishing robust scrutiny arrangements for financial matters.**
- **Accept the scope and remit of the new finance panel as proposed.**
- **Note that the next step will be to complete the practical arrangements in order to establish the finance panel after the Local Government Election by the Scrutiny Manager in consultation with the Head of Service (Resources) and Section 151 Officer.**

NO FURTHER ACTION ENSUING

7 CHILDREN'S SCRUTINY PANEL

The report of the Interim Scrutiny Manager setting out the scope and remit of the proposed Children's Scrutiny Panel was presented for the Committee's consideration.

The Interim Scrutiny Manager reported that the establishment of a Children's Panel is driven by one of the 14 recommendations made by the CSSIW following its inspection of Children's Services on Anglesey. The recommendation focusses on the importance of continuing with strong political and corporate support for children's services in order to ensure that the service improvements needed are prioritised and the pace of improvement is accelerated and sustained. The Officer referred to the existing cross party panel of members which has been looking at the requirements of the new Social Services and Wellbeing Act (Wales) 2014 and overseeing the delivery of the first Children's Services Improvement Plan. She said that the report seeks to build on the foundation already provided by the cross-party panel by holding the Executive and Senior Management to account via Scrutiny to provide assurance both to the Authority and CSSIW that the improvement process is robust and sustainable.

The Officer reported on the proposed scope of the Children's Panel along with its aims and objectives as summarised in paragraph 5 of the report. In considering membership of the Panel, particular reference was made to the importance of endeavouring to ensure a degree of continuity of membership as being a key guiding principle.

The Committee noted the report and it made the following points:

- The Committee was supportive of the proposals with the proviso that the Portfolio and Shadow Portfolio Members for Education be included as part of the Panel's core membership.
- The Committee sought clarification of how the Panel's deliberations would be recorded to evidence improvement within Children's Services. The Interim Scrutiny Manager said that the Panel's meetings would be conducted as business meetings and would provide a list of action points following each meeting.

It was resolved to –

- **Note the progress made thus far in establishing robust scrutiny arrangements for children's services.**
- **Accept the scope and remit of the new Children's Panel subject to the inclusion of the Portfolio and Shadow Portfolio Members for Education as part of the Panel's core membership and ensuring a degree of continuity of membership as a key guiding principle in considering membership of the panel.**
- **Note that the next step will be to complete the practical arrangements in order to establish the Children's Panel after the Local Government Election by the Scrutiny Manager in consultation with the Assistant Chief Executive (Governance and Business Process Transformation).**

NO FURTHER ACTION ENSUING

8 OUTLINE FORWARD WORK PROGRAMME 2017/18

The report of the Interim Scrutiny Manager incorporating an initial draft Work Programme for the Corporate Scrutiny Committee for 2017/18 was presented for the Committee's consideration.

The Interim Scrutiny Manager said that discussions will be held with the new Scrutiny Committee in May, 2017 to establish the priorities for 2017/18 in consultation with the Executive and SLT.

It was resolved to accept and to note the draft Work Programme as a starting point for planning the Committee's business in 2017/18.

NO FURTHER ACTION ENSUING

In concluding the business of the meeting, the Chair thanked Councillors Jim Evans and Victor Hughes who were retiring as Elected Members at the forthcoming May election, for their contributions during their membership of the Corporate Scrutiny Committee.

**Councillor R. Meirion Jones
Chair**

DRAFT

CORPORATE SCRUTINY COMMITTEE

Minutes of the meeting held on 31 May 2017

PRESENT: Councillors Richard Griffiths, T LI Hughes MBE, A M Jones, Carwyn Jones, Richard Owain Jones, Shaun James Redmond, Dylan Rees, Alun Roberts, J A Roberts and Nicola Roberts.

IN ATTENDANCE: Chief Executive,
Head of Function (Council Business)/Monitoring Officer,
Head of Democratic Services,
Committee Officer (MEH).

ALSO PRESENT: Councillor Richard O. Jones – Chair of the County Council

APOLOGIES: None

1 DECLARATION OF INTEREST

None received.

2 ELECTION OF CHAIRPERSON

Councillor Aled Morris Jones was elected Chairperson for the Corporate Scrutiny Committee.

3 ELECTION OF VICE-CHAIRPERSON

Councillor Dylan Rees was elected Vice-Chairperson of the Corporate Scrutiny Committee.

**COUNCILLOR RICHARD O. JONES
AS CHAIR OF THE COUNTY COUNCIL**

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ISLE OF ANGLESEY COUNTY COUNCIL	
REPORT TO:	CORPORATE SCRUTINY & EXECUTIVE COMMITTEE
DATE:	26th JUNE 2017 / 17th JULY 2017
SUBJECT:	SCORECARD MONITORING REPORT - QUARTER 4 (2016/17)
PORTFOLIO HOLDER(S):	COUNCILLOR DAFYDD 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 final scorecard of the financial year 2016/17.
1.2	It portrays the relatively positive position of the Council against its operational objectives for Quarter 4.
1.3	The Committee is requested to scrutinise the scorecard and note the areas which the Senior Leadership Team are managing to secure improvements into the future. These can be summarised as follows – <ul style="list-style-type: none"> 1.3.1 Underperformance (red or amber indicators on the scorecard) is recognised and appropriate measures put in place for improvement to be presented on a monthly basis to the relevant portfolio holder. <ul style="list-style-type: none"> 1.3.1.1 <i>To hold a workshop with the Executive and Shadow Executive during Q2 to confirm relevant indicators for inclusion on the 17/18 scorecard</i> 1.3.1.2 <i>To revise the 17/18 targets to ensure they are challenging yet achievable and where targets are not met in the year that a year on year improvement is the minimum expectation</i> 1.3.2 Sickness data is used to prioritise and target resource to undertake service sickness challenge panels during 17/18, which has been instrumental in the improvement of our sickness management figures for 2016/17.

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

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

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

SCORECARD MONITORING REPORT – QUARTER 4 (2016/17)

1. INTRODUCTION

- 1.1 One of the Council's aims under the Wales Programme for Improvement is to secure the means by which continuous improvement can be evidenced and presented across the board. To that end, on an annual basis, a performance report is drafted to be published by end of October, which demonstrates progress or not (as the case may be).
- 1.2 This scorecard was developed in parallel to identify and inform Council leaders of progress against indicators which explicitly demonstrates the successful implementation of the Council's day to day work and assists in providing the evidential base from which the performance report is drafted.
- 1.3 The scorecard (Appendix A) portrays the position at the end of 2016/17 and will be considered further by the Corporate Scrutiny Committee and the Executive during June.

2

2.1 PERFORMANCE MANAGEMENT

- 2.1.1 The scorecard for Performance Management shows performance against indicators outlined and requested by the Senior Leadership Team, Executive and Shadow Executive.
- 2.1.2 At the end of the year it pleasing to note that the vast majority of indicators performed well against their targets for the year. We do however note that 2 indicators underperformed as Amber or Red against their annual target for the year.
- 2.1.3 One indicator within Adult Services was Amber for the year against its target –
 - (i) PM19 – AMBER - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over. Q4 – 6.05 Target - 1.5. This is a new indicator and the target is an ambitious one. A lack of domiciliary care capacity is having a negative impact on this PI and it was noted in the Q3 report that this target was not going to be achieved for the year because of this.

Mitigation – The mitigation identified in the Q3 report continues to be current with a transformational plan underway to secure more comprehensive domiciliary care capacity during 2017. In addition a lack of EMI nursing care capacity leads to some delays. In order to address this issue the service is developing additional specialist capacity in partnership with the Health Board.
- 2.1.4 One indicator exist within Children's Services continued to show an underperformance from Q3 as follows –
 - (i) SCC/025 – the % of statutory visits to looked after children due in the year that took place in accordance with regulations Q4 – 79.35% Target – 100, RED. This compares with a performance of 82.79% for 2015/16. This indicator was also discussed in the Q3 Scorecard report.

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

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

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

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

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

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

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

2.2 PEOPLE MANAGEMENT

2.2.1 With regard to People Management, it is noted that the performance of the Council's sickness rates (*indicator 3 on scorecard under people management*) at the end of 2016/17 has achieved the corporate target at **9.78** Days Sick per FTE against the target of 10 Days sick per FTE, and is **GREEN** on the Scorecard. This is a significant improvement when compared with 2015/16 where 11.68 Days Sick per FTE was recorded. This is a total of 4737 days less sickness than 2015/16.

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

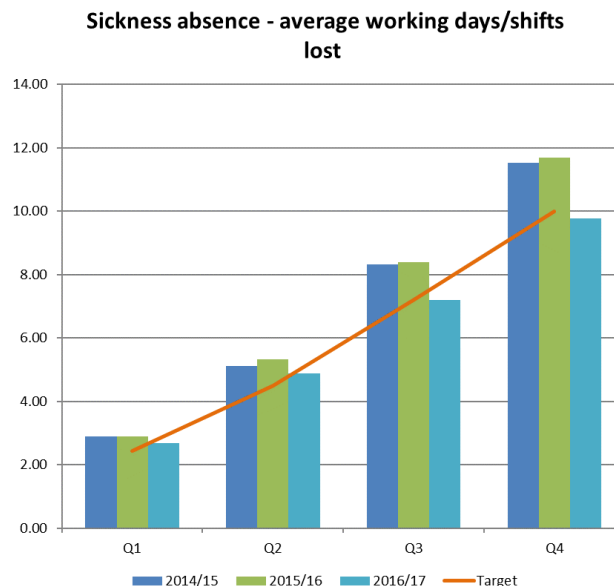


Table 1

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

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

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

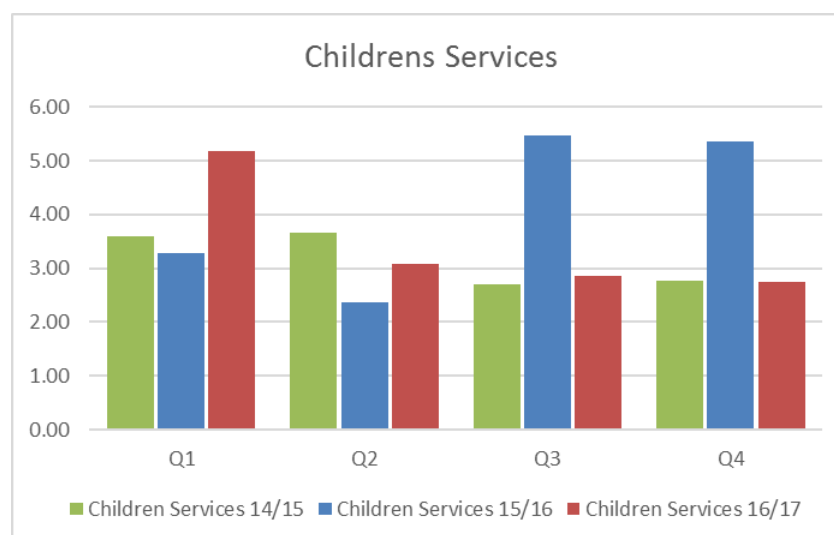


Table 2

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

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

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

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

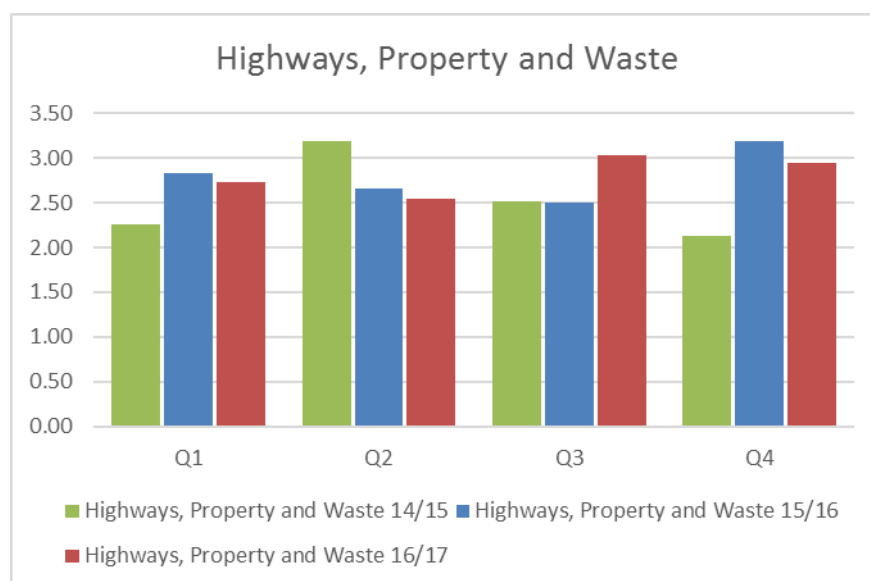


Table 3

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

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

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

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

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

2.3 CUSTOMER SERVICE

- 2.3.1** Two of the new indicators looking at channel shift look at the successful launch of AppMôn, where users used the technology to submit 248 reports up to the end of Q3 (including fly tipping, faulty street lighting, compliments or complaints, broken pavements, sports club database forms and ordering recycling bins). This number shot up to 1001 reports during Q4 as online forms were introduced to the website. The belief is these reports will continue to increase as more forms are added to the website. Unfortunately, we are currently unable to provide the amount of downloads of AppMôn from the supplier.
- 2.3.2** The remaining indicators focus on the website and on our social media presence. We had a total of 541k unique visits to the website during the year. Our social media presence has also resulted in a total of 21k social media accounts following us on Facebook (9.5k followers) and Twitter (11.5k followers). An good example of why social media is important to the channel shift agenda is that by promoting the budget consultation through the medium of Facebook, the council reached approximately 44,339 people. (3,849 people through Welsh posts and 40,490 people through English posts).
- 2.3.3** Regarding Customer Complaints Management, by the end of the year 71 Complaints were received (compared to 59 in 15/16) and 5 Stage 2 complaints in Social Services (compared to the same amount in 15/16). All of the complaints have received a response and of these complaints 15 were upheld in full (Adult Services [1], Childrens Services [1], Regulation & Economic Development [2], Highways, Waste & Property [5], Resources [3], Learning [1], and Council Business [1]), 10 were partially upheld (Regulation & Economic Development [1], Highways, Waste & Property [4], Council Business [1], Resources [1] and Housing [3]) whilst the remaining 49 were not upheld. These indicators are reported to and tracked by the Customer Service Excellence Board.
- 2.3.4** A total of 80% of the complaints have been responded to within timescale with late responses (Adult Services [5] Highways, Waste & Property [1], Housing [1], Waste & Housing [1], Council Business [1] and Childrens Services [17]). This is significantly up from the 64% at the end of 2015/16 and has met the target of 80% for the year.
- 2.3.5** The % of FOI requests responded to within timescale performed at 77% at the end of 2016/17 compared to 67% at the end of 2015/16. This is a considerable improvement year on year bearing in mind that the Council has dealt with 5700 questions during 2016/17.
- 2.3.6** In total there was 1037 FOI requests with 236 late responses in 2016/17. The majority of the late responses came from Resources which equated to 33% of the late responses. This had been identified by the Head of Service as an improvement area and changes to the systems in the way FOI's are processed have been introduced which saw an improvement during the 4th

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

2.3.7 The Mystery Shop (Items 16-19 on the scorecard) exercise was undertaken once again been undertaken by the Tenants Advisory Group following their efforts in 2015/16. There was an agreed change for this year to focus on selected front facing services to enable a more detailed audit than in 2015/16. The services which were audited were Libraries, Leisure, Housing, Public Protection, Education and Childrens Services. The remaining services will be the focus of the next audit planned for 2017/18.

2.3.8 The report notes that “Overall the standard of Customer Care within Anglesey Council has improved since the last audit, however there is still room for improvement” and recommendations of their report can be seen below:

- All emails to include a signature detailing the officer’s name and job role.
- Set up automated acknowledgement responses for all publically available emails such as housing@ynysmon.gov.uk
- All officers working in a reception area to wear name badges rather than lanyards
- Officers responsible for answering the telephones to be aware of the customer care charter.

2.3.9 The Customer Service Excellence Board have accepted the recommendations and have agreed to a programme of implementation.

2.4 FINANCIAL MANAGEMENT

2.4.1 The total underspend for the Council as at 31st March 2017 was £311k (0.47%).

2.4.2 The Services saw a £538k overspend on their controlled budgets which is better than that reported in quarter 3. The services that experienced significant budgetary pressures are Lifelong Learning and Children’s Services. This is due to the cost of statutory services for specialist placements over which these services have limited control. The over-spend on services was funded by an underspend in Corporate Finance of £1.541m which is mainly due to a one off windfall and savings on Corporate Financing.

2.4.3 In addition there is an estimated shortfall on the collection on Council Tax of £370k mainly due to the requirement to provide for bad debts. Accounting Adjustments of £321k bring the total underspend for the Authority back to £311k

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

3 RECOMMENDATIONS

- 3.1** The Committee is requested to scrutinise the scorecard and note the areas which the Senior Leadership Team are managing to secure improvements into the future. These can be summarised as follows –
- 3.1.1** Underperformance (red or amber indicators on the scorecard) is recognised and appropriate measures put in place for improvement as noted as part of this report. These are to be presented on a monthly basis to the relevant portfolio holder and associated management boards.
- 3.1.1.1** *To hold a workshop with the Executive and Shadow Executive during Q2 to confirm relevant indicators for inclusion on the 17/18 scorecard*
- 3.1.1.2** *To revise the 17/18 targets to ensure they are challenging yet achievable and where targets are not met in the year that a year on year improvement is the minimum expectation*
- 3.1.2** Sickness data is used to prioritise and target resource to undertake service sickness challenge panels during 2017/18, which has been instrumental in the improvement of our sickness management figures for 2016/17.
- 3.1.3** The Children's Services is to monitor the service improvement plan inclusive of performance against targets through the Children's Scrutiny Panel.
- 3.1.4** Further support in evaluating the processes of collating Learning indicators is undertaken during the new financial year and the need to improve performance in schools across all levels.
- 3.2** The Committee is asked to accept the mitigation measures outlined above.

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

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

People Management	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Canlyniad 15/16 Result	Canlyniad 14/15 Result
01) Number of staff authority wide, including teachers and school based staff (FTE)	-	-	2258	-	2310	2336
02) Number of staff authority wide, excluding teachers and school based staff(FTE)	-	-	1250	-	1303	1362
03) Sickness absence - average working days/shifts lost	Gwyrdd / Green	↑	9.78	10	11.68	11.53
04) Short Term sickness - average working days/shifts lost per FTE	-	-	4.72	-	4.89	5.49
05) Long Term sickness - average working days/shifts lost per FTE	-	-	5.06	-	6.79	6.04
06) % of stress related sickness	-	→	7%	9%	7%	5%
07) % of RTW interview held within timescale	Melyn / Yellow	→	78%	80%	84%	85%
08) % of RTW interview held	Melyn / Yellow	↑	91%	95%	-	-
09) % of Attendance Review Meetings held	Coch / Red	↓	57%	80%	-	-
10) Local Authority employees leaving (%) (Turnover) (Annual)	-	-	10%	-	-	-
11) % of PDR's completed within timeframe	Gwyrdd / Green	↓	80%	80%	-	-
12) % of staff with DBS Certificate (if required within their role)	-	↓	91.40%	-	98%	-
13) No. of Agency Staff	-	↑	15	-	26	21
14) Overall I am satisfied with my job	-	→	83%	-	-	85%
15) I know what is expected of me	-	↑	94%	-	-	92%
16) I feel that I have enough support from Anglesey to help me deal with stress	-	↓	51%	-	-	69%

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

Rheoli Perfformiad / Performance Management	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Canlyniad 15/16 Result	Canlyniad 15/16 Result.	Chwarter 15/16 Quartile
01) SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	Gwyrdd / Green	↓	20.51	22	⇒	20.3	Isaf / Lower
02) LI/18b The percentage of carers of adults who requested an assessment or review that had an assessment or review in their own right during the year	Gwyrdd / Green	↑	94.4	93	↑	90.8	-
03) PM18 - The percentage of adult protection enquiries completed within statutory timescales	Gwyrdd / Green	↑	90.48	90	-	-	-
04) PM19 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	Ambr / Amber	↓	6.05	1.5	-	-	-
05) PM20a - The percentage of adults who completed a period of reablement and have a reduced package of care and support 6 months later	-	↑	62.6	-	-	-	-
06) PM20b - The percentage of adults who completed a period of reablement and have no package of care and support 6 months later	-	⇒	33.33	-	-	-	-
07) SCC/025: The % of statutory visits to looked after children due in the year that took place in accordance with regulations	Coch / Red	↓	79.35	100	↓	82.79	Canolrif Isaf / Lower Median
08) PM24 - The percentage of assessments completed for children within statutory timescales (42 working days)	Melyn / Yellow	↓	89.17	100	-	-	-
09) PM32 - The percentage of looked after children who have experienced (1) or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 March	Melyn / Yellow	↓	17.53	15	-	-	-
10) PM33 - The percentage of looked after children on 31 March who have had three or more placements during the year	Gwyrdd / Green	↑	5.04	8	-	-	-
11) Attendance - Primary (%)	-	-	94.8	-	-	95.1	-
12) Attendance - Secondary (%)	-	-	94.6	-	-	94.5	-
13) No. of days lost to temp exclusion - Primary	-	-	21.5	-	-	-	-
14) No. of days lost to temp exclusion - Secondary	-	-	241	-	-	-	-
15) KS4 - % 15 year olds achieving L2+	-	-	58.8	-	↑	56.9	-
16) KS3 - % pupils achieving CSI	-	-	87.6	-	↑	84.5	-
17) KS2 - % pupils achieving CSI	-	-	89.4	-	↓	91.8	-
18) FPh - % pupils achieving CSI/FPI	-	-	84.7	-	↓	86.2	-
19) LCL/001b: The no. of visits to public libraries during the year	Melyn / Yellow	⇒	288k	290k	↓	289k	-
20) LCL/004: The no. of library materials issued, during the year	Melyn / Yellow	↓	272k	284k	↓	284k	-
21) The number of applicants with dependent children who the Council secured non-self contained bed and breakfast accommodation	Gwyrdd / Green	⇒	0	-	⇒	0	-
22) % tenants satisfied with responsive repairs	Melyn / Yellow	↓	90.2	92	↑	89.5	-
23) Productivity of workforce- % time which is classified as productive	Gwyrdd / Green	↑	80.1	75	↑	74.6	-
24) The average number of calendar days to let lettable units of accommodation (excluding DTLs)	Melyn / Yellow	↑	28	25	↑	33.7	-
25) STS/005b: The percentage of highways inspected of a high or acceptable standard of cleanliness	Melyn / Yellow	↓	93.4	94	↓	95.1	Canolrif Isaf / Lower Median
26) STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	Gwyrdd / Green	↓	97.31	96	↑	98.5	Uchaf / Upper
27) WMT/009b: The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled	Gwyrdd / Green	↑	65.79	60	↑	59.5	Canolrif Isaf / Lower Median
28) WMT/004b: The percentage of municipal waste sent to landfill	Gwyrdd / Green	↑	6.6	16.9	↑	16.9	Canolrif Isaf / Lower Median
29) THS/011c: The % of non-principal (C) roads that are in an overall poor condition (annual)	Gwyrdd / Green	↑	10.1	13.5	↑	13.5	Canolrif Isaf / Lower Median
30) No. of attendances (young people) at sports development / outreach activity programmes	Gwyrdd / Green	↑	113k	70k	↓	132k	-
31) LCS/002b: The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity	Melyn / Yellow	↑	464k	467k	↑	458k	Canolrif Isaf / Lower Median

Appendix B – Programme Summary Update: Q4 2016/17

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

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

Appendix B – Programme Summary Update: Q4 2016/17

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

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



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

Audit year: 2017

Date issued: June 2017

Document reference: 326A2017

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

Ni fydd gohebu yn Gymraeg yn arwain at oedi.

This document is also available in Welsh.

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

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

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

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

Summary report

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

Proposals for improvement

Exhibit 1: proposals for improvement

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

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

Detailed report

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

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

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

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

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

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

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

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

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

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

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

- 22 Schools' governing bodies have responsibility for the oversight of attendance management arrangements for staff in schools. The Council has a statutory duty to promote high standards in its schools. Effective resource and staff absence management plays a key role in the delivery of high standards. In promoting high standards, the Council should monitor, challenge, and support its schools.
- 23 The Council recognises that it needs to improve the support and challenge offered to schools with regard to the management of their sickness absence. In the national report¹ by the Wales Audit Office in 2013 on Covering Teachers' Absence, one of the recommendations is that councils should provide schools with comparative data on teacher absence rates. In 2016 the Council officers have had a series of meetings with schools to discuss the level of sickness absence in some schools on the Isle of Anglesey. In addition, the Council has revised the Primary schools' 'Absence scheme' which provides financial reimbursement for primary schools where school staff are absent for any reason.
- 24 The issues on absence management that the Council and schools are facing are not new, but the urgency and pace at which they need to respond to them are taking on greater significance. At present, the Council does provide each school with monthly comparative data on teacher and non-teacher absence rates but it does not specifically consider schools' absence performance in its quarterly reports to the Executive and Corporate Scrutiny Committee. In order to provide the necessary challenge to schools with regard to their absence management arrangements we propose that the Council should consider strengthening its reporting arrangements.

¹ Wales Audit Office national report: **Covering Teachers' Absence**, September 2013

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ISLE OF ANGLESEY COUNTY COUNCIL	
COMMITTEE :	Scrutiny Committee
DATE:	26th June 2017
SUBJECT:	Annual Director's Report 2016/17
PORTFOLIO HOLDER(S):	Cllr Llinos Medi Huws
HEAD OF SERVICE :	Alwyn Jones (Adults' Services) & Llyr Bryn Roberts (Interim Head of Children's Services)
REPORT AUTHOR:	Dr Caroline Turner, Statutory Director of Social Services, Assistant Chief Executive
Tel:	Emma Edwards, Deputy Business Manager – Extension 1887
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1.0 RECOMMENDATIONS

- 1.1. Members are invited to comment on the content of the draft Isle of Anglesey County Councils' Annual Director's Report on the Effectiveness of Social Services 2016/17.

- 1.2. It is recommended that members consider:
 - a) whether the report has captured the Council's current position with regards to delivering its Social Services;
 - b) whether the reports accurately reflects its improvement priorities for both Adults and Children's Services for the forthcoming year;
 - c) whether the report reflects the Councils accountability and responsibility with regard to its Social Services.

2.0 REASONS

2.1 Purpose of the report:

To receive, and make suggestions on, the final draft report presented by the Statutory Director. The purpose of the report is to promote awareness and accountability for the performance and progress made over the past year in delivering social services within Anglesey County Council. The report also outlines the focus for improvement for the forthcoming year.

The process of preparing the 2016/17 report has varied considerably from previous years, and it is hoped that members will be able to see a considerable change in style. This is due to the new guidance prepared by the Association of Directors of Social Services Cymru (ADSS), which although not compulsory for the current year, has been used as the basis for the Anglesey Report in order to capture the changes made within social services following the implementation of the Social

Please note that the final report, once agreed, will be published on the Council's Website using an interactive PDF – which will allow for electronic links to web sites and case studies etc – making the report more visually interesting and colourful. The template for which has been design by our Graphic Designer and Digital Marketing Officer.

2.2 Service Challenge Day

The Service held a Service Challenge session on the 25th May, 2017 and invites to the events were shared with partner organisations, third sector organisations, carers, providers and Service Users representatives.

Attendees were presented with key overview messages from Caroline Turner, Assistant Chief Executive, in her role as Statutory Director of Social Services as well as from Alwyn Jones, Head of Adults' Services and the Temporary Head of Children's Services, Llyr Roberts. The Service Challenge Day provided an important opportunity to engage with our key stakeholders in reviewing progress, and identifying priorities.

2.3 Timetable

It is expected that the Director presents a final draft of her report to Care and Social Services Inspectorate Wales (CSSIW) by mid July 2017. The report will be presented to the Corporate Scrutiny Committee on the 26th June, 2017 and final report will be shared with the Executive Committee on the 17th July, 2017, and the Full Council on the 26th September 2017. Furthermore, the final report will be published on the Council's website via an Interactive PDF.

Author: Emma Edwards

Job Title: Business Support Manager

Date: 19 June 2017

APPENDIX 1- Annual Director's Report on the Effectiveness of Social Care Services 2016/17

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- **Our financial Resources and how we plan for the future**
- **Our partnership working, political and corporate leadership, governance and accountability**

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

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

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

Email: emmaedwards@anglesey.gov.uk

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

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

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

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

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

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

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

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

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

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

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

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

Dr Caroline Turner

Assistant Chief Executive and Statutory Director of Social Services



Social Services Senior Management Team,

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

Director's Summary of Performance

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

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

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

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

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

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

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

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

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How are People Shaping our Services?

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

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

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

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

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

Furthermore, the Council is committed to providing a bilingual service in Welsh and English across all of its services. We promote a proactive approach to ensure services can be offered in the Welsh language in accordance with the Welsh Government Strategy Framework 'Mwy Na Geiriau' (More Than Words). We already ensure compliance with the Council's Welsh Language Scheme by monitoring services on a quarterly basis. We are committed to support our Workforce in the use of the Welsh Language, and can confirm that 89% of our workforce are Welsh speaking.

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Quality Standard 1

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

How do individuals access our support?

Adults

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

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

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

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

Children and families

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

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

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

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

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

When eligible needs are identified and care and support plans required

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

Adults

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

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

Children and families

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

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

When individuals might need help to say what they want

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

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

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

What are our priorities for next year and why?

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

Measuring Quality Standards 1:

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

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

DRAFT

Quality Standard 2

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

Support that may be available to individuals

Adults

Support from within the community

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

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

Prevention and recovery

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

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

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

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

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

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

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

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

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

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

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

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

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

Ongoing support

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

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



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

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

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

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

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

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

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

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

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

Children and families

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

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

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

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

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

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

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

What are our priorities for next year and why?

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

Measuring Quality Standards 2:

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

Protecting and safeguarding people from abuse, neglect or harm

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

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

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

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

Adults

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

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

Children and families

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

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

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

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

What are our priorities for next year and why?

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

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

Measuring Quality Standards 3:

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

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

Adults

In the community

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

Local Asset Co-ordination means:

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

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

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

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

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

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

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

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

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

In employment

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

Children and families

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

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

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

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

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

What are our priorities for next year and why?

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

Measuring Quality Standards 4:

Measure	2016/17 data	2015/16 data
The % of service users responding positively to the question, "Do you feel that the support you receive from Social Services helps you to do the things that are important to you?"	83.76%	N/A
Percentage of children, with a care and support plan, achieving the core subject indicator at key stage 2	46%	N/A
Percentage of children, with a care and support plan, achieving the core subject indicator at key stage 4	12.50%	N/A
The % of looked after children who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31st March	17%	17%
The number of children experiencing one or more change of school in the year to 31 March	17	12

Quality Standard 5

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

Adults

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

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

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



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

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

Children and families

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

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

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

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

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

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

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

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

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

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

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

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

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

What are our priorities for next year and why?

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

Measuring Quality Standards 5:

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

Quality Standard 6

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

Adults

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Children and families

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

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

What are our priorities for next year and why?

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

Measuring Quality Standards 6:

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

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

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Our Workforce and How We Support their Professional Roles

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

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

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

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

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

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

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

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

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

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Our Financial Resources and How We Plan For the Future

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

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

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

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

Final Accounts – Social Services

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

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

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

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

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

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

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

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

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

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

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

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

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

Scrutiny Committees

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

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

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

Regulators demonstrate Anglesey's willingness to achieve

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

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

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

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

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

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

Citizen Engagement

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

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

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

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

DRAFT

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Corporate Scrutiny Committee
Date:	26 June, 2017
Subject:	Empty Homes Strategy 2017-2022
Portfolio Holder(s):	Cynghorydd Llinos Medi
Head of Service:	Shan LI Williams, Head of Housing Services
Report Author: Tel: E-mail:	Elliw Llyr 01248 752137 ElliwLlyr@ynysmon.gov.uk
Local Members:	n/a

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

homes data

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

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

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

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

C – Why is this a decision for the Executive?

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

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

Yes

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

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

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

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)	
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 effect
2	Anti-poverty	Positive effect
3	Crime and Disorder	Positive effect
4	Environmental	Positive effect
5	Equalities	See appended impact assessment
6	Outcome Agreements	n/r
7	Other	n/r

FF - Appendices:
Empty Homes Strategy 2017-2022 Impact Assessment

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



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



EMPTY HOMES STRATEGY 2017 - 2022



VERSION 2

MARCH 2017

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1. EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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

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

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

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

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

Its five strategic objectives are:-

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

2 INTRODUCTION

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

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

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

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

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

3 DEFINING AN EMPTY HOME

Empty homes can be divided into six categories:-

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

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

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

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

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

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

4 EMPTY HOMES - THE NATIONAL CONTEXT

4.1 Long Term Empty Homes

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

~~According to the Chartered Institute of Housing in Wales, there are an estimated 31,644 empty homes in Wales, representing 34% of the total housing stock. 22,000 of these are considered to be unoccupied long-term, hence the issue of empty homes has been rising up the political agenda.~~

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

An evaluation¹ of the scheme undertaken by the Centre for Regional Economic and Social Research, Sheffield Hallam concluded that the scheme provided both impact and value for money, including:-

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

4.2 Key changes to Empty Homes Legislation

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

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

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

5 THE CORPORATE AND LOCAL CONTEXT

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

5.1 Housing Need, and Political/Market Forces

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

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

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

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

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

available across the Council, funding opportunities maximised and partnership working increased.

5.2 What have we achieved so far in Anglesey?

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

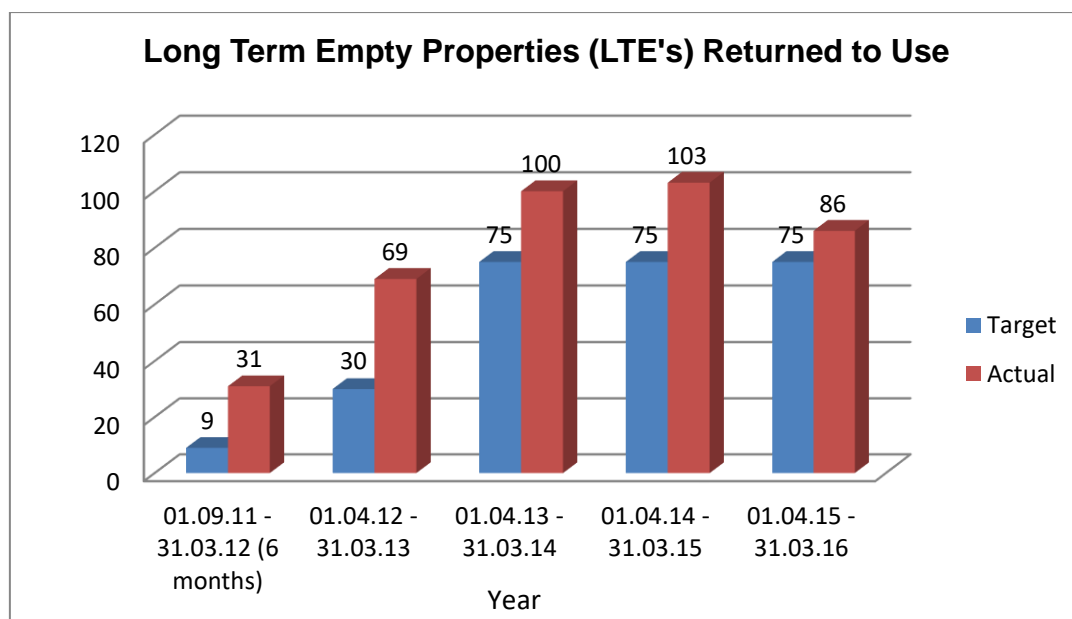
(i)	Creation of a database of empty properties
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A database of empty properties has been created and is updated annually. The best statistical source available to Isle of Anglesey County Council for information about empty homes is held on the Council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

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

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



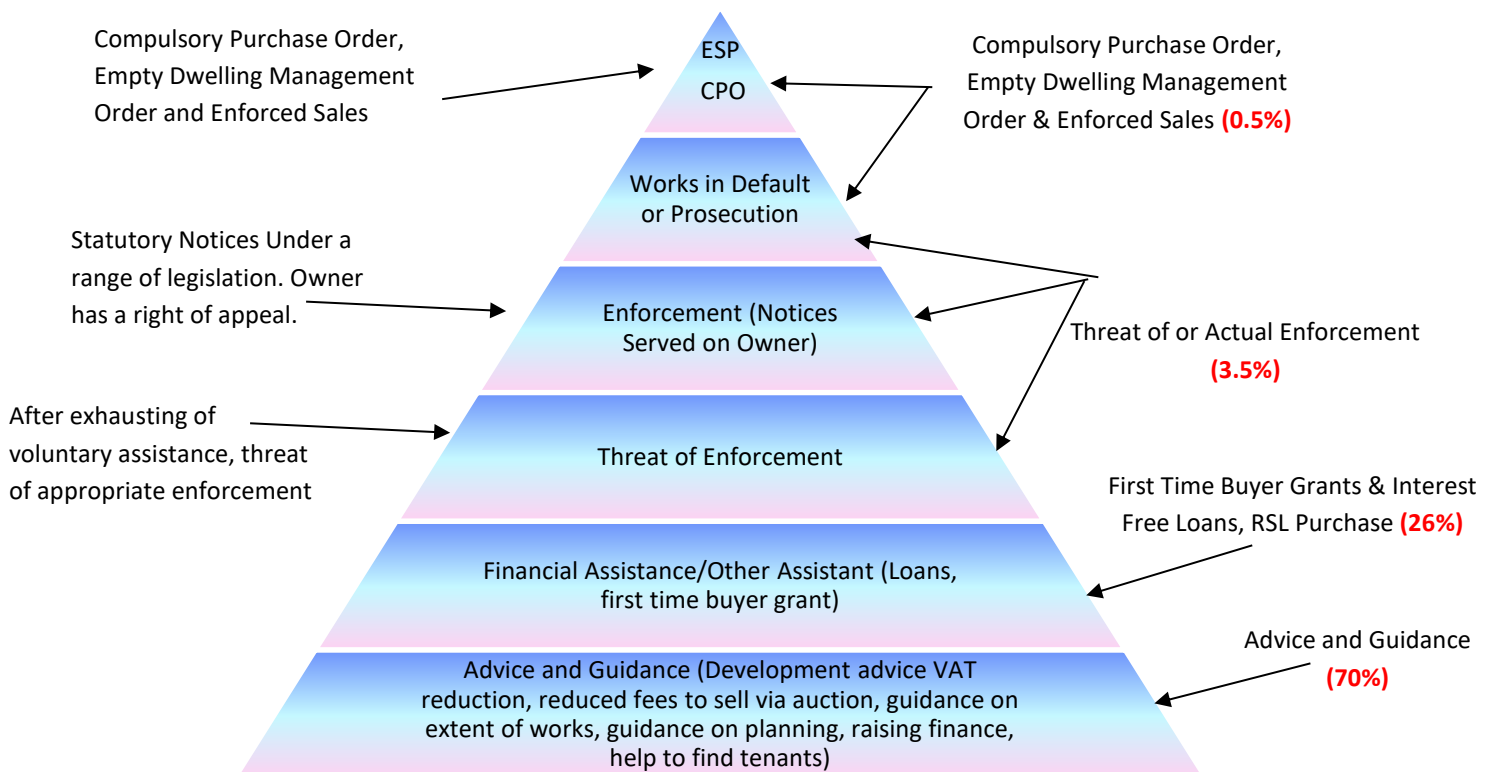
Each year the number of empty homes returned to use has exceeded the target set.

During the course of the next strategy, the Council intends to tackle the longer term empty properties which may be in need of extensive renovation or properties where there is no incentive for the owner to return them to use as they have been removed from the Council Tax system. Tackling these properties will be resource effective and may result in a lower number of properties returned to use.

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

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



(iv)	Dissemination of Information – Advice and Guidance
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The Council has a page dedicated to empty homes initiatives on its website. In addition all owners of empty properties on the Island have been offered written guidance, help advice and information to bring their homes back into use, having

been contacted at least annually. Further information is available on the Council website by following the link below:-

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

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

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

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

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

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

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

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

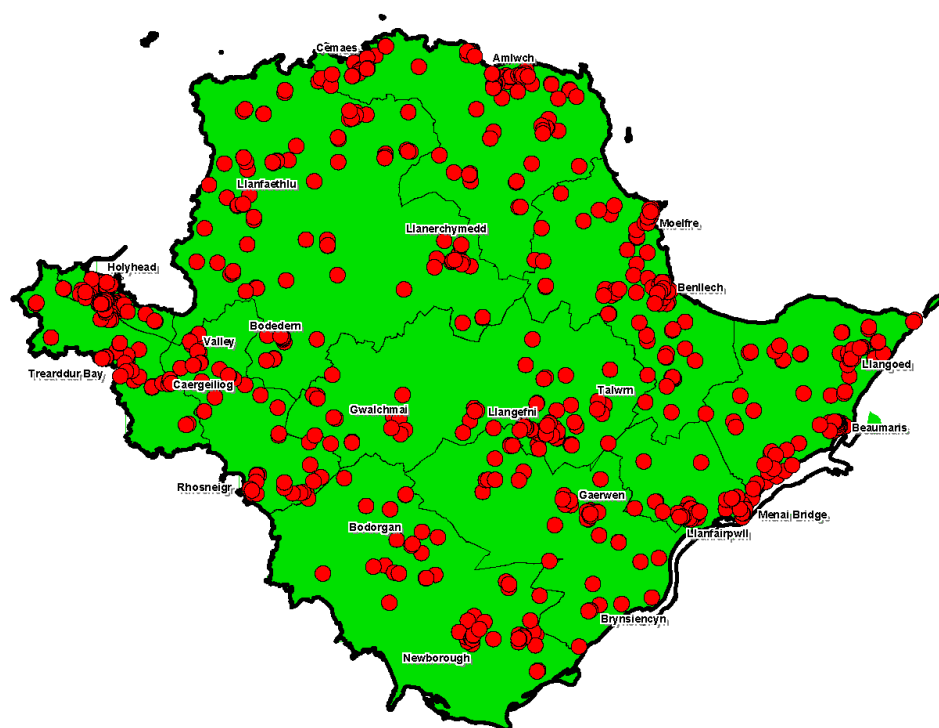
5.3 The Current Empty Homes Picture in Anglesey

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

Distribution of Empty Homes by Post-code

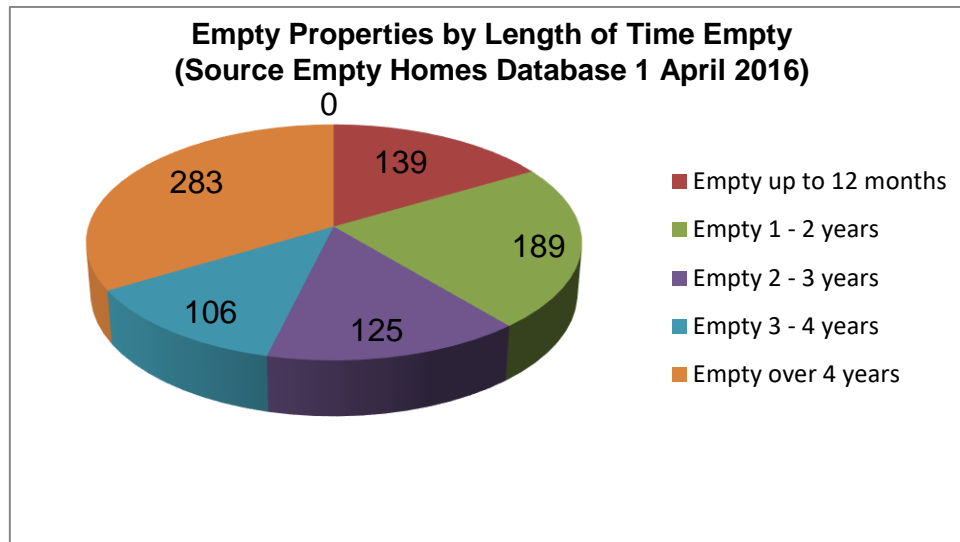
When plotted on a map, it is evident that empty homes are widely dispersed across the Island. Even one empty home returned to use in a community significantly helps meet the need for housing within that community, enabling people to remain in their locality, close to their family network and supporting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

Distribution of Empty Homes by Post-code



The significance of early intervention

Evidence suggests that the longer a property is empty, the more difficult it is to engage with the owner. In view of this, significant work has been undertaken to tackle properties empty up to two years and over five years. Despite this, the chart below demonstrates that 514 (or 61%) of long term empty properties on the Island have been empty for more than 2 years, with 283 recorded as being empty over 4 years.



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

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

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

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

Requiring Modernisation - Some properties across the Island have benefitted from a combination of enveloping and group repair schemes. Visually many of these

properties appear tidy but this often masks the need for internal modernisation. The sale of such properties may stall or fail at the survey stage, when the cost of remedial works becomes a barrier to accessing a mortgage.

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

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

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

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

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

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

5.4 The reasons why homes remain empty in Anglesey

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

Other common reasons include:-

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

6 THE EMPTY HOMES TOOLKIT

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

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

6.1 Advice

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

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

Advice and information	
To empty property owners and members of the public	
Help owners to sell property	Help owners to rent property
<ul style="list-style-type: none"> • Advice on: selling privately, estate agents or auction. • Property matching service – matching empty property sellers with prospecting empty property buyers. • Advertise low cost empty properties for sale on the “Tai Teg” Affordable Housing Website” and when opportunities exist offering financial support towards the cost of renovation, thereby linking people in need of affordable housing with opportunities to purchase. • Identifying and referring suitable properties for purchase as social rented housing. 	<ul style="list-style-type: none"> • Referral of rental properties to Housing Solutions to help find a tenant. • Providing information on becoming a landlord, private lettings agents and acceptable housing standards. • Advice regarding obligation to register with Rent Smart Wales.
Financial Incentives (Discretionary)	Help owners wishing to renovate

<ul style="list-style-type: none"> • Interest free loans available to landlords/owners of empty properties in need of renovation who intend either to let them or sell them on. • Home improvement loans available to owners of empty properties in need of renovation to owner occupy. • First time buyer empty homes renovation grant available to first time buyers purchasing an empty property requiring renovation to owner occupy. 	<ul style="list-style-type: none"> • Provide information on the services of Planning and Building Control Services. • Provide project management options and signposting to available good practise guides and websites. • Provide information on the reduced VAT scheme available to owners renovating a property empty over two years.
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6.2 Financial Incentives and Assistance

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

Houses into Homes Loan to let	<p>Available to landlords/owners of empty properties requiring renovation to let.</p> <p>Loan of up to £25,000 per unit of accommodation returned to use up to a maximum of £150,000.</p> <p>Interest free, repayable at the end of 3 years.</p> <p>Secured against the property, loan to value, including mortgage cannot exceed 80% of property's current value. Property must meet Decent Homes Standard</p>
Houses into homes loan to sell	<p>Available to landlords/owners of empty properties requiring renovation prior to selling.</p> <p>Loan of up to £25,000 per unit of accommodation returned to use up to a maximum of £150,000.</p> <p>Interest free, repayable at the end of 2 years.</p> <p>Secured against the property, loan to value, including mortgage cannot exceed 80% of property's current value. Property must meet Decent Homes Standard.</p>
Home Improvement Loan	<p>An interest free loan of up to £25,000 available to owners of empty properties which require renovation prior to owner occupation.</p> <p>Administration fee of 15% of total loan can be added to the loan itself.</p>

	Secured against the property, loan to value, including mortgage cannot exceed 70% of property's current value. Property must be made "Warm, Safe and Secure".
First time buyer empty homes renovation grant (Restricted to Holyhead area funded via Vibrant and Viable Places Project)	A grant of up to £20,000 available to first time buyers purchasing an empty property requiring renovation to owner occupy. Property must have been empty for six months or more prior to purchase and applicants are subject to an affordability assessment Grant is secured against the property as a local land charge for a set period of time from completion of works.

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

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

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

6.3 Enforcement

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

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

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

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

Enforced Sale

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

Empty Dwelling Management Order (EDMO)

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

Compulsory Purchase Order (CPO)

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

(i) Enforced sale

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

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

Case Study



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

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

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

(ii) Empty Dwelling Management Order (EDMO)

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

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

(iii) Compulsory Purchase Order (CPO)

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

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

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

6.4 Prioritisation for Enforcement

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

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

6.5 Resources for Enforcement

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

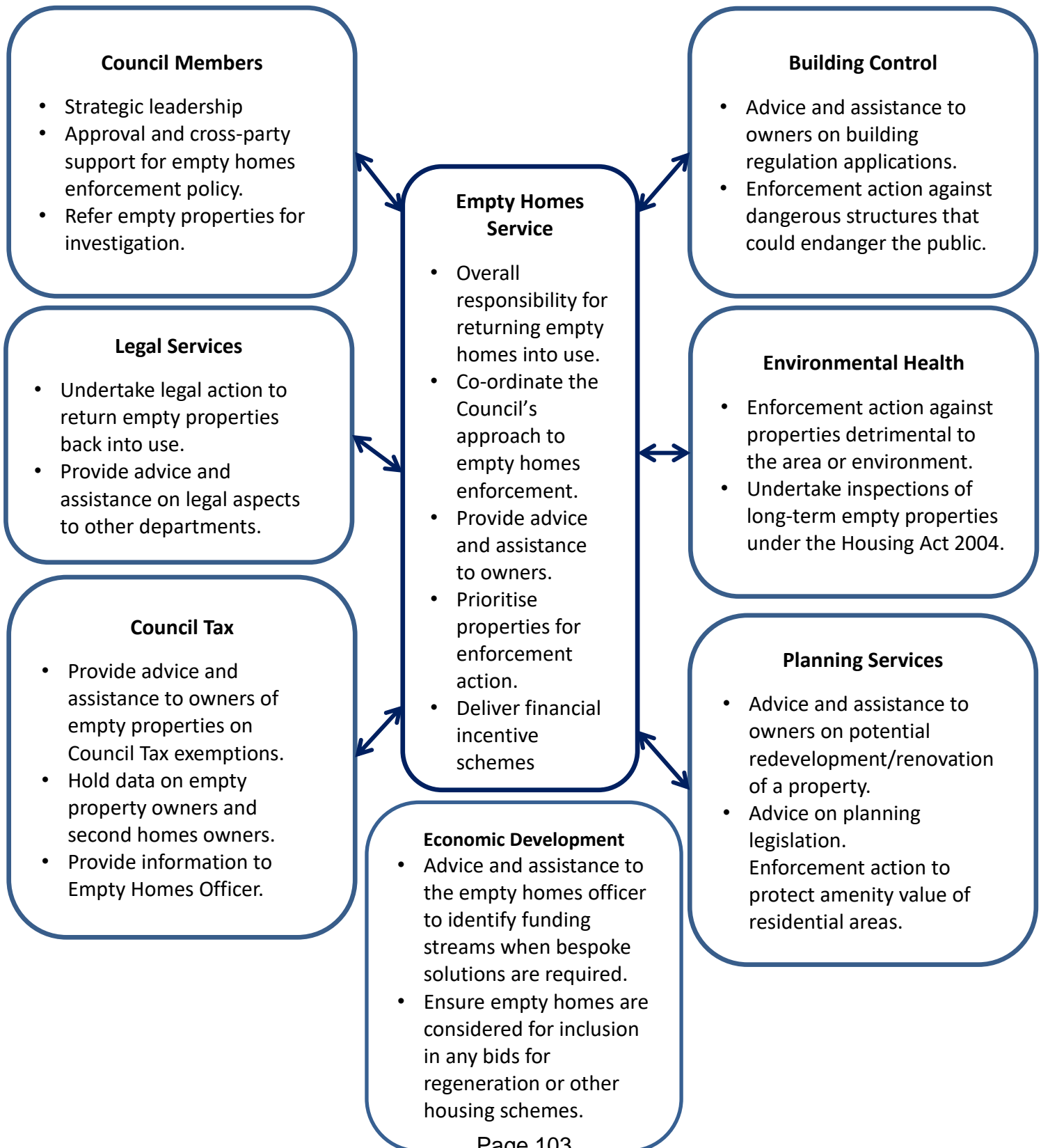
Where enforcement action is taken and the owner fails to comply with the requirements of a Notice, funding is available to the Council to undertake the works in default through the Houses into Homes Loan Scheme and the debt may be recovered through the enforced sale process.

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

7. WORKING TOGETHER

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

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



8. AIMS AND OBJECTIVES MOVING FORWARD

8.1

AIM

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

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

8.2 Strategic Objectives

OBJECTIVE 1

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

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

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

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

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

OBJECTIVE 2

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

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

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

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

OBJECTIVE 3

Publicity- To raise awareness of empty homes issues

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

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

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

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

OBJECTIVE 4

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

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

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

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

OBJECTIVE 5

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

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

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

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

9. CAN YOU HELP

Owners of Empty Properties

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

Members of the Public

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

Please contact the Empty Homes Officer on the number below or go to www.ynysmon.gov.uk and enter "empty homes" in the search box.

Empty Homes Officer Contact Details:-

Telephone: 01248 752283

Email: emptyhomesofficer@ynysmon.gov.uk

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

ACTION PLAN

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

APPENDIX 1 –
COUNCIL TAX EXEMPTIONS

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

EXCEPTIONS – COUNCIL TAX PREMIUM ON EMPTY HOMES

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

APPENDIX 2 – Legislation to support Councils to resolve problematic properties

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

Isle of Anglesey County Council - Equality Impact Assessment Template

Revision history:		
Version	Date	Summary of changes
0.1	26.6.17	

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

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

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	
The elimination of discrimination and harassment	yes	
The advancement of equality of opportunity	yes	
The fostering of good relations	yes	
The protection and promotion of human rights	yes	
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?	services are offered bilingually
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?	It will assist people to live within their communities by bringing empty homes back into use
12 – Will this area of work proactively offer services in Welsh for users?	Yes
13 – Is this proposal likely to protect and promote the Welsh language within communities?	Bydd
<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 this proposal result in the failure to safeguard the right to privacy?) (The 16 basic rights are listed at Appendix 1).	no

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

Step 3: Considering the potential impact and identifying mitigating action

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

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

Step 4: Outcome of the assessment	
20 - Note the impacts identified and how it is intended to mitigate any negative impact (ie a summary of the above table)	None identified
21 - Is there a strategy for dealing with any unavoidable but not unlawful negative impacts that cannot be mitigated?	
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)	
23 – Is there a need to reconsider the proposal as a result of conducting this assessment? (Evidence of negative impact could render the proposal or decision unlawful. If you have identified negative impact, you should consider at this stage whether it is possible to proceed with the proposal).	no
24 - Will the proposal be adopted / forwarded for approval? Who will be the decision-maker?	Scrutiny Committee
25 - Are there monitoring arrangements in place? What are they?	Action plan proposed as part of Strategy which will be reviewed regularly

Step 5: Action Plan

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

Ref	Proposed actions	Lead officer	Timescale

Appendix 1 – Human Rights

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

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

Article 2: The right to life

Article 3: Prohibition of torture

Article 4: Prohibition of slavery and forced labour

Article 5: Right to liberty and security

Article 6: Right to a fair trial

Article 7: No punishment without law

Article 8: Right to respect for private and family life

Article 9: Freedom of thought, conscience and religion

Article 10: Freedom of expression

Article 11: Freedom of assembly and association

Article 12: Right to marry

Article 14: Prohibition of discrimination

Article 1 of Protocol 1: Protection of property

Article 2 of Protocol 1: Right to education

Article 3 of Protocol 1: Right to free elections

Article 1 of Protocol 13: Abolition of the death penalty

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

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

Goal	Description of the goal
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.

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ISLE OF ANGLESEY COUNTY COUNCIL	
COMMITTEE:	Corporate Scrutiny Committee Partnership and Regeneration Scrutiny Committee
DATE:	26th & 27th June, 2017
PURPOSE OF REPORT:	Nomination of Scrutiny Members to Serve on Panels and Boards
SCRUTINY CHAIR(S):	Councillors Aled Morris Jones & Gwilym Owen Jones
PORTFOLIO HOLDER(S):	<ul style="list-style-type: none"> • Councillor Llinos Medi (Leader, Social Services & Housing) • Councillor R Meirion Jones (Education, Youth, Libraries & Culture) • Councillor John Griffith (Finance) • Councillor Dafydd Rhys Thomas (Corporate)
HEAD OF SERVICE:	Not Applicable
REPORT AUTHOR Tel: E-mail:	Anwen G Davies (Interim Scrutiny Manager) 01248 752578 AnwenDavies@ynysmon.gov.uk

1.0 RECOMMENDATIONS

R1: Membership of Panels

Both Scrutiny Committees are requested to nominate:

- 1 Member to serve on the **Children’s Services Improvement Panel**
- 2 Members to serve on the **Finance Scrutiny Panel**
- 4 Members to serve on the **School Progress Review Scrutiny Panel**
- 1 Member to serve on the **Corporate Parenting Panel**

R2: Membership of Corporate Programme Boards

- Corporate Scrutiny Committee is requested to nominate 1 Member to serve on the **Governance and Business Process Transformation Programme Board** ensuring that a deputy is also nominated to attend board meetings when the nominated Member is unable to attend

- Partnership and Regeneration Scrutiny Committee is requested to nominate 1 Member to serve on the **Partnerships, Communities & Service Improvement Transformation Programme Board** again, ensuring that a deputy is also nominated to attend board meetings when the nominated Member is unable to attend.

R3: Membership of Service Programme / Project Boards

To nominate 1 scrutiny Member to serve on each of the programme / project boards referred to in section 3 below.

R4: Corporate Safeguarding Board

To note that the Chair of the Corporate Scrutiny Committee will serve on the Corporate Safeguarding Board.

R5: Reporting Arrangements

To note the reporting arrangements as outlined in section 4 below.

2.0 BACKGROUND

- 2.1 Members will be aware that there are a number of panels and boards which require Scrutiny Member representation.
- 2.2 The terms of reference or scoping documents pertaining to each panel and board are attached (as listed in the table below) in order to assist Members in the selection process.
- 2.3 Members should be aware that the rules governing “Political Balance” do not apply to membership of these panels and boards.

3.0 TRANSFORMATION PROGRAMME BOARDS AND SERVICE PROGRAMME BOARDS

- 3.1 **Membership of Boards:** a number of service programme boards have been established to oversee the transformation of individual service projects:

- Schools Modernisation Programme Board
- Adults Transformation Programme Board
- Libraries, Youth and Heritage Programme Board
- Customer Service Excellence Programme Board

These programme boards sit under the two Corporate Transformation Programme Boards namely – the **Governance and Business Process**

Transformation Programme Board and Partnerships, Communities & Service Improvement Transformation Programme Board.

Programme boards were established as a forum to include Members in service level transformation projects and also to create consensus on direction of travel and specific transformation proposals. It is proposed that current membership of the individual programme boards continue as they stand. There will however be a need to plug some gaps in membership, as a result of the recent Elections. It should be noted that Members contribute on these programme boards as individual Members and not as Scrutiny representatives.

3.2 Role of Transformation Programme Boards, Service Programme Boards and Scrutiny:

The relationship between the Boards and Scrutiny is summarised in **APPENDIX 6**.

4.0 REPORTING ARRANGEMENTS

4.1 It is important to establish clear reporting arrangements between the panels and boards and the respective scrutiny committees. The following arrangements are therefore proposed:

- **Children’s Services Improvement Panel** – regular reporting from each panel meeting as a standing item on the agenda of the Corporate Scrutiny Committee
- **Finance Scrutiny Panel** – regular reporting to the Corporate Scrutiny Committee in a manner which reflects key timelines in the budgetary process
- **School Progress Review Scrutiny Panel** – regular reporting to the Partnership & Regeneration Scrutiny Committee, ensuring alignment with the regulatory inspection process
- **Corporate Parenting Panel** – reporting directly to the Executive, in accordance with the Council’s Constitution
- **Corporate Safeguarding Board** – reporting on an annual basis to the Audit and Governance Committee. Matters may be referred to the Corporate Scrutiny Committee as required
- **Transformation Programme Boards** – high level summary on current status of individual transformation work-streams to be submitted to the Corporate Scrutiny Committee on a quarterly basis, as an integral part of the reporting on the Corporate Scorecard. An example of the high level summary and explanatory note is attached (**APPENDIX 7**).

APPENDICES
Appendix 1: Scope and Remit of the Children's Services Improvement Panel
Appendix 2: Scope of Remit of the Finance Scrutiny Panel
Appendix 3: Terms of Reference of the School Progress Review Panel
Appendix 4: Scope and Remit of the Corporate Parenting Panel
Appendix 5: Corporate Safeguarding Board
Appendix 6: Role of Transformation Boards, Service Programme Boards and Scrutiny
Appendix 7: High level summary and explanatory note on current status of transformation work-streams

Author: Anwen Davies

Job Title: Interim Scrutiny Manager

Date: 12/06/17

APPENDIX 1

SCRUTINY PANEL – CHILDREN

Scrutiny of Children's Services

Keeping vulnerable children and young people safe is a critically important role and one that requires the Council and partners to work together effectively. There has been significant public attention in recent years due to high profile examples where the system has failed vulnerable individuals, with tragic consequences.

In reporting poor inspection outcomes, care inspectorates¹ often cite poor scrutiny practices amongst other system failings. Ensuring meaningful and robust scrutiny of policies and also support and / or services available to protect vulnerable children and young people is therefore a key element of the leadership role of Scrutiny members.

Our Local Arrangements

The arrangements thus far around the cross-party panel have enabled us to develop a number of important principles that will form a strong foundation going forward as we develop a model for the scrutiny of children's services:

- Development of a model focusing on a smaller group of members
- Members develop a better understanding of children's services
- Members develop a level of expertise
- Encourage good attendance and teamwork

14 recommendations were made by the Care Inspectorate following its recent inspection and one of those recommendations related specifically to political support for children's services, namely:

"... 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.. "

It is therefore a **natural next step** to establish a children's sub-group as a sub-panel of the Corporate Scrutiny Committee. Doing this will ensure the following benefits:

¹ Care and Social Services Inspectorate Wales; Care Quality Commission (England)

- i. Develop a model of working in children's services which focuses on a smaller group to enable Members to be more involved, to develop a level of subject expertise and to encourage good attendance and teamwork
- ii. Strengthen the capacity of Members to challenge performance by improving the quality of information regarding services and experiences of children and families who receive support and / or services
- iii. Forum to discuss information regarding Service risks, as a basis to inform the forward work programme of the Corporate Scrutiny Committee
- iv. Forum to develop a group of members with the expertise and ownership to lead discussions with regard to children and young people matters in the Corporate Scrutiny Committee
- v. Offer support to the Young People's Champion

Proposed scope and remit of the Panel

What the Care Inspectorate expects to see in terms of political leadership:

"That Elected Members have a comprehensive knowledge and understanding of practice and performance to enable them to discharge their responsibilities effectively."

The main role of the children's panel will be to:

1. Monitor and scrutinise in a meaningful and robust way:
 - progress and distance travelled against the service improvement plan published in response to the recent CSSIW inspection
 - quantitative and qualitative performance of the children's services. This to include developing a specific scorecard for children's services

Give specific consideration to monitoring the qualitative aspects of the service and experiences of individuals who receive support and services.
2. Ensure that the voices of children and young people are heard when considering the effectiveness and impact of services
3. Provide assurance to the Corporate Scrutiny Committee on the following elements:
 - adequate, timely progress in delivering the improvement plan
 - quantitative and qualitative performance of support and care services available for children and young people.

Panel Membership

The core membership of the Panel will include:

- Elected members – an element of continuity of membership is important. Initially, 1 member from both scrutiny committees is proposed and the Portfolio Holder for Housing and Social Services and the Shadow Portfolio Holder along with the Council Leader and the Leader of the Opposition
- Officers – Assistant Chief Executive (Governance and Transformation of Business Processes) and Statutory Director of Social Services, Head of Children’s Services, Scrutiny Manager.

The Panel’s work may require the attendance of other Elected Members (e.g. members of the Executive Committee) and / or officers from other service areas.

Chairing

At its first meeting, the Panel will elect a Member to chair.

Frequency of Meetings and Quorum

- **Frequency of meetings** – the panel to be established as a standing panel and therefore to meet regularly in accordance with the timeline for the submission of monitoring reports on Children’s Services improvements to the Corporate Scrutiny Committee
- **Quorum** - this will not apply to the panel.

Recording meetings and Reporting Arrangements

- It is intended that the Panel be run in the format of a business meeting. The Scrutiny Unit will collate and distribute any papers in preparation for each meeting and provide a list of action points following each meeting
- **Reporting arrangements** - regular reporting by panel members to the Corporate Scrutiny Committee.

APPENDIX 2

SCRUTINY PANEL – FINANCE

Financial Scrutiny

In the current economic climate, Members need assurance that the Council will make the best use of diminishing resources, particularly financial resources:

"... Effective scrutiny is even more important as public services respond to the challenges of the global financial situation while continuing to try to improve services. Effective scrutiny can improve the evidence base for decisions on the allocation of resources as well as ensuring that decisions are transparent and are made in accordance with the needs of the local community..."²

"How can we add value?" is the key question to be asked in terms of financial scrutiny and "how can we demonstrate that value is added at each stage of the financial process?" In this context, consideration should be given to the following issues:

- The process of setting the budget itself
- Determining priorities among competing demands
- Effective use of funds
- How financial monitoring and management takes place.

Financial scrutiny is much more than adding value to the decisions of the Executive alone. It is about ensuring that a proper scrutiny process forms part of the planning, implementation and follow up on key decisions that have an impact on taxpayers and local communities. As such, effective Scrutiny can:

- Challenge effectively
- Hold decision makers to account; and
- Assist the Executive to develop a robust budget for the forthcoming year.

² Good scrutiny? Good question! Improvement study Auditor General Wales: Scrutiny in Local Government, May 2014. Also, raising the stakes – financial scrutiny in challenging times. A guide for Welsh local authorities (Centre for Public Scrutiny, June, 2014)

Our Local Arrangements

The scrutiny of the process of establishing the Council's annual budget has developed and matured over the past 2 years laying the foundations for a better, more strategic process based on outcomes and good practice. In fact, the process allowed for a more systematic path with regard to financial scrutiny, which is an essential component of sound financial management and governance.

The scrutiny work carried out by the scrutiny panel on realising efficiencies for 2014/15 and 2015/16 was also a positive development in our financial scrutiny arrangements, through:

- Development of a model focusing on a smaller group
- Members developing a level of expertise
- Encouraging good attendance and teamwork

Our financial scrutiny is now emerging as a potential model of good practice.

It is therefore a **natural next step** to establish a children's sub-group as a sub-panel of the Corporate Scrutiny Committee. Doing this will ensure the following benefits:

- Developing a model of working on finance matters focusing on a smaller group to enable Members to become more involved, develop a level of subject expertise, encourage good attendance and teamwork
- Forum to discuss information regarding the Council's financial risks, as a basis to inform the forward work programme of the Corporate Scrutiny Committee
- To free up space on the agendas of the Corporate Scrutiny Committee meetings in order to ensure scrutiny of transformational and strategic matters
- Forum to develop a group of members with the expertise and the ownership to lead financial discussions in the Corporate Scrutiny Committee.

Proposed scope and remit of the Panel

Topic	Work programme	Timeline
Induction	Induction of Panel members	June
Quarterly monitoring of the Revenue and Capital Expenditure	Scrutiny of expenditure against budget profile	Quarterly

Topic	Work programme	Timeline
The forthcoming year's budget	Sharing information on financial risks to the Council in order to inform the forward work programme of the Corporate Scrutiny Committee	June
	Draft budget - the mechanics and process of the financial settlement	Summer
	Overview of the position regarding efficiencies	Autumn
	Scrutinise the risks of proposed efficiency savings	
	Scrutinise how achievable the proposals are	
	Scrutinise the Council Tax level for the following year	
Medium Term Financial Plan	Scrutinise the principles and assumptions	Summer
Debt Management	Scrutiny of debt management performance (to include collection rates)	To be confirmed (dependent on availability of information produced regionally)
Business Tax Relief Policy	Scrutinise the principles and assumptions	To be confirmed (on off piece of work)
HRA Business Plan	Scrutinise the principles and assumptions	January
Council balances and reserves	Questioning and scrutiny	Timeline to be agreed by the Panel

Panel Membership

The core membership of the Panel will include:

- Elected members - 2 members from both committees
- Officers - Head of Resources and S151 Officer, Accountancy Services Manager, Revenues and Benefits Service Manager, Scrutiny Manager

The Panel's work will possibly require the attendance of other Elected Members (e.g. members of the Executive Committee) and / or officers from other service areas.

Chairing

At its first meeting, the Panel will elect a Member to chair.

Frequency of Meetings and Quorum

- **Frequency of meetings** – the panel has been established as a standing panel to consider the breadth of financial issues which are summarised in the table above. The panel will therefore meet regularly, in accordance with the schedules of the Council's budgetary processes
- **Quorum** – this will not apply to the panel.

Recording meetings and Reporting Arrangements

- It is intended for the panel to run in the format of a business meeting. The Scrutiny Unit will collate and distribute any papers in preparation for each meeting and provide a list of action points following each meeting
- **Reporting arrangements** - regular reporting by panel members to the Corporate Scrutiny Committee.

APPENDIX 3

TERMS OF REFERENCE OF THE SCHOOL PROGRESS REVIEW PANEL

The purpose of this document is to set the overall terms of reference of the School Progress Review Panel (Panel).

1.0 BACKGROUND

- 1.1 The Panel was established on the 21 November 2012 by the Education and Leisure Scrutiny Committee. It arose from recommendations made by Estyn on the quality of education services for children and young people on Anglesey.
- 1.2 The Head of Learning and Senior School Standards and Inclusion Manager provides guidance to the Panel about schools that may be appropriate to invite to appear before it. The criterion used to select schools is based on the national school categorisation framework, school performance and Estyn reports and the aim is to have a good mix of small, medium, large and primary/secondary schools. It is emphasised that the decision as to which school is invited to appear before it lies solely with the Panel.
- 1.3 The Panel can invite schools to reappear before them if there are matters that need to be revisited at a later date.

2.0 ROLE OF THE PANEL

- 2.1 To improve performance of all schools on Anglesey by providing robust challenge on individual school's performance.
- 2.2 To encourage the sharing of good practice between schools, taking on board lessons learnt and individual school's experience.
- 2.3 To enhance local members knowledge about key performance drivers and challenges that face schools on Anglesey.
- 2.4 To give confidence to the Senior Leadership Team, Scrutiny, Council Executive and regulators that school performance is being monitored by members.
- 2.5 To assist the learning Service with overall educational programmes and projects and increase knowledge of joint working arrangements between the Council and GwE (School Effectiveness and Improvement Service for North Wales) to raise standards.

3.0 PROCESS AND REPORTING ARRANGEMENTS

- 3.1 To receive reports by the Head of Learning and Senior School Standards on individual school performance.

- 3.2 To receive reports by relevant school challenge and support advisor (GwE) on individual school performance.
- 3.3 To receive reports from head teachers on school performance together with procedures adopted that have led to improved performance.
- 3.4 To make recommendations or raise any issue of concern to the attention of the Head of Learning and relevant Portfolio Holder where necessary.
- 3.5 To escalate matters to scrutiny where necessary.
- 3.6 To submit progress reports to the Partnership and Regeneration Scrutiny Committee each calendar year.

4.0 MEMBERSHIP

- 4.1 The Panel to consist of 8 members (the Partnership and Regeneration Scrutiny Committee to nominate 4 members and the Corporate Scrutiny Committee to nominate 4 members).
- 4.2 If any nominated member resigns from the Panel or is no longer able to stay as a member on the Panel (for whatever reason), the parent scrutiny committee will nominate another member as a replacement.

5.0 FREQUENCY AND ADMINISTRATION

- 5.1 The Panel will aim to consider the performance of 10 schools in each calendar year.
- 5.2 All Panel meetings will have a written agenda with members having the opportunity to propose agenda items in advance of the meeting.
- 5.3 All Panel meetings will have minutes taken consisting of a summary record of key discussion points and any actions agreed.
- 5.4 The Panel does not require a minimum number of members in attendance to proceed, but serious consideration be given to adjourning the meeting if fewer than three members are in attendance.

6.0 REVIEW OF TERMS OF REFERENCE

- 6.1 The Terms of Reference will be reviewed annually by the Panel. Any proposed changes to be submitted to the Partnership and Regeneration Scrutiny Committee for formal approval.

APPENDIX 4

CORPORATE PARENTING PANEL

FUNCTION AND REMIT

1. To ensure continued high standards within the public care system for looked after children and within services commissioned in the private sector.
2. To receive management information related to the profile of children looked after and those receiving services as care leavers, to include children and young people placed within the Isle of Anglesey by other local authorities and children and young people placed by Anglesey County Council in other local authority areas [i.e. out of county placements]. Also to include receipt of quarterly reports from the Reviewing Officer and the Fostering Service.
3. To monitor and receive reports on the development of relevant services for children looked after and care leavers on the Island. This to include stability and extension of placement choice.
4. To improve co-ordination of services for children looked after and care leavers; to monitor the Service Improvement Plan [Care Leavers] and receive minutes of the Multi-Agency Care Leavers Planning Group as a designated sub-group of the Panel.
5. To monitor outcomes for children looked after in respect of their health and educational attainments and ensure that related targets are met.
6. To ensure that member visits reports to residential children's homes are considered and acted upon and to monitor the effective implementation of the members' rota.
7. To ensure that reports upon the views and aspirations of children looked after and care leavers are provided by the Advocacy and Children's Rights Service and are acted upon.
8. To deliver support/training to elected members within the context of children's services in partnership with the Central Training Unit.
9. In exceptional circumstances, to consider individual cases of public concern which present particular challenges and difficulties to the local authority as a whole at the discretion of the Chair.
10. To learn and to benefit from examples of good practice in other authorities.

APPENDIX 5

Corporate Safeguarding Arrangements Board of Isle of Anglesey County Council

Coordinating Safeguarding Arrangements

Terms of Reference

Intention: Ensure that the Isle of Anglesey County Council has arrangements in place for guaranteeing that the Council's services discharge their duties in accordance with legal requirements and the Council's policies and the Procedures for the Protection of Children and Vulnerable Adults ('at risk') under the Social Services and Well-being (Wales) Act 2014.

1) Membership:

Assistant Chief Executive / Director of Social Services (Chair)

Responsibility - Ensure corporate overview and accountability and facilitate the solving of difficulties and maximising opportunities to promote good practice.

Heads of Adults and Children's Services

Head of Education

Head of Democracy and Legal

Head of Human Resources

Head of Housing Service

Head of Economic Development and Regulated Services

Service Manager - Safeguarding and Quality Assurance Service

Leader of the Council

Portfolio Holder – Social Services

Chair of the Scrutiny Committee

Other officers and/or partners will be invited depending on the work programme and agenda

2) Accountability:

A report will be submitted annually to the Principal Scrutiny Committee through the Portfolio Member for Social Services.

Findings from the reporting procedure will be submitted to the Anglesey and Gwynedd Operational Safeguarding Group (Children and Adults) and the regional safeguarding boards for children and adults.

3) **Frequency of Meetings:**

Every two months in order to:

- i) Ensure that the Council's work programme (within the Three Year Plan) meets safeguarding requirements and priorities and
- ii) To review progress.

Additional meetings may be held depending on the work programme.

4) **Task Groups:**

Establish specific task groups with the authority of the Corporate Director.

5) **Remit:**

- Ensure that the Council's guideline and policies are up to date and meet the Welsh Government's expectations and the Council's priorities.
- Promote good practice and a culture of continuous learning, and contribute towards and influence practice locally and nationally.
- Identify and ensure compliance with the Council's policies;
- Promote the safety of children and adults in key areas such as:
 - a. The appointment and evaluation of staff (DBS/reference)
 - b. Disciplinary procedures with specific reference to situations where there are considerations in relation to the safeguarding of children and adults and allegations against professional staff.

6. **Administration**

Administrative support is provided by the Social Services for arranging and coordinating meetings. The agenda and papers for the meetings will be organised by the Safeguarding Service Manager in consultation with the Chair and the Head of Children's Services.

The agenda and the papers (bilingual if possible) will be circulated to the members of the Board at least 7 days before the meeting. The minutes will be circulated within 10 working days of the meeting.

Approved: January 2015

Review: April 2016

APPENDIX 6

Role of Corporate Transformation Boards, Service Programme Boards and Scrutiny

1.1. The aim of the **Corporate Transformation Programme Boards** is as follows -

- To provide visible leadership to drive change and improvement within the Island to deliver the priorities of the Corporate Plan
- To drive forward corporate change programmes and projects, ensuring key deliverables are being realised against Programme and Project timelines.
- To realise the benefits of the Corporate Plan, underpinned by the 6 key themes
- To coordinate and provide leadership to the overall programme of change programmes and projects
- To ensure, with support from the Programme Manager and support team, that individual change programmes and projects within the Council are managed, delivered and monitored according to expectations, taking on board lessons learnt and sharing good practice
- To give confidence to the Senior Leadership Team, Scrutiny, Council Executive, regulators (i.e. external inspections/audits and internal audits) and employees throughout the Council, on the progress of the Corporate Plan and individual change programmes and projects, ensuring transparent, accessible and timely communications **thereby providing opportunities through the Chair for the identification of areas where the role of Scrutiny can add value either within the Boards, or through the Scrutiny process**

1.2 The **Service Change Programme Boards** aims to –

- Scope and prioritise, with support from the Head of Service, the range of change programmes and projects arising annually from Service Business Planning cycle and mid-cycle
- Receive reports from the Programme / Project Manager on the –
 - progress,
 - significant risks and
 - required investment of change programmes and projects
- Send reports and make recommendations to the Senior Leadership Team (and thereafter Executive) on the progress, risks and required investment of change programmes and projects
- Provide visible leadership and commitment to the implementation of the service transformation strategy amongst staff and partnership organisations
- **To provide opportunities through the Chair for the identification of areas where the role of Scrutiny can add value within the Board**

1.3. The role & aim of having **Scrutiny Representation** on the Corporate and Service led programme boards therefore is to:

- Identify through the Chair of the said board any element of work that would be appropriate for further scrutiny support to assist the expected progress.
- The Scrutiny function thereafter could / should assist and support areas of work which are needed to progress matters apace or catch up with original project / programme timelines

APPENDIX 7

Programme Summary Update - quarterly

This document is contained within the quarterly scorecard monitoring report which is presented to the Corporate Scrutiny Committee every quarter to provide a brief high-level update as to the status of work which is applicable and reports to both the -

- ***Governance & Business Process Transformation Programme Board and the***
- ***Partnerships, Communities & Service Improvement Transformation Programme Board***

It is envisaged that new projects and programmes emanating from the new Corporate Plan will be included within the report with the intention that members of both the Corporate Scrutiny Committee and the Executive have a full and comprehensive high-level understanding of the Council's achievements against its objectives and timelines.

The key ragging for the said document is as follows –

RAG:

Completed

Project has been completed

On Track

Project is developing as expected and is on track

Behind Schedule

The Project needs key decisions / support

Late

The project is late and is falling behind expected timelines

White

The Project has not started to date

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

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

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CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL



CORPORATE SCRUTINY COMMITTEE WORK PROGRAMME- 2017/2018

Chair: Councillor Aled Morris Jones
Vice- Chair: Councillor Dylan Rees

The table below is the Corporate Scrutiny Committee Work Programme from May 2017 to May 2018. The Work Programme will be reported to each meeting of the Scrutiny Committee for the purpose of reviewing its content, consideration of new items or adjournment / withdrawal of items.

Contact: Anwen Davies (Interim Scrutiny Manager)
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Date of Meeting	Item	Purpose	Location /Start Time
31 May 2017	Election of Chair of the Committee	To appoint Chairperson	Committee Room 1 / 3.30pm
	Election of Vice-Chair for the Committee	To appoint Vice-Chairperson	
26 June 2017	Corporate Scorecard Q4, 2016-2017- Report on Sickness by WAO included as appendix	Performance monitoring	Committee Room 1 / 2pm
	Statutory Director of Social Services Annual Report, 2016-2017	Performance monitoring	
	Empty Homes Strategy	Policy development	
	Membership of Panels and Boards	Nominate Members	
11 July 2017	School Modernisation -Llangefni Area Consultation	Pre-decision scrutiny	Committee Room 1 / 2pm
	Outline Strategic Programme of Anglesey Schools Modernisation Band B (2019-2014)	Transformation	
	Monitoring of the Children's Services Improvement Plan	Performance monitoring	
4 September 2017	Corporate Scorecard Q1 2017-2018	Performance monitoring	Committee Room 1 / 2pm
	Children Services- Monitoring of Improvement Plan and progress by Children's Panel	Performance monitoring	
	Welsh Public Library Standards – Annual Report	Performance monitoring	
	Social Services Annual Complaints Report (to be confirmed by the service)	Performance monitoring	
	Annual Report on Welsh Language Standards	Performance monitoring	
	Modernisation of Non-Statutory Leisure Service (3 year period).	Transformation	
	Annual Performance Report (Improvement Plan) 2016/17	Performance monitoring	
	Corporate Plan 2017-2022	Pre decision scrutiny	

Date of Meeting	Item	Purpose	Location /Start Time
	Monitoring Revenue and Capital Budgets Q1 2017-2018 (Scrutiny Panel)	Budget monitoring	
17 October 2017	Budget Proposals 2018-2019	Pre-decision scrutiny	Committee Room 1 / 2pm
	Children Services- Monitoring of Improvement Plan and progress by Children's Panel	Performance monitoring	
13 November 2017	Corporate Scorecard Q2 2017-2018	Performance monitoring	Committee Room 1 / 2pm
	Transformation of Library Services	Transformation	
	Homelessness Strategy(to be confirmed)	Policy development	
	Children Services- Monitoring of Improvement Plan and progress by Children's Panel	Performance monitoring	
	Monitoring Revenue and Capital Budgets Q2 2017-2018 (Scrutiny Panel)	Budget Monitoring	
5 February 2018	Draft Budget 2018-2019	Pre-decision scrutiny	Committee Room 1/ 2pm
	Housing Revenue Account – Revenue Plan (to be confirmed)	Budget monitoring	
	Children Services- Monitoring of Improvement Plan	Performance monitoring	
12 March 2018	Corporate Scorecard Q3 2017-2018	Performance monitoring	Committee Room 1/ 2pm
	Children Services- Monitoring of Improvement Plan and progress by Children's Panel	Performance monitoring	
	Monitoring Revenue and Capital Budgets Q3 2017-2018 (Scrutiny Panel)	Budget Monitoring	
9 April 2018	Children Services- Monitoring of Improvement Plan and progress by Children's Panel	Performance monitoring	Committee Room 1/ 2pm

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