

# Public Document Pack



CYNGOR SIR  
YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL

Dr Gwynne Jones  
Prif Weithredwr – Chief Executive  
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<b>RHYBUDD O GYFARFOD</b>	<b>NOTICE OF MEETING</b>
<b>PWYLLGOR SGRIWTINI CORFFORAETHOL</b>	<b>CORPORATE SCRUTINY COMMITTEE</b>
<b>DYDD LLUN, 13 TACHWEDD, 2017 am 1 y. p.</b>	<b>MONDAY, 13 NOVEMBER 2017 at 1.00 p.m.</b>
<b>YSTAFELL BWYLLGOR 1, SWYDDFEYDD Y CYNGOR, LLANGFNI</b>	<b>COMMITTEE ROOM 1, COUNCIL OFFICES, LLANGFNI</b>
<b>Swyddog Pwyllgor</b>	<b>Ann Holmes 01248 752518 Committee Officer</b>

## **AELODAU/MEMBERS**

Cynghorydd/Councillor:

## **PLAID CYMRU / THE PARTY OF WALES**

Trefor Lloyd Hughes, MBE, *Sedd Wag/Vacant Seat*, 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 from any Member or Officer in respect of any item of business.

**2     MINUTES OF THE 31 OCTOBER, 2017 MEETING (Pages 1 - 10)**

To present the minutes of the previous meeting of the Corporate Scrutiny Committee held on 31 October, 2017.

**3     PERFORMANCE MONITORING: CORPORATE SCORECARD Q2 2017/18  
(Pages 11 - 30)**

To present the Corporate Scorecard for Quarter 2 2017/18.

**4     DRAFT LIBRARY SERVICE STRATEGY 2017 - 2022 (Pages 31 - 98)**

To present the report of the Head of Learning.

**5     ASSET MANAGEMENT STRATEGY - COUNCIL HOUSING (Pages 99 - 134)**

To present the report of the Head of Housing Services.

**6     CHILDREN'S SERVICES IMPROVEMENT PLAN PROGRESS REPORT (Pages 135 - 180)**

- To present a progress update from the Children's Services Improvement Panel
  
- To present a progress report by the Statutory Director of Social Services

**7     FORWARD WORK PROGRAMME 2017/18 (Pages 181 - 186)**

To present the report of the Scrutiny Manager.

## **CORPORATE SCRUTINY COMMITTEE**

### **Minutes of the meeting held on 31 October, 2017(Budget)**

**PRESENT:** Councillor Aled Morris Jones (Chair)  
Councillor Dylan Rees (Vice-Chair)

Councillors Alun Roberts, J. Arwel Roberts, Nicola Roberts

Co-opted Member: Mr Keith Roberts (The Catholic Church)

#### **Partnerships and Regeneration Scrutiny Committee**

Councillors Glyn Haynes, G.O. Jones, R. Llewelyn Jones, Dafydd Roberts, Margaret M. Roberts, Robin Williams

#### **The Executive**

Councillors Llinos Medi Huws (Leader and Portfolio Member for Social Services), John Griffith (Portfolio Member for Finance), R. Meirion Jones (Portfolio Member for Education, Libraries, Youth & Culture), Alun Mummery (Portfolio Member for Housing and Supporting Communities), R.G. Parry, OBE, FRAGS (Portfolio Member for Highways, Properties & Waste), Dafydd Rhys Thomas (Portfolio Member for Corporate Services)

**IN ATTENDANCE:** Chief Executive  
Head of Function (Resources) and Section 151 Officer  
Head of Function (Council Business)/Monitoring Officer (for item 5)  
Head of Learning  
Head of Housing Services  
Head of Adults' Services  
Head of Corporate Transformation  
Service Business Manager (Regeneration & Economic Development)  
Programme and Business Planning Manager (GM)  
Scrutiny Manager (AGD)  
Committee Officer (ATH)

**APOLOGIES:** Councillors Richard Griffiths, Richard Owain Jones, Shaun Redmond, Anest Frazer (The Church in Wales), Richard Dew (Portfolio Member for Planning & Public Protection, Carwyn Jones (Portfolio Member for Economic Development & Major Projects), Ieuan Williams (Portfolio Member for Transformation & the Welsh Language)

**ALSO PRESENT:** Representatives of Llais Ni (Anglesey Youth Council) and the Citizens' Panel

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The Chair welcomed all those present to this meeting of the Corporate Scrutiny Committee; he extended a particular welcome to representatives of Llais Ni (Anglesey Youth Council) and the Citizens' Panel who were present to observe part of the meeting.

## **1 DECLARATION OF INTEREST**

No declaration of interest was received.

## **2 MINUTES OF THE 4<sup>TH</sup> SEPTEMBER, 2017 MEETING**

The minutes of the previous meetings of the Corporate Scrutiny Committee held on the 4<sup>th</sup> September and 2 October, 2017 were presented and were confirmed as correct.

Arising on the minutes of the 4<sup>th</sup> September, 2017 meeting –

### **Item 7: Annual Report 2016/7 – Listening and Learning from Complaints**

The Chief Executive updated the Committee on the feasibility of monitoring Social Worker turnover in relation to children in care following a suggestion made by the Committee that changes in Looked After Children's Social Workers should be monitored for the potential impact they may have on the child. The Chief Executive explained that following the recent introduction to Anglesey of the WCCIS integrated information system, the arrangements for collating information within Social Services have changed. The Social Services are currently adapting to the new system and consequently it is premature and impractical at this time to try to utilise the system to generate this specific information. The information could be produced on a manual basis but that would entail checking each case file which is a labour intensive task and places additional pressure on Children's Services. He suggested that the matter be deferred for the present and that it be revisited when the new system is embedded and the information that the Service is able to present to the Committee is the most current and up to date.

**It was resolved to defer the matter in accordance with the Officer's recommendation.**

## **3 BUDGET CONSULTATION PLAN 2018/19**

The report of the Head of Corporate Transformation incorporating a proposed plan for conducting the public consultation process on the 2018/19 Budget during the period from the week commencing 6<sup>th</sup> November to 29<sup>th</sup> December, 2017 was presented for the Committee's consideration.

The Portfolio Member for Corporate Services reported that the initial internal stage of the Budget consultation process i.e. with Elected Members and Officers within the Council has been completed. The second stage which involves consulting with the citizens of Anglesey on the resulting proposals must be as far-reaching, inclusive and thorough as possible and needs to cover the whole Island. The process follows the pattern set in recent years in drawing on a range of channels to reach as many citizens as possible including the press, town and community councils, stakeholder workshops, the internet, social media, the citizens' panel and children and young people's workshops. The Portfolio Member said that he anticipated that social media would feature prominently in this and next year's consultation as a means of presenting citizens' comments. However, one of the key objectives is to ensure that the process engages with the more vulnerable groups within the community and that their views are heard.

The Head of Corporate Transformation said that a great deal of work has been done by the Corporate Engagement and Consultation Board to review the process following last year's public consultation exercise and to ensure that the Council is aware of, and makes use of new ways of engagement and consultation with Anglesey's citizens at all levels.

The Committee considered the proposed Financial Proposals Consultation/ Communication Plan and made the following points –

- The Committee sought clarification of how the Council monitors and remains up to date with comments made via Facebook and Twitter.

The Head of Corporate Transformation said that responding to comments made via social media channels is an integral part of the work of the Council's Communications Unit. As regards the financial proposals, the intention is to ask a range of questions which respondents will be asked to indicate whether they agree or disagree thereby enabling the Council to obtain a better gist of what citizens feel about particular proposals. This element of the consultation is therefore fairly easy to track and collate. The Communications Unit is also used to dealing as part of its day to day work, with more lengthy responses to Council matters and such responses to the financial proposals will be dealt with in the normal way.

- The Committee noted that the Council had conducted a review of last year's budget consultation process to see what worked and what could be improved. The Committee sought clarification of the conclusions arrived at and the improvements implemented as a result of the review exercise.

The Programme and Business Planning Manager said that in considering this year's Budget consultation plan at its meeting on 12 September, 2017, the Engagement and Consultation Board noted that engagement with and responses by the Council's partners could be improved. To that end there will be emphasis on getting together a Partner's Forum so that this discussion can take place on the basis that as the public sector in totality continues to operate within an increasingly challenging financial environment, it is important to be able to collaborate to ensure the best possible responses. Also, as part of this year's exercise, the Council will go out weekly with a series of specific and targeted questions for Anglesey's citizens including on Facebook and other social media; this in itself is a new and improved approach on that undertaken in previous years which essentially involved going out to the public with the proposals wholesale.

- The Committee noted that it is the Council's intention to try to consult with all stakeholders. The Committee also noted that engaging effectively with harder to reach groups is a challenge; the Committee sought clarification therefore of the steps the Council has taken to identify those groups and the measures it has put in place to engage with them.

The Programme and Business Planning Manager said that engagement and consultation development work undertaken by the Corporate Engagement and Consultation Board has led to a strong partnership with Medrwn Môn and specifically within that organisation, with the Local Voices project which provides a link to harder to reach stakeholders. As a result of this partnership, and this forum in particular, the Council is in a better position to be able to garner the views of these individuals whose voice might not otherwise be heard.

- The Committee noted that as part of the Consultation Plan, comments will be presented through children and young people's workshops. The Committee sought assurance that these workshops are provided with the necessary information to enable the participants to offer a considered view on the Council's proposals.

The Head of Corporate Transformation said that Llais Ni together with several other partners is a permanent member of the Council's Corporate Engagement and Consultation Board which ensures that the Council's perspective on engagement and consultation is as encompassing and thorough as possible.

The Chair said that Llais Ni (Anglesey's Youth Council) visits the Council once a year (at Budget setting time). It was his view that these visits should occur at least

twice a year as a matter of good practice and should involve regular engagement with Scrutiny and the Executive.

- The Committee noted that in some previous years it has been a criticism of the consultation plan that it is couched in language that is sometimes difficult to understand and that the level of detail is not sufficient to explain what some proposals mean nor what they entail.

The Programme and Business Planning Manager said that the feedback from last year's consultation plan indicated that the public found certain proposals to be unclear. The Committee's views are sought as to how clear and comprehensible it finds this year's draft consultation plan.

Having considered the Plan, and having been satisfied on the points of clarification raised, the Committee was happy to recommend its implementation to the Executive. **It was resolved to agree to the proposed Budget Consultation Plan for 2018/19 and to recommend its adoption by the Executive.**

#### **NO ADDITIONAL ACTION WAS PROPOSED**

#### **4 FINANCE SCRUTINY PANEL**

The report of the Scrutiny Manager providing a progress update on the matters considered by the Finance Scrutiny Panel at its meetings held on 17 August and 29 September, 2017 was presented for the Committee's consideration.

The Head of Function (Resources) and Section 151 Officer reported that the Panel was established to enable a group of Scrutiny Members to delve into financial matters in greater depth than the parent Committee's schedule and work programme are able to allow, and to thereby develop a better understanding of the narrative behind the budgetary and financial data that is presented. The Panel has met on three occasions hitherto and whilst it is still early in terms of this process, the panel is seen as a positive step forward in developing scrutiny work.

Councillor Dafydd Roberts, a Partnership and Regeneration Scrutiny Committee representative on the Finance Scrutiny Panel said that the Panel has concentrated on Budget monitoring and, having analysed the 2017/18 Quarter 1 report on the Revenue Budget, it has flagged up the overspends in Children's Services and the Learning Service as areas of concern and has asked the respective Heads of Service to provide an explanation of the mitigation measures that are being taken to address the situation. The Panel has also scrutinised the Medium Term Financial Plan, in particular the principles and assumptions underlying the plan for the next three years. At its most recent meeting held on 25<sup>th</sup> October, the Panel looked at the annual budget setting process including scrutinising in detail the initial budget proposals.

The Committee noted the report back provided by the Finance Scrutiny Panel and noted also that the Panel is following through on the concern it has expressed with regard to aspects of budget management in Children's Services and the Learning Service. The Committee referred to the Council's annual energy consumption and energy expenditure and asked whether any work was being done in this area. The Committee noted that this could be a productive area for scrutiny especially in terms of the potential for efficiency savings, energy being one of the largest controllable overheads in the Council's buildings.

The Head of Corporate Transformation said that the Council does have a recently adopted Energy Management Strategy which is regularly reported upon to the Corporate

Land and Building Assets Group to ensure progress against the energy efficiency plan is made and that energy efficiency is a key consideration in planning for future assets.

The Chair said that he would endeavour to ensure the matter is given consideration as the Committee's Forward Work Programme allows.

**It was resolved –**

- **To note the progress made to date with the work of the Finance Scrutiny Panel.**
- **To note that processes pertaining to budget monitoring for 2017/18 and budget setting for 2018/19 appear to be on track.**
- **To note the concern expressed by the Panel regarding the overspend in Children's Services and the Learning Service and to endorse the follow-up action taken by the Panel to establish what remedial steps are being taken to address the overspend.**
- **Based on the assurance provided by the Panel, to recommend to the Executive that the principles and assumptions underpinning the proposed Medium Term Financial Plan are robust and based on the best available information.**

**ADDITIONAL ACTION PROPOSED: Scrutiny Manager in consultation with the Chair and Vice-Chair to consider how Energy Management might be incorporated for scrutiny within the limitations of the Scrutiny Work Programme.**

## **5 EXCLUSION OF PRESS AND PUBLIC**

The Committee considered adopting the following provision:

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

The Head of Function (Council Business)/Monitoring Officer advised that the discretion whether or not to exclude the press and public from the meeting during the discussion on the initial 2018/19 Budget proposals is a matter for the Committee. The report on the initial Budget proposals has not yet been published and it is recommended by Officers that it is not published for the purpose of this meeting of the Committee nor should the discussion on the matter take place in public at this point. The Officer said that in applying the Public Interest Test, there are two elements to be considered, namely –

- Whether the contents of the report contains any statutory grounds on which there should be an exclusion. As the Public Interest Test indicates there are two statutory grounds on which the Committee can consider whether or not to exclude the press and public in this instance, viz. statutory ground 15 of Schedule 12A to the Local Government Act 1972 which means the report contains information which refers to employment matters which could result in consultations or negotiations or contemplated negotiations or consultations regarding labour relation matters, and statutory ground 13 which refers to information within the report which is likely to reveal the identity of an individual. The report refers to discussions which may have an impact on two groups of individual staff members if the Council was to go ahead with the proposals. The groups are relatively small and are therefore identifiable and hence fall into category 13. Should the Full Council take forward the recommendations in the report then there would have to be consultation/negotiation with the two affected groups of staff.
- The public interest in disclosing the information bearing in mind the two factors above. The final decision will need to be discussed with staff before the proposal is published for discussion. At this stage the proposals are consultative only and those relating to

staff may not be part of the proposed proposals. It therefore follows that individual groups of staff should not be put to concern over these proposals unless or until they become an integral feature of the final budget. The budget proposals will be disclosed in due course and by then the individuals concerned will have had an opportunity for consultation. It is important that staff learn of any such proposals from the Council itself and not from the media. Also, Members will be able to explore and discuss the options and proposals in a more free and open way in a closed session than they otherwise would if the public was present.

**Having regard to the advice provided above, it was resolved under Section (A) (4) of the Local Government Act 1972 to exclude the press and public for the discussion on item 6 on the agenda on the grounds that it involves the disclosure of exempt information as defined in Schedule 12A to the said Act and in the Public Interest Test as submitted.**

## **6 2018/19 BUDGET SETTING – THE PROCESS SO FAR**

The report of the Scrutiny Manager outlining the context to the 2018/19 budget setting process was presented for the Committee's consideration. The report incorporated at Appendix 1, the report of the Head of Function (Resources) and Section 151 Officer on the initial proposals for the 2018/19 budget. The paper provided a position statement on the following matters –

- The Executive's initial budget proposals
- Welsh Government's initial settlement for Local Government
- Council Tax
- The reserves and general balances position
- Savings proposals
- Budget pressures and priorities
- Risks
- Impact on the Medium Term Financial Plan

The Portfolio Member for Finance reported that the report above brings to a close the first stage of the budget setting process which has been an internal process conducted within the Council. This has involved significant input by Officers and Elected Members in service review and budget workshop meetings where every savings proposal has been scrutinised, discussed and challenged. This preparatory work has not been easy especially as there remains a funding shortfall of approximately £2m on the standstill budget taking into account all the various financial pressures the Council is facing in relation to pay inflation, general inflation, the national living wage increase; reduction in grant funding and energy costs inflation. The schedule of savings proposals, whilst considerable does offer options, and thereby affords an element of flexibility as regards the decisions that have to be made.

The Council is required to present a balanced budget for 2018/19; this is also important in terms of ensuring the Council remains resilient to the financial challenges in the subsequent years. The initial budget work reflected in the Medium Term Financial Plan approved in September, 2017 estimated that the total savings required over the period from 2018/19 to 2020/21 would be £8.6m. It was also projected that the funding gap in 2018/19 would be £4m requiring services to identify budget savings of 4%. Consequently, Heads of Service identified potential savings of £3.296m.

The provisional local government settlement announced by Welsh Government on 10<sup>th</sup> October, 2017 although better than expected still represents a 0.1% reduction on the sum allocated to Anglesey the previous year. Having regard to all the known changes in the budget including staff pay increments, inflation, pay award, grants and new responsibilities,

the funding needed to maintain a standstill budget has increased from £126m in 2017/18 to £132m for 2018/19. The written statement made by the Welsh Government's Cabinet Secretary for Finance and Local Government also made reference to the provision within the settlement of an additional £100m on an all Wales basis for the school and social care elements of the settlement (£62m and £42m respectively). However, it is not explained how these figures have been arrived at nor the sum apportioned to Anglesey. It is clear from the figures that the stated additional provision has not as yet translated into additional cash funding for local authorities.

The Council therefore will itself have to meet all the additional pressures in order to balance service budgets either through cutbacks, increasing fees and charges or through further efficiency savings on top of the 4% increase in Council Tax provided for in the Medium Term Financial Plan. However, it is proposed to consult with the public on an additional 1% increase in Council Tax and for the £338k extra funding this would generate to be earmarked to respond to demand pressures within Social Services where expenditure on looked after children and associated out of county placements is overrunning the budget.

The Head of Function (Resources) and Section 151 Officer said that although the provisional settlement was better than anticipated the climate of austerity still prevails and the need for the Council to identify and implement savings has not gone away. Whilst the potential budget shortfall in 2018/19 is now £2m rather than the £4m originally forecast in the MTFP, the prognosis for 2019/20 is not so good. Whilst the provisional settlement for 2018/19 indicates that the potential settlement for 2019/20 will see a further reduction of 1.5% which is in line with the assumption made in the original Plan, the position with regard to pay related changes and their impact on the budget is now worse than expected i.e. incremental increases in the National Living Wage and possible removal of the 1% cap on the public sector pay award. These will put additional pressure on the budget in 2019/20. The Medium Term Financial Plan has been revised to reflect the lower planned savings requirement of £6.8m over the next three year period which still remains a substantial and challenging sum. The savings proposals as presented allow for some flexibility and in total they come to £3.3m where the requirement for 2018/19 is now £2m. However, should the Council decide to maximise these savings in 2018/19 it would help ease the burden on the 2019/20 budget.

Councillor Dafydd Roberts reported that the Finance Scrutiny Panel had at its meeting on 25 October, 2017 given consideration to the annual budget setting process and had noted the following –

- That an increasing amount of revenue grants are being transferred into the local government settlement (£91.7m in 2018/19). For Anglesey, the value of the grants transferred in 2018/19 is £2.343m meaning that actual settlement for Anglesey is not as good as it first seems.
- That the assumptions on which the budget is based are robust and realistic and the risks have been well considered.
- Whilst consulting with the public on the basis of a 5% increase in the Council Tax is not going to be easy, the Panel agreed with the principle that the General Reserves Fund should not be used to reduce the level of Council Tax increases.
- The Panel was not unanimous in agreeing that the funding generated by the proposed additional 1% increase in Council Tax should be earmarked for Social Services. If the financial situation requires a Council Tax increase of 5% then there is a case to be made that the additional 1% increase should be un-hypothecated and available across the board.

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

- The Committee sought clarification of the impact of the initial proposed savings on Anglesey's residents and the services they are provided with. The Leader of the Council said that whilst some of the proposals will have an effect on schools, it is considered that this is the last budget that will not have a direct or tangible impact on residents given that no closure of a facility or termination of a service is proposed. The 2019/20 budget is likely to pose much more of a challenge because of the added pressures on pay budgets which are not quantifiable at this stage.
- The Committee noted that the impact in 2019/20 is likely to be more acute if the Council decides to use the better than expected settlement to reduce the Council Tax increase and/or the 2018/19 savings requirement. **Better to seek to deliver the proposals in full in order to mitigate the effects in 2019/20 and strengthen the Council's resilience to future challenges.**
- The Committee sought clarification of the potential incorporation within the budget of £125k for the Energy Island Team as a continuation of the £125k provided in 2017/18 since removed from the standstill budget on the basis that no further authorisation was given by the Executive. The Leader of the Council said that bringing this funding into the budget will provide assurance and ensure continuity on the same principle as that adopted by the previous Executive. The funding would be used to co-ordinate the Council's statutory consenting responsibilities and non-statutory activities arising from the proposed major projects for as long as the team is required.
- The Committee sought clarification of the funding generated by the second homes premium and suggested that this should not be part of the revenue budget. The Head of Function (Resources) and Section 151 Officer said that the budget was originally set at £564k whilst the actual additional debit raised by the premium was £984k with this figure remaining fairly constant since the start of the financial year. The figures show that the majority of taxpayers required to pay the premium have done so; however, the proposal is to increase the budget to 80% of this figure to accommodate the risk that the funds raised by the premium will reduce.
- **The Committee had reservations about earmarking the proposed additional 1% increase in the Council Tax to Social Services on the grounds firstly that the Service has been requested to produce mitigating measures to counter the overspend and should be required to report on these; secondly knowing that additional funding has been ringfenced for Social Services might mean there is less of an incentive for the service to produce mitigating measures, and thirdly providing protection for a particular service is unfair to other services which have no such safety net. If there is pressure on Social Services nationally and specifically Children's Services because of increased demand, then approaches should be made to Welsh Government via the WLGA.**

The Chief Executive said that the number of children which the Authority looks after has increased from 80 in March, 2015 to 142 currently, and although it has since stabilised, the risk of further increase remains. This pattern is replicated nationally and there have been discussions at a regional level about raising the matter with Welsh Government. The consensus at present however is that the matter should be considered further. Social Services and specifically Children's Services, are aware that the matter needs to be tackled and in particular the issue of specialised out of county placements the costs of which can be significant. A single such placement can cost up to £250k per annum and has an associated effect on the cost of education provision. The service has reviewed every placement and in response to the Finance Scrutiny Panel, is preparing a paper on out of county placement costs in Children's Services as well as the Learning Service; the paper also seeks to identify the reasons for the overspend in this area and what measures can be taken. This is not an easy task given that this is a statutory responsibility and a demand led budget which makes it all the more difficult to project expenditure with any degree of reliability.

- The Committee noted that the proposals could impact negatively on schools particularly those schools which have minimal reserves and may have to review their staff budget in order to meet any additional requirements. This in turn could have an impact on education standards at a time when the Authority is focusing on raising school standards and performance. The Head of Function (Resources) and Section 151 Officer said that once the schools quantum has been reduced the cuts are then applied according to formula and cannot be weighed or targeted to individual schools. Nevertheless, the primary sector in Anglesey has the highest level of reserves overall in Wales although within the sector individual schools may have a budget deficit.
- **The Committee sought clarification of the proposal to delegate more of the repairs and maintenance budget to schools.** The Head of Learning said that the intention is to reduce that part of the repair and maintenance budget held centrally and to delegate more of the funding to schools so that they have greater control over how their repairs and maintenance needs are met leading to potential savings for them. **The Committee suggested that the proposal could be better explained before it is presented to the public. The Committee further suggested that in the interest of clarity and to avoid misunderstanding, the first reference to school breakfast club at line 6 of the proposals be amended to read “child care” club.**
- Whilst the Committee noted that it would have liked to have seen the inclusion within the schedule of more options for generating income for the Council, it was satisfied that overall, the proposals provide a fair, reasonable and appropriate range of options on which to proceed to consult with the public.

Having considered all the information presented and having regard to the views expressed, the Committee resolved to recommend the proposed budget savings for 2018/19 to the Executive. *(Councillor Aled Morris Jones abstained from voting)*

**NO ADDITIONAL ACTION WAS PROPOSED**

**Councillor Aled Morris Jones  
Chair**

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<b>ISLE OF ANGLESEY COUNTY COUNCIL Scrutiny Report Template</b>	
<b>Committee:</b>	CORPORATE SCRUTINY
<b>Date:</b>	NOVEMBER 13 <sup>th</sup> 2017
<b>Subject:</b>	SCORECARD MONITORING REPORT - QUARTER 2 (2017/18)
<b>Purpose of Report:</b>	
<b>Scrutiny Chair:</b>	COUNCILLOR ALED M JONES
<b>Portfolio Holder(s):</b>	COUNCILLOR DAFYDD RHYS THOMAS
<b>Head of Service:</b>	SCOTT ROWLEY
<b>Report Author:</b>	GETHIN MORGAN
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<b>Local Members:</b>	n/a

<b>1 - Recommendation/s</b>	
<b>1.1</b>	This is the second scorecard of the financial year 2017/18.
<b>1.2</b>	It portrays the position of the Council against its operational objectives as outlined and agreed collaboratively between the Senior Leadership Team / Executive and Shadow Executive.
<b>1.3</b>	The Committee is requested to scrutinise the scorecard and note the areas which the Senior Leadership Team are managing to secure improvements into the future. These can be summarised as follows – <ul style="list-style-type: none"> <li><b>1.3.1</b> <i>Underperformance is recognised and managed with mitigation measures completed to aide improvement during Q3.</i></li> <li><b>1.3.2</b> <i>To continue with the regular service sickness challenge panels with an associated work-plan to keep a focus on improving our sickness management figures</i></li> <li><b>1.3.3</b> <i>The Customer Service Excellence Project continue to monitor the indicators and Childrens Services are reminded to provide a written response to complaints within timescales.</i></li> </ul>
<b>1.4</b>	The Committee is asked to recommend the mitigation measures outlined above.

<b>2 – Link to Council Plan / Other Corporate Priorities</b>
Used as part of the monitoring of Corporate Plan

### **3 – Guiding Principles for Scrutiny Members**

**To assist Members when scrutinising the topic:-**

**3.1** Impact the matter has on individuals and communities [**focus on customer/citizen**]

**3.2** A look at the efficiency & effectiveness of any proposed change – both financially and in terms of quality [**focus on value**]

**3.3** A look at any risks [**focus on risk**]

**3.4** Scrutiny taking a performance monitoring or quality assurance role [**focus on performance & quality**]

**3.5** Looking at plans and proposals from a perspective of:

- Long term
- Prevention
- Integration
- Collaboration
- Involvement

[**focus on wellbeing**]

### **4 - Key Scrutiny Questions**

1. Performance against the Housing Service indicator on delivery on disabled facility grants is reported as positive. What measures did the Service put in place to deliver the improved performance? Is there any learning for other services in the Council?
2. This Qtr 2 performance monitoring report gives consideration to performance issues in Children's Services. What additional role should the Children's Services Improvement Panel play in constructive scrutiny and monitoring improvements?
3. There is a reported decline in performance of carers' assessments in Adult Services during Qtr 2 and is below the target set at 93%. To what degree is this decline directly associated with the introduction of a new national database? What other interventions that can be put in place to improve performance?
4. What assurances can be given to ensure that the improvements seen last year re: sickness are (i) sustained and (ii) improved?
5. Financial management data in the scorecard estimates a significant overspend by year end. What measures have been introduced to bring these budget pressures under control?

### **5 – Background / Context**

- 1.1 One of the Council's aims under the Wales Programme for Improvement is to secure the means by which continuous improvement can be evidenced and presented across the board. To that end, on an annual basis, a performance report is drafted to be published by end of October, which demonstrates progress or not (as the case may be).

- 1.2 This scorecard was developed in parallel to identify and inform Council leaders of progress against indicators which explicitly demonstrates the successful implementation of the Council's day to day work and assists in providing the evidential base from which the performance report is drafted.
- 1.3 The scorecard continues to develop and embed, reflecting those changes that have been undertaken to traditional systems and practices within the Council. This year's indicators included within the scorecard (similar to previous years) have been decided via a workshop held on the 26<sup>th</sup> July, 2017 with members of the Senior Leadership Team, the Executive and Shadow Executive.
- 1.4 The scorecard (Appendix 1) portrays the current end of Q2 position and will be considered further by the Corporate Scrutiny Committee and the Executive during November.

#### **6 – Equality Impact Assessment [including impacts on the Welsh Language]**

n/a

#### **7 – Financial Implications**

n/a

#### **8 – Appendices:**

Appendix A - Scorecard Quarter 2  
 Appendix B – Programmes and Projects Performance Dashboard – Quarter 2  
 Appendix C – Projected Revenue Outturn for the Financial Year Ending 31 March 2018 – Quarter 2

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

- 2017/18 Scorecard monitoring report - Quarter 1 (as presented to, and accepted by, the Executive Committee in September 2017).

## **SCORECARD MONITORING REPORT – QUARTER 2 (2017/18)**

### **1. INTRODUCTION**

- 1.1 One of the Council's aims under the Wales Programme for Improvement is to secure the means by which continuous improvement can be evidenced and presented across the board. To that end, on an annual basis, a performance report is drafted to be published by end of October, which demonstrates progress or not (as the case may be).
- 1.2 This scorecard was developed in parallel to identify and inform Council leaders of progress against indicators which explicitly demonstrates the successful implementation of the Council's day to day work and assists in providing the evidential base from which the performance report is drafted.
- 1.3 The scorecard continues to develop and embed, reflecting those changes that have been undertaken to traditional systems and practices within the Council. This year's indicators included within the scorecard (similar to previous years) have been decided via a workshop held on the 26<sup>th</sup> July, 2017 with members of the Senior Leadership Team, the Executive and Shadow Executive.
- 1.4 The scorecard (Appendix A) portrays the current end of Q2 position and will be considered further by the Corporate Scrutiny Committee and the Executive during November.

### **2. CONSIDERATIONS**

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

### **2.3 PERFORMANCE MANAGEMENT**

**2.3.1** The scorecard for Performance Management shows performance against indicators outlined and requested by the Senior Leadership Team, Executive and Shadow Executive. Targets for which have been reviewed in comparison with the publication of the national comparator data published on the 13<sup>th</sup> of September.

**2.3.2** At the end of Q2 it is encouraging to note that the majority of indicators are performing well against their targets but we note that 3 indicators that are underperforming as Amber or Red against their annual target for the year.

**2.3.3** One indicator within Adult Services continues to show an underperformance from Q1 –

- (i) 02) – LI/18b: The percentage of carers of adults who requested an assessment or review that had an assessment or review in their own right during the year is AMBER on the scorecard with a performance of 83.4% compared to a target of 93%. This performance is a decline on Q1 figures of 88.6%, however an improvement on the performance of Q2 2016/17 which was 82.3%. It should be noted that due to the Service moving to a new Database System, WCCIS, this PI only consists of data up to the 15<sup>th</sup> of August as it has not been possible to report from the WCCIS system at the time of writing this report.

The Carers Team is a small team of 2. Support from the overall social work team ensured good performance to the end of year 2016/17. Whilst performance has deteriorated slightly in the first half of 2017/18 the service is confident that with further planned support from the social work team this performance will improve and achieve the PI target.

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

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

**2.3.4** Two indicators within Childrens Services show an underperformance during the quarter –

- (i) 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, which is AMBER with performance of 19.5% compared to a target of 15%.

Although this is high after 6 months, the reasons for moving school are as part of long term planning for the children e.g. adoption, therapeutic placements, new placements, moving from closed schools to new schools and therefore no mitigation is required.

- (ii) 11) PM28 - The average length of time for all children who were on the CPR during the year, and who were de-registered during the year (days), which is RED with a performance of 375.5 Days against a target of 250 Days

This PI refers to children who have been deregistered only and it does not refer to the total number of children on the register. Therefore caution must be exercised when analysing the data.

We have seen a period during which some children who had been on the register for some time were deregistered as the figures for quarter 2 included children who had been on the register for 4 years. It is to be welcomed that their circumstances have improved leading to their names now being removed.

In addition the number of children on the Child Protection Register has decreased significantly over the last 6 months with 56 children currently on the Register compared with 102 at the end of March 2017.

**2.3.5** No information has been provided by Childrens Services for indicator 07 and 08 on the scorecard for Q2.

**2.3.6** It was noted in the September meeting when the committee discussed the indicators related to Children that further work was needed to interrogate and corroborate the associated data so that an accurate picture could be ascertained as to current performance. This work has been on-going over the past six weeks and the Service has an action plan in place with short, medium and long term gains to be made so as to improve the position and provide accurate and up-to-date data for consideration. This work (short and medium term) will be complete by year's end and should provide an accurate picture of performance for the year.

**2.3.7** Children Services have provided the following update on improvements which link into the PIs on the scorecard –

**2.3.7.1 Practice Evaluation Report** for quarter 1 showed that practice remains inconsistent. However; there are examples of good practice that have been confirmed by CSSIW as achieving the required outcome for the child/ren and their families. Managers have continued to focus on improving the quality of Social Work practice in relation to Court work, case recording, assessment, analysis of risk, Looked After Children Reviews and visits, Child protection visits, Core group meetings and Pathway Plans (SIP 3.3). Targeted interventions continue to be undertaken with individual Social Workers who have not improved the quality of their practice. The Service has now agreed to prioritise improvements in Social Work assessment practice.

**2.3.7.2 A Court Action Plan** has been developed to focus on improving the quality and analysis of all assessments undertaken to inform our decision making and will support arrangements for 'front loading' public law cases. Practice Leader's now have oversight of the Court timeframe for cases within their Practice Groups and will support and guide Social Worker's to ensure better preparation for Court and that documents are filed on time

**2.3.7.3** Despite the inconsistency in practice, we have positive evidence of the workforce working directly with families leading to improved outcomes. We have seen a **significant reduction** in the children on the **Child Protection Register** from 102 in March 2017 to 56 on the register on

31st of August, 2017 a 55% decrease. Children's Services have adopted the **Thornton/Gwynedd Risk Model** to continue supporting social workers to work proactively with families to manage risk - spending much more time working alongside them helping them to change so that the family is a safe place for their children. There is a need now to embed the risk model within practice and to support practitioners and practice leaders to further develop their skill in implanting the model to support effective risk decisions. Bruce Thornton co-author of the model is undertaking a **Practice Coach Development** role for a period of 7 months to focus on:

- Providing coaching and mentoring to help develop the skills, knowledge and competence of practitioners and practice leaders.
- Support Service Managers to implement, process, systems and procedures to ensure that the Risk Model is implemented within service processes
- Support the development of the Risk Model within critical and reflective supervision.

**2.3.8** One new indicator within the Housing Service which was Red on the scorecard for Q1 has now improved and is Green on the scorecard at the end of Q2 –

- (i) 28) PAM/015 - The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG), GREEN, 196 Days against a target of 200. After undertaking the mitigation and reviewing the indicator during Q2, the service have improved the process and saved 29.7 Days during the period.

**2.3.9** Whilst the remaining indicators reported for Q1 are all ragged **GREEN** or **YELLOW** within the performance management section it should be noted that this does not mean that our position on a national basis will improve across all areas.

**2.3.10** During Q2 the targets have been reviewed following the publication of the national comparator data with an emphasis placed on improving indicators in the lower and lower median quartiles.

**2.3.11** No changes have been made to the Social Services indicators (01-11) as the PI results for 2016/17 have been held back by the Welsh Government. At the time of writing this report no date for the release of this data has been published.

**2.3.12** There has also been no change in the targets for the Education PIs (12-19) as the targets for the Authority are not yet available. These are to be discussed and agreed in Q3 as it is early in the year to set targets for the 17/18 school academic year.

**2.3.13** *The SLT recommends –*

**2.3.13.1** *Underperformance is recognised and managed with mitigation measures completed to aide improvement during Q3.*

**2.3.13.2** *As part of the work on the Childrens Services Improvement Plan, Childrens Services work with the Corporate Performance Team and continue to re-evaluate the processes related to the regular collation of PI data.*

**2.3.14** 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.

**2.4 PEOPLE MANAGEMENT**

**2.4.1** With regard to People Management, it is noted that the performance of the Council’s sickness rates (*indicator 3 on scorecard under people management*) at the end of Q2 of 4.25 shows a further improvement when compared with the same period for 2016/17 of 4.89. This indicates that the projected end of year sickness level (if trends continue as indicated over the past two years) would equate to 9.90 days per FTE.

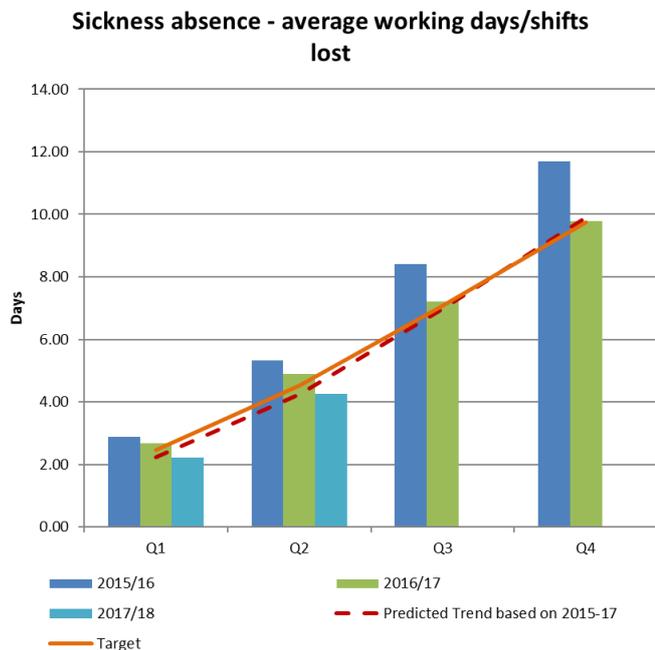


Table 1

**2.4.2** Service Performance against these targets for Q2 indicate that only 2 Service is RED or AMBER compared to their targets for the quarter:

**2.4.2.1** Regulation & Economic Development – RED – 5.07 Days Sick per FTE (Target 3.07). The main reason for the decline in the service sickness for Q2 continues to be because of a number of long term sickness cases in Leisure, resulting in a total of 391 Days lost to sickness in the period compared to the service total of 874 Days lost to sickness, or 45% of the Service total sickness levels for the period.

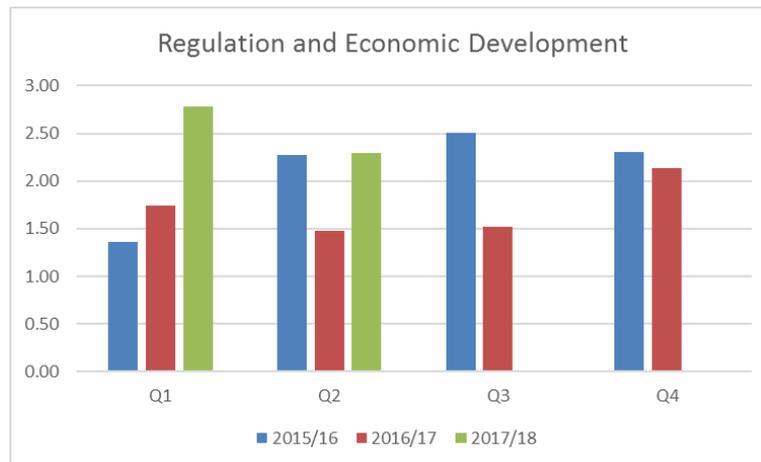


Table 2

**2.4.2.2** Adult Services – AMBER – 6.55 Days Sick per FTE (Target 6.08). The main reason for the decline in the sickness is as of a result of Long Term sickness cases in the Provider Unit, which equates to 1365 Days sick of the Service total of 2557 Days sick (53%). The Provider Unit also saw an increase of 165 Days in short term sickness during Q2 (500 Days sick) compared to Q1 (335 Days sick).

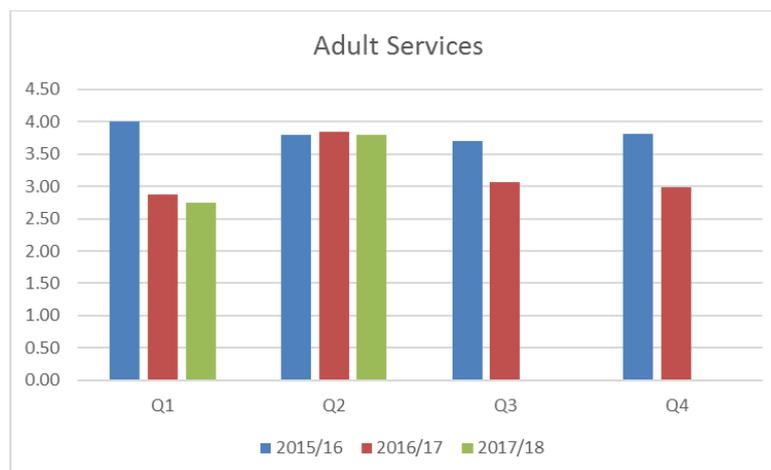


Table 3

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

**2.4.4** The Council continues to embed this working practice across its services and by the end of Q2 882 of the cumulative 1223 Return to Work (RTW) interviews were held within timescale (72%). This is an improvement on Q1 where 462 of the 684 were completed within timescale (67%). However, this continues to be below the target of 80% and is now AMBER (Table 4). The total RTW interviews held (within and out of timescale) is low at 86% compared to a target of 95%, this is however a slight improvement on Q1’s total of 85%.

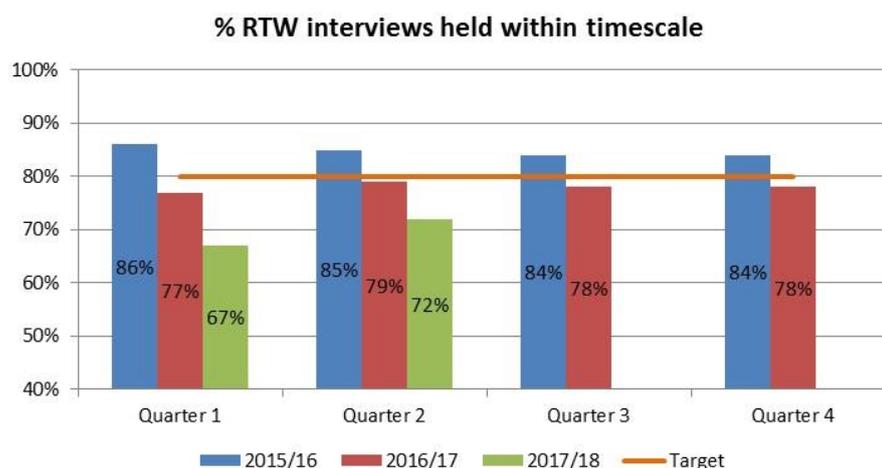


Table 4

**2.4.5** By the end of Q2 the services which failed to hit the Corporate RTW Target of 80% within timescale were Childrens Services 58%, Learning 68%, Adult Services 73%, Highways, Waste and Property 75%, and Resources 75%.

**2.4.6** There were two services that were Red (more than 10% below target) on the total % RTW interviews held (within and out of timescale), Learning at 81% completed and Childrens Services at 84% completed. The remaining services are within 5% of the targets.

**2.4.7** The ARM figures for Q2 at 59% (46 of the 78 ARMs due) have declined on the 78% seen in Q1 (these figures do not include Schools). Services have been reminded of the need to undertake ARMs and this will continue to be an area for particular attention in the challenge panels of 2017/18.

**2.4.8** Whilst improvements can still be made with the adherence to the Absence Management Policy, i.e. RTW and ARMs, it is encouraging to note that the overall sickness target has been achieved for the 4<sup>th</sup> quarter running and if this trend continues we anticipate a result of 9.9 Days per FTE (based on a 3 year average).

**2.4.9 The SLT therefore recommends –**

**2.4.9.1** *To continue with the regular service sickness challenge panels with an emphasis on adhering to policy expectations and support provided to those specific services who have missed their targets.*

**2.5 CUSTOMER SERVICE**

**2.5.1** During Q2, users used AppMôn technology to submit 1k reports (including fly tipping, faulty street lighting, compliments or complaints, broken pavements, sports club database forms and ordering recycling bins). 83% of these reports have come through the website, a similar level to Q1 where 85% of reports were submitted via the website.

**2.5.2** Further work is required to secure the amount of downloads of AppMôn from the supplier. This work will be undertaken during Q3 and the results of which reported in the Q3 Scorecard Report.

**2.5.3** The remaining indicators within the Digital Services Section focus on the website and on our social media presence. We had an increase of 54k unique visits up to the end of Q2 compared to the same period last year (328k for 17/18 and 274k for 16/17). Our social media presence has also resulted in a total of 23k social media accounts following us on Facebook (11k followers) and Twitter (12k followers).

**2.5.4** Regarding Customer Complaints Management, by the end of Q2 43 Complaints were received. 92% of the complaints requiring a response by the end of Q2 (38 complaints) have received a response within timescale (2 late responses by Highways, Waste & Property and 1 by Resources). Of these complaints 13 were upheld in full (Highways, Waste & Property [5], Resources [4], Regulation & Economic Development [1], Housing [1], Transformation [1] and Social Services [1]). 1 complaint was partly upheld (Housing) whilst the remaining 25 were not upheld. For further information on Corporate Complaints, please see the following link: <http://www.anglesey.gov.uk/council-complaints-statistics/111531.article>

**2.5.5** There were 6 Stage 2 Complaints in Social Services (Childrens Services [4] and Adult Services [2]) and 30 Stage 1 Complaints (Childrens Services [25], Adult Services [5]) received during Q2.

**2.5.5.1** Of the 30 Stage 1 complaints, a total of 53% (the same as Q1), have been responded to within timescale. There were 14 late responses in total with 12 in Childrens Services and 2 in Adult Services.

**2.5.5.2** The reason for this underperformance within Childrens Services was a failure to send written responses within timescale.

**2.5.5.3** Having said this, 22 of the 25 (88%) complaints received by Children Services had held a discussion with the complainant within timescales which is an improvement on the performance in Q1 (80%).

**2.5.6** The % of FOI requests responded to within timescale performed at 79.4% at the end of Q2 compared to 80% at the end of Q1. In total there was 479 FOI requests in Q1 with 82 late responses. The majority of the late responses came from Regulation & Economic Development which equated to 28% of the late responses (26% of the 88 received by the service), Social Services with 24% (22% of the 91 received by the service), and Learning with 16% (33% of the 39 received by the service). For further information on FOI requests please visit the following link: <http://www.anglesey.gov.uk/council-and-democracy/data-protection-and-foi/council-access-to-information-statistics/>

## **2.5.7 The SLT therefore recommends –**

**2.5.7.1** *The Customer Service Excellence Project continue to monitor the indicators and Childrens Services are encouraged to provide a written response to Stage 1 complaints within timescales.*

## **2.6 FINANCIAL MANAGEMENT**

**2.6.1** A total overspend of £1.924m is projected for the year-ending 31 March 2018. £2.706m of this is on service budgets, which are made up of a number of over and underspends. This is an improvement on of £0.343m on Quarter 1. The Services that are still experiencing significant budgetary pressures are similar to 2016/17

(Children and Families Service, and Learning). The Heads of Service are aware of the issues and are working to reduce the level of overspending which is within their control at the year-end. Corporate Finance is expected to underspend by £0.331m and Council Tax, which includes the Council Tax Premium, is forecast to collect a surplus of £0.450m. The overall overspend is, therefore, reduced to £1.924m. The projected level of overspend is 1.53% of the Council's net budget. The general balances are currently sufficient enough to sustain the overspend without impeding on the minimum level target of £6m set by the Full Council on 28 February 2017.

- 2.6.2** It should be noted that Quarter 2 that the impact of winter maintenance has not been included in the forecast as there is no information available. Forecasts are subject to change as new information becomes available. However, with regular scrutiny from SLT and if remedial action is taken by Heads of Services these will help the services manage within the budgets they can control.
- 2.6.3** Further information on financial management can be seen in the 'Revenue Budget Monitoring Report for Q2' which will be discussed in The Executive meeting on the 27<sup>th</sup> November and the Finance Scrutiny Panel on the 1<sup>st</sup> December.

### **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 is recognised and managed with mitigation measures completed to aide improvement during Q3.
- 3.1.2** *As part of the work on the Childrens Services Improvement Plan, Childrens Services work with the Corporate Performance Team and continue to re-evaluate the processes related to the regular collation of PI data.*
- 3.1.3** To continue with the regular service sickness challenge panels with an emphasis on adhering to policy expectations and support provided to those specific services who have missed their targets.
- 3.1.4** The Customer Service Excellence Project continue to monitor the indicators and Childrens Services are encouraged to provide a written response to Stage 1 complaints within timescales.
- 3.2** The Committee is asked to accept the mitigation measures outlined above.

Appendix A - Cerdyn Sgorio Corfforaethol - Corporate Scorecard Ch-Q2 2017/18

Gofal Cwsmer / Customer Service	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Canlyniad 16/17 Result	Canlyniad 15/16 Result
<b>Siarter Gofal Cwsmer / Customer Service Charter</b>						
01) No of Complaints received (excluding Social Services)	Melyn / Yellow	↓	43	36	71	59
02) No of Stage 2 Complaints received for Social Services	-	-	6	-	5	5
03) Total number of complaints upheld / partially upheld	-	-	-	-	25	21
04a) Total % of written responses to complaints within 20 days (Corporate)	Gwyrdd / Green	↓	92%	80%	93%	64%
04b) Total % of written responses to complaints within 20 days (Social Services)	Coch / Red	↓	47%	80%	63%	-
05) Number of concerns (excluding Social Services)	-	-	65	-	191	261
06) Number of Stage 1 Complaints for Social Services	-	-	30	-	54	53
07) Number of Compliments	-	-	358	-	566	712
08) % of FOI requests responded to within timescale	Gwyrdd / Green	⇒	79.40%	80%	77%	67%
09) Number of FOI requests received	-	-	479	-	1037	854
10) % of telephone calls not answered	Gwyrdd / Green	⇒	12%	15%	13%	12%
11) % of written communication replied to within 15 working days of receipt (Mystery Shop)	Gwyrdd / Green	-	78%	-	67%	-
12) % of written responses in the customers language of choice (Mystery Shop)	Gwyrdd / Green	-	100%	-	100%	-
13) % of telephone calls answered bilingually (Mystery Shop)	Gwyrdd / Green	-	83%	-	77%	-
14) % of staff that took responsibility for the customer query (Mystery Shop)	Melyn / Yellow	-	87%	-	90%	-
<b>Newid Cyfrwng Digidol / Digital Service Shift</b>						
15) No of AppMôn users (annual)	-	-	-	-	-	-
16) No of reports received by AppMôn	-	↑	1k	-	1k	-
17) No of web payments	-	↑	8k	-	10k	-
18) No of 'followers' of IOACC Social Media	Gwyrdd / Green	↑	23k	21k	21k	-
19) No of visitors to the Council Website	Gwyrdd / Green	↑	328k	271k	541k	-

Rheoli Pobl / People Management	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Canlyniad 16/17 Result	Canlyniad 15/16 Result
01) Number of staff authority wide, including teachers and school based staff (FTE)	-	-	2278	-	2258	2310
02) Number of staff authority wide, excluding teachers and school based staff(FTE)	-	-	1265	-	1250	1303
03a) Sickness absence - average working days/shifts lost	Gwyrdd / Green	↑	4.25	4.52	9.78	11.68
03b) Short Term sickness - average working days/shifts lost per FTE	-	-	1.73	-	4.72	11.68
03c) Long Term sickness - average working days/shifts lost per FTE	-	-	2.53	-	5.06	6.79
04a) Primary Schools - Sickness absence - average working days/shifts lost	Gwyrdd / Green	↑	4.02	4.2	-	-
04b) Primary Schools - Short Term sickness - average working days/shifts lost per FTE	-	-	1.74	-	-	-
04c) Primary Schools - Long Term sickness - average working days/shifts lost per FTE	-	-	2.28	-	-	-
05a) Secondary Schools - Sickness absence - average working days/shifts lost	Gwyrdd / Green	↓	3.71	4.2	-	-
05b) Secondary Schools - Short Term sickness - average working days/shifts lost per FTE	-	-	1.76	-	-	-
05c) Secondary Schools - Long Term sickness - average working days/shifts lost per FTE	-	-	1.95	-	-	-
06) % of RTW interview held within timescale	Ambr / Amber	↑	72%	80%	78%	84%
07) % of RTW interview held	Ambr / Amber	↑	86%	95%	91%	-
08) % of Attendance Review Meetings held	Coch / Red	-	59%	80%	57%	-
09) Local Authority employees leaving (%) (Turnover) (Annual)	-	-	-	-	10%	-
10) % of PDR's completed within timeframe (Q4)	-	-	-	80%	80%	-
11) % of staff with DBS Certificate (if required within their role)	-	-	-	-	91.40%	98%
12) No. of Agency Staff	-	↑	17	-	15	26

Rheolaeth Ariannol / Financial Management	CAG / RAG	Tuedd / Trend	Cyllideb / Budget	Canlyniad / Actual	Amrywiad / Variance (%)	Rhagolygon o'r Gwariant / Forcasted Actual	Amrywiad a Ragwelir / Forcasted Variance (%)
01) Budget v Actuals	Coch / Red	↑	£66,008,000	£67,226,000	1.85%	-	-
02) Forecasted end of year outturn (Revenue)	Coch / Red	↑	£126,157,000	-	-	£128,081,000	1.53%
03) Forecasted end of year outturn (Capital)	Coch / Red	↓	£38,505,000	-	-	£22,026,000	-42.80%
04) Achievement against efficiencies	Ambr / Amber	↓	£2,444,000	-	-	£1,655,500	-32.26%
05) Income v Targets (excluding grants)	Gwyrdd / Green	↑	-£8,981,090	-£9,840,570	9.57%	-	-
06) Amount borrowed	-	↑	£12,377,000	-	-	£8,715,000	-26.59%
07) Cost of borrowing	-	⇒	£4,257,000	-	-	£4,095,000	-3.81%
08) % invoices paid within 30 days	Melyn/Yellow	↓	-	81.58%	-	-	-
09) % of Council Tax collected (for last 3 years)	Gwyrdd / Green	↑	-	98.70%	-	-	-
10) % of Business Rates collected (for last 3 years)	Gwyrdd / Green	↑	-	98.70%	-	-	-
11) % of Sundry Debtors collected (for last 3 years)	Ambr / Amber	↑	-	97%	-	-	-
12) % Housing Rent collected (for the last 3 years)	-	↓	-	100.27%	-	-	-
13) % Housing Rent collected excl benefit payments (for the last 3 years)	-	↓	-	99.98%	-	-	-

Rheoli Perfformiad / Performance Management	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Canlyniad 16/17 Result	Canlyniad 15/16 Result	Chwarter 16/17 Quartile
01) SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	Gwyrdd / Green	↑	19.01	22	20.51	20.3	-
02) LI/18b The percentage of carers of adults who requested an assessment or review that had an assessment or review in their own right during the year	Ambr / Amber	↓	83.4	93	94.4	90.8	-
03) PM18 - The percentage of adult protection enquiries completed within statutory timescales	Gwyrdd / Green	↑	93.33	90	90.48	-	-
04) PM19 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	Melyn / Yellow	↓	2.9	1.5	6.05	-	-
05) PM20a - The percentage of adults who completed a period of reablement and have a reduced package of care and support 6 months later	Gwyrdd / Green	↑	61.54	40	62.6	-	-
06) PM20b - The percentage of adults who completed a period of reablement and have no package of care and support 6 months later	Gwyrdd / Green	⇒	62.29	62	33.3	-	-
07) SCC/025: The % of statutory visits to looked after children due in the year that took place in accordance with regulations	-	-	-	-	79.35	82.79	-
08) PM24 - The percentage of assessments completed for children within statutory timescales (42 working days)	-	-	-	-	89.17	-	-
09) PM32 - The percentage of looked after children who have experienced (1) or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 March	Ambr / Amber	↓	19.5	15	17.53	-	-
10) PM33 - The percentage of looked after children on 31 March who have had three or more placements during the year	Gwyrdd / Green	↓	5	5	5.04	-	-
11) PM28 - The average length of time for all children who were on the CPR during the year, and who were de-registered during the year (days)	Coch / Red	↓	375.5	250	266	-	-
12) Attendance - Primary (%) (Ch3/Q3)	-	-	-	-	94.8	95.1	-
13) Attendance - Secondary (%) (Ch3/Q3)	-	-	-	-	94.6	94.5	Uchaf / Upper
14) No. of days lost to temp exclusion - Primary (Ch3/Q3)	-	-	-	-	-	-	-
15) No. of days lost to temp exclusion - Secondary (Ch3/Q3)	-	-	-	-	-	-	-
16) KS4 - % 15 year olds achieving L2+ (Q3)	-	-	-	-	58.8	56.9	-
17) KS3 - % pupils achieving CSI (Q3)	-	↑	88.9	90.1	87.6	84.5	Canrif Uchaf / Upper Median
18) KS2 - % pupils achieving CSI (Q3)	-	↑	91.4	91	89.4	91.8	Uchaf / Upper
19) FPh - % pupils achieving CSI/FPI (Q3)	-	↑	85.8	88.4	84.7	86.2	Isaf / Lower
20) LCL/001b: The no. of visits to public libraries during the year	Gwyrdd / Green	↑	146k	144k	288k	289k	Uchaf / Upper
21) LCL/004: The no. of library materials issued, during the year	Gwyrdd / Green	↓	136K	135k	272k	284k	-
22) The number of applicants with dependent children who the Council secured non-self contained bed and breakfast accommodation	Gwyrdd / Green	-	0	0	0	-	-
23) % tenants satisfied with responsive repairs	Melyn / Yellow	↓	89.33	92	90.2	89.5	-
24) Productivity of workforce- % time which is classified as productive	Gwyrdd / Green	↓	80.11	80	80.1	74.6	-
25) The average number of calendar days to let lettable units of accommodation (excluding DTLs)	Gwyrdd / Green	↑	18	23	28	33.7	-
26) PAM/013 - Number of empty private properties brought back into use	Melyn / Yellow	↑	33	35	-	-	-
27) PAM/014 - Number of new homes created as a result of bringing empty properties back into use	-	↑	1	-	-	-	-
28) PAM/015 - Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	Gwyrdd / Green	↑	196	200	-	-	Canolrif Isaf / Lower Median
29) STS/005b: The percentage of highways inspected of a high or acceptable standard of cleanliness	Gwyrdd / Green	↑	96.3	94	93.4	95.1	-
30) STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	Gwyrdd / Green	⇒	100	100	97.31	98.5	-
31) WMT/009b: The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled	Gwyrdd / Green	⇒	75.57	67	65.79	59.5	Uchaf / Upper
32) WMT/004b: The percentage of municipal waste sent to landfill	Gwyrdd / Green	⇒	0.55	5	6.6	16.9	Canolrif Isaf / Lower Median
33) THS/011c: The % of non-principal (C) roads that are in an overall poor condition (annual)	-	-	-	10	10.1	13.5	Canolrif Isaf / Lower Median
34) No. of attendances (young people) at sports development / outreach activity programmes	Gwyrdd / Green	↑	20k	30k	113k	132k	-
35) LCS/002b: The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity	Gwyrdd / Green	↑	236k	217k	464k	458k	Isaf / Lower
36) PAM/023 - Percentage of food establishments that meet food hygiene standards	Gwyrdd / Green	↑	97	80	98	-	Uchaf / Upper

Attachment B

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

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

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

<b>Partnerships, Communities &amp; Service Improvement Transformation Programme Board</b>		
<b>Programme/Project</b>	<b>Related Projects</b>	<b>RAYG and brief Update</b>
<b>Modernizing Schools</b>	<b>Llannau Area (Ysgol Rhyd y Llan)</b>	Completed
	<b>Ardal Caergybi (Yshol Cybi)</b>	Completed
	<b>Bro Rhosyr a Bro Aberffraw</b>	Slippage in the timeline. The timeline for building the new school at Newborough has slipped to January 2019
	<b>Llangefni Area</b>	The Executive decided on July 17, 2017 that Option B is the preferred option
	<b>Seiriol + South East</b>	The informal consultation process has been undertaken
<b>Adult Social Care -</b>	<b>Llangefni Extra Care</b>	Good progress is being made with the construction work and the builders are confident that they adhere to the timetable and the work be completed by Spring 2018.
	<b>Amlwch Extra Care</b>	There has been a pause and review on this but the work has been restarted to look at the Amlwch area again. An assessment is being done by the Housing Service to look at housing needs more widely within the area that includes considering Extra Care
	<b>South of the Island Extra Care</b>	The intention is to consult further during Autumn on a site for the proposed development in Seiriol.
	<b>Supported Living</b>	Re-structure during the Summer 2017
	<b>Re-tendering of Home Care Services</b>	Looking at the North Wales framework for Home Care. This tender has gone out in October
	<b>In house day Services</b>	Proposed Project being considered by the SLT in November 2017
<b>Transformation of Libraries, Youth Services, Museums, Culture and Market Hall</b>	<b>Transformation of Museums and Culture</b>	New models of management of Museums and Culture to be in place by April 2018
	<b>Remodelling of Library Service</b>	Proposed strategy being considered for adoption by the Executive in November 2017
	<b>Review of Youth Services</b>	<b>Revised timeline agreed by the Transformation Board of Libraries, Culture and Youth on the 13/07/2017</b>
	<b>Market Hall</b>	Team Capacity is currently a risk within the project

<b>Leisure</b>		Savings plans for 2017/18 implemented, further savings for 2018/19 put forward.
<b>Energy Island</b>		
<b>Destination Management Plan (DMP)</b>		The Destination Management Plan has been adopted by the Executive. New appointment of Destination Manager expected in Q3.
<b>Innovative Housing Solutions</b>		Has submitted a bid for a grant from the Welsh Government's Innovative Housing Program for housing units for young people
<b>Gypsy Traveller sites</b>		
<b>Prevention Strategy</b>	<b>Early Intervention</b>	
	<b>Implementing Tackling Poverty Strategy</b>	
	<b>Youth Transformation</b>	
<b>Increase levels of recycling</b>		
<b>Flood alleviation work</b>		

<b>Governance &amp; Business Process Transformation Programme Board</b>		
<b>Programme/Project</b>	<b>Related Projects</b>	<b>RAYG and brief Update</b>
<b>Resource Plan – Northgate</b>		Revised timeline proposed by the Board to encompass recent discussions.
<b>Customer Service Excellence</b>	<b>Cyswllt Môn Expansion Programme / Face to Face Contact</b>	Staff ICT training scheduled for end of Q2 onwards
	<b>Customer contact Centre</b>	Discussions underway to merge existing call centres
	<b>Contact over the phones + Channel Shift</b>	Contact Centres currently being tested by the services; Revenues (scheduled for go live Q3)
	<b>CRM</b>	The Waste and Recycling Module to be implemented in Q3. Slipped slightly from Q2.

	<b>Improving Business Processes</b>	Work plan in place - work of scoping the initial process started and completed before the end of the Q3
	<b>Compliance and Satisfaction</b>	
<b>Alternative Delivery Models</b>		High-level update to be presented to the Board during Q3
<b>Invest to Save</b>		
<b>Transformation of Workforce</b>	<b>Workforce planning</b>	
	<b>Apprenticeships</b>	
<b>Procurement</b>		Extended Procurement project to be set up to focus on corporate benefits for the future
<b>Energy Efficiency</b>		The Energy Strategy and action plan is in place. Monthly reports to be submitted to the Land and Assets Group.
<b>Implementation of ICT Strategy</b>		
<b>Scrutiny Improvement Plan</b>		Update to be presented to the Board during Q3
<b>Communication Strategy</b>		Communications Support Officer to be recruited in Q3  New Council Plan 2017-22 to assist shaping of strategy and also help shape our priorities in terms of communications over the coming years.

Service/Function	2017/18 Annual Budget	Q2 2017/18 Budget Year to Date	Q2 Actual & Committed spend	Q2 2017/18 Variance	Q2 Estimated Expenditure to 31 March 2018	Q2 Estimated Outturn 31 March 2018	Q1 Estimated Outturn 31 March 2018	2017/18 Projected Over/(Under)spend as a % of Total Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Lifelong Learning</b>								
Delegated Schools Budget	44,039	22,409	22,409	-0	44,039	-0	0	0.00%
Central Education	2,762	1,946	2,263	318	3,380	618	618	22.37%
Culture	1,355	810	757	-53	1,285	-70	20	-5.17%
<b>Adult Services</b>	22,487	11,633	11,983	350	22,678	191	299	0.85%
<b>Children's Services</b>	8,003	4,375	5,158	783	9,902	1,899	2,106	23.74%
<b>Housing</b>	1,055	981	954	-27	1,055	0	0	0.00%
<b>Highways, Waste &amp; Property</b>								
Highways	6,574	4,236	4,289	53	6,674	100	3	1.52%
Property	1,071	601	569	-33	1,060	-11	-33	-1.07%
Waste	6,294	3,688	3,631	-58	6,269	-25	30	-0.39%
<b>Regulation &amp; Economic Development</b>								
Economic Development	1,939	1,200	1,118	-82	2,049	110	80	5.68%
Planning and Public Protection	2,155	1,028	971	-57	2,058	-97	-14	-4.49%
<b>Transformation</b>								
Human Resources	1,217	629	637	9	1,217	0	0	0.02%
ICT	1,715	893	1,048	155	1,815	100	100	5.82%
Corporate Transformation	905	337	341	4	875	-30	0	-3.33%
<b>Resources</b>	2,756	1,601	1,728	127	2,796	40	32	1.46%
<b>Council Business</b>	1,615	817	921	104	1,822	207	50	12.82%
<b>Corporate &amp; Democratic costs</b>	1,915	1,051	826	-224	1,667	-248	-172	-12.93%
<b>Corporate Management</b>	761	380	332	-49	681	-80	-70	-10.46%
<b>Total Service Budgets</b>	108,616	58,616	59,936	1,320	111,322	2,706	3,049	2.49%
<b>Levies</b>	3,335	3,334	3,332	-2	3,335	0	0	0.00%
Discretionary Rate Reliefe	60	0	0	0	60	0	0	0.00%
Capital Financing	8,149	2,193	2,192	-2	7,955	-194	-235	-2.38%
General & Other Contingencies	1,280	1,280	1,067	-213	1,067	-213	0	-16.64%
Corporate Savings	-227	-114	0	114	0	227	150	-100.00%
Support Services contribution HRA	-678	0	0	0	-678	-0	0	0.07%
Benefits Granted	5,622	700	700	0	5,470	-152	-149	-2.70%
<b>Total Corporate Finance</b>	17,541	7,392	7,290	-102	17,209	-331	-234	-1.89%
<b>Total Budget 2017/18</b>	126,157	66,009	67,226	1,217	128,531	2,374	2,815	1.88%
							0	
<b>Funding</b>								
NDR	-23,002	-11,501	-11,501	-0	-23,002	0	0	0.00%
Council Tax	-32,941	0	0	0	-32,981	-40	-348	0.12%
Council Tax Premium	-564	0	0	0	-974	-410	-347	72.75%
Revenue Support Grant	-69,650	-34,825	-34,825	-0	-69,650	0	0	0.00%
<b>Total Funding 2017/18</b>	-126,157	-46,326	-46,327	0	-126,607	-450	-695	0.36%
<b>Total outturn including impact of funding</b>	0	19,683	20,899	1,217	1,924	1,924	2,119	1.53%

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<b>ISLE OF ANGLESEY COUNTY COUNCIL Scrutiny Report Template</b>	
<b>Committee:</b>	Corporate Scrutiny Committee
<b>Date:</b>	13/11/17
<b>Subject:</b>	Draft Library Service Strategy 2017 -2022
<b>Purpose of Report:</b>	Consider the proposed Draft Library Service Strategy 2017-2022
<b>Scrutiny Chair:</b>	Cllr Aled Morris Jones
<b>Portfolio Holder(s):</b>	Cllr R Meirion Jones
<b>Head of Service:</b>	Delyth Wyn Molyneux, Head of Learning
<b>Report Author:</b>	Rachel Rowlands : Library Service Manager
<b>Tel:</b>	01248 752094
<b>Email:</b>	rfxlh@ynysmon.gov.uk
<b>Local Members:</b>	

#### 1 - Recommendation/s

The Corporate Scrutiny Committee is requested to:

1.1 Consider their views on the draft Library Service Strategy 2017-2022

1.2 Recommend the following to the Executive Committee:

- a) Adopt the Draft Library Service Strategy 2017-2022.
  
- b) Action the proposed changes in the Draft Library Service Strategy 2017-2022 as follows:
  - i. Close Cemaes Library, Moelfre library and Newborough Library, continuing to investigate mitigating actions such as community access points and/or increase mobile provision in the areas affected by closure.
  - ii. Develop a collaborative model with Canolfan Beaumaris in respect of Beaumaris Library.
  - iii. Receive a firm commitment from Llanfaelog Community Council in respect of Rhosneigr library by 2 January 2018. If no firm commitment is provided then proceed to close as per i) above.
  - iv. In order to achieve maximum savings the recommendation would be to accept Option B within the Draft Library Service costings (Appendix 5): Total strategy savings bare minimum staff (All of the staffing from the closed Libraries), and accept

the risks as detailed in 13.1 below. Officers must point out that this could lead to Legal Challenge and/or Ministerial Intervention

or

To accept Option C within the Draft Library Service costings: Retain 22 hours (2/3rds of the staffing) from the closed libraries within the new staffing structure to help with mitigation and sustain performance against the WPLS staffing standards.

## 2 – Link to Council Plan / Other Corporate Priorities

<http://www.anglesey.gov.uk/council-and-democracy/governance-and-performance-/council-plan-and-performance/previous-business-plans/corporate-plan-2013-2017/132939.article>

## 3 – Guiding Principles for Scrutiny Members

- **To assist Members when scrutinising the topic:-**
- **3.1** Impact the matter has on individuals and communities [**focus on customer/citizen**]
- **3.2** A look at the efficiency & effectiveness of any proposed change – both financially and in terms of quality [**focus on value**]
- **3.3** A look at any risks [**focus on risk**]
- **3.4** Scrutiny taking a performance monitoring or quality assurance role [**focus on performance & quality**]
- **3.5** Looking at plans and proposals from a perspective of:
  - Long term
  - Prevention
  - Integration
  - Collaboration
  - Involvement
  - [**focus on wellbeing**]

## 4 - Key Scrutiny Questions

In terms of process, the Corporate Scrutiny Committee are now requested to consider their views on the draft Library Service Strategy 2017-2022

It is proposed that the following key questions underpin the Committee's deliberations when considering the draft Library Service Strategy.

- I. Is the scrutiny committee satisfied that the service has undertaken the process as comprehensively and inclusively as possible?
- II. Does the Equality Impact and Needs Assessment( EINA) cover all the groups/aspects expected by members, and are there any concerns?
- III. Does the committee support a recommendation to proceed with the recommendation to accept the draft Library Service Strategy and implement the changes to the library service?
- IV. Do members have any other views or concerns?

## 5 – Background / Context

1.1. The Council is committed to providing a statutory library service that is comprehensive and efficient as required by section 7 of the **Public Libraries and Museums Act 1964**<sup>1</sup>.

1.2. **The Welsh Public Library Standards**<sup>2</sup> (WPLS) are set and assessed by the Welsh Government. Whilst not directly linked to statute, they are a means of benchmarking library services across Wales, and give the responsible Minister's assurances over service use, standards and quality; the WPLS are one of the measures of whether a Library Authority is fulfilling its statutory duty.

1.3. In 2013 the Council was challenged with finding £16m of efficiencies in the following 3 years. **The Isle of Anglesey Corporate Plan 2013-17**<sup>3</sup> ("the Corporate Plan") stated an aim to reduce the overall costs of leisure, culture and libraries to the Council by 60% over the period of the plan.

1.4. During 2014-15 Council's Library Service undertook a **Library Service Review**<sup>4</sup> with the aim of ensuring that the best possible service can be delivered within the available resources. The Review analysed topics such as performance, usage, needs, and options for transformation. The review identified several options for the future development of the service. The key drivers for change are financial and

<sup>1</sup> <http://www.legislation.gov.uk/ukpga/1964/75/contents>

<sup>2</sup> <http://gov.wales/topics/culture-tourism-sport/museums-archives-libraries/libraries/public-library-standards/?lang=en>

<sup>3</sup> <http://www.anglesey.gov.uk/Journals/2014/04/02/u/s/p/corporate-plan-2013-2017.pdf> p.13

<sup>4</sup> <http://www.anglesey.gov.uk/download/47802>

technological.

- 1.5. As a result of the ongoing Library Service Review and the financial implications of the Corporate Plan a Libraries, Youth Service, and Museums & Culture Transformation Programme Board was established in April 2015 with the aim of overseeing the delivery of the promises made in the Corporate Plan to explore options and implement a revised Library provision model.
- 1.6. A public and stakeholder consultation was held during October 2015 to gather views on the options identified and to invite any alternative ideas. There were nearly 2,000 responses to the consultation between questionnaires, face to face sessions and workshops. Although there was no a clear preferred option, there was evidence that it would be beneficial to seek opportunities for 'community support' models, working with social enterprises or alternative providers to work with the Council to maintain the service rather than any potential withdrawal of service.
- 1.7. Following on from the consultation the Library Service developed a Draft Strategy and an Equality Impact and Needs Assessment ("EINA") to address the Library Service Review's recommendations, the consultation report and the financial situation.
- 1.8. The draft Library Service Strategy 2017-2022 was presented to The Executive: Tuesday, 14th February, 2017 at 10.00 am under Item 21: Transformation of the Library Service - Draft Library Service Strategy for 2017 – 2022
- <http://democracy.anglesey.gov.uk/ieListDocuments.aspx?CId=134&MId=3081&Ver=4&LLL=0>

It was RESOLVED:-

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

### **1.9 Public consultation on the Draft Strategy**

This consultation took place over a period of twelve weeks during the summer of 2017. The full Consultation Report can be found in Appendix 2

The consultation online and offline questionnaire ("the consultation survey" attracted a significant response (450 full responses and 28 incomplete responses). In addition, 748 responses were received from meetings attended by the Council as part of the consultation engagement activities.

The purpose of this consultation was to inform the Council's decision-making process and to discover:

- whether the residents of Anglesey agree with the Libraries Service Draft Strategy – The Way Forward 2017-22
- To what extent the three-tier approach was supported
- Residents' opinions of the possible impact of any changes to the Libraries Service on them as individuals

## **1.10 Main Risks**

### **1.10.1 Staffing Structure Risks to Option A: Total strategy savings retaining current staffing levels**

Service would still not achieve the Welsh Public Library Standards Staffing Standard overall numbers of staff, but performance would be maintained and enhanced due to changing job roles and rationalisation of services and closer working with the community.

### **1.10.2 Staffing Structure Risks to Option B: Total strategy savings bare minimum staff**

1. Severely restrict capacity within the Service to deliver mitigating options in those areas subject to library closure. Increased mobile provision may be possible but other actions e.g. 'click and collect' or community drop of points would not. Risk of Legal Challenge.
2. Further deterioration in performance against Welsh Public Library Standards. This will affect performance in all Indicators and Standards but particularly the Staffing Standard, resulting in a risk of Ministerial Intervention.
3. Severely restrict capacity within the service to cover staff absences resulting in unexpected closures, effecting performance against Welsh Public Library Standards and service to the public, especially in the context of Relief Staffing budget being cut as part of this savings package
4. Further restrict the ability to improve and develop services to the public
5. No capacity to increase staffing levels in the New Market Hall Library (Holyhead), limiting opportunities for growth.
6. Risk from increased work related pressures on our staff due to severely low

staffing levels resulting in increased staff turnover and staff sickness levels.

**1.10.3 Staffing Structure Risks to Option C: Total Strategy savings retaining 22 hours staff for mitigating the effect of closures**

1. Mitigating options in those areas subject to library closure e.g. 'click and collect' or community drop of points, would be possible but not to the same extent as Option A.
2. Further deterioration in performance against Welsh Public Library Standards Staffing Standard, but not to the same extent as Option A

**1.11 General Risks**

**1.11.1** Realising the Draft Strategy successfully depends on the collaboration of community councils, partners and service users.

**1.11.2** Realising the changes to service delivery (particularly in the communities where the greatest change is recommended) depends on continued discussions with community councils and other partners; and this negotiation can highlight obstacles, concerns, lack of capacity, lack of resources, the need for investment or any other matter that cannot yet be foreseen.

**1.11.3** Realising this Draft Strategy successfully also depends on the collaboration of other services within the Council. The work programme to put the strategy into place brings about implications for the resources of other services.

**1.11.4** Continuing from the above, some of these implications can be subject to further decisions by the Council, especially bearing in mind the use and future of individual sites, and the commitments of other Council services.

**6 – Equality Impact Assessment [including impacts on the Welsh Language]**

In accordance with the duty under the Equality Act 2010, an equality impact and needs assessment of the strategy was undertaken. After the public consultation, the equality impact and needs assessment was updated. The Full EINA is appendix 4.

The Library Equality Impact and Needs Assessment (EINA) assesses the need for the service and the impact of any proposed changes on the population who may want to make use of the service. All options were carefully considered in terms of the impact on the residents of Anglesey as well as the Council's ability to provide a 'comprehensive and efficient' library service in accordance with the Public Libraries and Museums Act 1964. In addition, consideration has been given to the Welsh Public Library Standards and the need for Library Authorities in Wales to report on their annual performance in respect of these Standards

## 7 – Financial Implications

The strategy savings estimates are included in appendix 5 .There are three options regarding savings that can be achieved from the staffing budget.

	<b>Total Savings</b>
a) Total strategy savings retaining current staffing levels	49983.61
b) Total strategy savings bare minimum staff	72575.49
c) Total Strategy savings retaining 22 hours* staff for mitigating the effect of closures	57498.31
* 2 x 11 hour posts @7538.59. Significant risk involved in not retaining these hours	

## 8 – Appendices:

Appendix 1 - Draft Library Service Strategy 2017-2022  
 Appendix 2 - Consultation Findings  
 Appendix 3 – Engagement Activities and Meetings Notes  
 Appendix 4 – Equality Impact and Needs Assessment (EINA)  
 Appendix 5 - Draft Library Service Strategy Costings

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

Background papers are included as links in the report.

## Isle of Anglesey County Council Draft Library Service Strategy 2017-2022

### 1. Introduction

Anglesey Library Service has undertaken a Library Service Review with the aim of ensuring that the best possible service can be delivered within the available resources. The key drivers for change are financial and technological. In 2013 Isle of Anglesey County Council ("the Council") was challenged with finding £16m of efficiencies in the following 3 years<sup>1</sup>.

It is also necessary to review the public library service in light of technological change which is impacting on how people access and consume the core offer (reading); how people satisfy their information needs and how people who are digitally excluded are being increasingly disadvantaged as we move ever closer to a 'digital first' society.

The Council is committed to providing a statutory library service that is comprehensive and efficient as required by section 7 of the Public Libraries and Museums Act 1964<sup>2</sup>. The Council is also mindful of the Welsh Public Library Standards (WPLS), which are administered by the Welsh Government. Whilst not directly linked to statute, the Council acknowledges that they are a useful means of benchmarking library services across Wales, and give the responsible Minister assurances over service use, standards and quality.

The **Isle of Anglesey County Council Draft Library Service Strategy 2017-2022** ("the Draft Strategy") aims to lay firm sustainable foundations that will allow us to serve our residents and meet the statutory requirements over the coming years.

The Draft Strategy aims to deliver the best possible service within the available resources and is informed by the public consultation undertaken by the Council over the summer of 2017 including the comments made by stakeholders, consultees and library users during that process.

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<sup>1</sup> <http://www.anglesey.gov.uk/Journals/2014/04/02/u/s/p/corporate-plan-2013-2017.pdf>

<sup>2</sup> <http://www.legislation.gov.uk/ukpga/1964/75/contents>

## 2. Context / Process so far

The Isle of Anglesey Corporate Plan 2013-17<sup>3</sup> states:

*We want to keep our place and presence at the heart of communities with our library provision becoming a 'universal front door' for us as a council*

The Council would;

*explore options and implement a revised Library provision model.*

It was noted that the success measure would be:

- *New Library and cultural heritage management models being implemented*
- *A focused and sustainable library provision*

and that the aim of the Council would be:

*..to reduce the overall costs of these services (Leisure, culture and libraries) to the Council by 60% over the period of this plan.*

As a result of these commitments a Library Service Review was undertaken<sup>4</sup> which analysed topics such as usage, needs, and options for transformation. The review identified several options for the future development of the service.

A public and stakeholder consultation was held during October 2015 to gather views on the options identified by the Library Service Review and to invite any alternative ideas. There were nearly 2,000

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<sup>3</sup> <http://www.anglesey.gov.uk/Journals/2014/04/02/u/s/p/corporate-plan-2013-2017.pdf> p.13

<sup>4</sup> <http://www.anglesey.gov.uk/download/47802>

responses to the consultation provided in questionnaires, face to face sessions and workshops<sup>5</sup>. Although no clear preferred option emerged from these responses, there was evidence that it would be beneficial to seek opportunities for 'community support' models, working with social enterprises or alternative providers to work with the Council to maintain the service rather than any potential withdrawal of service.<sup>6</sup>

A second public consultation on the draft library service strategy 2017-2022 was held over the summer of 2017.

We have listened to respondents views and have taken their comments into account in devising this strategy. These include the proposal to ensure that libraries:

- Maintain book lending which is highly valued
- Maintain strong ICT and Network provision
- Continue to help children, young people and adults to improve skills and learn
- Have suitably trained staff to deliver services
- Act as a hub within the community providing information and activities
- Facilitate seamless access to Council services
- Demonstrate a clear link to Well-being of Future Generations (Wales) Act 2015<sup>7</sup>

### **3. Anglesey Library Service.**

The demand for library services is changing. Nationally there is declining demand in book issues and library visits. Our statistics show that this trend is visible across Anglesey Library Service, albeit to a lesser degree than in many other areas in the UK

When developing proposals for this Library Strategy, the following were taken in to account as part of an Equality Impact and Needs Assessment <sup>8</sup>

- Library usage (number of users) and operating costs

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<sup>5</sup> <http://www.anglesey.gov.uk/council-and-democracy/consultations/previous-consultations/library-service-review-consultation/127248.article>

<sup>6</sup> <http://www.anglesey.gov.uk/findings-of-the-libraries-consultation/128045.article>

<sup>7</sup> <http://www.legislation.gov.uk/anaw/2015/2/contents/enacted>

<sup>8</sup> Appendix 3 EINA assessment

- Demographic information about Anglesey communities, including future growth
- Location of static libraries and mobile library stops
- Patterns of library use by customers
- Size of library catchments including travel distances
- Levels of deprivation in library catchment areas
- Educational attainment by children
- Car ownership and public transport
- Needs of people who have protected characteristics under the Equalities Act
- Library Service Performance: The Welsh Public Library Standards Framework 5 and 6

#### 4. The Vision for the Future

*Anglesey's libraries are welcoming places to read, learn and discover – the trusted guide at the heart of our communities.*

Underpinning the vision are the core aims:

**Promoting equality and inclusion** – We recognise that public libraries have always been driven by the principles of equality and inclusion.

**Making it easy for everyone to use our services** – We recognise that not everyone can, or wishes to access the library service in the same way, we will ensure our service is inclusive to all.

**Providing a high quality customer focussed services** - We will deliver high quality resources in welcoming spaces

**Being a trusted guide** – We are available to help access information in a trusted environment.

**Partnership with organisations and agencies** – We recognise that successful partnerships have clear roles and responsibilities, managed expectations and tangible outcomes for each partner.

**Staff** – We want our staff and volunteers to help users get the most from their libraries. We also know that our staff are our greatest asset and we want to be a great place to work. We want to create opportunities for volunteers.

#### 5. How we will deliver the Anglesey Library Service to achieve this vision

Looking to the future we must be realistic regarding the current economic climate. The Anglesey Library Service is a statutory service that must operate within the available budget. This Draft Strategy therefore aims to lay firm and sustainable foundations that will allow us to serve island residents and meet the statutory requirements in the coming years.

The Library Service Review coupled with the Library Equality Impact and Needs Assessment ("EINA") and the public consultation undertaken allows us to present a Draft Strategy that will meet the requirements of the library service as well as offering the best possible service to the residents of Anglesey.

Evidence from the EINA<sup>9</sup> shows that Anglesey Library Service could move to a three-tier statutory Library Service in Anglesey in terms of usage, need, impact and location. The pattern of static libraries would be in addition to the Mobile Services which consist of Mobile Libraries, the Housebound Service and the School Library Service.

The above tiered categories have been compiled from analysis of usage patterns/statistics and follow good practice identified in other Welsh Library Authorities<sup>10</sup> and from consideration of the recommendations from the Welsh Government in their latest report on the future of public library services in Wales 'scoping a New Public Library Service for Wales'<sup>11</sup>. They also draw on the requirements of the Welsh Public Library Standards 6th Framework.<sup>12</sup>

The Council is open to the possibility of 'community support' models, such as working with social enterprises or alternative providers including a Trust model for Anglesey Library Services and this Draft Strategy can support a wide range of possible community supported models

In light of the above and specifically the Library Service Review, the public and stakeholder consultation undertaken to date and the Council's vision and objectives, this Draft Strategy recommends moving to a pattern of provision based on:

- A. Area Libraries
- B. Authority led Community Supported Libraries

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<sup>9</sup> Appendix 3 EINA

<sup>10</sup> <http://gov.wales/docs/drah/publications/150211-independent-trusts-community-libraries-en.pdf>

<sup>11</sup> <http://gov.wales/docs/drah/publications/151019-scoping-a-future-for-public-libraries-en.pdf>

<sup>12</sup> <http://gov.wales/topics/culture-tourism-sport/museums-archives-libraries/libraries/public-library-standards/?lang=en>

- C. Mobile Services (The Mobile Libraries , the Housebound Service and the Schools Library Service)
- D. Potential community access points

The potential model is as follows:

**Tier 1 : Area Libraries:** Full time, fully staffed library open approximately 40 hours per week, supported by a professional team on a County wide level. **Holyhead Library and Llangefni Library**

**Tier 2 : Council led Community Libraries with elements of community support:** Approximately 20 hours of core staffed opening hours provided by the Council this front-line (branch level), front line staffing will be supported by a professional team on a County wide level. There is potential for community support to be built around the core library hours. **Amlwch Library, Benllech Library and Menai Bridge Library.**

**Tier 3: Council led Community Supported libraries:** Approximately 10-12 hours of core staffed opening hours provided by the Council this front-line (branch level), front line staffing will be supported by a professional team on a County wide level. The buildings in this tier will be transferred to the third sector with the core library hours remaining within the Library Service provision / structure. **Beaumaris library and Rhosneigr library**

Alongside the above will be a full review of routes and stops of the Housebound Service (for those unable to leave their home due to illness or disability) and Mobile Libraries. Consequently there may be further changes inevitable in this area of service going forward. For example alternative models such as partnering with the third sector to deliver elements of Housebound Service, may be implemented. However, Mobile Services including Mobile Libraries and Housebound Service will remain part of the Anglesey Library Service provision.

**6. Table detailing what each tier means:**

Tier	The facilities that will be available:
<p><b>Tier 1</b>  <b>Area Library</b></p> <p><b>with:</b></p> <p>Over 50,000 Annual visits and,                      Over 50,000 Annual Loans</p>	<ul style="list-style-type: none"> <li>• The library is situated in the catchment area of the main shopping area.</li> <li>• Opening hours between 30 and 40 hours per week</li> <li>• At least 10,000 items of stock in a wide variety of formats, with between 10,000 and</li> </ul>

<p>and <b>Over 8,000 sessions computers Use</b></p>	<p>15,000 items of stock in the larger libraries.</p> <ul style="list-style-type: none"> <li>• Link to e-government and e-learning and provision of specialist collections, e.g. - Local History, Health and Welfare, sets of books for Reading Groups,</li> <li>• At least 16 computers, free Wi-Fi service, lap-top space and tablets available for use</li> <li>• Space within the children’s area for activities or easy access to an appropriate space</li> <li>• Space, or access to space, for holding community events and arts</li> <li>• Ongoing consideration to co-location with similar services or partners</li> </ul>
<p><b>Council led Community Supported library: approximately 20 hours of core service provided by the Council</b></p> <p>with:</p> <p>Over 12,000 Annual visits and Over 20,000 Annual Loans and Over 1500 Computer sessions</p>	<p>The library is located near the centre of town / village or in / adjacent community centre / school</p> <ul style="list-style-type: none"> <li>• Co-located with partners from the community / council or others where it is possible</li> <li>• Opening hours: approximately 20 hours</li> <li>• Element self-service depending on local needs and any other use made of the community site.</li> <li>• At least 6 computers available to the public</li> <li>• Free Wi-Fi</li> <li>• A variety of sources of information on paper and online</li> <li>• Space to hold community meetings or events where it is possible</li> <li>• Use of volunteers for additional activities or extended non-core opening hours</li> </ul>
<p><b>Council Led Community Supported library:</b></p> <p>Approximately 10-12 hours of core service provided by the Council.</p> <p>with:</p> <p>under 12,000 Annual visits and, under 20,000 Annual Loans and, under 1500 Computer sessions</p>	<p>The library is located near the center of town / village or in / adjacent community centre / school</p> <ul style="list-style-type: none"> <li>• Opening hours: approximately 10 hours</li> <li>• At least 5,000 items of stock</li> <li>• computers available to the public</li> <li>• Free Wi-Fi</li> <li>• A variety of sources of information on paper and online</li> <li>• Element of self-service depending on local needs and any other use made of the community site.</li> </ul>

	<ul style="list-style-type: none"> <li>• Space to hold community meetings or events where it is possible</li> <li>• Co-located with partners from the community / council or others where it is possible</li> <li>• Use of volunteers for additional activities or extended opening hours</li> </ul>
<p><b>Mobile Services</b></p> <ul style="list-style-type: none"> <li>• <b>Mobile Libraries in the community</b></li> <li>• <b>To the Home</b></li> </ul> <p><b>School Library Service</b></p>	<ul style="list-style-type: none"> <li>• Servicing population between 200 and 1000 within walking distance of a quarter mile</li> <li>• Length of stops - between a quarter and three quarters of an hour.</li> <li>• Stops are chosen based on previous use, the distance of the nearest library building, access to public transport and health and safety considerations.</li> <li>• Monthly visits</li> <li>• a 'Housebound Service' is offered to those who are unable to visit a static library or the mobile library service due to illness or other factors</li> <li>• Visits monthly</li> </ul> <p>All subscribing primary schools are visited by the school's library mobile van where pupils can borrow books as required.</p> <ul style="list-style-type: none"> <li>• Thematic Project Packs</li> <li>• Access to Author visits and activities</li> <li>• Subscription costs are based on pupil numbers.</li> </ul>

**Conclusion**

This Draft Strategy, within the context of available resources, will provide a firm and sustainable foundations on which to deliver and develop an efficient and effective library service to meet the needs of the vast majority of library users, within the context of the Welsh Government Library Standards and the statutory framework set out in the Public Libraries and Museums Act 1964.

APPENDICES

DRAFT

## **Libraries Service Survey: The Way Forward. 2017 CONSULTATION REPORT**

### **1 INTRODUCTION**

- 1.1 **The Public Libraries and Museums Act 1964** places a **statutory duty** on all local authorities to provide a comprehensive and efficient Library service, in the context of local need: that is, specifically the needs of those living, working and studying in the local area. The 1964 Act places a duty on the Secretary of State to superintend and promote the public library service and to ensure that local authorities discharge their functions, in addition it also provides special rights to take action where a local authority is in breach of its duty<sup>1</sup>
- 1.2 The statutory requirements of a public library service in Wales are protected by the Public Libraries and Museums Act 1964. The **Welsh Public Library Standards** allow us to assess whether library services in Wales are complying with their duties under the 1964 Act. They also assess the efficiency of the delivery of library services in Wales.<sup>2</sup>

**Any future pattern of provision will have to give due attention to the Public Libraries and Museums Act 1964 and the Isle of Anglesey County Council's performance against the Welsh Public Libraries Standards.**

- 1.3 As part of steps being taken to comply with its duties, the Isle of Anglesey County Council ("the Council") initiated a consultation which took place over a period of twelve weeks during the summer of 2017.
- 1.4 **The purpose of this consultation was to inform the Council's decision-making process and to discover:**
- Whether the residents of Anglesey agree with the Libraries Service Draft Strategy – The Way Forward 2017-22 ("the Draft Strategy")<sup>3</sup>
  - To what extent the three-tier approach is supported
  - Residents' opinions of the possible impact of any changes to the Libraries Service on them as individuals

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<sup>1</sup> From the Department of Media, Culture and Sports  
[http://www.culture.gov.uk/what\\_we\\_do/libraries/3416.aspx](http://www.culture.gov.uk/what_we_do/libraries/3416.aspx)

<sup>2</sup> <http://wales.gov.uk/topics/cultureandsport/museumsarchiveslibraries/cymal/libraries/wpls/?lang=en>

<sup>3</sup> Appendix 1 : Draft Library Service Strategy 2017-2022

- 1.5 The Council is reconfiguring its library services for the future, in accordance with the changing needs of its citizens. At the same time, the council needs to make significant savings in many services, including libraries.
- 1.6 This report communicates a summary of the consultation exercise conducted from July to the end of September 2017. The report aims to provide **input to the ongoing discussion regarding the future of the library service on Anglesey** and is based on evidence for reference by all parties concerned.
- 1.7 The aim of the consultation was to gain the opinions of people across the whole County. Consultation was held on a Draft Strategy proposing a Library Service based on a three-tier service.
- 1.8 All responses to the consultation, in their varying forms, have been considered in producing this report. Where general comments were presented through the formal consultation channels, they have been analysed and included as “response themes” within this report.
- 1.9 The consultation online and offline questionnaire ("the consultation survey" attracted a significant response (450 full responses and 28 incomplete responses). In addition, 748 responses were received from meetings attended by the Council as part of the consultation engagement activities.

## 2 METHODOLOGY

- 2.1 The report refers to the findings from a range of activities, drawing on various data collecting methodologies.

What	Where and why	Who
Open consultation survey	Online and on paper	Any citizen. 478 people contributed their opinions in this way.
Public Meetings	In Tier 3 library communities where it as considered that the proposed Draft Strategy may have the most impact	Any citizen
Drop- in Sessions	All libraries, Cyswllt Môn, Leisure Centres – promoted to residents in addition to giving people the opportunity to informally discuss and enquire about the Strategy without having to listen to a presentation	Any citizen
Young People’s Consultation	Youth Forum, Schools Forums, Focus Groups – to obtain the opinions of this cohort of the population to ensuring a library	Young People

	service that is suitable for and reflects their future needs	
<b>Outreach Sessions</b>	Sheltered Housing Forum Anglesey Show Family Fun Days, Oriel Môn, Moelfre, Amlwch, Merched y Wawr, Llanddeusant Community Voice Session, Gwelfor (full list in Appendix3) - to ensure that messages about the consultation were shared as widely as possible	Anglesey residents and stakeholders

2.2 The consultation was undertaken during July, August and September 2017:

2.3 The methods used were:

1. Open consultation survey: Paper and online questionnaires (self-selection sampling)
2. Discussion group sessions held with targeted groups – e.g. School Councils; sheltered housing forum; Merched y Wawr, Community Focus Groups.
3. Correspondence received – letters
4. Public meetings in specific areas
5. Drop in sessions
6. Questions and discussion at major events –e.g. Anglesey Show

### 3 KEY MESSAGES FROM THE CONSULTATION

3.1 The following key messages are a high-level summary of the main points made as part of the consultation. They are intended to be exhaustive; they reflect the key comments made through the variety of different engagement channels available:

- Most of the respondents supported the Draft Strategy with 51.88% of those who completed the questionnaire agreeing or strongly agreeing with the Draft Strategy.
- 71.53% agreed with the tiered approach, but did not necessarily agree that their library of choice was in the correct tier.
- 44.5% stated that they would not use the Library Service if their local library closed
- Mobile Libraries should be reviewed as part of the transformation process to mitigate the impact of any change and then regularly so that its use is maximised.
- A consistent theme was that libraries are poorly marketed and that there is a lack of advertising and signage to show where they are.
- People noted that they could see the potential impact of the proposed changes on others (older people, families without cars, those looking for work), even if they are

not personally affected. There is also a possible effect on them in future if their circumstances change.

- It is the service that is important – buildings are less important.
- Many of them suggested that a café or coffee machine could be introduced to generate income and create a more relaxed atmosphere.
- Strongly felt that too much pressure is being imposed on a small group of ageing volunteers to maintain services that are important to the communities.
- Many comments about adjusting library opening hours to give people who work and school children the opportunity to have access.
- Residents are concerned about how they and others will be able to access the service as they get older as public transport is poor in some areas.
- A considerable number were concerned about the impact of changes to the Service on children's skills and future generations.
- Concern was expressed about the lack of services in rural areas and that losing a library could possibly exacerbate the situation.
- A view that more use needs to be made of the buildings regardless of their future pattern.
- Suggestions that more Council services should be available in the Libraries so that people don't have to travel to Llangefni to do everything.
- Suggestions were also made about reducing the service in the Tier 1 libraries to protect the others.

#### **4 ANALYSIS OF THE OPEN CONSULTATION SURVEY** (The online and offline questionnaire): A copy of the open consultation survey is available on request.

##### **4.1 Consultation Survey**

The responses to the consultation survey represent the opinions of participants. As an open public consultation, no sampling techniques were used to produce representative research – the response is self-selective as any interested individual could have participated.

4.2 The total number of open consultation survey questionnaires returned was 478; 242 hard/paper copies; 236 were completed online.

##### **4.3 The headline responses to the open consultation survey questionnaire are as follows:**

- Almost 97% respondents stated that they used the Library Service
- Almost 63% were female
- 50.58% (215) were over 66

- 45.12% (185) were between 25 and 64
- 3.25% were from Minority Ethnic (BME) backgrounds (of the Anglesey pop. =1.2%)
- 94.26% of the people who answered the ethnicity question stated that they are White
- 13.03% were disabled
- 2.03% were Lesbian, Gay or Bisexual (LGB)
- 66% have a religion or religious belief

4.4 The responses received were mainly from existing library service users (97%). This is consistent with similar surveys in other geographical areas of the UK, however, to ensure that non-users voices are heard and included, several additional activities were held and are reported separately below.

## **5 ENGAGEMENT ACTIVITY**

A number of other engagement activities were held and the Council met with 748 individuals. Of these 207 (27.67%) were not library users. The main messages from the activities can be seen below with the engagement activity notes in Appendix 3

### **5.1 YOUNG PEOPLE'S CONSULTATION**

#### **5.1.1 Secondary Schools Consultation**

- Ysgol Syr Thomas Jones – Focus Group of Year 7 pupils  
Some of the group use libraries and see them as somewhere to meet friends after school. Of those who have never used libraries they had little or no knowledge of the service and they suggested marketing and promotion within schools. Concern for others who make use of libraries was displayed with reference to older people and people with disabilities possible being unable to travel further to access the service.  
Use of community transport as a mode of carrying people to libraries was suggested.  
The group gave suggestions as to what they think is important in a library.
- Ysgol Uwchradd Bodedern – School Council  
Of the 10 who were present, not one of them used the Library Service. Suggestions were received in terms of what would attract them to use the Library Service and it was noted that there is no library in the Talybolion area.  
It was suggested that smaller libraries should close and that investment should be made in the larger ones.

#### **5.1.2 Primary School Consultations**

- Ysgol Gynradd Amlwch – School Council – The children would be sad to see the libraries closing. They see the library as a quiet place to go but they would like more colour and comfortable chairs to relax in.
- Ysgol Llanbedrgoch – Focus Group of Years 5 and 6 – All pupils used libraries and had a good knowledge of what they could do in a library. They were very aware of the potential impact on older people and those with children if a library was to close and were concerned as to how people would get to another library if they did not have a car. They expressed that they would be sad and disappointed if their local library was to close. They expressed that they found the limited opening hours restrictive “everytime I want to go there it is closed”, one girl was very enthusiastic to raise the potential of Sunday opening hours. They clearly expressed the benefits of libraries e.g. somewhere to speak and improve their Welsh language skills and gain confidence.
- Ysgol Rhoscolyn – School Council – Some pupils use Holyhead Library with their families and are excited to have a new library at the Market Hall. They can see the impact that library closures would have on others but would not see an impact themselves. Suggestions were made as to how to make the library more attractive and it was noted that there is a lack of information about what is available – need more marketing.

### **5.1.3 Llais Ni**

- Representatives of the Library Services were invited to meet Llais Ni in Llangefni (19/07/17). Llais Ni is a project working with children and young people to ensure that their voices are heard in relation to issues which are of importance to them.
- 7 young people, between 12 and 24 years of age attended the session. The Draft Strategy was presented to the young people and a lively discussion was held about what would be possible. Strong opinions were heard that the young people did not object to the closure of some libraries if that meant that it would allow the continuation of the service. Almost all of them noted that they have to travel to the library anyway.
- 2 of the 7 who attended used a library regularly and the other two on an occasional basis, but the main obstacle to using a library for the three who did not use it was its image.

### **5.2 Anglesey Sheltered Housing Forum**

- This session took place before the official consultation period and was used to share information about the consultation and how to participate.
- There were 50 participants.
- The Draft Strategy was presented to the audience and a discussion was held on the possible implications of the Strategy. As most of those present lived in the Holyhead area, specific questions were asked about the future of the Library Service in Holyhead.

### **5.3 Library Drop-In Sessions** (full notes in the Engagement Activity Notes – Appendix3)

- A drop-in session was held at each of the 10 libraries.
- A mixed response was received in the areas with Tier 1 Library with users noting that they would not be affected by the proposed changes.
- Users in some libraries argued that their library was in the wrong tier and that they should be open for longer hours.

- Comments were received in one library (Moelfre) noting that they felt that the location was unsuitable as it was some distance from the bus stop and at the top of a hill from the village which made it difficult for older people. People found it easier to catch the bus from the village to go to another nearby library. Discussions in the village have not identified an alternative location for the library.
- In all cases the importance of knowledgeable and qualified staff in the libraries was noted.
- In many libraries, the message was conveyed regarding the importance of the library as a meeting place and as a place which contributes to people's health and wellbeing and serves to reduce loneliness for some individuals.

#### **5.4 Public Meetings**

- Public Meetings were held in Tier 3 Library areas (5 areas – Beaumaris, Cemaes, Moelfre, Newborough and Rhosneigr)
- A varied attendance was received in each area with as few as 2 members of the public in Moelfre and as many as 20 in Cemaes.
- Two main concerns expressed in Beaumaris were that people did not agree that their library should be in Tier 3 and objected to the reduction in hours.
- The positive message from Beaumaris was that the community was supportive of Canolfan Biwmares Management Group's proposal to express a formal intention to collaborate with the Council to secure the continuation of the service.
- Concern was stated in Cemaes that a lot of assets had already been transferred to the Community Council, namely the toilets and carpark – is it asking too much of the community to expect it to take on another asset?
- Following some discussion, those present in Cemaes resolved to try to work with neighbouring communities to secure the future of the Library
- Concern was raised in the meeting in Llanfaelog regarding the capacity, both financial and human, within the community to take on another asset.
- The discussions in Newborough were mainly around the costs of running the library with the quoted figures being explained by officers. Following a full and frank discussion it was resolved that the Community Council and the Prichard Jones Institute would explore any potential to work together to safeguard the library.
- The discussion in Moelfre was limited, largely due to the numbers present. However, those present agreed in principle with the Draft Strategy.
- There was a resolve to take the discussion back to the respective Community Councils

#### **5.5 CORRESPONDENCE RECEIVED**

##### **5.5.1 Main Messages**

Summary of responses from the Community

- **Canolfan Beaumaris (Social Enterprise)**  
This is to advise, that following the Monthly meeting of the Directors of Canolfan Beaumaris on Tuesday 11 April 2017, it was unanimously resolved that the County Council be advised that Formal Interest be registered in taking over the running of the Library in Beaumaris. It is requested that once that is agreed that negotiations can take place to bring the Library under the existing lease that exist between us and the County Council. A formal letter on Headed paper will be sent to you in due course.

- **Amlwch Town Council**

After discussing the latest consultation document on the future of Anglesey's libraries, I would like to confirm that Amlwch Town Council is pleased to see that Amlwch Library is included in Tier 2. Members are very supportive of the proposal that the Town Library would continue to be open 20 hours a week with the service being run by professional staff members. (translated from Welsh)

- **Llanfair Mathafarn Eithaf / Community Council**

Members are supportive of the proposal in the Consultation document to keep the current service to the Library of Benllech with the hope of input from the local community to expand the use of the site. Members were interested in the idea of co-locating with partners from the community, in particular the possibility of having an office to Llanfair ME Community Council within the existing building. (Translated from Welsh)

In our meeting in September Members agreed to submit a formal request to the library service to have a presence in Benllech library. (Translated from Welsh)

- **Rhosneigr Community Council**

Following the last Community Council meeting held on the 26th of July. The Llanfaelog Community Council committee members agreed in principle that the community council would be interested in safeguarding Rhosneigr library for the community. However this would be pending more information following consultation.

- **Llanbadrig Community Council**

1. We recognise the thoroughness of the Councils strategic review of the library service and thank the Chief Executive and Library staff for their presence in Cemaes to explain and discuss the strategy.

2. It seems to us probable that the outcome of the strategic review is that IOACC will not continue to fund the costs of running and maintaining the current Cemaes Library building.

3. We believe that a continuing library service based in Cemaes is a vital contributor to community life in Cemaes and surrounding communities.

4. We recognise that the current Library building is an under-utilised asset and that it has the potential to provide additional services and extended hours of opening.

5. Llanbadrig Community Council will contact adjacent Community Councils to determine if there could be a joint initiative to generate community support for a volunteer led charity that could assume responsibility for the library building. We will also contact local established volunteer organisations to explore whether they might be interested in supporting such an initiative.

- **Llaneilian Community Council**

Cyngor Llaneilian has been discussing the future of the Island's libraries for a few months. When reading the last consultation document, members were pleased to see that Amlwch library would continue to offer 20 hours of service. Members felt that there was a real need to protect the rural libraries as well as the main libraries in Llangefni and Holyhead. Indeed it was felt that hours in those libraries should be cut if necessary to protect service in smaller libraries. Members felt that there was a real need to look at the use of the mobile library and that it would be possible to save money here. Advertising when the bus would visit different sites may attract more use of it. (Translated from Welsh)

- **Rhosyr Community Council**

## Appendix 2

Everyone is supportive of keeping the Library the issue of fundraising was not discussed but it is on the agenda for next month due to lack of time. (Translated from Welsh)

- **Rhoscolyn Community Council**

We are very pleased with the intention to relocate and modernize the main library in Holyhead - which is within a stone's throw of the majority of the population in this area. Naturally not everyone who wishes to would be able to attend the building in Holyhead and therefor extremely grateful for the mobile library. We hope that this service will continue and that the Council ensures that the Mobile Library can reach places that may be remote, if there is a demand for the service in these areas. (Translated from Welsh)

- **Pentraeth Community Council**

Members of the Community Council are supportive of what has been done so far as regards the service at the Benllech library. They are now waiting to see what and how much other local councils in the area intend to do to contribute to the running of the library. (Translated from Welsh)

Correspondence can be viewed on request

## **APPENDICES**

**Appendix 1: Draft Library Service Strategy 2017-2022**

**Appendix 2: Engagement Activities and Meeting Notes**

## Appendix 3: Consultation on Anglesey's Draft Library Service Strategy - Engagement Activity

Date	Activity	Total consulted with	Notes	
			Non-users	Notes
15/06/2017	Sheltered Housing Forum, Gwelfor	50		<p>Present: Bethan Hughes Jones and Llio Owen</p> <ul style="list-style-type: none"> <li>- Made aware of consultation and how to give their opinion</li> <li>- Given information on draft strategy</li> <li>- Given flyers to fill in questionnaire online</li> <li>- Questions asked regarding better wifi in new Holyhead library</li> </ul>
19/06/2017	Llanbedrgoch Primary School	6		<p>Present: Rachel Rowlands and Bethan Hughes Jones</p> <p>Focus Group of Years 5 and 6 – All pupils used libraries and had a good knowledge of what they could do in a library. They were very aware of the potential impact on oldr people and those with children if a library was to close and were concerned as to how people would get to another librry if they did not have a car. They expressed that they wopuld be sad and disappointed if their local library was to close. They expressed that they found the limited opening hours restrictive “everytime I want to go there it is closed”, one girl was very enthusiastic to raise the potential of Sunday opening hours. They clearly expressed the benefits of libraries e.g. somewhere to speak and improve their Welsh language skills and gain confidence.</p>
23/06/2017	Amlwch Primary School	13	5	<p>Present: Rhian Evans and Rachel Rowlands</p> <ul style="list-style-type: none"> <li>- 6 children used Amlwch</li> <li>- 2 children used Llangefni</li> <li>- Some used to read, do crafts, said there was a good choice of books</li> <li>- A place to be quiet</li> <li>- Some said there were too many books on the shelf, too hard to choose</li> <li>- Like to see more colour, colourful furniture and comfier seats</li> </ul>

## Appendix 3: Consultation on Anglesey's Draft Library Service Strategy - Engagement Activity Notes

				- would be sad to see libraries close, wouldn't be able to learn new things. Were worried about how older people would get to a library if they could not walk.
28/06/2017	Ysgol Syr Thomas Jones	18		<p>Present: Rachel Rowlands, Bethan Hughes Jones and Awen Dodd</p> <p>Some of the group use libraries and see them as somewhere to meet friends after school. Of those who have never used libraries they had little or no knowledge of the service and they suggested marketing and promotion within schools.</p> <p>Concern for others who make use of libraries was displayed with reference to older people and people with disabilities possible being unable to travel further to access the service.</p> <p>Use of community transport as a mode of carrying people to libraries was suggested.</p> <p>The group gave suggestions as to what they think is important in a library</p>
30/06/2017	Cylch Ti a Fi - Cemaes	4	1	<p>Present: Llio Owen and Eirian Lewis</p> <ul style="list-style-type: none"> <li>- Biggest worry was no more sessions for children</li> <li>- Would like to see more activities between Ti a Fi and libraries (day outs to libraries)</li> </ul>
03/07/2017	Ysgol Uwchradd Bodedern	10	10	<p>Present: Rhian Evans, Llio Owen and Awen Dodd</p> <ul style="list-style-type: none"> <li>- Chill Out area, cafe or drinks machine</li> <li>- Group very aware of the cost of things for the council</li> <li>- Change how they look on the outside, buildings too cold and scary</li> <li>- Advertise services better, not aware of free wifi, online services etc</li> <li>- Work more with schools so pupils know what is available</li> <li>- More activities for teenagers, feel like only activities are for young children or older people (film &amp; music nights etc)</li> <li>- Sell books too</li> </ul>

## Appendix 3: Consultation on Anglesey's Draft Library Service Strategy - Engagement Activity Notes

				<ul style="list-style-type: none"> <li>- More contemporary books</li> <li>- Not aware of where the libraries are, hidden and no signs</li> <li>- Video games - tournaments and events</li> <li>- Place to do homework with friends, additional lessons before exams</li> <li>- Facilities to watch sport games</li> <li>- Q&amp;A sessions with authors</li> <li>- More opening hours, by the time they have gone home from school they don't have time to go to libraries</li> <li>- Close small libraries to invest in bigger one</li> <li>- No libraries in Talybolion area</li> <li>- Pool tables and table tennis</li> <li>- Sell school supplies</li> <li>- Borrow DVDs and video games</li> </ul>
04/07/2017	Ysgol Gynradd Llanfachraeth Summer Fair	70	65	<p>Present: Llio Owen and Bethan Hughes Jones</p> <ul style="list-style-type: none"> <li>- 40 children, 30 parents</li> <li>- Some not too worried - no libraries in talybolion area</li> <li>- Given questionnaires and leaflets for information</li> </ul>
04/07/2017	Cylch Ti a Fi Llanddaniel Fab	2	2	<p>Present: Llio Owen</p> <p>Information on the consultation given</p> <ul style="list-style-type: none"> <li>-left questionnaires and leaflets for parents</li> </ul>
07/07/2017	Rhoscolyn Primary School	14	14	<p>Present: Bethan Hughes Jones and Llio Owen</p> <ul style="list-style-type: none"> <li>- Some used Holyhead Library with their families</li> <li>- Little knowledge of services library offered apart from borrowing books. Information was given to them about activities and facilities</li> <li>- Could name 5 libraries as a group</li> <li>- Didn't use the library van, hasn't been in their school for a while</li> </ul>

## Appendix 3: Consultation on Anglesey's Draft Library Service Strategy - Engagement Activity Notes

				<p>Suggestions:</p> <ul style="list-style-type: none"> <li>- Cafe / Place to eat with friends</li> <li>- Less need to be quiet</li> <li>- More colourful and newer/comfier furniture</li> <li>- School trip to visit library</li> <li>- More opening hours after school and weekends</li> <li>- Borrow iPads and video games</li> <li>- More workshops - lego, coding</li> </ul> <p>- Some expressed that they would be sad to see libraries close (Wouldn't effect them much, Holyhead library moving to newer building)</p> <p>- Leaflets left for families to fill in questionnaire online</p>
11/07/2017	Public Meeting Rhosneigr Area Llanfaelog Hall	10	0	Full notes in Tier three meeting notes
12/07/2017	Library Drop in Newborough Library	14	0	<p>Present: Rachel Rowlands, Carol Sorahan and Llio Owen</p> <p>Flyers for online questionnaire taken (many said they preferred this to paper) One already had a flyer from local shop</p> <p>Flyers &amp; paper questionnaires handed out and discussed with group meeting next to library</p> <ul style="list-style-type: none"> <li>- Many expressed that they don't use libraries themselves, but said it would be shame for community if closed</li> </ul>
14/07/2017	Library Drop in Moelfre Library	8	0	<p>Present: Rachel Rowlands and Bethan Hughes Jones</p> <p>Some felt strongly that they wouldn't want to see library close, thought library was not in the best location in village. There was an acknowledgement that the library was not well used but that it was very much loved by those that did.</p>

## Appendix 3: Consultation on Anglesey's Draft Library Service Strategy - Engagement Activity Notes

				Local shop keeper expressed he would not be able to co-locate Possibly meeting with community council on 4th September to discuss
18/07/2017	Public Meeting Beaumaris Area Canolfan Beaumaris	14	0	Full notes in Tier three meeting notes
19/07/2017	Llais Ni	7	6	Present: Rachel Rowlands, Bethan Hughes Jones, Awen Dodd  <ul style="list-style-type: none"> <li>- Important as a place to study</li> <li>- Young people don't know what is available in libraries   Need to advertise more to young people</li> <li>- Important access to computers and wifi</li> <li>- Modernise - change the perception</li> <li>- Taking library away would effect people in different ways</li> <li>- It's a safety blanket for parents   Mothers/Parents meet as groups</li> <li>- Should make more use of school libraries</li> <li>- Taking library away might effect childrens education</li> <li>- Is there enough finance for mobile library?</li> <li>- Opportunities for young people to volunteer in the community</li> <li>- A place for young people to go after school while parents are still working</li> </ul>
20/07/2017	Library Drop in Llangefni Library	18	0	Present: Rachel Rowlands & Bethan Hughes Jones  <ul style="list-style-type: none"> <li>- Important to keep Llangefni Library service the same</li> <li>- Network in Menai Bridge is too slow</li> <li>- Computer access is vital</li> <li>- Important to have a quiet space to meet clients</li> </ul>

## Appendix 3: Consultation on Anglesey's Draft Library Service Strategy - Engagement Activity Notes

				<ul style="list-style-type: none"> <li>- "It won't effect me as I use Llangefni and Holyhead but I expect it will effect the smaller communities..."</li> <li>- "It will effect those who don't drive or have a bus pass (if they are lucky enough to have a bus)"</li> <li>- "I use Newborough. That cannot close. It's too important to me and children"</li> <li>- "We'd be lost without a library. They are too important to close. The small ones are valuable, perhaps more so"</li> </ul>
20/07/2017	Llanddona Community Council	9	-	<p>Present: Bethan Hughes Jones &amp; Carol Sorahan</p> <p>Bethan Hughes Jones presented the Draft Library Service Strategy 2017 - 2022 Members of the public said that there would be more use of the Besaumaris Libray if there were regular hours. They were concerned about the impact on Young people and the elderly should Beaumaris Library close. Chair of the Canolfan Committee (Social Enterprise) Alwyn Rowalnds accounced that the Ganolfan declared a "Formal Interest be registered in taking over the running of the Library in Beaumaris ".</p> <p>Received further invitation to attend "Llanddona Through The Ages" 09/09/17 which was accepted. Asked to write article for local newsletter</p>
24/07/2017	Library Drop in Cemaes Library	6	0	<p>Present: Rachel Rowlands &amp; Rhian Evans</p> <ul style="list-style-type: none"> <li>- "Don't close my library. It would be too hard to go to Amlwch by bus"</li> <li>- "Think about the impact"</li> <li>- "Will Horizon help keep library open?"</li> <li>- "What impact will the new Wylfa have?"</li> </ul>

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25/07/2017	Library Drop in Amlwch Library	7	0	<p>Present: Rachel Rowlands &amp; Carol Sorahan</p> <ul style="list-style-type: none"> <li>- Have 3/4 big libraries and close everything else including mobile</li> <li>- Amlwch library should be open full time and in tier 1</li> </ul>
26/07/2017	Local Conversations Officer Mon CF and North Wales Deaf Association	30	-	<p>Present: Rachel Rowlands &amp; Bethan Hughes Jones</p> <ul style="list-style-type: none"> <li>- Libraries are an important place for people to socialise- some go there to spend an hour or two out of the house, read the newspaper etc</li> <li>- Free to use- don't have to pay for a newspaper etc, as an older person I don't use the internet or e-books etc</li> <li>- Look to use the space inside library buildings to hold outreach sessions- housing benefit, CAB, etc. Work in partnership with other community organisations</li> <li>- Older people would like simpler E-training, IT skills – not like structured sessions, more informal and relevant</li> <li>- Look at more versatile opening hours for young people and those who work, weekends etc</li> <li>- Advertise the wifi in static libraries, do they have mobile wifi on the library van? Wifi is great but can you actually connect and are the connections good?</li> <li>- Have an archives section in Holyhead Library so people can look up local history- especially in Holyhead and through the links with Maritime Museum</li> <li>- Some mentioned it was no more appealing going to a community centre to use library services- prefer the 'feeling' of a library building</li> <li>- Use community centres to advertise what is available in our libraries</li> <li>- Use GP's/homecare/pharmacists etc to advertise the housebound services</li> <li>- Extend Cyswllt Môn- could we have council staff as outreach in libraries- linking HQ with libraries, will bring people in to see them and they might then use other library services</li> <li>- External use of space- i.e. businesses using the space for exhibitions, to generate money</li> </ul>

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				<ul style="list-style-type: none"> <li>- People were unaware that you had to ring Llangefni for info on the mobile library</li> <li>- Accessibility- is there a hearing loop in the mobile library</li> <li>- Should have information changed periodically at reception/in static displays so that people notice its changed and take interest</li> </ul>
26/07/2017	Library Drop in Benllech Library	6	0	<p>Present: Rhian Parry Evans</p> <p>Importance of the library to older people stressed. The new doctors surgery and flats being build will make the library even more relevant. Pleased that Benllech is in tier 3 and may have extra hours.</p>
28/07/2017	Library Drop in Beaumaris Library	11	0	<p>Present: Rachel Rowlands &amp; Bethan Hughes Jones</p> <ul style="list-style-type: none"> <li>- Disagree with Beaumaris grouping in Tier 3, however sees after an explanation that the core hours could then work with help from the 3rd sector</li> <li>- Need to maintain a level of service as the support for children and families is important</li> <li>- Would hate to see the building being left empty</li> <li>- Strong feeling that continuous cuts when council tax is constantly rising</li> <li>- Staff are vital and important</li> <li>- Building not of vital importance but the service is</li> <li>- Libraries are vital for wellbeing</li> <li>- Savings are peanuts</li> <li>- Don't cut the hours – Beaumaris deserves more</li> </ul>
28/07/2017	Come and Play Session Oriel Mon	26	7	<p>Present: Eirian Lewis</p> <p>Information given and some discussions had but majority wanted to take the information and reply at a later date.</p>
31/07/2017	Leisure Centre Holyhead	18	15	<p>Present: Bethan Hughes Jones &amp; Llio Owen</p>

## Appendix 3: Consultation on Anglesey's Draft Library Service Strategy - Engagement Activity Notes

				<ul style="list-style-type: none"> <li>- Majority used Holyhead library, expressed that any changes wouldn't effect them (was explained to them that if a tier 3 library would close it would have knock on effects on other library services)</li> <li>- One used mobile service in Llanfaethlu, but was unaware that the van stopped closer to their home</li> <li>- Some expressed excitement that Holyhead Library is moving to Market Hall</li> <li>- Some felt strongly that no library should close (it was explained to them that library service is looking into alternative ways of running libraries instead of closure)</li> </ul>
03/08/2017	Visually Impaired Reading Group Holyhead Library	14	0	<p>Present: Rhian Evans</p> <ul style="list-style-type: none"> <li>- Process and consultation explained</li> <li>- Holyhead library users only</li> <li>- Happy to know that Holyhead Library is in Tier 1</li> <li>- Enquied about the move to new library</li> <li>- Happy to hear that there will be an element of Cyswllt Mon in new Building</li> <li>- Stressed the importance of sessions like these for people with their needs as they do not want to miss out</li> <li>- Transport is a key element</li> </ul>
15/08/2017 16/08/2017	Anglesey Show	105 90	- -	Information given and discussions had
21/08/2017	Library Drop in Holyhead Library	5	0	<p>Present: Rachel Rowlands &amp; Rhian Evans</p> <p>2 councillors, Dafydd Rhys and Glyn Haynes</p> <ul style="list-style-type: none"> <li>- Happy that library is moving to Market Hall, but worry about rural areas without buses</li> </ul>

## Appendix 3: Consultation on Anglesey's Draft Library Service Strategy - Engagement Activity Notes

21/08/2017	Leisure Centre David Hughes, Menai Brigde	17	16	Present: Carol Sorahan & Llio Owen  - Many not library users and hadn't used library recently - One user of Newborough Library, was aware of consultation and intended to attend neighbourhood meeting
22/08/2017	Come and Play Session Moelfre Primary School	25	-	Present: Bethan Hughes Jones & Veronica Chamberlain  - Everyone noted how important the service - Some visitors noted their usage of the library during the summer
23/08/2017	Come and Play Session Amlwch Football Club	15	9	Present: Eirian Lewis  information given – most did not want to discuss things at that time.
24/08/2017	Library Drop in Rhosneigr Library	6	0	Present: Rachel Rowlands & Bethan Hughes Jones  The importance of the library to tourism and second home owners was stressed. The importance of the library as a meeting place was emphasised as was the importance to older people. Public Transport links were said to be poor The importance to Young families and school pupils was also noted.
29/08/2017	Leisure Centre Amlwch	15	12	Present: Carol Sorahan & Llio Owen  - "It wouldn't effect me personally, but I wouldn't like to see them close - Some had family members who use library services - "The service provided is very important" – for those looking for jobs, people who can't afford to buy books - Concerns about the jobs of curent library staff - Important for internet access, not everyone has it at home - Important for children to have access to books
30/08/2017	Leisure Centre Plas Arthur	22	15	Present: Carol Sorahan & Llio Owen  Users of Llangefni, Newborough, Cemaes, Rhosneigr and Menai Bridge Library

## Appendix 3: Consultation on Anglesey's Draft Library Service Strategy - Engagement Activity Notes

				<ul style="list-style-type: none"> <li>- Non users expressed that they would not like to see them close and saw the importance for access to the Internet and books</li> <li>- One had a child who frequently visited the library with friends</li> <li>- One said it was especially important now for pupils as the library in Ysgol Gyfun Llangefni is no longer open</li> <li>- Libraries are vital for children and their development</li> </ul>
05/09/2017	Public Meeting Newborough area Prichard Jones Institute	10	0	Full notes in Tier three meeting notes
07/09/2017	Cyswllt Mon Council Reception Area	9	7	<p>Present: Carol Sorahan &amp; Llio Owen</p> <ul style="list-style-type: none"> <li>- non users said that even though they did not use the libraries themselves, they understand the importance of the library service to others and would not like to see them close</li> <li>- flyers left for visitors</li> </ul>
07/09/2017	Library Drop in Menai Bridge Library	5	0	<p>Present: Bethan Hughes Jones, Rachel Rowlands</p> <p>Strong support for the library for those attending. Awareness was expressed of the Friends of Menai Bridge Library. The libraries location was highlighted as being excellent. IT access was important</p>
09/09/2017	Llanddona Through The Ages Llanddona	21	15	<p>Present: Carol Sorahan</p> <ul style="list-style-type: none"> <li>- want to see the library van's stops around Llanddona area to be reviewed</li> <li>- non user commented that although they did not use the libraries themselves, they wouldn't like to see them close because it would effect the community</li> </ul>
11/09/2017	Drop-in – Canolfan Beaumaris	23	17	<p>Present: Carol Sorahan</p> <ul style="list-style-type: none"> <li>- would like to see the Canolfan working together with the library service</li> </ul>

## Appendix 3: Consultation on Anglesey's Draft Library Service Strategy - Engagement Activity Notes

				<ul style="list-style-type: none"> <li>- a group of 60+ noted that they would like to see the library service work more closely with the elderly</li> <li>- one noted that although they do not currently use the library service, use of the library may be useful in the next year and as they age</li> <li>- other non users noted that they would not like to see the library in Beaumaris close</li> </ul>
12/09/2017	Public Meeting Moelfre area Moelfre Primary School	2	0	Full notes in Tier three meeting notes
14/09/2017	Merched y Wawr Llanddeusant	10	7	Present: Bethan Hughes Jones Discussion had about what libraries offer and their importance in the community. The mobile library was seen as being important although it was thought that a longer duration of stops might be better. The social impact of libraries was stressed.
14/09/2017	Public Meeting Cemaes area Cemaes Village Hall	20	-	Full notes in Tier three meeting notes
19/09/2017	Library Drop in Menai Bridge Library	4	0	Present: Bethan Hughes-Jones, Rachel Rowlands Location of Menai Bridge library was key Computers were very important. Pleased it was in tier 2
21/09/2017	Cyswllt Mon Council Reception Area	12	3	Present: Carol Sorahan Information given out

# Appendix 3: Consultation on Anglesey's Draft Library Service Strategy - Engagement Activity Notes

## Consultation on the Draft Library Service Strategy 2017 – 2022 Public Meeting Notes

**Public Meeting Beaumaris Library Area: Y Ganolfan Beaumaris 18/07/2017 6pm- 8pm**

**In Attendance :**

Delyth Molyneux (Head of Learning)  
Rachel Rowlands (Library Services Manager)  
Bethan Hughes Jones (Lifelong Learning Co-ordinator)  
Rhian Evans (Community Librarian)  
Carol Sorahan (Programme Manager)  
Llio Owen (Administrative Support)  
Delyth Hughes (Translator)  
Councillor R Meirion Jones  
Councillor Carwyn Elias Jones

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Councillor Lewis Davies  
 Councillor Alun Roberts  
 Town Councillor Alwyn Rowlands  
 11 Members of the public

Delyth Molyneux Head of Learning opened the meeting with an introduction to the process so far and the journey ahead. She made clear that no decision had been made regarding the future running of the Library Service.

Rachel Rowlands (Library services Manager) gave an overview of the consultation process and the contents of the draft library service strategy 2017-2022.

Comments / Questions	Reply
Why is Beaumaris Library in Tier 3? Beaumaris library is the only library in the Seiriol ward	The libraries have been placed in Tiers based on a set of criteria which takes into account factors such as usage, location and cost
What will happen to library Staff?	Two costed strategies have been produced one of which retains an element of staffing to implement the new structure and the other loses staffing hours. Ultimately it will depend on the level of community support and the Executive Committee's decision.
What are the Library building costs?	Average three year building costs are £6,517. These costs were shown on screen
What are the plans for the mobile Library?	The mobile service is an essential part of the Library service. We need a mobile library to reach Anglesey communities. We are in the

## Appendix 3: Consultation on Anglesey's Draft Library Service Strategy - Engagement Activity Notes

	final stages of tendering for a new library van. We will be reviewing mobile stops.
Is there sufficient capacity within the community for this strategy to work?	This will be different in each community however, discussions in Beaumaris have been positive.
Alwyn Rowlands – Chair of The Canolfan Beaumaris (Community Leisure Centre) committee which is a social enterprise, confirmed that they would be interested in working with the Library service.	Those present were supportive of this idea in principle and welcomed the opportunity to keep the library open.
Local Councillors expressed their concern that Beaumaris Library, the only one in Seiriol is in Tier 3 and the impact the reduction will have on library use	

### Public Meeting CEMAES Library Area Cemaes Village Hall 14/09/2017 6pm- 8pm

In Attendance:  
 Gwynne Jones (Chief Executive)  
 Rachel Rowlands (Library Services Manager)  
 Bethan Hughes Jones (Lifelong Learning Co-ordinator)  
 Carol Sorahan (Programme Manager)  
 Delyth Hughes (Translator)  
 Councillor Richard Owain Jones  
 Councillor Aled Morris Jones  
 Councillor Richard Griffiths  
 20 members the public (Including Community Councillors)

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Gwynne Jones the Chief Executive opened the meeting with an introduction to the process so far and the journey ahead. He made clear that no decision had been made regarding the future running of the Library Service.

Rachel Rowlands (Library services Manager) gave an overview of the consultation process and the contents of the draft library service strategy 2017-2022.

Comments / Questions	Reply
If the Community took over, what would they be responsible for?	The Community would be responsible for the library building costs (information available on line). A constituted community group would be able to apply for NNDR relief. Looking back at a three year trend the building cost would be in the region of £3825. The council most likely to consider transferring the asset to the community group on a long lease basis.
What does providing a core library service mean?	The Officers explained what a core library service would entail
How long would you (The Council) fund the core library service?	The Strategy is a five year strategy however, it is impossible to place any guarantees for future funding of any services as we don't know what LA settlements from WG will be.
You expect us to take over a long lease i.e. 25 years, but the Council would only guarantee providing a core library service for 5 years?	The council could potentially negotiate a 5-year brake clause in any long lease.

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The library is an underutilised asset, could it be used as a Tourist information centre?	If a community group or third party come forward to support the service this would fit with a Community Supported Library – there are examples elsewhere where this is working well
Wylfa B developments –could the Local Authority discuss with Horizon Nuclear Power the possibility of obtaining community benefits contribution to keep the Library Open	The Chief Executive expressed his opinion that it would be a matter for any third party who wishes to work with the library service to apply for support from Horizon.
The possibility of the surrounding Community Councils working with each other and Llanbadrig Community Council to support the library was raised	The Chief Executive and officers welcomed these discussions
The possibility of utilising Cwmni Cemaes Cyf as a possible vehicle for moving forward was discussed and it was resolved that if there was enough support the constitution may be broadened to include the management of the library building.	The Chief Executive and officers welcomed these discussions

### Public Meeting Moelfre Library Area Moelfre Primary school 12/09/2017 6pm- 8pm

In Attendance :

- Delyth Molyneux (Head of Learning)
- Bethan Hughes Jones (Lifelong Learning Co-ordinator)
- Carol Sorahan (Programme Manager)
- Delyth Hughes (Translator)
- Councillor Ieuan Williams (Deputy Leader)
- 2 Community Council Councillors one from Moelfre and one from Pentraeth

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Delyth Molyneux Head of Learning opened the meeting with an introduction to the process so far and the journey ahead. She made clear that no decision had been made regarding the future running of the Library Service.

Bethan Hughes Jones (Lifelong Learning Co-ordinator) gave an overview of the consultation process and the contents of the draft library service strategy 2017-2022.

Comments / Questions	Reply
If the Community took over, what would they be responsible for?	The Community would be responsible for the library building costs which on a three-year average trend would be approximately £885 per annum for Moelfre Library (information available on line).
What does providing a core library service mean?	An explanation was given as to what the Core Library Service would include
The Community Council would find it hard to raise money, as it has already taken over the running of the toilets.	Discussion was had around the possibility of increasing the precept. Examples of where this has happened to support Libraries i.e. Cerrigydrudion were given – ultimately this would be a matter for the Community Council.
Are you looking for volunteers?	In the draft strategy the Council is looking for a third party to work with the Library service to take over the building/ running costs of the library and will still provide a core service. Any volunteers that would work in the library would

## Appendix 3: Consultation on Anglesey's Draft Library Service Strategy - Engagement Activity Notes

	add value outside the core opening times. E.g. with volunteers the library could be kept open longer hours.
The possibility of both Pentraeth and Moelfre Community Councils working with Llanfair ME to support Library provision in the area was raised.	This would be welcomed and officers suggested local discussions take place

### Public Meeting Newborough Library Area Prichard Jones institute 05/09/2017 6pm- 8pm

In Attendance :

- Delyth Molyneux (Head of Learning)
- Annwen Morgan ( Deputy Chief Executive
- Rachel Rowlands (Library Services Manager)
- Bethan Hughes Jones (Lifelong Learning Co-ordinator)
- Carol Sorahan (Programme Manager)
- Delyth Hughes (Translator)
- Councillor Bryan Owen
- Councillor Peter Rogers
- 8 Members of the public

Delyth Molyneux Head of Learning opened the meeting with an introduction to the process so far and the journey ahead. She made clear that no decision had been made regarding the future running of the Library Service.

Rachel Rowlands (Library services Manager) gave an overview of the consultation process and the contents of the draft library service strategy 2017-2022.

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Comments / Questions	Reply
If the Community took over, what would they be responsible for?	The Community would be responsible for the library running costs (including, rent and related facility management costs). Looking back at a three year trend the building cost would be in the region of 2k per annum
A representative of the Prichard Jones Institute emphasised how important the library is to the PJI and village. He also questioned the cost of running the library as the rent received by PJI is only £700	Officers acknowledged the points and explained the additional costs
What does providing a core library service mean?	The core library service was explained
What are the plans for the mobile Library?	The mobile service is an essential part of the Library service. We need a mobile library to reach Anglesey communities. We are in the final stages of tendering for a new library van. We will be reviewing mobile stops.
Councillor Peter Rogers underlined the importance of the library in terms of children's literacy and highlighted the success of the Summer Reading Challenge activities in supporting this	
Discussion was had around the possibility of linking in with activities such as a luncheon club	Officers welcomed these discussions
The Community Council and Prichard Jones institute committee stated that they would investigate whether they could work together to offer a solution for Newborough.	

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**Public Meeting Rhosneigr Library Area Llanfaelog Village Hall 11/07/2017 6pm- 8pm**

In Attendance :

- Delyth Molyneux (Head of Learning)
- Rachel Rowlands (Library Services Manager)
- Bethan Hughes Jones (Lifelong Learning Co-ordinator)
- Rhian Evans (Community Librarian)
- Carol Sorahan (Programme Manager)
- Llio Owen (Administrative Support)
- Delyth Hughes (Translator)
- Councillor Richard Dew
- Councillor Gwilym O Jones
- 8 Members of the public

Delyth Molyneux Head of Learning opened the meeting with an introduction to the process so far and the journey ahead. She made clear that no decision had been made regarding the future running of the Library Service.

Rachel Rowlands (Library services Manager) gave an overview of the consultation process and the contents of the draft library service strategy 2017-2022.

Comments / Questions	Reply
If the Community took over, what would they be responsible for?	The Community would be responsible for the library building costs (information available on line).

## Appendix 3: Consultation on Anglesey's Draft Library Service Strategy - Engagement Activity Notes

	<p>A constituted community group would be able to apply for NNDR relief.</p> <p>Looking back at a three year trend the building cost would be in the region of £5-6,000.</p> <p>The council most likely to consider transferring the asset to the community group on a long lease basis.</p>
What does providing a core library service mean?	The core library service was explained
The capacity within the community to manage and fund another building was discussed	Officers acknowledged the potential difficulties and gave examples of models which could be investigated by the community if they so wished
The importance of the library building to the older community was emphasised	This was acknowledged by the officers present
A discussion was had regarding the potential to house the library in another community venue	Officers welcomed this discussion and stated that this would be a possibility within the strategy if another suitable venue was formally suggested
<p>What are the plans for the mobile Library?</p> <p>The importance of the Mobile Library in Rhosneigr was questioned – with a suggestion that more would use the static library if the mobile library did not visit the area.</p>	<p>The mobile service is an essential part of the Library service. We need a mobile library to reach Anglesey communities. We are in the final stages of tendering for a new library van. We will be reviewing mobile stops.</p>



# Equality Impact and Needs Assessment (EINA)

## Library Service

Appendix 4

<b>Proposal</b>	Transformation of the Library Service – Introduction of a new management model offering a focussed and sustainable library service
<b>Date of assessment</b>	On going
<b>Officer responsible for EINA</b>	
<b>Assessment Team</b>	Bethan Hughes-Jones, Rachel Rowlands,
<b>Review Date</b>	

## 1. The proposal

This section should outline details of the proposal. This could include (where applicable):

- Information on the current approach to the service
- Description of the proposal
- Aim or purpose of the proposal
- Who should benefit from the proposal
- What outcomes you want to achieve from the proposal
- Details of other services the proposal could impact on

Following the publication of the Isle of Anglesey County Council (“the Council”) [Corporate Plan 2013-17](#) the Library Service has undergone a [full service review](#), which resulted in a long list of possible options for the introduction of a new management model offering a focussed, and sustainable library service.

During the autumn of 2015, the Council conducted a [consultation](#) on the long list of options to gauge the public feeling towards the possible options. The results of the consultation were not conclusive; however, the public’s support for the service was highlighted and a preference was apparent to have a community supported model rather than lose the service. Following on from the consultation findings, the service began discussions with communities, groups, social enterprises and community councils regarding the possibilities surrounding alternative delivery/management models. The proposal is therefore that the Council develops and introduces a new management model, which offers a focussed and sustainable service with community support where possible and adopts the Draft Isle of Anglesey Library Service Strategy 2017-22 (“the Draft Strategy”).

This EINA assesses the need for the Library Service and the impact of the proposed changes to management structure on the population who may want to make use of it. All options will need careful consideration in terms of the impact on the residents of Anglesey as well as the Council’s ability to provide a ‘comprehensive and efficient’ library service in accordance with the Public Libraries and Museums Act 1964. In addition, there will be consideration to the Welsh Public Library Standards and the needs for Library Authorities in Wales to report on their annual performance in respect of these Standards.

The proposal is that if the Draft Strategy is adopted in the Executive Committee of November 27<sup>th</sup> 2017 a three tiered approach to the Service will be introduced as of April 1<sup>st</sup> 2018. This will result in having Tier 1, 2 full time Area Libraries in Holyhead and Llangefni. Tier 2, Council led Community Supported libraries with elements of community support (approximately 20 hours) Amlwch, Benllech and Menai Bridge, in which

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having community involvement or financial support would be beneficial and could achieve both financial savings and an extended service. Tier 3, Council led Community Supported Libraries in Beaumaris and Rhosneigr where community involvement or financial support is essential in order to safeguard the current service delivery in that location. The EINA therefore has to assess the impact of the continuation of the Library Service in some areas, possible enhancement to the service in some areas and the closure of service points in some areas, namely Cemaes, Moelfre Newborough and , potentially Rhosneigr , if a firm commitment is not provided by Llanfaelog Community Council by 2 January 2017.

**2. Evidence and research**

**What research, information or other intelligence have you used to develop this proposal?**

Research can include monitoring information, satisfaction surveys, desktop research, professional journals, comments from individuals and groups. We must publish details of information considered when assessing the impact.

<b>Information source</b>	<b>What has this told you?</b>
<b>Public Libraries User Survey (PLUS) 2014</b>	Who our users are and what they use us for. It also gives us an idea of the impact the Library Service has on lives
<b>Census 2011</b>	Valuable data regarding groups with protected characteristics, car ownership
<b>NOMIS</b> Office for National Statistics official labour market statistics	Valuable information relating to the Labour Market including Job Seekers Allowance ("JSA") and Employment and Support Allowance ("ESA") claimants in various wards around the library locations
<b>StatsWales</b>	Demographical information about the population of Anglesey
<b>The Department for Works and Pensions ("DWP")</b>	How many JSA claimants there were at the time of the initial assessment (Aug 2016) in the vicinity of the current library locations
<b>Public Consultation and Focussed activity during autumn 2015 and Summer 2017</b>	The views of the public regarding the possible changes to the Library Service have been gathered and collated.

## Appendix 4

<b>Welsh Index of Multiple Deprivation (WIMD)</b>	Information regarding deprivation throughout the county by Lower –layer Super Output Area (LSOA) level
<b>Connected Nations 2016(Ofcom report)</b>	Anglesey residents are likely to be digitally excluded when all digital and demographic factors are considered

### 2.1 Population

The Isle of Anglesey covers 714 km<sup>2</sup>, most of it rural with a population of approximately 70,000 (mid-year estimates) and a population density of 99 people per square kilometre.

There are five main towns Menai Bridge, Beaumaris, Amlwch, Llangefni, and Holyhead. The latter two housing some of the most deprived areas in Wales.

### 2.2 Demography (Age Sex Race)

The population for Anglesey, like the rest of Wales is equally divided by gender. However, age data shows that the percentage of young people 0-15 at 17.2% is approximately 1% lower than the Wales average. The Island's working age population is 59.2% compared to the national average of 62.5%. And at 23.7% of the population in the post 65 group, Anglesey is second only in Wales to Conwy at 25.7%. Both are areas that attract people in retirement. This analysis is supported by the data on countries of birth where 28.8% of the island's inhabitants were born in England. 23.6% were born outside the UK. (approx. 2500)

### 2.3 Race

In figures by Stats Wales, in the year ending 31<sup>st</sup> of March, 2016; it was found that of all 69,400 people living on Anglesey that:-

- 68,100 said that they are from a white background
- 1,300 said that they are from a non-white background (1.9% of Anglesey's population)

We have undertaken Geographic Information System ("GIS") mapping of data to identify if we should be mindful of any areas which have a higher density of ethnic minority populations.

### 2.4 Deprivation

#### Communities First

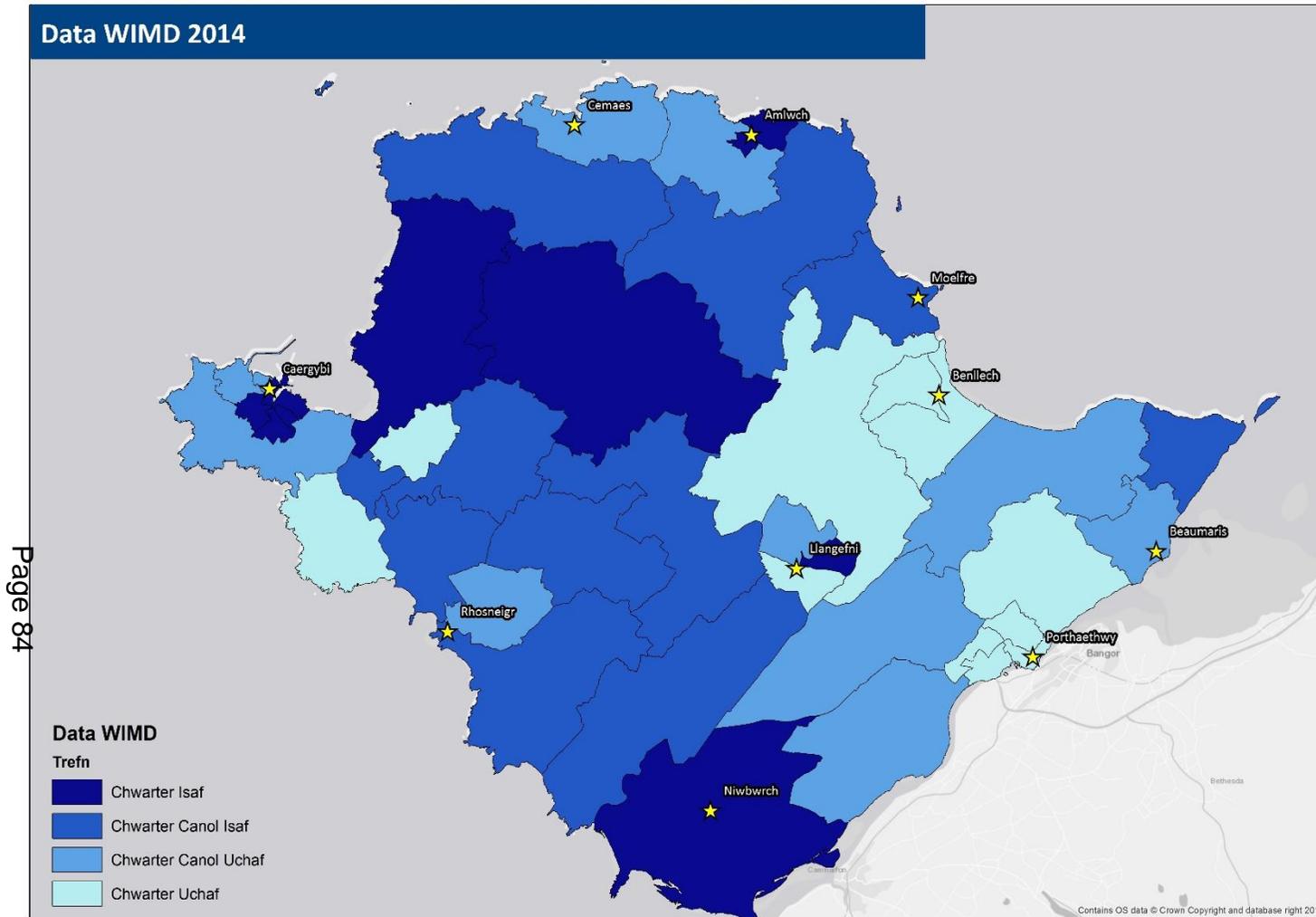
Anglesey is home to some of the most deprived wards in Wales according to the WIMD these areas are in Holyhead (Holyhead Town, Morawelon, London Road, Kingsland, Porthyfelin and Maeshyfyrd) and Llangefni (Tudur). The Communities First Cluster (Mon CF) supports these wards. It

#### Appendix 4

aims to reduce the divide that exists between those living in the most deprived areas and the more affluent areas. Holyhead Library is situated on the edge of Holyhead Town and Porthyfelin 1 wards while Llangefni Library is slightly south west of the Tudur ward.

#### **Rural Deprivation**

Although the most deprived communities on Anglesey are identified as being in the two main towns it is apparent that some of the more rural communities are also facing deprivation. Some of the rural communities identified as being in the lowest quartile (those with the highest levels of deprivation) are facing issues in relation to housing, transport and lack of services.



**Flying Start**

The Flying Start Program is aimed at tackling child poverty and supporting families through early intervention. The program is Post Code based which means that it is area specific and not necessarily utilized or accessed by those most in need. The areas covered by the program on

## Appendix 4

Anglesey are in Holyhead, Llangefni, Newborough and Gwalchmai. There are in the region of 630 children living within these areas who are subject to Flying Start intervention (data correct at 3<sup>rd</sup> August 2016).

### **Out of Work Benefits**

NOMIS data for May 2016 noted that of 5,700(14% of working age population) people claiming benefits on Anglesey, 2,850 (7%) were claiming ESA and incapacity benefits whilst 930 (2.3%) were claiming Job Seekers Allowance. Male claimants for JSA are almost double that of females. This total number has been decreasing slowly since May 2012 (1,786 claims).

Anglesey JSA or Universal Credit ("UC") claimants July 2016 figures within library areas

1. LL65 1 (Holyhead) = 170
2. LL68 9 (Amlwch) = 123
3. LL77 7 (Llangefni) = 90
4. LL64 4 (Rhosneigr) = 46
5. LL61 6 (Newborough) =28
6. LL59 5 (Menai Bridge) = 22
7. LL67 0 (Cemaes Bay) = 18
8. LL58 8 (Beaumaris) = 16
9. LL74 8 (Benllech) = 15
10. LL72 8 (Moelfre) = 8

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(Data source: DWP Direct August 2016)

### **Workless households**

In the year end data for 2015, there was an estimated 3,800 workless households on the Isle of Anglesey which is 18.7%. This is slightly above the national average for Wales which was 18.3%. Of those households, 1,000 had children living within them which is 9.1% of all households on Anglesey. (StatsWales)

20.2% of the working age population, excluding students, are classed as economically inactive on Anglesey (StatsWales – year ending 30<sup>th</sup> September 2016).

### **Lone Parents**

There are 1811 households on Anglesey which are classed as those with lone parents between the ages of 16 – 74 with dependent children.

### **Possible Impact**

## Appendix 4

Library closure or reduction in hours could impact negatively on JSA and ESA and Universal Credit claimants who do not have access to a reliable internet enabled device or a reliable and affordable connection to the internet. People's ability to make and manage claims could be affected thus resulting in either no claim being possible or sanctions for non-conformity with the claimant contract.

The figures above demonstrate that the highest numbers claiming JSA in library areas are in the three larger towns and the rural areas of Newborough and the combined wards of Aberffraw and Rhosneigr 1 & 2. The impact of library closure could be greater in Rhosneigr as there are PC's available for use in making such claims while there is only an I-Pad available in Newborough Library.

### 2.5 Digital Exclusion

Residents in rural Wales can expect to have poorer digital connectivity as a direct result of poor fixed and mobile infrastructure according to Ofcom in their [Connected Nations 2016](#) report.

Get Digital from the Tech Partnership's [Digital Exclusion Heatmap](#), developed with support from the Local Government Association and The London School of Economics and Political Science, in association with Lloyds Banking Group uses fresh insight into Basic Digital Skills along with the effect of infrastructure to show where digital exclusion is likely.

The Digital Exclusion Heatmap shows that as a result of infrastructure it is likely that some Anglesey residents will be Digitally Excluded. Research shows that 75% of adults have claimed to have all 5 digital skills (Managing Information, Communicating, Transacting, Problem Solving and Creating). However, less than 50% of adults have used all 5 skills in the last three months.

Libraries currently offer a facility within communities enabling those unable to connect digitally in their homes to do so either through PC or WiFi use.

### 2.6 The Welsh language on Anglesey

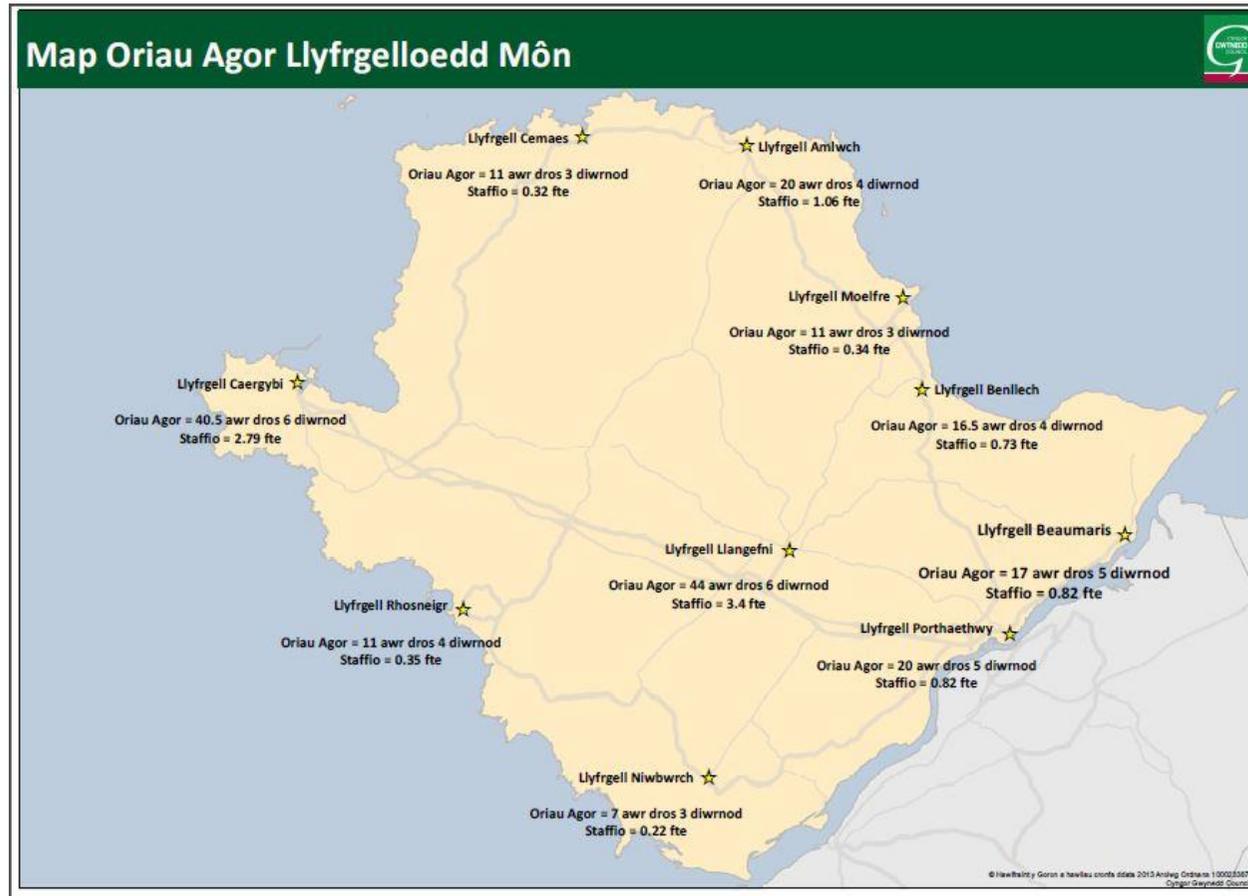
Anglesey continues to be an area in Wales with a strong Welsh language presence. The 2011 Census shows that 45.6% of the population were able to speak, read, and write in Welsh. This is the second highest rate in Wales, second only to Gwynedd (56.0%). The overall Welsh average was 14.6% (2011 Census).

Holyhead was the area in Anglesey where the fewest residents were able to collectively speak, read and write in Welsh. The LSOA around Valley in the west of Anglesey is where the highest percentage of residents stated they have no skills in Welsh, with 55.2%.

Libraries offer books both physical and electronic, activities and opportunities to use the Welsh language in an informal non-threatening setting.

### 2.7 Library Use on Anglesey

There are 10 static libraries on Anglesey serving the population of approximately 70,000 residents. Stars on the following map note the sites of the static libraries. Eight of the ten are purpose built libraries with Newborough housed in the Prichard Jones Institute and Moelfre within the community wing of the Primary School.



Housebound Service and Mobile Libraries visit over 60 communities, within the region of a hundred stops monthly. The Housebound Service makes monthly visits to residents who cannot physically attend a static library or get to the mobile stop.

Schools across the county subscribe to the Schools Library Service and receive resource packs to assist with curriculum planning and enhancement as well as having a visit from the School Library van once a term to enable children to experience selecting their own books.

## Appendix 4

Use of the Library Service was demonstrated in detail in Appendix 3 of the [Library Service Review](#). However, the data for the static libraries included within the review documentation is replicated below.

Library	Opening hours per week	Visits per annum	Visits per hour open	Items loaned per annum	Items loaned per hour open	Cost per visit	Cost per item loaned
Amlwch	20	33,133	33.1	23,758	23.8	£0.86	£1.28
Beaumaris	17	10,522	12.4	19,942	23.5	£1.65	£0.87
Benllech	16.5	33,511	40.6	23,634	28.6	£0.61	£0.74
Cemaes	11	3,446	6.3	6,618	12.0	£3.84	£1.84
Holyhead	40.5	69,953	34.5	55,044	27.2	£1.50	£1.78
Llangefni	44	91,388	41.5	74,876	34.0	£1.15	£1.33
Menai Bridge	20	40,787	40.8	40,109	40.1	£0.92	£0.88
Moelfre	11	2,422	4.4	5,348	9.7	£2.47	£1.62
Newborough	7	1,160	3.3	4,289	12.3	£4.03	£0.88
Rhosneigr	11	5,703	10.4	5,539	10.1	£3.22	£2.76
<b>Totals</b>	<b>198</b>	<b>286,254</b>	<b>227.3</b>	<b>273,552</b>	<b>221.3</b>		
					Average Costs	£1.24	£1.30

The costs above are based on direct costs that are attributed to each Library as they were at the time of the Review, they do not include stock, professional support (that is the support of professionally qualified librarians) or ICT costs which are centralised within the service. They do include, front line staffing, building costs Average costs are based on an average expenditure of the 3 years prior to publication.

Usage patterns for the libraries vary with some having very localised use while others draw customers from a large geographical area. Maps showing where library users live have been created using user data and is available on request.

Appendix 4  
**3. Engagement**

- Have you or will you engage with key stakeholder groups?
- Please consider groups such as BME communities, carers, disabled people, LGB communities, religious groups and older people.
- We must publish details of engagement when assessing the impact of proposals.

Engagement - date	Who did you invite	How many attended? What groups did they represent?	Main issues
<b>Oct – Nov 2015</b>	Public Consultation invited all members of the public including Library users and non-users to respond either electronically via Smart Survey or on paper by post or at Libraries or through a face to face street survey in the town centres (Approx. 100)	1081 respondents to public consultation. 90% of which were regular Library users.	Engaging with non-users and difficult to engage groups in order to ascertain their views proved a challenge. Lessons were learnt and a greater emphasis will be placed on these groups in the next round of consultation.
<b>Oct – Nov 2015</b>	Stakeholder Consultation	24 respondents	Detailed list of Stakeholders managed by PM – main issue in terms of the consultation was that only around 5% of those invited to express an opinion through mail out responded. Possibly need resources in order to discover more localised links to some national organisations.
<b>Nov 2015</b>	All Staff within the Service		
<b>9&amp; 10/12/2015</b>	Language and Play groups in Holyhead (Parents and guardians of young children living in disadvantaged areas of Holyhead – specifically living in Flying Start areas)	11 – young parents, grandparents of children living in Flying Start areas	Need to be able to walk / access public transport to activities Need to be able to visit at times, which are convenient for other family commitments such as nursery/school run.

<b>14/12/2015</b>	Members of the Llais Ni forum (a third sector/LA partnership engaging specifically with young people from 10-25)	24	Rurality prevented many young people from accessing services as they are reliant on parents/guardians for lifts. Lack of awareness of services available was another barrier
<b>19-25/11/2015</b>	Pupils from 4 of the 5 main stream Secondary Schools	Approximately 200	Rurality prevented some young people from accessing services as they are reliant on parents/guardians for lifts. Lack of awareness of services available was another barrier
	Lleisiau Lleol is a third sector partnership project set up to ascertain the opinions of people who are represented by specific organisations such as Age Cymru, North Wales Deaf Association,		
<b>June – September 2017</b>	See the Communication Plan for the Consultation		Full commentary and details of consultation available in the consultation report and engagement activity notes at Appendix 3
<b>October 13, 2017</b>	We were invited to attend	Older People's Strategy Coordinator, Lleisiau Lleol, ICF Programme Manager, Environmental Health Operations Manager	Closure of Cemaes library may compound the adverse effects of the potential Wylfa Newydd nuclear power station project in the near future as it will result in fewer community spaces away from the dust and noise pollution which may be a product of the large scale development. It is difficult to treat Cemaes Library more or less favourably than any other because there is potential for future development in the area. The need for a Health Impact Assessment was suggested and will be discussed further with the responsible officers within the Council

## 4. Assessing the impact

Using the table below, please identify:

- If the proposal could result in some groups being disadvantaged or treated unfairly; or if it could result in an opportunity to promote equality or inclusion.
- Where there is potential for disadvantage or unfair treatment what are your plans to overcome this, mitigate it or justify it.
- If you don't identify any impacts, you must explain how you decided this.

	<b>Do the proposals impact on staff or customers?</b>	<b>Could the proposals lead to any groups being disadvantaged or treated unfairly? Please explain why.</b>	<b>How do you plan to remove, reduce or justify this?  Who will have responsibility for the identified action and what are the timescales involved?</b>	<b>Could the proposal promote equality? Please explain how.</b>
<b>Age (younger people or older people)</b>	Customers	Yes – children and babies 0-4 who are reliant on public transport or ability to walk with parent to library. Children 8-14 who visit the local library independently of parents. Older people - a higher proportion of library users are over the age of 65 therefore any changes could impact negatively on this age group	A full review of the route and timetable of the Mobile Libraries and Housebound Service will be undertaken and where there has been a reduction or withdrawal of service, introduction of new stops and or develop Community Access Points in a community venue.	In areas where there is Community involvement and financial support for the continuation of the service there could be increased community cohesion. By encouraging the use of the building outside of core library hours for other activities will provide the community with additional opportunities to socialise and meet people in a relaxed and neutral venue.
<b>Disability (including carers)</b>	Customers	Yes – any closure could result in people with disabilities or their	Remodelling the Housebound Service and Mobile Libraries	

		carers being disadvantaged by making it more difficult to access the Library.	could mitigate this to a degree. This will not however replace the act of visiting the library as independently as possible.	
<b>Marriage or civil partnerships</b>		There is no identified reason for people to suffer disadvantage for being either married, single, divorced, or in a civil partnership.		
<b>Sex or Gender (Includes Transsexuality, pregnancy and maternity)</b>	Customers	Yes – higher percentage of library users are female reduction in service could impact negatively on older females who rely on the Service for wellbeing. It could also impact on parents (both genders) who bring young children to the library to develop and support the child’s literacy and communication skills as well as for their own wellbeing and to socialise	Remodelling the Housebound and Mobile Libraries could mitigate against this to a degree. This may not be sufficient to replace the interaction that is achieved by visiting a static library, but it may go some way to alleviate the impact.	
	Staff	Majority of the Library Service workforce is female and therefore any changes are likely to disadvantage them greater than males.	Making every possible attempt to maintain staffing hours within the service and where there is a reduction and substantial changes to contractual hours or duties that appropriate action is taken with HR to ensure the impact is minimised. Where changes in staffing will have to occur it will be paramount not to	

Appendix 4

			discriminate either positively or negatively against either sex should redeployment be necessary.	
<b>Sexual orientation</b>		Any changes to the service should not have a direct effect on individuals as a result of their sexual orientation		
<b>Race</b>		Any changes to the service should not have a direct effect on individuals as a result of their race		
<b>Religion or belief</b>		Any changes to the service should not have a direct effect on individuals as a result of their religion or belief		
<b>Welsh Language</b>	Customers	Changes to the service may have an effect on individuals' ability to use the Welsh language within their communities.	Should a Council led Community Supported model be adopted in some areas, robust Service Level Agreements will need to be in place to ensure that people wanting to make use of the Library Service are able to do so in either Welsh or English both during and outside core hours. Closure of service points will also result in fewer public spaces where Welsh can be used and practiced and where reading materials in the Welsh Language can be accessed.	

## 5. Assessing the impact on community cohesion and social inclusion

Under the general equality duty, the law requires us to foster good relations between people who share a relevant characteristic and those who don't (community cohesion). When assessing the impact on community cohesion you should consider the following:

- Could any groups see the proposals as unfair (even if you think that they are fair)?
- Could the proposals bring different groups into greater contact with one another?
- Could the proposals cause or contribute to conflict or tensions between groups?

You should also consider any potential impact of the proposal on social inclusion. Social inclusion is about closing the gap between the least and most advantaged in the county.

Work has been undertaken in relation to latest data. However, the most disadvantaged communities (WIMD) appear to be within the catchment area of the Llangefni and Holyhead Libraries which will be least affected by any changes to the service delivery model as suggested within the Draft Strategy.

Areas where individuals may be disadvantaged due to rurality and poor connections have been mapped and considerations will be made to increasing community access to the service should any changes to the delivery model result in any library closures. This will be done during the process of remodelling the Mobile and Housebound Library Service and as a response to the changing needs of communities.

There are opportunities to develop and build community cohesion and resilience in communities where there is an appetite to collaborate with the Council to deliver services in new ways. For example, in Menai Bridge the Friends of Menai Bridge Library have been piloting activities which may enable them to contribute both in a social and financial capacity to the future of the Library Service in the Town. These activities are offering additional services which complement and add value to the Core Library Service.

The decision on how to deliver the best possible service within the available resources has been informed by the consultation process, comments made by stakeholders, consultees and users during that process.

The Council is however open and receptive to suggestions regarding different ways of working which could result in the Library Service improving and not declining as a result of a long term strategy.

## Appendix 4

The responses to the Consultation (summer 2017) show that, although the majority agree with the Draft Strategy, some respondents did not agree that their preferred library is in the correct Tier. There are no equalities issues underlying these responses but a possible sense of protectionism to a local service which is highly regarded by its users. If the Service is reduced or withdrawn in an area that there will be an alternative service provision in form of either of access to Mobile Services or to potential Community Access points.

### 6. Any other areas for consideration

In the 5 communities which make up Tier 3 of the Draft Strategy detailed discussions have taken place with Stakeholders from the community over a period of 18 months whilst preparing the Draft Strategy and during both consultation periods.

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#### Digital Inclusion

It is important to note that the Council is aware of the possible impact of the Draft Strategy to the Digital Inclusion of some individuals who are reliant on computer facilities and connectivity at Library buildings, the libraries in Tier 3 are those that currently have the fewest computer sessions used and have the least number of computers. From the data on unemployment we would expect to see a relatively high uptake of computer sessions at Rhosneigr Library by those JSA claimants for example, but this is not the case and the usage is relatively low.

## Definitions and requirements

### Equality: What the legal duty requires - a quick outline

Public authorities have wide-ranging legal duties on equalities. This includes a general duty to have 'due regard' to the need to eliminate discrimination, harassment and victimisation, advance equality of opportunity between people who share a relevant characteristic and persons who do not and foster good relations between persons who share a relevant protected characteristic and persons who do not share it. (the due regard duty')

By law, an equality impact assessment must:

- Reflect information about the potential impact that the Draft Strategy may have on its ability to comply with its due regard duty
- Identify ways to mitigate or avoid any negative impact.

This does not have to be contained in one document called an Equality Impact Needs Assessment (EINA), but we must publish details of the analysis we carried out where it shows a substantial impact (or likely impact) on the Council's ability to meet the due regard duty, indicating what information we considered. We need to show we have considered and tried to mitigate impacts, not that we have managed to mitigate them.

### Social inclusion and community cohesion:

To ensure a comprehensive approach, we also consider social inclusion and community cohesion in our assessments. **Social inclusion** is our shorthand for assessing the wider potential implications of proposals about how they might affect all potentially excluded people accessing services, resources and opportunities. We need to consider issues like cost, location and transport.

As with inclusion, there is no direct duty to promote **community cohesion**, but there is a strong business case. We need to promote positive relations between groups and minimise tensions associated with any part of our services. If we don't there can be significant costs in public order, community safety, health, and the county's economy and reputation.

## APPENDICES

### 1. Engagement activity and Meeting Notes

## Library Service Strategy Savings Estimates

## Tier 1: Area Libraries

	Building Changes	3 yr Av Total	proposed	Loss of income (16/17)	Savings	(average 3 year costs inc NNDR)
Holyhead	Retain but move to market hall	31890.38	31890.38	n/a	0.00	* these costs are for the
Llangefni	Retain	55405.25	55405.25	n/a	0.00	

## Tier 2: Authority Led Community Supported libraries 20 Hours a week

	Building changes	3 yr Av total	proposed	Loss of income (16/17)	Savings	(average 3 year costs inc NNDR)
Amlwch	Retain	10361.95	10361.95	n/a	0.00	
Menai Bridge	Retain	11895.65	11895.65	n/a	0.00	
Benllech	Retain with community council office rental 25hours a week c£2,000 (*figure not yet	9448.55	7448.55	n/a	2000.00	
<b>Total Savings</b>					<b>2000.00</b>	

## Tier 3: Authority Led Community Supported libraries 10 Hours a week

	Building changes	3 yr Av total	Proposed	Loss of income (16/17)	Savings	(average 3 year costs inc NNDR at 16/17 rate)
Beaumaris	Transfer	15429.35	0	5150	10279.35	
Cemaes	Close	6907.92	0	147.19	6760.73	
Moelfre	Close	2358.81	0	30.77	2328.04	
Newborough	Close	2562.4	0	130.98	2431.42	
Rhosneigr	Transfer	11160.18	0	0	11160.18	
<b>Total Savings</b>					<b>32959.72</b>	

Total Building Savings

34959.72

## Total Staffing Savings

## Current staffing structure

534170.00

Saving

Cost of strategy staffing retaining current staffing hours	534170.00	23.89
Cost of strategy staffing bare minimum staffing	511530.34	22615.77
Cost of Strategy retaining 22 hours for mitigating the effect of closures	526670.52	7538.59
Relief staffing allocation budget£ 30,000-50 % saving offered	-15000.00	15000.00
a) Staffing structure savings retaining staff (£15,000+ £23.89)		15023.89
b) Staffing structure savings bare minimum staff (£15,000+£22615.77)		37615.77
c) Staffing structure retaining 22 hours of staff ( £15,000+£7538.59)		22538.59

## Total Strategy Savings: Buildings and Staff

a) Total strategy savings retaining current staffing levels	49983.61
b) Total strategy savings bare minimum staff	72575.49
c) Total Strategy savings retaining 22 hours staff for mitigating the effect of closures	57498.31

\* 2 x 11 hour posts @7538.59. Significant risk involved in not retaining these hours

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<b>ISLE OF ANGLESEY COUNTY COUNCIL Scrutiny Report Template</b>	
<b>Committee:</b>	Corporate Scrutiny Committee
<b>Date:</b>	13 <sup>th</sup> November 2017
<b>Subject:</b>	Council Housing [Housing Revenue Account] Asset Management Strategy 2018-2023
<b>Purpose of Report:</b>	To propose adoption of the HRA Asset Management Strategy 2018-2023
<b>Scrutiny Chair:</b>	Aled M Jones
<b>Portfolio Holder(s):</b>	Alun Wyn Mummery
<b>Head of Service:</b>	Shan Lloyd Williams
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<b>Local Members:</b>	Relevant to all Elected Members

**1 - Recommendation/s**

R1. The Corporate Scrutiny Committee is recommended to approve the draft Housing Revenue Account Asset Management Strategy for 2018-2023.

**2 – Link to Council Plan / Other Corporate Priorities**

Delivery of this Asset Management Strategy will contribute positively towards the following recently adopted corporate priorities:

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

**3 – Guiding Principles for Scrutiny Members**

**To assist Members when scrutinising the topic:-**

**3.1** Impact the matter has on individuals and communities [**focus on customer/citizen**]

**3.2** A look at the efficiency & effectiveness of any proposed change – both financially and in terms of quality [**focus on value**]

**3.3** A look at any risks [**focus on risk**]

**3.4** Scrutiny taking a performance monitoring or quality assurance role **[focus on performance & quality]**

**3.5** Looking at plans and proposals from a perspective of:

- Long term
- Prevention
- Integration
- Collaboration
- Involvement

**[focus on wellbeing]**

#### **4 - Key Scrutiny Questions**

1. Which drivers have underpinned the 6 strategic priorities in the Asset Management Strategy?
2. Are there any risks associated with this Strategy? How is it proposed to mitigate / minimize any risks?
3. How does this local strategy prepare the Council for the impacts of national government reform?
4. What is the process and timescale for adopting the proposed Asset Management Strategy?

#### **5 – Background / Context**

**5.1** The attached draft Asset Management Strategy (AMS) for the period 2018-23 defines our approach to managing our Housing Revenue Account (HRA) assets. It is our first AMS and is focused around three key themes, namely:

- Stock Investment
- Active Asset Management
- Supporting wider objectives

#### **5.2 Stock Investment**

This is activity that maintains the housing stock to a standard that meets customer and business needs and regulatory requirements. In particular, the Welsh Housing Quality Standards states that all households should have the opportunity to live in good quality homes that are:

- In a good state of repair,
- Safe and Secure,
- Adequately heated, fuel efficient and well insulated,
- Contain up to date kitchens and bathrooms,
- Well managed,
- Located in attractive and safe environments,

- As far as possible suit the specific requirements of the household (e.g. specific disabilities).

Our stock investment programmes are designed to keep all properties compliant with the above standards for the full period of annual 30 year Business Plans. Section 5 of the AMS sets out how stock investment will be planned.

### **5.3 Active Asset Management**

This section relates to activities that improve the performance of properties which may have poor social, economic or environmental performance. Contributory factors include low housing demand or high costs which may be addressed via improvement programmes or replacing them with properties which are fit for purpose.

The AMS sets out an option appraisal process which will be undertaken to determine future use of underperforming stock.

### **5.4 Supporting Wider Objectives**

The recently adopted Council Corporate Plan for 2017-2022 sets out three key priorities:

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

The Housing Service can demonstrate positive contributions to Corporate priorities by creating conditions whereby local businesses have every opportunity to bid for stock investment works, allowing opportunities for our residents to develop skills whilst promoting apprenticeships and safeguarding existing employment.

In addition, complying with regulatory requirements in connection with existing stock together with established new development plans will increase housing options and promote independent living within our communities.

Housing developments and improvement programmes will be guided by financial responsibility and longer-term sustainability.

### **5.5 Strategic Priorities**

**1. Stock Data and Investment Need.** Understanding our asset portfolio and the investment required in order to meet the Council's strategic aims, legal and regulatory standards, Welsh Housing Quality Standard (WHQS), keeping stock lettable and protecting the income stream throughout the period of the HRA Business Plan.

**2. Active Asset Management.** Understanding the financial and non-financial performance of the Council's housing assets and actively and efficiently managing these assets.

**3. Investment Planning.** Plan required investment in the Council's sustainable housing assets in a way that is innovative, affordable and meets our and our customer's standards and priorities.

**4. Maximising Returns.** Plan to deliver a joined up approach within the Housing Service to maximise financial and non-financial return from the **housing portfolio**.

**5. Affordability and Viability.** Ensure that the affordability and viability of the plan can clearly be demonstrated.

**6. Delivery Plan.** Deliver of the Asset Management Strategy the Asset Management Delivery Plan ensuring value for money and maximising any community benefits available from the investment

### **5.6 Asset Management Delivery Plan (AMDP)**

Work programmes to deliver stock investment will be developed during Q3 and Q4 of 2017-18 following completion of a 20% representative Stock Condition Survey during the summer of 2017. The data collected will inform future expenditure plans in connection internal investment works, traditional external planned maintenance and heating boiler replacements.

The Housing Service will also have regard to the Wales Audit Office inspection which took place during October 2017. In particular, we will develop investment plans that demonstrate how the Housing Service will reduce the number of acceptable fails in connection with Energy Performance.

### **6 – Equality Impact Assessment [including impacts on the Welsh Language]**

Not applicable.

### **7 – Financial Implications**

All financial implications will be considered as part of the annual preparation of the HRA 30 year Business Plan.

### **8 – Appendices:**

Draft Asset Management Strategy 2018-2023.

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

Housing Revenue Account 30 year Business Plan 2017-2047

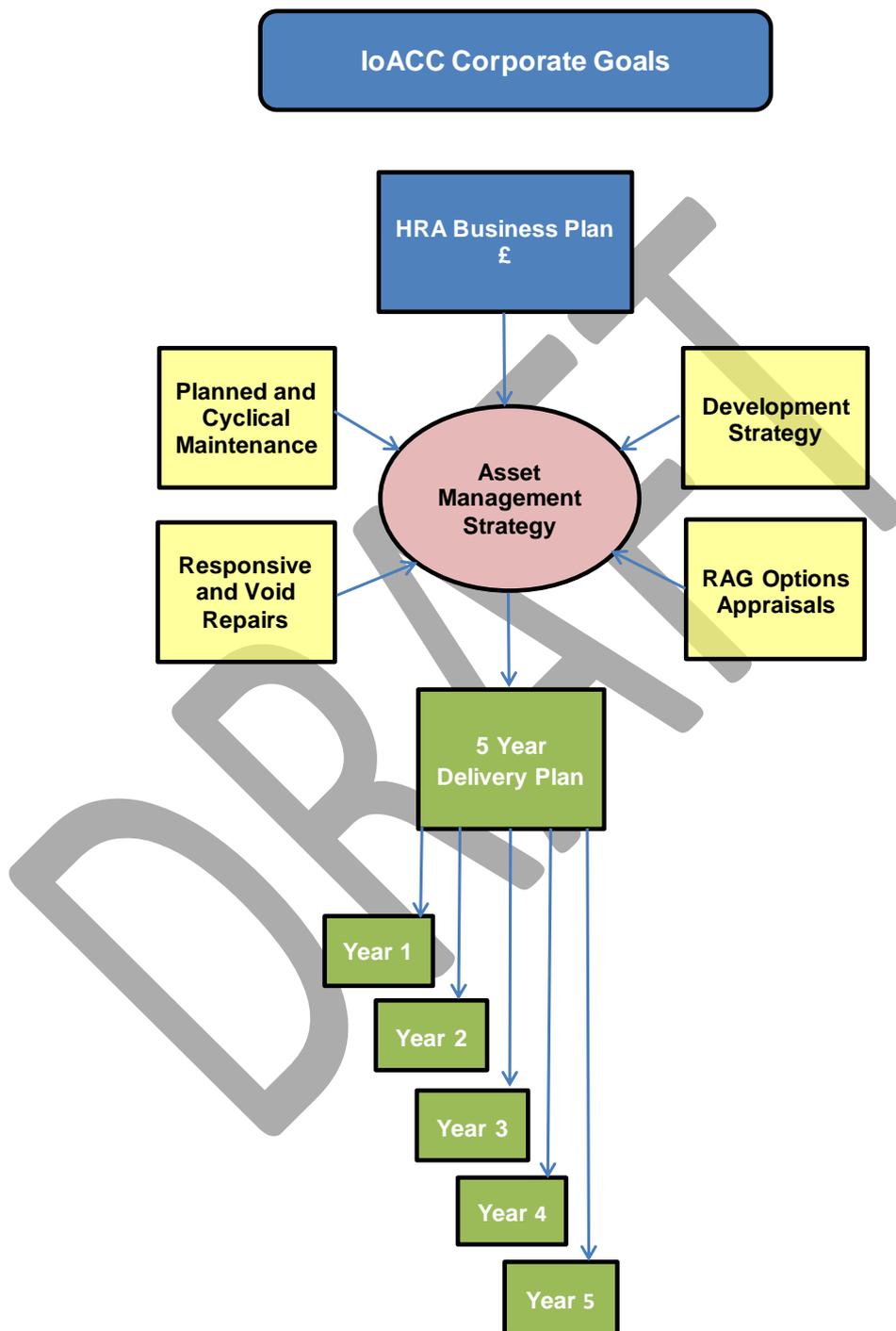
# Housing Revenue Account Asset Management Strategy 2018-2023

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## 1.0 Executive Summary

The new Asset Management Strategy (AMS) defines our approach to managing the Isle of Anglesey County Council (IoACC) Housing Revenue Account (HRA) assets. It is summarised in the Asset Management Framework diagram below:-



**Asset Management Framework**

## 1.1 Executive Summary

The Strategy is designed to address three key objectives:-

## 1.2 Stock Investment

Stock investment means activities that maintain the stock to a standard that meets customer and business needs as well as the regulatory requirements. This is principally the stock investment programme designed to keep all properties to the agreed investment standard for the full period of the Business Plan. Stock investment includes planned maintenance as well as responsive, void and cyclical repairs.

## 1.3 Active Asset Management

Activities to improve the performance of assets that have a poor social, economic or environmental performance, because of low demand or high costs, and either improving them or replacing them with properties which are fit for purpose.

## 1.4 Supporting Wider Objectives

Being clear where and how asset management is supporting Council objectives, such as meeting housing need and delivering high quality care and support services, in line with our Strategic Aims. In addition, wider objectives are linked in the national context and, in particular, the Future Generations and Well-being Act 2015.

Each section of the AMS relates to one of the objectives mentioned above:-

- 1. Stock Data and Investment Need.** Understanding our asset portfolio and the investment required in order to meet the Council's strategic aims, legal and regulatory standards, keeping stock lettable and protecting the income stream throughout the period of the Housing Revenue Account Business Plan.
- 2. Active Asset Management.** Understanding the financial and non-financial performance of the Council's housing assets and actively and efficiently managing these assets.
- 3. Investment Planning.** Plan required investment in the Council's housing assets in a way that is innovative, affordable and meets our and our customer's standards and priorities.
- 4. Maximising Returns.** Plan to deliver a joined up approach within the Housing Service to maximise financial and non-financial return from the **housing portfolio**.
- 5. Affordability and Viability.** Ensure that the affordability and viability of the plan can clearly be demonstrated.

**6. Delivery Plan.** Delivery of the Asset Management Strategy and subsequent Asset Management Delivery Plan ensuring value for money and maximising any community benefits available from the investment.

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## **2.0 Introduction**

### **2.1 Scope**

The strategy applies to the asset management of all the rented HRA housing stock owned by the Isle of Anglesey County Council.

IoACC owned and rented housing stock is critical to realising our vision and achieving our corporate objectives. These assets have been identified as our critical assets and are the central focus of the AMS. However, the strategy also covers our related assets (e.g. HRA land or garages) where they form part of housing schemes.

### **2.2 Context**

Significant reforms by Government to welfare, rent setting, housing and planning have been set within the context of deficit reduction and devolving accountability and decision making to the local level. Our Regulator, the Welsh Government, requires a risk based approach with a very strong focus on protecting and expanding our social housing assets.

Key challenges include:

- Customer affordability issues as a result of welfare reform changes, demographic changes, rising energy prices and costs;
- Cuts to local government budgets resulting in cuts to statutory services.

Against this backdrop it is vital that good decisions are taken to ensure that investment in our assets is sustainable and meets customer needs and aspirations, legal and regulatory requirements.

The Asset Management Strategy (AMS) is closely linked to the Asset Management Delivery Plan (AMDP). They are both pivotal in ensuring that the affordable housing stock has a rigorous and affordable plan to meet investment need and to ensure that assets are actively managed to optimise return throughout the term of the HRA Business plan.

The AMDP sets out the future investment programme and the funding required for the effective delivery of the AMS and continued compliance to the Welsh Housing Quality Standards.

### **2.3 Service Vision/Strategic Aims and Objectives**

Our Vision statement is:

**Quality Homes : sustainable communities**

This vision is underpinned by service values that focus on:

- To be customer focussed and accountable
- Offering value for money
- A commitment to working in partnership, and
- To be innovative in our approach.

The Housing Service contributes positively to Corporate Plan priorities, namely:

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

## 2.4 Stakeholders

We have identified our key stakeholders and their key interests as follows:

Our **customers** have an interest in the quality, safety and affordability of their homes and neighbourhoods. We acknowledge these interests by consulting with our customers on the scope and standards of the services we provide, ensuring investment plans are affordable in order to protect the assets, and managing health and safety in accordance with our policies.

Those in **housing need** in our area of operation (may or may not be current tenants) have an interest in the protection of current affordable housing and new supply to meet local needs. We acknowledge these interests by having an affordable investment plan to keep stock in sound condition, appraising assets that are not sustainable and ensuring value for money to generate surpluses to re-invest.

**Communities.** Those who live locally within the communities where we operate have an interest in the management and maintenance of our housing and land assets.

The **County Council** has a wide range of interests including: The supply of quality housing (new and existing) to meet identified housing need and aspirations; sustainable neighbourhood and community development; public health and wellbeing; welfare and economic development. We work in partnership with other agencies and statutory services and support wider Council objectives.

**Welsh Government.** Interest in the protection and further development of affordable housing schemes, value for money, protecting and safeguarding tenants and ensuring that the housing stock meets regulatory standards.

Demonstrating continued compliance with WHQS is essential for the receipt of the annual Major Repairs Allowance (MRA) grant from Welsh Government.

## 2.5 Objectives

2.5.1 This Asset Management Strategy sets out 6 strategic priorities for Asset Management as noted below:

1. **Stock Data and Investment Need.** Understanding our asset portfolio and the investment required in order to meet the Council's strategic aims, legal and regulatory standards, Welsh Housing Quality Standard (WHQS), keeping stock lettable and protecting the income stream throughout the period of the HRA Business Plan.
2. **Active Asset Management.** Understanding the financial and non-financial performance of the Council's housing assets and actively and efficiently managing these assets.
3. **Investment Planning.** Plan required investment in the Council's sustainable housing assets in a way that is innovative, affordable and meets our and our customer's standards and priorities.
4. **Maximising Returns.** Plan to deliver a joined up approach within the Housing Service to maximise financial and non-financial return from the **housing portfolio**.
5. **Affordability and Viability.** Ensure that the affordability and viability of the plan can clearly be demonstrated.
6. **Delivery Plan.** Deliver of the Asset Management Strategy the Asset Management Delivery Plan ensuring value for money and maximising any community benefits available from the investment

Each section of the Strategy sets out how we will deliver against these 6 priorities.

## 2.6 HRA Business Plan Linkage

The delivery of the Strategy has been designed to align with the HRA Business Plan. This AMS, and any subsequent revisions to it, should not be approved without confirmation from Finance Services that affordability has been tested and the approach is affordable and within Business Plan parameters.

## 2.7 Risk Management

If not effectively managed, assets can become liabilities that could threaten the viability of the Housing Revenue Account and have significant impact on tenants and communities.

The key risks to the delivery of asset management objectives have been identified and recorded in our risk registers and are regularly reported to the Housing Services Board, including;

- Integrity of asset information (including stock condition data)
- Physical stock condition due to poor repairs and maintenance or investment
- Stock damage/loss due to weather, fire flood and other perils
- Failure to manage health and safety compliance which could put customers, staff and contractors at risk

We have established risk controls. Additional risk mitigation plans are implemented when required to ensure risks are managed appropriately. These measures will be documented within risk registers and include:

- Fully funded HRA Business Plan
- Asset Management team structures and implementation of improved data systems
- Council approved Capital Investment Plan
- Improved Repairs and Maintenance service delivery and structures
- Strong health and safety processes and procedures
- Strong financial management and reporting

## **2.8 Benefits and Outcomes**

The benefits of an effective asset management strategy should include:

- Improved financial performance.
- Managed risk.
- Improved services and outputs.
- Demonstrated social responsibility.
- Demonstrated compliance.
- Enhanced reputation.
- Improved organisational sustainability.
- Improved efficiency and effectiveness.
- Improved housing standards for our tenants.
- Reduction of fuel poverty for our tenants

As part of our approach, we have identified a number of opportunities to realise these benefits. In particular, the options appraisal process, as detailed in 4.3 In addition, the development plan will also generate further opportunities.

## **2.9 Ownership**

The lead for the AMS is the Head of Service - Housing. Asset Management Delivery Plan(s) will be developed to support this Strategy which will set out ownership for individual areas of responsibility.

## **2.10 Action Plan and Accountabilities**

The AMDP will be developed to deliver the AMS goals and will set out:

- The objectives established under each of the AMS objectives;
- Identify the responsible officers;
- How progress will be monitored;
- Implementation timeframes.

## **2.11 Governance and Reporting**

The investment plan will be presented annually to Council for approval. This will include commentary to provide assurance on:

1. The robustness and quality of stock condition data driving the plan including the percentage of the stock that has been surveyed in the preceding 12 months and over the past 5 years.
2. Investment planning process including any updates to the assumptions/unit rates that support cost forecasts
3. Monitoring of and funding for cyclical and statutory compliance requirements
4. Procurement and staffing requirements
5. Latest asset sustainability and details of action on unsustainable stock
6. Risk management arrangements

Investment Plan KPIs will be monitored monthly within the Technical Services Team. Quarterly investment plan KPIs will be presented to the Housing Management Team, six monthly to the Housing Services Board and annually to the Council. This will include commentary to provide assurance on:

- Work delivery against plan targets at the elemental level;
- Actual spend against budget target cost (adjusted for actual delivery)
- Outturn costs against tendered costs and the major cost assumptions/unit rates;
- Reconciliation of completions with stock condition data.

The results from option appraisals leading to alternative investment proposals for assets will be presented to the Executive for approval.

Delivery of the AMDP will be monitored by the production of an annual “traffic light” report.

## **2.12 Resourcing**

The Housing Service will regularly review the organisational structure to ensure that its aligned to the delivery of this plan and that it is achievable.

Business needs will continue to change moving forward and we will ensure that staff are equipped with the correct skills and experience to meet these expectations.

The structure will meet requirements over the five years of the strategy and will be reviewed periodically to ensure we have suitably skilled staff, resources and capacity to deliver key outcomes and priorities.

## **2.13 Review**

This strategy covers a five year period from 2018 to 2023 and will be reviewed annually in line with 30 year HRA Business Plan.

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### **3.0 Strategic Priority 1 - Stock Data and Investment Need**

The strategic priority is to understand our asset portfolio and the investment required in order to meet the Council's strategic aims, legal and regulatory standards, keeping stock lettable and protecting the income stream throughout the period of the HRA Business Plan.

To meet this priority we have set the objectives below. Each objective is linked to a section of this document which details what will be delivered;

1. Complete, accurate and controlled asset data records covering the nature and attributes of the stock; Section 3.1;
2. Maintain up to date and high quality information about the condition of the stock. Section 3.2;
3. To keep up to date and validated information on the remaining lifecycles of stock condition elements and the costs of replacing them to produce future major works expenditure forecasts. Section 3.3;
4. Maintain validated information to forecast other future maintenance expenditure requirements. Section 3.4;
5. Ensure that the plan funds the sustainment of legal and regulatory requirements/standards. Section 3.5;
6. Present scenarios and agree discretionary improvement spend and understand the impact on the business plan and customers; Section 3.6;
7. Create a 30 year Investment Forecast to be incorporated within the HRA Business Plan; Section 3.7;

#### **3.1 Asset Data and Profile**

The housing stock portfolio covers a wide geographical area across Anglesey. The towns of Holyhead, Llangefni, Amlwch and Menai Bridge have the greater concentration of stock, with smaller percentages located near or within villages throughout the County.

Anglesey County Council owns and manages 3,803 dwellings as at April 2017. The three most common property types are:

- Traditional properties comprising of detached, semi-detached, terraced houses, bungalows and flats;
- Solid wall properties.
- Non-traditional properties such as prefabricated concrete houses and timber frame properties.

Percentage of property types are as follows:

Property Type	No. of Properties	% of Stock
Houses	2020	53%
Bungalows	699	18%
Flats	594	16%
Sheltered Accom.	490	13%
<b>Total</b>	<b>3803</b>	<b>100%</b>

**\*\* Figures include 30 properties acquired post April 2015**

The age profile of our stock is split into the following bands:

Age Band Width	No. of Properties	% of Stock
Pre 1919	43	1%
1919 - 1944	292	8%
1945-1964	1494	39%
1965 - 1974	1079	28%
Post 1974	895	24%
<b>Total</b>	<b>3803</b>	<b>100%</b>

**\*\* Figures include 30 properties acquired post April 2015**

Currently core stock data is held in Keystone, our asset management database. Keystone is an asset management solution suite which forms part of the wider Housing Management System.

It is a system designed to facilitate operations within technical functions of social landlords. A full review and reconciliation of asset data will be completed during 2017-18 to ensure that all asset management data reconciles.

The procurement of a further 20% representative stock condition survey during 2017-18 will inform and assist this process of validation.

We hold the following information:

- Age
- Archetype
- Tenure

- Construction (traditional/non-traditional)
- Compliance attributes

### **3.2 Stock Condition Data**

The information held in relation to the stock condition has been collected by Savills as part of a full stock condition survey undertaken during 2008-09 and, subsequently, a 20% representative stock condition survey completed during 2013. We currently hold survey data on 94% of the properties in the portfolio and 100% survey data on external blocks and common parts. The remaining 6% property level data is currently cloned from those surveys already completed to give a position on the full stock condition.

The validation of stock condition data will be maintained by:

- Collecting data on the remaining 6%;
- Surveying the stock at least once every 5 years. Whilst traditionally it is considered good practice to survey stock on a rolling basis, a % of the stock per annum, given the size of the housing stock it may be more practical for us to do a larger batch less frequently in order to secure value for money;
- External validation of any stock condition data collected in house.
- It is proposed that within the lifespan of this 5 year strategy we will procure a full stock condition survey.
- During Quarter 2 2017-18 we will procure a further 20% representative stock condition survey.

Asset data will be kept up to date following work completions.

### **3.3 Future Stock Condition Requirement**

The stock condition data as detailed in 3.2 provides information to allow the creation of a robust 30 year Investment Plan. By ensuring that the current stock has a stock condition survey every 5 years, we will facilitate the production of an up to date expenditure forecast adequate to cover:

- The periodic renewal of building components, fixtures and fittings;
- Keeping the property in lettable condition;
- Maintaining compliance with Welsh Housing Quality Standards.

In essence, this is the replacement of internal building elements (kitchens, bathrooms etc.) and external elements (windows, doors, roofs & structures etc.). The replacement date of elements is forecasted using an assessment of condition and expected component lifecycles. Combined with the cost of replacing elements this data provides a forecast of the future requirement.

As well as maintaining condition data, in accordance with 3.2 above, it is essential that accurate data on component lifecycles and the cost of replacement is maintained. These will be reviewed annually and compared to our experience, market intelligence and the current outturn cost of delivery.

The current key element lifecycles for components allowed for within our 30 year cost projections include:

- Kitchen – 15 years
- Bathroom – 25 years
- Boilers – 15 years
- Radiators – 25 years
- Full re-wire – 25 years

The replacement costs will act as the affordable rate i.e. the rate the business can afford to pay for the renewal of the element. Delivery within the rates will demonstrate the viability of the business plan.

### **3.4 Other Future Maintenance Requirements**

A list of assumptions and unit rates that drive the non-stock condition costs contained within the HRA plan and evaluation models will be maintained. These cover the following areas:

- Contingent Major Repairs
- Compliance
- Cyclical Maintenance
- Responsive and Void Maintenance
- Related Assets

The methodology for forecasting the requirement in each of these areas is detailed under each subheading below. These will be reviewed annually and compared to our experience, market intelligence and the current outturn cost of delivery.

The forecasts contain a number of assumptions based on local knowledge of the stock and staff experience

Each of the assumptions used to build up the future non-stock requirement will be given a Red, Amber or Green (RAG) status based on the level of confidence behind them.

### **3.4.1 Contingent Major Repairs**

The allowance is specifically in respect of unforeseen work that has not been identified elsewhere in the survey but, from experience, can be predicted as likely to occur. Examples include, but are not limited to, cavity wall tie failure, uninsured subsidence/settlement, general structural defects, drainage failure and latent defects in construction and extra over allowances associated with delivering capital works.

The current assumption is to allow a sum equal to 3% of future major works cost.

### **3.4.2 Compliance**

The Housing Service has recently reviewed policies, procedures and processes and entered into agreements with suppliers to ensure its landlord's compliance obligations are fulfilled. This helps to ensure the health and safety of customers, visitors to their homes, and staff. The works requirement is outlined in the policy and the number of units requiring the compliance requirement for each unit is recorded in compliance attributes in accordance with our data management protocols. Compliance requirements will be fully funded by applying the appropriate unit rates to the number of units requiring the service.

### **3.4.3 Cyclical Maintenance**

The cyclical maintenance requirement identified within the plan covers future cyclical external decorations and associated repairs. This programme of works will be delivered on a 8 year cycle.

### **3.4.4 Responsive and Void Maintenance**

Responsive and void property maintenance is maintenance work arising from the landlord's obligation to carry out repairs to a property, either upon a tenant's request or arising from staff inspection or in connection with the re-letting of a property.

Also included under this heading is Aids and Adaptations. The Council provides aids and adaptations to assist customers with disabilities to live in their homes. This work is funded in full by the HRA.

### **3.4.5 Related Assets**

This section covers assets within the stock where there is an obligation to maintain but the costs aren't captured in the above categories. Sewage Treatment Works, garage sites and land would be examples of this categorisation.

### 3.5 Legal, Regulatory and Local Standards

The Council is required to meet the following requirements:

The Welsh Housing Quality Standard (WHQS) as summarised below:

The “Better Homes for People in Wales” states the Welsh Government vision that “all households in Wales ... shall have the opportunity to live in good quality dwellings that are”:

- Part 1: In a good state of repair.
- Part 2: Safe and Secure.
- Part 3: Adequately heated, fuel efficient and well insulated.
- Part 4: Equipped with up-to date kitchens and bathrooms.
- Part 5: Well managed (for rented housing).
- Part 6: Located in safe and attractive environments.
- Part 7: As far as possible suit the specific requirements of the household.

The Isle of Anglesey County Council became one of the first Authorities to meet the WHQS during December 2012. This was independently verified by Savills following a 20% representative stock condition survey undertaken during 2013.

We are satisfied that, wherever practically possible, all properties meet WHQS with the exception of acceptable fail criteria.

The Council is legally obliged to comply with approved statutory guidance and associated procedures compliance listed below:

- Gas safety certification: Undertaken annually by in-house operatives wherever possible and results recorded in the Keystone Servicing Module.
- Water Hygiene: Specialists contractors engaged to survey and record all communal sites that have an associated risk of Legionella during 2016.
- Fire Safety: The Regulatory Reform (Fire Safety) Order 2005 a duty on the Council to maintain fire safety arrangements. Properties with communal or common parts must be assessed periodically for fire risk to ensure continued statutory compliance.
- Electrical Safety: Electrical landlord testing is undertaken every five years.
- Asbestos Management: The Control of Asbestos Regulations require duty holders to take reasonable steps to find asbestos containing materials and to keep a record of the location and condition of asbestos and presumed asbestos containing materials. Our data is held in the Keystone Asbestos Management Module.
- Solid Fuel: Solid fuel flues are tested annually.

We will aspire to go beyond the basic requirements of the WHQS's in order to meet our strategic aims.

The Council is committed to tackling fuel poverty and providing affordable thermal comfort for tenants.

Environmental performance of our assets is taken very seriously when making investment decisions and consideration is also given to best practice and guidance e.g. the recent Government publication "Warm Homes, Greener Homes: A strategy for Household Energy Management" suggests that for social housing an average SAP rating of 70 should be achieved by 2020.

This is a target adopted in our WHQS Compliance Policy.

We have previously captured energy information and, as part of the stock condition surveys, we will collect new energy (SAP) data for every property as part of this strategy.

This will ensure that we hold data, including CO2 emissions and running costs for every property.

The data allows for the strategic targeting of those properties/neighbourhoods with poor energy ratings as part of the investment planning process.

At this stage we are actively targeting an improvement in the average SAP rating to reduce acceptable fails and enhance energy efficiency:

- We currently (2016-17) report to WG that 726 of our properties fail to meet the WHQS energy target rating of 65. This figure will reduce as we undertake further surveys to reflect energy efficiency work already undertaken and when we reassess properties on completion of future work.

We will also look for opportunities to attract funding for additional work to improve the energy efficiency of the stock and reduce running costs for our customers.

### **3.6 Improvements**

Improvement work generally involves:

- The installation of components that do not currently exist at a property but would enhance the property e.g. PV/solar thermal etc;
- Upgrading the standard of an element to be replaced e.g. higher specification kitchen;
- Replacing an element before its condition dictates in order to improve the property.

This is discretionary spend and needs to be prioritised to make best use of the available funds.

### **3.7 30 Year Expenditure Requirement Forecast**

This plan culminates in the production of a 30 year expenditure forecast.

This forecast will be re-run whenever there is a material change to the AMS or the underlying data.

In any event the forecast will be run annually.

### **4.0 Strategic Priority 2 - Active Asset Management**

The Objective is to understand the financial and non-financial performance of the Council's housing assets and actively and efficiently managing these assets.

To meet this priority the objectives below have been set.

Each objective is linked to a section of this strategy which details what will be delivered.

1. Monitor financial performance through Net Present Value (NPV) assessment of assets. Section 4.1;
2. Define and monitor non-financial performance using sustainability and demand indicators that measure the ability of the assets to meet wider objectives. Section 4.2;
3. Use an evaluation process to categorise assets according to overall (financial and non-financial) performance providing a RAG spread across the whole stock. Section 4.3;
4. Undertake option appraisal of stock that do not meet the sustainability requirements or where appraisal is otherwise desirable. Section 4.4;

#### **4.1 Financial Performance- Net Present Value**

For poor performing or problematic units the Housing Service will evaluate the financial performance of individual assets and groups of asset in order to identify which properties are, and are not, viable for investment over the period of the HRA Business Plan. A range of data will be evaluated including:

- Rental income and void rent losses;
- Repairs and maintenance expenditure;
- Future 30 year planned maintenance expenditure;
- Housing management costs.

This data is used to provide a 30 year net present value (NPV) for each individual assets and groups of assets.

#### **4.2 Non Financial Performance- Meeting Wider Objectives**

Alongside financial performance our assets need to meet our wider objectives and remain sustainable to the future. This analysis enables the identification of any potential future decline in the desirability of the assets and therefore enables to plan more effectively to meet future needs and protect the income generation stream.

It also enables us to evaluate the extent to which our assets support our new business and development goals. The Housing Management indicators below measure the extent to which assets are meeting our housing management aims:

- Rent arrears
- Management intensity (no. of incidents)
- Tenancy sustainment (no. of notices, ASB warning letters)
- Difficult to let properties
- Number of long term void properties

Consideration will also be given to the disposal of high valued assets with a view of utilising any capital receipt received upon sale to develop a higher number of units in an area where there is a proven demand for social/affordable housing.

#### **4.3 Options Appraisal**

Where analysis identifies assets that are poor performing, either on a financial and/or non-financial basis, a more detailed options appraisal will be carried out and all options for improvement will be explored. Those assets identified as requiring options appraisal will have minimum immediate short term expenditure before long term investment decisions are made.

Consultation with customers and other stakeholders will take place during this appraisal process.

Triggers for options appraisal will include

- Stock with a negative NPV;
- Stock with a marginal NPV;
- Stock categorised as having high level of opportunity.

Key potential options for stock could include:

No.	Category	Option
1	Capital	Full refurbishment to a 30 year standard
2	Capital	Investment to support change of use
3	Capital	Demolition and redevelopment
4	Capital	Limited life- Medium term investment plan
5	Responsive	Short term investment to bring the property back into use at minimal cost for a limited time.
6	Responsive	Minimal investment and acceptance of higher responsive and cyclical repairs
7	Disposal	Disposal of some or all units on open market
8	Change of Use	Change of use- either short term of long term
9	Management	Change in property designation and management approach

It will not be appropriate to model every solution in every appraisal so the list above should be treated as the full range of options. In each appraisal the list will be filtered in order to model the most viable alternative solutions.

The analysis will identify the core (Green) stock that meets or financial and non-financial goals and requirements. As a consequence the Red and Amber stock can then be subject to a more detailed analysis.

## 5.0 Strategic Priority 3 - Investment Planning

The third strategic priority is to maintain and invest in the assets in a way that is innovative, affordable and meets our and our customer's standards and priorities.

To meet this priority the objectives below have been set. Each objective is linked to a section of this document which details what will be delivered:

1. Develop and maintain approved and affordable investment plans for the delivery of works. Section 5.1;
2. Maintain and adhere to a set of investment rules and priorities and parameters to act as a gateway to making investment decisions and ensure our investment is targeted at sustainable stock and funds allocated accordingly within the HRA Business Plan. Section 5.2;
3. Scope of works are to be in accordance with an affordable set of delivery standards. Section 5.3;

### 5.1 Process

The investment planning process is designed to determine:

- What works are required
- To which properties
- In which works package
- In which year
- Budget required

The above process is required to ensure that the investment plan requirements are included and affordable within the parameters of the HRA Business Plan.

Investment programmes will be developed based on stock condition data, overlaid with the investment priorities in order to develop a 5 year investment programme.

This will be reviewed on an annual basis to meet any changing priorities or budget constraints that may emerge. The work within the programmes will be:

- Batched, where possible, in order to support efficient delivery. This sometimes presents a challenge in our stock as the nature of internal work can make works difficult to deliver whilst an asset is occupied;
- Combined in works programmes that aid efficient delivery and manage the impact on the customer;
- Checked to ensure that investment is not made in unsustainable assets;

- Appropriately prioritised, using the available business intelligence, in accordance with an agreed set of priorities to make sure that the highest priority work is completed first;
- Specified in accordance with agreed investment standards.

The investment rules will act as a filter to ensure that any investment is in long term sustainable stock. Investment will be limited whilst options appraisals are carried out.

The Welsh Housing Quality Standards/Development Quality Requirements set out the principles and performance criteria to be achieved where practically possible in the design and construction of investment projects.

The development of a 5 year investment plan with a higher degree of certainty allows for a coordinated approach to the procurement of materials and resources required for its effective delivery. This will involve the early identification of significant areas of spend and will allow for procurement on the best possible terms for the Council.

## **5.2 Investment Programmes**

Work will be delivered in the following programmes:

Programme 1 - Internal Works

Programme 2 – External Walls/ Roof/ Roofline/ Windows/ Doors and Environmental Works Programme

Programme 3 – Heating Boiler and system replacements

Programme 4 – Communal Works

Programme 5 – Cyclical Decorations and Associated Repairs

Further details are included in Appendix 1.

## **5.3 Investment Rules and Priorities**

Investment programmes will prioritise works to long term sustainable stock within available budgets.

Works will be prioritised using the agreed priorities set out below:

1. Statutory compliance- gas safety, fire safety etc;
2. Works identified as part of health and safety risk assessment or disrepair that may increase risk of harm if not resolved;
3. Structural works that are dangerous and/or could lead to increased costs and reduce the value of the asset if not resolved;
4. Works to ensure legal and regulatory standards

5. Replacement of elements that are driving high R&M costs;
6. Works to maintain the full life of components e.g. exterior cyclical redecorations;
7. Internal kitchens and bathrooms to provide modern facilities (prioritised oldest first);
8. Energy efficiency improvements.
9. Environmental improvements.
10. Other improvements and customer priorities that will improve satisfaction and/or satisfy aspiration.

The stock condition survey will inform the investment plan on an objective basis, however, financial resource are restricted to the provision included within the HRA Business Plan.

Should the Council be unable to commit the level of funding required, refinement will be in accordance with these priorities and the lowest priority works will be removed from each programme until the plan is affordable.

#### **5.4 Investment Standards**

The Council's Investment Standards establish the scope of the work that will be delivered. They will be aligned to Welsh Housing Quality Standards and the affordable rates identified to ensure consistent delivery.

#### **6.0 Strategic Priority 4 – Maximising Returns**

The fourth strategic priority is to deliver a cross departmental approach to achieve best financial and non financial return from our assets.

To meet this priority the objectives below have been set. Each objective is linked to a section of this document which details what will be delivered:

1. Produce Investment Plans that reflects stock sustainability and our investment rules & priorities and standards. Section 6.1
2. Deliver work through a planned approach and optimise repairs and maintenance expenditure. Section 6.2
3. Ensure that the compliance requirement is understood and funded and that opportunities to reduce risk and compliance costs are captured. Section 6.3
4. Support new development by identifying opportunities within the existing portfolio and ensure that new acquisitions or developments are brought in to management effectively. Section 6.4

## **6.1 Investment Plan**

The Investment Plan sets out our intended investment in the stock for the period 2018 - 2023.

The first five years of the plan will be set out in deliverable programmes of work.

This plan remains a live document and will be reviewed and updated following any future stock condition surveys.

## **6.2 Repairs and Maintenance**

Overall it is essential that repairs and maintenance expenditure, including responsive and void maintenance, is delivered in accordance with the investment rules. Through effective planning and programming, works can be delivered in a planned way which moves works away from a responsive approach. This gives rise to opportunities for improved value for money and reduced reactive maintenance expenditure.

By prioritising planned capital investment, such as upgrading kitchens and traditional planned maintenance, with emphasis on quality and reliability, future reactive maintenance costs will be reduced. Planned replacements can be prioritised where high maintenance costs are prevalent.

To ensure that duplicated or unnecessary expenditure is avoided, and that records are appropriately maintained, the repairs and maintenance team must know where and when properties have been identified for programmed investment.

The repairs and maintenance team must have access and full knowledge of the Investment Plan. This enables rational decisions to be made prior to undertaking repairs and, where planned investment is due, gives the ability to advise tenants (or prospective tenants) that works will be undertaken within a defined time period.

**Void Properties:** The Council has a void turnover of circa 7% of its properties per year. To maximise rental income, void properties are returned to the rental stream as quickly as practicable and the Housing Service is determined that this area of work is given priority status.

Notwithstanding the above, it is our policy to undertake any outstanding WHQS work e.g. kitchens, bathrooms, re-wires, at end of tenancy and prior to re-letting. This will continue to be the case until all internal elements are fully compliant. At change of tenancy a Compliance Certificate will be handed over to the new tenant(s) which will confirm % WHQS compliance.

### 6.3 Compliance Plan

Asset Management have developed plans, policies and procedures to manage each area of Compliance across all aspects of the stock.

Plans cover a range of factors impacting on the day to day Compliance and Regulatory requirements and outline the specific management requirements and actions which mitigate those issues identified, ensuring that the Council discharges its responsibilities in this area. The plans cover items such as:

- Water Hygiene
- Asbestos Management
- Gas Safety
- Electrical Safety
- Fire Safety
- Lifts

The plans are developed so that investment is targeted and prioritised on the basis of risk and ensure that:

- Follow a cross functional approach
- Are based on a comprehensive understanding and assessment of issues encountered in each Compliance area with appropriate action and mitigating measures.

### 6.4 Development Plan

It is essential that our assets, and therefore this asset management strategy, supports the Council's objectives for growth and development. There are a number of ways this will be achieved, including identifying opportunity assets by undertaking a review of land in our ownership (including garages, open spaces) to identify opportunities to deliver new homes.

The Council's Housing Development Strategy 2015-20 lays the foundation for increasing our social housing stock by 255 units over a 5 year period. This proposed increase in affordable housing aligns with corporate priorities which include:

- Increasing our housing options and reducing poverty, and
- Regenerating communities and developing the economy.

Opportunities for growth will focus on increasing our stock in areas where there is an identified need for affordable rented housing and may include:

- New build

- Purchasing existing properties including former Council houses that have been lost through the Right to Buy.
- Developing intermediate market rented housing
- Extra Care Schemes
- Supported Housing Schemes

New homes or acquisitions should be of a type and specification that supports the Council's ability to meet housing need and provide value for money in terms of future maintenance when these assets come in to management.

When considering new developments or acquiring existing properties we will have regard to the types of dwellings required and proven demand within the area as demonstrated through the common housing register and affordable housing register.

We will ensure that all new affordable developments meet level 3 of the Code for Sustainable Homes which is the minimum standard expected by the Welsh Government's "Development Quality Requirements". Compliance with national standards will ensure that sustainability expectations in terms of energy use and affordability are met and, wherever practical, surpassed.

The Housing Service will work with the Corporate Asset Management Group to identify non HRA sites which are surplus to requirements and earmarked for disposal e.g. school sites which may be suitable for use as affordable housing and as part of the Council's regeneration plans.

## **7.0 Strategic Priority 5 - Affordability and Viability**

The fifth strategic priority is to ensure that this strategy is fully funded and affordable within the HRA Business Plan.

To meet this priority the objectives below have been set. Each objective is linked to a section of this document which details what will be delivered:

1. Maintain a linkage to the HRA Business Plan (linkage to prove affordability of the plan). Section 7.1;
2. Demonstrate that completion data and outturn cost can be reconciled to ensure delivery is affordable and the viability of the business plan. Section 7.2;

### **7.1 Business Plan Linkage**

This plan has been aligned to the HRA Business Plan and approved by the S151 Officer. Any subsequent revisions should not be approved without confirmation from the S151 Officer that affordability has been tested and the approach is affordable.

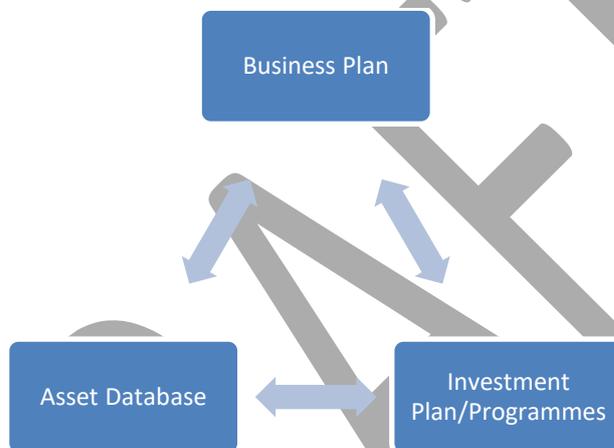
As part of the annual approval of the Investment Plan the 151 Officer will confirm alignment to the HRA Business Plan.

Stress testing is carried out on the HRA Business Plan in order to understand the impact of increases in rates. These stress tests are outlined in our HRA Business Plan.

## 7.2 Reconciliation of completions and Outturn Costs

The maintenance of valid and accurate asset data is essential to inform the integrity of business planning, future expenditure forecasting and remaining lifecycles of stock condition elements and the reconciliation of project completions will be routinely carried out.

Our objective is that key systems remain aligned:



This regular reconciliation consists of:

- Updating the asset database with component replacement dates from the monitoring of completions;
- Monitoring outturn costs at the element level and comparison to the rates included within the business plan to prevent negative impact on the Business Plan and tenants;
- Work completions within the investment plan or repairs and maintenance will be recorded on the asset database. This process will allow early recognition and solution of any anomalies and consequently improve the accuracy of data held in the data base.

## **8.0 Strategic Priority 6 – Delivery Plan**

The sixth strategic priority is to deliver the stock investment plan ensuring value for money, that programmes are delivered in such a way to protect the Health and Safety of all staff, customers and those in the vicinity of the works and to effectively manage all contractors engaged on schemes. The detail will be developed and set out in Asset Management Delivery Plans.

To meet this priority the objectives below have been set. Each objective is linked to a section of this document which details what will be delivered:

1. Evaluate internal and external delivery options and procure works and services that provide best value for money. Section 8.1;
2. Manage contracts to ensure quality and customer satisfaction. Monitor the cost and quantity of work delivered at elemental level and benchmark against tender price and the plan assumptions; Section 8.2;

### **8.1 Delivery options, procurement and value for money**

The collection of stock condition data enables investment planning to be formulated for the short, medium and longer term and offers the opportunity for accurate resource planning, effective procurement of goods and services and volume efficiency savings collectively delivering value for money.

It is critical that our approach aligns with, and supports, the achievement of our strategic objectives whilst remaining relevant and practicable.

Procurement also requires focus on governance, risk, VFM and compliance. All procurement is regulated by the Council's Financial Standing Orders and the European Public Contracts Directive.

### **8.2 Contract management and monitoring**

Unit cost assumptions for key component replacements and projects inform part of the HRA Business Plan and 30 year expenditure forecast.

It is therefore imperative that projects are delivered within these assumptions and to the right standard.

Quality of work and contractor progress against programme for works on site is managed through the post inspection process. This includes a commitment to regularly inspecting works in progress and 100% works completions.

A suite of monthly KPI's are to be developed to monitor the following areas:

- Comparison of actual tendered rates against forecasted rates with commentary on any variances

- Quality Assurance/Quality Control through inspection rates and % pass/failure
- Customer satisfaction
- Health & safety performance

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## Appendix 1 – Investment Programmes

### Programme 1 - Internal Works

This programme includes for:

- Kitchens
- Bathrooms
- Rewiring programme as determined by electrical testing

The table below confirms our current position in connection with the renewal of key internal elements:

Element	Total included on 2008-09 scoping survey for replacement	Total carried out to date	Tenants Refusal	Total of properties not identified on scoping survey for replacement
<b>Kitchen</b>	3073	3416	207	150
<b>Total of bathrooms / Level access shower</b>	2271	3331	131	311
<b>Re-wire</b>	1543	3023	106	644

The total of 444 tenant refusals noted above are in relation to a total of 315 properties.

work required in a property within a five year planning window will be undertaken at the same time i.e. if a kitchen and bathroom is required within this window then both will be carried out at the same time. If only a kitchen or bathroom is required then only that element will be done.

During 2017-18 contact will be made with all tenants who have previously chosen to refuse having all or any of the internal elements upgraded. If any of our tenants in this category are now agreeable for the works to proceed, the work will be programmed as soon as practically and financially feasible.

It is also our intention to undertake further survey work and analysis on the elements not identified for replacement during the original stock condition survey. Any works identified will be programmed for renewal between 2017-20.

## **Programme 2 – External Walls/Roof/Roofline/Windows/ Doors and Environmental Works Programme**

To include for roof covering/roofline renewals inclusive of chimneys, external wall repairs such as gable end rebuilds, re-pointing, re-render etc. In addition, windows and doors will be renewed under this package. Again all work required to properties within the 5 year planning window will be undertaken at the same time.

Environmental works will be undertaken concurrently with Programme 2. This programme involves mainly environmental repairs and improvements within property curtilage such as fencing, footpaths and boundary walls.

In addition, expenditure on garage demolition and subsequent environmental improvements fall into this category but will be procured separately.

## **Programme 3 – Heating Boiler and system replacements**

To include planned replacement of older boilers which are reaching the end of their expected lifespan, typically 15 years. Heating distribution systems will be assessed and scheduled for upgrade if deemed appropriate when a boiler is renewed.

It should be noted that the provision of central heating and/or boiler and system upgrades was primarily undertaken between 2002 and 2008. By utilising the 15 year element lifespan mentioned above, it follows that boiler replacement programmes will feature prominently throughout the 5 year period covered by this AMS.

## **Programme 4 – Communal Works**

This programme involves replacement of communal services including lifts, communal areas of blocks, fire protection systems, communal electrics and emergency lighting, entrance doors and door entry systems etc.

## **Programme 5 – Cyclical Decorations and Associated Repairs**

Cyclical decoration will be delivered using a 8 year cycle. Stock prioritisation will take place considering investment priorities and programmes of work identified in the investment plan. No element will be painted that is scheduled for replacement within the five year plan.

<b>ISLE OF ANGLESEY COUNTY COUNCIL Scrutiny Report Template</b>	
<b>Committee:</b>	Corporate Scrutiny Committee
<b>Date:</b>	13 <sup>th</sup> November, 2017
<b>Subject:</b>	Children’s Services Improvement Panel
<b>Purpose of Report:</b>	Progress update on the work of the Children’s Services Improvement Panel
<b>Scrutiny Chair:</b>	Cllr Aled Morris Jones
<b>Portfolio Holder(s):</b>	Cllr Llinos Medi Huws
<b>Head of Service:</b>	Caroline Turner, Assistant Chief Executive / Llŷr Bryn Roberts, Interim Head of Children’s Services
<b>Report Author:</b>	Anwen Davies, Scrutiny Manager
<b>Tel:</b>	01248 752578
<b>Email:</b>	AnwenDavies@ynysmon.gov.uk
<b>Local Members:</b>	Not applicable

<b>1 - Recommendation/s</b>
<p><b>R1</b> The Corporate Scrutiny Committee is requested to note:</p> <ul style="list-style-type: none"> <li>• Progress made to date with the work of the Children’s Services Improvement Panel</li> <li>• That all work-streams pertaining to the Service Improvement Plan appear to be on target thus far</li> </ul> <p><b>R2</b> Escalate the following matter for the Corporate Scrutiny Committee to be aware:</p> <ul style="list-style-type: none"> <li>• Although good progress has been made on implementing the revised staffing structure, a number of posts remain vacant. This needs to be addressed as soon as possible</li> </ul>

<b>2 – Link to Council Plan / Other Corporate Priorities</b>
<p>Direct link with the Council Plan / transformation priorities. The Panel’s consideration of the service improvement plan for children’s services will provide assurance to the Executive that the Council are responding in a robust manner to the recommendations of the recent CSSIW report on children’s services (dated March, 2017) and that steps are in place to mitigate any risks.</p>

<b>3 – Guiding Principles for Scrutiny Members</b>
<p><b>To assist Members when scrutinising the topic:-</b></p> <p><b>3.1</b> Impact the matter has on individuals and communities [focus on customer/citizen]</p> <p><b>3.2</b> A look at the efficiency &amp; effectiveness of any proposed change – both financially and in terms of quality [focus on value]</p>

**3.3 A look at any risks [focus on risk]****3.4 Scrutiny taking a performance monitoring or quality assurance role [focus on performance & quality]****3.5 Looking at plans and proposals from a perspective of:**

- Long term
- Prevention
- Integration
- Collaboration
- Involvement

**[focus on wellbeing]****4 - Key Scrutiny Questions**

At the request of the Panel:

1. Does the Committee have any views on the priority of the work streams in the Panel work programme?
2. Are the actions of the Panel thus far sufficiently robust?

**5 – Background / Context****1. BACKGROUND**

1.1 Members will already be aware that scrutiny has developed over the past few months through the work of 3 scrutiny panels namely - Finance Scrutiny Panel, Schools Review Scrutiny Panel and the Children's Services Improvement Panel. This report summarises progress made to date as regards the **Children's Services Improvement Panel**.

**1.2 Panel Governance Arrangements**

As reported to a recent meeting of this Committee<sup>1</sup>, robust governance arrangements have been established to underpin the work of the Panel and it is the intention to endeavour to continue to convene monthly Panel meetings. A process is in place for quarterly progress reporting by Councillor Richard Griffiths, as the Corporate Scrutiny Committee representative on the Panel.

**2. FOCUS OF WORK OF THE CHILDREN'S SERVICES IMPROVEMENT PANEL**

2.1 The Children's Services Improvement Panel has now met on four occasions, namely –

- 17<sup>th</sup> July, 2017
- 21<sup>st</sup> August, 2017
- 25<sup>th</sup> September, 2017 and
- 26<sup>th</sup> October, 2017

Attached (**APPENDIX 1**) is a copy of the latest version of the Panel's work programme.

<sup>1</sup> Corporate Scrutiny Committee convened on 4<sup>th</sup> September, 2017

2.2 The Panel has concentrated on the following matters over the past two months:

- Detailed consideration to **Theme 2** of the Improvement Plan – **Quality & timely assessments, interventions and decision-making** (recommendations 3,9,10 & 11 of the CSSIW report). During its deliberations, the Panel noted that discussions with North Wales Police at a regional level regarding the quality and consistency of child protection referrals were continuing
- Detailed consideration to **Theme 3** of the Improvement Plan – **Quality Assurance**. This included a detailed look at the emerging quality assurance framework for children’s services and recommendations 2,13 & 14 of the Care Inspectorate’s recent inspection report
- **Service Improvement Plan (SIP)** – an overview of the Service Improvement Plan at each meeting of the Panel to ensure that the entire programme remains on target. Also, to enable the Panel to identify any early indication of slippage or lack of progress
- **Laming Visits** – reporting back on the first Laming Visit under the strengthened governance framework. Member and senior officer rota now in place to convene monthly visits to different teams in Children’s Services
- Detailed look at 1 **key performance indicator [SCC/025]** - *% of statutory visits to looked after children due in the year that were held in accordance with regulations*  
The Panel received a presentation on the complexity of data being gathered for this performance indicator and a detailed analysis of performance for August, 2017. In light of its deliberations, the Panel confirmed the need to review the data for the period April → July, 2017 in order to ensure accuracy of data collection and reporting of performance **[AP 38]**
- **External evaluation** – overview of the role and remit of the Team as preparation for a substantive item at the meeting of the Panel to be convened on 28<sup>th</sup> November
- **Training / awareness raising sessions** – incorporated into the Panel work programme and sessions convened at the beginning of each Panel meeting. Topics covered over the last couple of months included – Laming Visits (purpose, boundaries, reporting back); a day in the life of a children’s services social worker.

### 3. MATTERS TO BE ESCALATED FOR CONSIDERATION BY THE PARENT COMMITTEE

The following matters be escalated for consideration by the Corporate Scrutiny Committee:

- 3.1 Although good progress has been made on implementing the revised staffing structure, posts remain vacant. This needs to be addressed as soon as possible.
- 3.2 The Corporate Scrutiny Committee is requested to come to a view about the robustness of the Panel’s monitoring thus far.

**6 – Equality Impact Assessment [including impacts on the Welsh Language]**

N/a

**7 – Financial Implications**

N/a

**8 – Appendices:**

Children's Services Improvement Panel work programme

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

Anwen Davies, Scrutiny Manager, Isle of Anglesey County Council, Council Offices,  
Llangefni. LL77 7TW

**Cllr Richard Griffiths**

**Corporate Scrutiny Committee representative on the Children's Services Improvement  
Panel / Children in Care Champion**

**Date: 30/10/17**

**PANEL GWELLA GWASANAETHAU PLANT – RHAGLEN WAITH /  
CHILDREN'S SERVICES IMPROVEMENT PANEL – WORK PROGRAMME**

CYFARFOD / MEETING	DYDDIAD / DATE	PWNC / SUBJECT	ADRODDIAD I'R PWYLLGOR SGRIWTINI CORFFORAETHOL / REPORT TO CORPORATE SCRUTINY COMMITTEE	ADRODDIAD I'R PWYLLGOR GWAITH / REPORT TO EXECUTIVE
<b>GORFFENNAF → RHAGFYR, 2017 JULY → DECEMBER, 2017</b>				
<b>1</b>	<b>GORFFENNAF JULY</b> 17/07/17 [3.00 – 5.00]	<p>CG, Cynllun Prosiect a gosod y cyd-destun / <i>TOR, Project Plan &amp; setting the scene</i></p> <p>Cynllun Gwella Gwasanaeth – trosolwg lefel uchel / <i>Service Improvement Plan – high level overview</i></p> <p>Thema 1: Gweithlu a Strwythur y Gwasanaeth/ <i>Theme 1: Workforce &amp; Structure</i></p>		
<b>2</b>	<b>AWST AUGUST</b> 21/08/17 [2.00 – 4.30]	<p>Cylch Gorchwyl terfynol / <i>Final Terms of Reference</i></p> <p>Argymhellion yr AGGCC / <i>CSSIW recommendations</i></p> <p>Cynllun Gwella Gwasanaeth – diweddariad / <i>Service Improvement Plan – update</i></p>		

CYFARFOD / MEETING	DYDDIAD / DATE	PWNC / SUBJECT	ADRODDIAD I'R PWYLLGOR SGRIWTINI CORFFORAETHOL / REPORT TO CORPORATE SCRUTINY COMMITTEE	ADRODDIAD I'R PWYLLGOR GWAITH / REPORT TO EXECUTIVE
		<p>Trosolwg: Ymweliadau Laming → rhaglen dreigl o ymweliadau ac adrodd yn ôl / <i>Overview: Laming Visits – rolling programme of visits and reporting back</i></p> <p>Rhaglen waith ac anghenion datblygu / <i>Work programme and development needs</i></p>		
3	<p><b>MEDI / SEPTEMBER</b> 25/09/17</p>	<p>Sesiwn ddatblygu/codi ymwybyddiaeth → Ymweliadau Laming (pwrpas; ffiniau; adrodd yn ôl; rhestr wirio ymweliadau) <i>Development session/awareness raising → Laming Visits (purpose; boundaries; reporting back; visits checklist)</i></p> <p>Cynllun Gwella Gwasanaeth (cipolwg) / <i>Service Improvement Plan (quick review)</i></p> <p>Thema 2: Aseidiadau, Ymyrraethau a Phenderfyniadau Amserol o Safon Uchel <i>Theme 2: Quality and Timely Assessments, Interventions &amp; Decision Making</i></p> <p>Data perfformiad – RHAN I: % yr ymweliadau statudol â phlant sy'n derbyn gofal yn ystod y flwyddyn a gynhaliwyd yn unol â'r rheoliadau [SCC/025] /<i>Performance data [PIs] – PART I: % of statutory visits to</i></p>	<p>Pwyllgor Sgriwtini Corfforaethol / <i>Corporate Scrutiny Committee, 04/09/17</i></p>	<p>Pwyllgor Gwaith / <i>Executive, 18/09/17</i></p>

CYFARFOD / MEETING	DYDDIAD / DATE	PWNC / SUBJECT	ADRODDIAD I'R PWYLLGOR SGRIWTINI CORFFORAETHOL / REPORT TO CORPORATE SCRUTINY COMMITTEE	ADRODDIAD I'R PWYLLGOR GWAITH / REPORT TO EXECUTIVE
		<p><i>looked after children due in the year that took place in accordance with regulations [SCC/025]</i></p> <p>Rhaglen waith ac anghenion datblygu (adolygiad) / <i>Work programme and development needs (review)</i></p>		
4	<p><b>HYDREF / OCTOBER</b> 26/10/17 [10.00 – 12.30]</p>	<p>Sesiwn ddatblygu/codi ymwybyddiaeth → “Diwrnod gwaith ym mywyd gweithiwr cymdeithasol plant” <i>Development session/awareness raising → “Day in the life of a children’s social worker”</i></p> <p>Cynllun Gwella Gwasanaeth (cipolwg) / <i>Service Improvement Plan (quick review)</i></p> <p><b>Thema 3: Gwarantu Ansawdd</b> golwg manwl ar Argymhellion 2, 11, 13 a 14 – Adroddiad yr AGGCC / <b>Theme 3: Quality Assurance</b> <i>closer look at Recommendations 2, 11, 13 &amp; 14 – CSSIW Report</i></p> <p><b>Tîm Cefnogaeth Annibynnol</b> – trosolwg (rôl a chylch gorchwyl. Paratoi ar gyfer eitem sylweddol mis Tachwedd) <b>Independent Support Team</b> – overview (role and remit. Prepare for substantive item in November)</p>		

CYFARFOD / MEETING	DYDDIAD / DATE	PWNC / SUBJECT	ADRODDIAD I'R PWYLLGOR SGRIWTINI CORFFORAETHOL / REPORT TO CORPORATE SCRUTINY COMMITTEE	ADRODDIAD I'R PWYLLGOR GWAITH / REPORT TO EXECUTIVE
		<p>Adolygu trefniadau ar gyfer Ymweliad Laming / Adborth o'r Ymweliad cyntaf → Thema 1 (Gweithlu) / <i>Review arrangements for Laming Visit / Feedback from first Vist → Theme 1 (Workforce)</i></p> <p>Rhaglen waith ac anghenion datblygu (adolygiad) / <i>Work programme and development needs (review)</i></p>		
5	<p><b>TACHWEDD / NOVEMBER</b> 28/11/17 [10.00 – 12.30]</p>	<p><b>Sesiwn ddatblygu/codi ymwybyddiaeth → Plant ar y Gofrestr Amddiffyn Plant</b> <i>Development session/awareness raising → Children on the Child Protection Register</i></p> <p>Cynllun Gwella Gwasanaeth (cipolwg) / <i>Service Improvement Plan (quick review)</i></p> <p><b>Thema 2: Aseidiadau, ymyrraethau a phenderfyniadau amserol o safon uchel yn cael eu gwneud i ddiogelu, cefnogi a rheoli'r risgiau i blant</b> golwg manwl ar Argymhellion 3, 9, a 10 – Adroddiad yr AGGCC / <b><i>Theme 2: Quality &amp; timely assessments, interventions &amp; decision-making to protect, support &amp; manage risks for children</i></b> <i>closer look at Recommendations 3, 9 &amp; 10 – CSSIW Report</i></p>	<p>Pwyllgor Sgriwtini Corfforaethol / <i>Corporate Scrutiny Committee, 13/11/17</i></p>	<p>Pwyllgor Gwaith / <i>Executive, 27/11/17</i></p>

CYFARFOD / MEETING	DYDDIAD / DATE	PWNC / SUBJECT	ADRODDIAD I'R PWYLLGOR SGRIWTINI CORFFORAETHOL / REPORT TO CORPORATE SCRUTINY COMMITTEE	ADRODDIAD I'R PWYLLGOR GWAITH / REPORT TO EXECUTIVE
		<p><b>Tîm Cefnogaeth Annibynnol</b> – cyflwyniad gan aelod o'r Tîm (rôl a chylch gorchwyl (dilyniant o'r eitem trosolwg, cyfarfod mis Hydref y Panel)</p> <p><b>Independent Support Team</b> – presentation by a member of the Team (follow on from the overview item, October Panel meeting)</p> <p>Data perfformiad – RHAN II: golwg manwl ar un o'r dangosyddion perfformiad unigol / <i>RHAN II: indepth look at one key performance indicator:</i></p> <p><i>Each child, whose name is placed on the Child Protection Register, should have a named key worker who carries the professional responsibility for the case. The key worker should see the child at least every 10 working days and ensure that the child is seen at home at least every 4 weeks</i></p> <p>Rhaglen waith ac anghenion datblygu (adolygiad) / <i>Work programme and development needs (review)</i></p>		
6.	<p><b>RHAGFYR / DECEMBER</b> 19/12/17 [10.00 – 12.30]</p>	<p>Sesiwn ddatblygu/codi ymwybyddiaeth → Gwasanaeth Ymyrraeth Gynnar ac Arbedol [Llŷr ap Rhisiart] <i>Development session/awareness raising → Early Intervention &amp; Preventative Service</i></p> <p>Cynllun Gwella Gwasanaeth (cipolwg) / <i>Service Improvement Plan (quick review)</i></p>		

CYFARFOD / MEETING	DYDDIAD / DATE	PWNC / SUBJECT	ADRODDIAD I'R PWYLLGOR SGRIWTINI CORFFORAETHOL / REPORT TO CORPORATE SCRUTINY COMMITTEE	ADRODDIAD I'R PWYLLGOR GWAITH / REPORT TO EXECUTIVE
		<p><b>Thema *:</b> I'W GADARNHAU <b>Theme *:</b> TO BE CONFIRMED</p> <p>Data perfformiad – Rhan III: golwg manwl ar dueddiadau a phatrymau 3 blynedd / <i>PART III: indepth look at trends and any 3 year patterns</i></p> <p>Data perfformiad – RHAN IV: golwg manwl ar un o'r dangosyddion perfformiad unigol / <i>PART IV: indepth look at one key performance indicator</i></p> <p>Rhaglen waith ac anghenion datblygu (adolygiad) / <i>Work programme and development needs (review)</i></p>		
<b>IONAWR → MAI, 2018</b> <b>JANUARY → MAY, 2018</b>				
7.	<b>IONAWR / JANUARY</b> 23/01/18 [10.00 – 12.30]	<p>Sesiwn ddatblygu/codi ymwybyddiaeth → Gwasanaeth Ymyrraeth Ddwys [Fon Roberts]  <i>Development session/awareness raising → Intensive Intervention Service</i></p> <p>Cynllun Gwella Gwasanaeth (cipolwg) /  <i>Service Improvement Plan (quick review)</i></p>		

CYFARFOD / MEETING	DYDDIAD / DATE	PWNC / SUBJECT	ADRODDIAD I'R PWYLLGOR SGRIWTINI CORFFORAETHOL / REPORT TO CORPORATE SCRUTINY COMMITTEE	ADRODDIAD I'R PWYLLGOR GWAITH / REPORT TO EXECUTIVE
		<p>Diweddariad / monitro cynnydd ar Thema 2 y Cynllun Gwella Gwasanaeth. Cynnwys diweddariad ar y trafodaethau efo Heddlu Gogledd Cymru <b>[PG 36]</b> / <i>Update / monitor progress on Theme 2 of the Service Improvement Plan. Include an update on the discussions with North Wales Police [AP 36]</i></p>	<p><b>PG 37</b> Rhaglennu diweddariad pellach i'r Panel ar faterion y strwythur a gweithlu ac effeithiau'r camau rhoddwyd mewn lle. Hefyd, rhaglennu diweddariad ar Thema 2 yr un pryd (<b>PG 36</b>)</p>	
		<p>Diweddariad pellach ar faterion y strwythur a gweithlu ac effeithiau'r camau rhoddwyd mewn lle <b>[PG 37]</b> / Further update on structure and workforce issues and the impact of actions taken <b>[AP 37]</b></p>		
		<p><b>Thema *: I'W GADARNHAU</b> <b>Theme *: TO BE CONFIRMED</b></p>		
		<p>Rhaglen waith ac anghenion datblygu (adolygiad) / <i>Work programme and development needs (review)</i></p>		
8.	<p><b>CHWEFROR / FEBRUARY</b> 26/02/18 [10.00 – 12.30]</p>	<p>Sesiwn ddatblygu/codi ymwybyddiaeth → Protocol ar gyfer rôl Cyfarwyddwr y Gwasanaethau Cymdeithasol <i>Development session/awareness raising → Protocol for the role of the Director of Social Services</i></p>	<p>Pwyllgor Sgriwtini Corfforaethol / <i>Corporate Scrutiny Committee, 05/02/18</i></p>	<p>Pwyllgor Gwaith / <i>Executive, 19/02/18</i></p>

CYFARFOD / MEETING	DYDDIAD / DATE	PWNC / SUBJECT	ADRODDIAD I'R PWYLLGOR SGRIWTINI CORFFORAETHOL / REPORT TO CORPORATE SCRUTINY COMMITTEE	ADRODDIAD I'R PWYLLGOR GWAITH / REPORT TO EXECUTIVE
		I'w gadarnhau / <i>To be confirmed</i>		
		Rhaglen waith ac anghenion datblygu (adolygiad) / <i>Work programme and development needs (review)</i>		
<b>AGGCC yn ail-ymweld â'r Cyngor i fonitro cynnydd yn erbyn argymhellion yr arolwg [rhwng Mawrth → Medi, 2018]/ CSSIW to revisit the Council to monitor progress against the recommendations of the review [between March → Sept, 2018]</b>				
9.	<b>MAWRTH / MARCH</b> 20/03/18 [10.00 – 12.30]	Sesiwn ddatblygu/codi ymwybyddiaeth → <b>I'W GADARNHAU</b> <i>Development session/awareness raising → TO BE CONFIRMED</i>		
10.	<b>EBRILL / APRIL</b>			
11.	<b>MAI / MAY</b>			
<b>MEHEFIN → JUNE →</b>				
12.	<b>MEHEFIN / JUNE</b>	Sesiwn ddatblygu/codi ymwybyddiaeth → <b>I'W GADARNHAU</b> <i>Development session/awareness raising → TO BE CONFIRMED</i>		

Mae yna nifer o bynciau sydd angen eu hychwanegu at raglan waith y Panel / *There are a number of topics which need to be added to the Panel's work programme:*

**Sesiynau ddatblygu/codi ymwybyddiaeth / *Development/awareness raising sessions:***

- i. Prosesau cyfreithiol a diffiniadau (Cofrestr Amddiffyn Plant, Plant mewn Angen, Plant mewn Gofal, ôl-ofal) / Legal processes and definitions (Child Protection Register, Children in Need, Children in Care, Aftercare)*
- ii. Ymyrraeth fuan a gwasanaethau ataliol / Early intervention and preventative services  
Ee Adverse Childhood Experiences [ACEs] (ymyrraethau ataliol / preventative, universal interventions)  
Rôl Teulu Môn a Dyletswydd (ymyrraeth fuan) / Role of Teulu Môn and Duty (early intervention)*
- iii. Model dwys o ymyrryd / Intensive model of intervention [IFSS]*
- iv. Rheoli perfformiad a dangosyddion perfformiad / Performance management and performance indicators*
- v. Protocol ar gyfer rôl Cyfarwyddwr y Gwasanaethau Cymdeithasol / Protocol for the role of the Director of Social Services*

Eitemau i'w hychwanegu / Items to be added:

- Sesiwn → Rhan 4: Canllawiau Amddiffyn Plant Cymru Gyfan (holiadau yn erbyn gweithwyr proffesiynol yn y maes plant) (PG 34 y Panel Gwella Gwasanaethau Plant) / *Session → Part 4: All Wales Child Protection Guidance (allegations against professional workers who work with children)*

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## ISLE OF ANGLESEY COUNTY COUNCIL Scrutiny Report Template

<b>Committee:</b>	Corporate Scrutiny Committee
<b>Date:</b>	13 11 2017
<b>Subject:</b>	Children's Services progress report
<b>Purpose of Report:</b>	To report the progress of the Service Improvement Plan
<b>Scrutiny Chair:</b>	Councillor Aled Morris Jones
<b>Portfolio Holder(s):</b>	Councillor Llinos Medi Huws
<b>Head of Service:</b>	Llyr Bryn Roberts - Interim Head of Children's Services (Operations) 01248 752 765 <a href="mailto:llyrbrynroberts@YnysMon.gov.uk">llyrbrynroberts@YnysMon.gov.uk</a>
<b>Report Author:</b> <b>Tel:</b> <b>Email:</b>	Margaret Peters, Transformation Programme Manager, Children's Services 01248 751812 <a href="mailto:MargaretPeters@ynysmon.gov.uk">MargaretPeters@ynysmon.gov.uk</a>
<b>Local Members:</b>	Relevant to all Members

### 1 - Recommendation/s

1.1 Members to confirm if they are satisfied with the steps and pace undertaken by Children's Services in relation to the progress made in relation to the Service Improvement Plan.

### 2 – Link to Council Plan / Other Corporate Priorities

### 3 – Guiding Principles for Scrutiny Members

**To assist Members when scrutinising the topic:-**

- 3.1** Impact the matter has on individuals and communities [**focus on customer/citizen**]
- 3.2** A look at the efficiency & effectiveness of any proposed change – both financially and in terms of quality [**focus on value**]
- 3.3** A look at any risks [**focus on risk**]
- 3.4** Scrutiny taking a performance monitoring or quality assurance role [**focus on performance & quality**]
- 3.5** Looking at plans and proposals from a perspective of:
  - Long term

- Prevention
- Integration
- Collaboration
- Involvement

**[focus on wellbeing]**

#### **4 - Key Scrutiny Questions**

1. Are you satisfied with the pace of progress and improvements made to date within Children's Services?

#### **5 – Background / Context**

5.1 Ynys Mon Children's Services were inspected by CCSIW during October and November 2016. The inspection focused on how children and families are empowered to access help and care & support services and on the quality of outcomes achieved for children in need of help, care & support and/or protection, including children who have recently become looked after by the local authority. The inspection also evaluated the quality of leadership, management and governance arrangements in place to develop and support service delivery. The Final CSSIW report was published on 7<sup>th</sup> March 2017. The report had 14 recommendations, seven recommendations as a priority and seven to be implemented by March 2018 (see Annex 1).

5.2 In response to the findings and recommendations, the authority has put the following arrangements in place:

- A revised Service Improvement Plan (SIP), incorporating all of the Recommendations made in CSSIW's Inspection Report against the 5 themes (see Annex 2)
- Put new Project Management arrangements in place, with an internal Improvement Group of officials meeting on a monthly basis, and reporting to the Senior Management Team and to the Executive.
- Establish a new Panel of Elected Members following the recent local authority elections, which will report to the Corporate Scrutiny Committee.

5.3 In addition to this, the Chief Executive is holding weekly meetings with the Director of Social Services, the Head of Children's Services and the Head of Human Resources, to oversee the development and implementation of the Workforce Strategy, and to ensure that there is appropriate pace in making key appointments to the posts of Service Manager and Practice Leaders.

#### **Focus of the work**

5.4 Being able to recruit and retain staff who are committed to making a difference to the lives of children and young people in Anglesey is crucial if we are to deliver on the obligations placed upon us by legislation. An unstable workforce in recent years, combined with a significant increase in the number of children and young

people who are Looked After and who are on the Child Protection Register, has placed significant strain on our services (SIP 1.1).

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

5.6 **Service Re-structure** – this was implemented on the 4<sup>th</sup> of October (SIP 4.2) were the 8 Practice Leader's took responsibility for their Practice Groups. They manage smaller Groups across Early Intervention and Intensive Intervention, with each Practice Leader responsible for three or four Social Workers. This will mean that each Social Worker have more access to their manager, enabling them to have early advice on dealing with individual cases and adequate support and supervision. There is further work to be undertaken to complete the restructuring, including reviewing the arrangements for the Child Placement Team, making the best use of Support Workers to support families, as well as ensuring that administrative support is appropriate for Practice Groups to effectively carry out their statutory responsibilities.

5.7 **Recruitment - the Service Manager for Early Intervention and Prevention** commenced in post in August and all the Practice Leaders started in September. 4 of the Practice Leaders were recruited from outside the organisation and they bring high level of knowledge and skill in the areas noted in the Service Improvement Plan that require further development. The other 4 Practice Leaders appointed were experienced practitioners working within Children's who were ready for promotion (SIP 1.2).

5.8 We have recruited **7 new Social Worker's** over the last few months who are local and apart from 1 social worker all are fluent Welsh speakers which will ensure we are able to meet the linguistic needs of children and families coming into contact with the Service. We continue to have 6 experienced temporary agency social worker's staff covering vacant Social Work posts and a new recruitment initiative in trying to attract permanent experienced Social Worker's will commence in November (SIP 1.2).

5.9 We have appointed **2.5 Engagement officers for Teulu Mon** and a further 1.5 additional posts through **Families First Grant** will be filled over the next few weeks. This will significantly strengthen our Information, Advice and Assistance capacity that all local authorities have been required to establish with the implementation of the Social Services and Wellbeing (Wales) Act 2014.

5.10 The **Resilient Families Team** is now fully staffed and currently working with 8 families to prevent family breakdown, to support children living at home (SIP 5.2). The Practice Leader for this Team has recently won a national award by the **British Association of Social Worker's** (BASW) on her work in developing support for care leavers and arrangements to support foster carers to prevent placement breakdown.

- 5.11 We are currently recruiting for a number of other additional posts within the Service which will continue to strengthen our family support services. They include recruiting:
- **3 x additional Support Workers** posts within the Team Around the Family funded from Families First Grant
  - **Additional Personal Advisor** post funded with **St David's Day Welsh Government Grant** to provide practical and emotional support to young people who leave care when they are 18 years old.
- 5.12 As a Service, we have developed a **Social Work Traineeship** arrangements internally to enable 2 of our staff to train to become qualified Social Workers (2 year course). As we have seen a significant turnover of staff over the last 18 months the aim of this strategy of 'Grow your own' is to ensure we have qualified Social Workers who will be working for the Service for at least 2 years after the qualify (SIP 1.2).
- 5.13 Arrangements to appoint the new **Head of Service** has commenced and additional information could be provided by the Assistant Chief Executive at Scrutiny Committee.
- 5.14 The **Workforce Strategy**, approved over the summer, now focuses on ensuring that staff have the skills, training and support to enable them to do their jobs effectively, and provide the support that children, young people and families in Anglesey need. An action plan has been developed with the full support of HR and meetings are being held every 6 – 8 weeks, Chaired by the Head of Service to ensure the effective implementation of the Action Plan (SIP 1.1) with the main elements being:
- Developing a set of marketing materials detailing the benefits of working for the Authority presented on all media platforms.
  - Develop a recruitment plan for each vacancy immediately on resignation, jointly with Human Resources.
  - Establish effective methods of selection.
  - Ensure processes are focused on safe recruitment
  - Minimise delay in the various stages in the recruitment process.
  - Development of a consistent and effective induction programme.
  - Creating a supportive culture, challenging poor performance by providing a clear direction, regular supervision, and developmental support to enable all of our employees to perform effectively.
  - Developing existing staff, and provide a safe working environment for all, combined with opportunities for developing new skills and progressing.
- 5.15 **Supervision** - we launched the new Supervision Policy in March 2017, following consultation with staff (SIP 1.3) and is now being used to review cases on a monthly basis, and take early action if any change in decision-making is necessary. The frequency of supervision is being monitored and an audit is currently being undertaken so that we are assured that the policy is being implemented fully. Outcome focused supervision workshops will be held for Practice Leaders over the next few months and the purpose is to support them in examining their role in supervision and to consider the value of outcome focused supervision for service users, workers, social work practice and for the organisation. It should also strengthen the management role of Practice Leaders, consider core skills and challenges for different Practice Groups.

5.16 The **Quality Assurance Framework** has been approved within the Service (SIP 3.2). The aim of the framework is to the approach that Children's Services will take to ensure that it is:

- Providing safe professional practice
- Supporting the right children/adults, in the right way, at the right time
- Evaluating whether it is making a difference to practice improvement
- Providing a professional context that supports learning, reflection, openness and supportive challenge.

The service will use a wide range of evidence sources to underpin the quarterly Practice evaluation report such as:

- Monthly Case file Audits
- Monthly Casefile Audit – Safeguarding & Quality Improvement Unit
- Practice Observation
- Supervision Audits
- Learning from and with our partners
- Learning from people who use our services
- Oversight and Challenge
- Learning from our staff
- Ongoing Independent Reviewing Officer and Child Protection Co-ordinator

5.17 On a monthly basis the service holds a Quality and Performance meeting. The focus of this meeting is to understand the data and evidence from evaluations of practice, to provide an opportunity to analyse and identify solutions to improve performance and quality of practice. This meeting has a role in ensuring a clear oversight of the quality of practice within the service and to develop clear action plans to address improvement requirements. The meeting also has a clear role in recognising what is working well within the Service and to ensure that learning is shared across the whole system. The meeting will also evaluate the impact of the learning and improvement.

5.18 **Practice Evaluation Report** for quarter 1 showed that practice remains inconsistent. However; there are examples of good practice that have been confirmed by CSSIW as achieving the required outcome for the child/ren and their families. Managers have continued to focus on improving the quality of Social Work practice in relation to Court work, case recording, assessment, analysis of risk, Looked After Children Reviews and visits, Child protection visits, Core group meetings and Pathway Plans (SIP 3.3). Targeted interventions continue to be undertaken with individual Social Workers who have not improved the quality of their practice. The Service has now agreed to prioritise improvements in Social Work assessment practice.

5.19 A **Court Action Plan** has been developed to focus on improving the quality and analysis of all assessments undertaken to inform our decision making and will support arrangements for 'front loading' public law cases. Practice Leader's now have oversight of the Court timeframe for cases within their Practice Groups and will support and guide Social Worker's to ensure better preparation for Court and that documents are filed on time.

5.20 Despite the inconsistency in practice, we have positive evidence of the workforce working directly with families leading to improved outcomes. We have seen a **significant reduction** in the children on the **Child Protection Register** from 102 in March 2017 to 56 on the register on 31<sup>st</sup> of August, 2017 a 55% decrease. Children's Services have adopted the **Thornton/Gwynedd Risk Model** to continue supporting social workers to work proactively with families to manage risk - spending much more time working alongside them helping them to change so that the family is a safe place for their children. There is a need now to embed the risk model within practice and to support practitioners and practice leaders to further develop their skill in implanting the model to support effective risk decisions.

Bruce Thornton co-author of the model is undertaking a **Practice Coach Development** role for a period of 7 months to focus on:

- Providing coaching and mentoring to help develop the skills, knowledge and competence of practitioners and practice leaders.
- Support Service Managers to implement, process, systems and procedures to ensure that the Risk Model is implemented within service processes
- Support the development of the Risk Model within critical and reflective supervision.

5.21 The work of strengthening the Local Authority's role as a corporate parent for looked after children has been agreed by the **Corporate Parenting Panel** with the aim of ensuring that Isle of Anglesey County Council undertakes its duties fully to ensure that young people can achieve their full potential and a successful transition into adulthood. A **Children Looked After and Care Leavers Strategy** for a three year period (2018 – 2020) will be developed providing the framework to ensure we fulfil our duties and responsibilities. The intention is to bring together the range of activity across the Council and with children's partnership arrangements at all stages of the care journey, including a clear focus on supporting families to stay together, wherever it is safe to do so, and minimising the need for children to become looked after.

5.22 Five **Multi Agency practice guidance** (SIP 2.2) have been developed by Children's Service as a direct response to the CSSIW Inspection with the aim of strengthening multi agency joint working. They focus on providing clear guidance on:

- How to make Referrals to Children's Services
- Child Protection Practice Guidance - Investigation Thresholds
- Child Protection Practice Guidance – Key Workers and Core Groups
- Child Protection Practice Guidance- Registration Thresholds.
- How to manage child protection allegations made against Professional Practice Guidance

5.23 The Practice Guidance will be endorsed at the Corporate Safeguarding Board and training sessions will be arranged for the workforce to focus on improving multi agency practice and safeguarding arrangements.

5.24 **Preventative Services** is being reviewed, and a new strategy will be developed jointly with partners, to ensure more effective family support services and commissioning of **Families First Grant**, to reduce the number of children and young people who need to be placed on the Child Protection Register and who need to be Looked After (SIP 4.4).

5.25 The agenda for the **Elected Members and Senior Leaders Panel's** meeting has continued to focus on monitoring and challenging the implementation of the Service Improvement Plan, holding the Director and Service to account. Four meetings have been held so far and the following agenda items have been discussed by the Panel:

- TOR, Project Plan & setting the scene
- Service Improvement Plan – high level overview
- Overview: Laming Visits – rolling program of visits and reporting back
- PART I: % of statutory visits to looked after children due in the year that took place in accordance with regulations [SCC/025]
- Theme 3: Quality Assurance closer look at Recommendations 2, 11, 13 & 14 – CSSIW Report
- Review arrangements for Laming Visit / Feedback from first visit
- “Day in the life of a children’s services social worker”

5.26 This will be complemented by training and visits to support senior leaders and members to improve their knowledge and understanding of the complexities and risks involved in delivering children’s services (SIP 1.5).

5.27 **Laming visits** to front line staff need to be undertaken by elected members to inform themselves about the quality of services being offered and to take appropriate action to remedy deficiencies as they are revealed. Lord Laming, The Victoria Climbié Inquiry (2003), was absolutely clear that "senior managers and elected members within organisations are accountable for the quality, efficiency and effectiveness of local services" and "must be required to account for any failure to protect vulnerable children from deliberate harm or exploitation."

5.28 Laming visits for Members have been scheduled until May 2018. A Laming visit was undertaken to the Child Placement Team on 27.10.17 by the Assistant Chief Executive, Scrutiny Chair and a member of the Panel. The report completed during the visit noted:

- All staff confirmed that they received regular Supervision, which is very effective. The Social Workers noted that Supervision has always taken place regularly within the Placement Team.
- All present were experienced in their role and their confidence was clear from the way they engaged in the meeting.
- Cllr Richard Griffiths noted during the meeting that their enthusiasm for working with children, families and Foster Carers was clear, and all agreed with this.
- Cllr Aled Morris Jones thanked those present for their hard work and commitment, which was clear to see and noted.

## 6 – Equality Impact Assessment [including impacts on the Welsh Language]

Not applicable

**7 – Financial Implications**

Executive Committee on the 17<sup>th</sup> of July, 2017 resolved:

- To allocate the sum of £221,257 from reserves to enable the extension of contracts of agency staff for a further three months.
- To proceed with the second phase of the restructuring of Children’s Services which requires an additional expenditure of £17,000 (which can be funded from staffing budget for Children’s Services);
- To give the Head of Children’s Services the flexibility to utilise some of the budget unallocated (£93,957) after the restructuring to support the implementation of the Service Improvement Plan over the next few months.

**8 – Appendices:**

Annex 1 – CSSIW Recommendations and link to the Service Improvement Plan  
Annex 2 – Service Improvement Plan

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

**Fel blaenoriaeth:**

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

**Yn ystod y 12 mis nesaf:**

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

**As a priority:**

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

**Over the next 12 months:**

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

**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
<b>1. A confident and competent workforce with sufficient capacity to provide a consistent and effective service</b>							
Page 159	<p>1.1 Develop the <b>Workforce Strategy</b> to include:</p> <ul style="list-style-type: none"> <li>• Recruitment good practice</li> <li>• Retention and support</li> <li>• Clear induction arrangements</li> <li>• Buddying</li> <li>• Coaching and mentoring</li> <li>• Shadowing</li> <li>• Enhanced post qualification training and development opportunities</li> <li>• First year in practice guidance (this is not needed as we are following the First Three Years in Practice Guidance produced by the Care Council for Wales).</li> </ul> <p style="color: red;">Links to CSSIW Recommendation 5: A robust workforce strategy should urgently be developed to include short, medium and long term aims for recruitment and retention of social workers.</p>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• A traineeship plan has been developed jointly with HR offering the opportunity for one member of staff to train to be a Social Worker over two years through the Bangor University with the possibility of securing a permanent post in the service post qualification.</li> <li>• Service Induction programme produced for new staff</li> <li>• Workforce Action plan being progressed to monitor progress against the short-term actions up until December 2017.</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• Workforce Strategy completed.</li> <li>• Action Plan in preparation</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• Draft Workforce Strategy produced in collaboration with HR that includes relevant sections on recruitment, retention and support, induction arrangements, buddying, coaching and mentoring, shadowing, enhanced post qualification training and development opportunities, first year in practice guidance.</li> <li>• Strategy shared with staff for comments.</li> <li>• Induction expectations on Managers highlighted – this linked to advantages of new structure and increased number of practice leads.</li> <li>• HR related issues – weekly meetings established to address all related issues including recruitment.</li> <li>• 4 bilingual, newly qualified Social Workers recruited.</li> <li>• All social worker posts filled with temporary/permanent staff/recruitment in place.</li> <li>• Open advert for experienced social workers.</li> <li>• Session for induction guidance for Managers happened in March.</li> <li>• First year in practice guidance being reviewed by Practice Learning Co-ordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Induction session available on a monthly basis for new staff.</li> <li>• Ensure progress with the Action plan</li> </ul>	<p><b>Yet to be done</b> Newly qualified social workers report they have received clear guidance and expectations, support, and constructive feedback regarding their practice and on the quality of their work.</p> <p>Staff report positive satisfaction in the workplace and feel supported in carrying out their responsibilities.</p> <p>Evidence that induction meetings are being held and that new staff of the opinion that they are useful in relation to guidance and expectations, support, informing their practice and quality of work.</p> <p><b>Commenced</b> Audit of work providing evidence of a confident and competent workforce.</p> <p>Clear improvement in recruitment and retention rates with more staff recruited to permanent posts and reduction in staff leaving.</p> <p>Induction - all new staff receive a comprehensive induction and are fully aware of their roles and responsibilities.</p>	Melanie Jones & Leighton Rees	Jan 2017	Dec 2017
	<p>1.2 <b>Resolve Staffing matters</b> to include:</p> <ul style="list-style-type: none"> <li>• Recruit to permanent posts</li> <li>• Exit strategy for agency staff</li> </ul>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• Meetings are being held every two weeks between HR and Children’s Services senior managers to ensure that recruitment and workforce development issues move on at pace. This to include regular updates on staffing levels, staffing chart and caseload.</li> <li>• Appointed the Resilient Families Team</li> </ul>	<ul style="list-style-type: none"> <li>• Recruit more experienced staff</li> </ul>	<p><b>Yet to be done</b> A stable and permanent workforce which results in:</p> <ul style="list-style-type: none"> <li>• Consistency of practice across the service.</li> <li>• Improved quality of support to children and families.</li> </ul>	Senior Management Team and HR	Nov 2016	Dec 2017

Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
Page 160		<ul style="list-style-type: none"> <li>• Appointed 2.5 Engagement Officer in Teulu Môn</li> <li>• 8 Practice Leaders now appointed commencing on the 4<sup>th</sup> of September</li> <li>• Discussions to be held around extending Agency Staff contracts to be extended until end of December</li> </ul> <p><b><u>June/July 2017</u></b></p> <ul style="list-style-type: none"> <li>• Agency staff contracts extended until end of September 2017 to ensure workforce of sufficient numbers and experience. Aim to reduce agency social workers during September.</li> <li>• 1 qualified and 3 student social workers appointed to posts. 1 qualified and 1 student commencing in July. 5 vacant posts being advertised on a rolling basis</li> <li>• 7 Practice Leaders appointed. Further vacant post being advertised.</li> <li>• Appointed to vacant IRO post with commencement date of 10<sup>th</sup> of July.</li> <li>• Service Manager Early Intervention and Prevention appointed. Commencement middle of August.</li> <li>• Service Manager Intensive Intervention appointed. Agency Service Manager covering on a temporary basis.</li> <li>• Retaining permanent and temporary social workers continues to be a challenge for the service.</li> <li>• Providing sufficient support and guidance to staff remains a high priority.</li> </ul> <p><b><u>May 2017</u></b></p> <ul style="list-style-type: none"> <li>• Weekly meetings established between HR and Children's Services senior managers to ensure that recruitment and workforce development issues move on at pace. This to include regular updates on staffing levels, staffing chart and caseload.</li> <li>• We continue to advertise for experienced social work posts on a rolling basis</li> <li>• HR recruitment briefings have been held for Managers.</li> <li>• HR to provide regular updates regarding recruitment and retention rates for the Service.</li> <li>• Continued guidance from Finance on cost implications of agency staff.</li> <li>• Exit strategy is in place for agency staff where posts have been filled by permanent workers.</li> </ul>		<ul style="list-style-type: none"> <li>• Better relationships established between families and social workers leading to improved outcomes for children and families.</li> </ul> <p>Partners report an improvement in joint working with Children Services due to reduction in staff turnover.</p>			
1.3	Review of <b>Supervision Policy</b> . This will include following: <ul style="list-style-type: none"> <li>• Code of Practice</li> </ul>	<p><b><u>August 2017</u></b></p> <ul style="list-style-type: none"> <li>• Arrangements made with Rhonwyn Dobbing on undertaking outcome focused supervision training for Practice Leaders.</li> </ul>	<ul style="list-style-type: none"> <li>• Mentoring for managers on outcome-focused supervision designed to develop reflective practice.</li> </ul>	<p><b>Yet to be done</b> Staff report that they are effectively supported to carry out their duties.</p>	Melanie Jones & Leighton Rees	Dec 2016	Ongoing tracking and auditing

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**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
Page 161	<ul style="list-style-type: none"> <li>Formal and informal or ad-hoc Supervision</li> <li>Purpose of Supervision</li> <li>Benefits of Supervision</li> <li>Roles and Responsibilities</li> <li>Minimum Frequencies and Cancellation</li> <li>Planning for a Supervision Session</li> <li>Recording of Supervision</li> <li>Disputes</li> <li>Confidentiality and Access</li> <li>Links with Other Policies and Procedures</li> </ul> <p>Links to CSSIW Recommendation 7: Senior leaders should take steps to improve the frequency, consistency and quality of front line staff supervision; an assurance mechanism must be implemented to ensure compliance and quality.</p>	<p>Three workshops will be held and the purpose is to support supervisors in examining their role in outcome-focused supervision and to consider the value of outcome focused supervision for service users, workers, social work practice and for the organisation. It should also strengthen the role of supervisor, consider core skills and challenges for different practice groups.</p> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>Training on the Supervision policy held and training on the risk model held in June.</li> <li>On-going tracking and monitoring of supervision arrangements to ensure compliance of the Policy.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>Supervision policy revised and shared with staff</li> <li>Tracking arrangements in place to monitor strict compliance with Supervision policy</li> <li>Supervision policy completed</li> <li>Training on the Risk Model and its link with staff Supervision has been provided to all staff in June.</li> <li>Supervision training provided to all staff and Managers.</li> </ul>	<ul style="list-style-type: none"> <li>Audit of supervision will commence Sept 2017 across Adults and Children's Services, including staff perception of supervision through questionnaires and focus groups to be established.</li> <li>On-going advice and guidance provided to individual social workers on completing assessments, recording and assessing risk.</li> <li>Audit of Supervision to be undertaken by Service Managers 4 times a year and dip sampling.</li> <li>A feedback form is going to be drafted by colleagues in Training to ask what they have learnt from the training they have received, have they put what they've learnt into practice, what would they change about the course if anything.</li> </ul>	<p>Staff positively report that the quality of their assessments and plans have improved through regular and quality supervision.</p> <p>Managers' report that they are enabled to support staff to the required standards.</p> <p>Clear guidance on standards and good practice clearly communicated and available to all through regular Supervision.</p> <p>Managers complying with the Supervision Policy and Risk Model incorporated into Supervision sessions with staff.</p> <p>Regular audits across Children and Adult Services showing good quality and consistent Supervision.</p> <p><b>Commenced</b> Assurance mechanism established centrally to ensure compliance with Supervision policy.</p>			QA June 2017
1.4	<p>Provide <b>developmental opportunities for Practice Leaders to support the workforce</b> in carrying out their duties. Areas of focus:-</p> <ul style="list-style-type: none"> <li>Principles for making correct and safe case management decisions (management oversight of decision making)</li> <li>Improving and managing practice and performance including providing constructive challenge and direction to staff</li> <li>Managing difficult conversations</li> <li>Providing regular and quality Supervision</li> <li>Developing Practice leaders in coaching and mentoring skills</li> </ul>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>A repeat audit was undertaken in May/June 2017 confirmed positive progress was being made in relation to referrals that proceeded to Strategy and Conference: Quality of Strategy Discussions/Meetings Quality of Assessment.</li> </ul> <p><b>Key Themes are as follows:</b> Attendance and recording at Strategy Meetings has improved Increased use of Risk 2 tool Strategy meetings timely Increased use of Chronologies evident Improved quality of assessments evident. Consistency of forms still a problem (S.W.report /Core/Risk2/ Care and Support Assessment and Eligibility tool all in use). Conceptual shift from filtering risk to identifying strengths not fully embedded <li>An Away Morning was held on the 28<sup>th</sup> of July for Senior Staff Members to agree arrangements for the restructure of the service and to start discussing arrangements for Practice Leaders.</li> <li>8 Practice Leaders successfully appointed</li> </p>	<ul style="list-style-type: none"> <li>Discussions required to finalise the restructuring arrangements for Social Workers and other staff and rearranging the floorplan.</li> <li>HR to provide regular updates regarding recruitment and retention rates for the Service.</li> </ul>	<p><b>Yet to be done</b> Managers' report enhanced confidence in their skills in making correct and safe case management decisions.</p> <p>Staff report that they feel better supported by their line managers in carrying out their responsibilities leading to a reduction in staff turnover, improve staff retention and providing stability in the workforce.</p> <p>Increased confidence in workforce and organisational reputation in feedback from partners.</p> <p><b>Commenced</b> Regular case file audits showing an improvement in the quality of assessments and care and support plans.</p> <p>Regular audits across the Service showing correct and safe management decisions being made by Managers.</p>	Senior Management Team	Jan 2017	March 2018

**CSSIW recommendations in red - high priority**

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Page 162	<p><b>Links to CSSIW Recommendation 6:</b> Arrangements for team managers and senior practitioners should be reviewed to ensure capacity to effectively and consistently provide management oversight of decision making, challenge and direction for staff across the service; a leadership and development programme should be made available to build resilience.</p>	<ul style="list-style-type: none"> <li>• Service induction programme is in place for September to include training sessions on:                             <ul style="list-style-type: none"> <li>Vision for the Service, overarching organisation, SIP</li> <li>Managing sickness absence &amp; Return to Work</li> <li>Interviews</li> <li>Complaints and Flexi</li> <li>Collaborative Communication</li> <li>Supervision Workshops -3 x full days workshops on Outcome focused supervision</li> <li>PLO and Court work</li> <li>Time Management &amp; Diary Management, Prioritising Work and Expectations</li> <li>Delivering ACE Parental Groupwork Sessions</li> <li>Performance</li> <li>Capability</li> <li>Management Style Course</li> <li>Quality Assurance and Audits</li> <li>Thresholds &amp; Correct decision making and staff carrying out actions</li> <li>Care planning &amp; Reviewing C &amp; S, CP &amp; LAC</li> <li>Case recording</li> <li>Assessments and Risk Model</li> <li>Caseload Management – Allocation of cases, Step down to TAF and not closing cases to Children’s Services, reduced caseload for newly qualified – maximum 12 cases</li> <li>Family Group Conferencing, Participation and Parenting Development Work</li> <li>North Wales Police Public Protection Unit</li> <li>CAFCASS</li> <li>Motivational Interviewing</li> </ul> </li> <li><b><u>June/July 2017</u></b> <ul style="list-style-type: none"> <li>• Audits started for Quarter 1: Case file audits, multi-agency audits, thematic audits, analysis available end of July</li> <li>• Training held for Managers on Managing difficult conversations</li> <li>• 7 Practice Leaders appointed, 4 internal staff and 3 external.</li> <li>• Training provided to Managers on Providing regular and quality Supervision</li> <li>• 4 Managers currently undertaking accredited Leadership and Development training.</li> <li>• Service restructure and establishing smaller operational Teams is proceeding and will ensure increased capacity</li> </ul> </li> </ul>					

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**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
		for Managers to provide consistent guidance, supervision and support to staff. • Arrangements have been made for Adults Services Managers to support Children's Services Managers in their professional development.					
1.5	<p><b>CSSIW Recommendation 4:</b> Continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children's services to assure themselves, partners, staff and communities that their responsibilities are discharged to maximum effect.</p> <p><b>CSSIW Recommendation 8:</b> 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.</p>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• A schedule of monthly Laming visits between July 2017 and May 2018 has been presented and agreed by the Children Services Improvement Panel on 21/08/17. Laming visits have commenced.</li> <li>• Initial discussion held with Andrew Bennett, Public Health Research, Training and Consultancy about the possibility of running a session available for all Members/Senior Leaders around Adverse Childhood Experiences.</li> <li>• The Second Members Panel was held on the 21<sup>st</sup> of August and a tracking document has been produced for the work of the panel.</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• The new Council Leader/Director of Social Services the Interim Head of Children's Services and Interim Scrutiny Manager have reviewed the role of the SS&amp;WB Member panel in the creation of the ToR for the Children's Panel</li> <li>• Elected members and Senior Leaders to continue with regular Laming visits.</li> <li>• Children's Improvement Group held on a monthly basis chaired by the Director of Social Services to drive improvement and changes required.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• SS&amp;WB Member panel to continue to monitor the completion of the Service Improvement Plan.</li> <li>• Elected members and Senior Leaders to continue with regular Laming visits.</li> <li>• Corporate Parenting work to be further developed (see.5.3).</li> <li>• Additional resources required to provide more insight regarding the complexities of Children Services</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children's services.</li> <li>• Review the purpose of Laming visits and link the questions asked during visits to relevant outcomes in the SIP.</li> </ul>	<p><b>Yet to be done</b> Senior leaders' and elected members' report that their involvement in the Social Services panel has developed their understanding of the key underlying issues and risks associated with the service and their ability to scrutinise the effectiveness of the service.</p> <p>Senior managers within the service report that the support and challenge provided by senior leaders and elected members have continued to improve.</p> <p>Professional partners and communities report that the Council are effectively discharging their responsibilities in line with SS&amp;WB Act.</p> <p><b>Commenced</b> Senior leaders and elected members report that the Service Improvement Plan is delivered on time and to the required quality.</p>	Chief Executive Director of Social Services	January 2017	On-going

**CSSIW recommendations in red - high priority**

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

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Page 164	<p>2.1 Improvement in the quality of practice.</p> <p><u>Areas of focus:</u></p> <ol style="list-style-type: none"> <li>1. Child protection, child protection and LAC social work visits</li> <li>2. Risk Model – improve analysis of risk</li> <li>3. Assessment - What matters, 5 areas of assessment.</li> <li>4. Outcomes focused plans</li> <li>5. Complete Care and Support plans under the SS&amp;WB Act</li> <li>6. Establish and maintain high quality relationships with children, young people and their families.</li> <li>7. Record keeping</li> <li>8. Collaborative Communications’ course on strengths based conversations.</li> </ol> <p><b>Recommendation 10:</b> The quality of assessments and plans should be improved to ensure that they are consistently of a good quality, with a clear focus on the needs, risks and strengths of children and families, and that desired outcomes, timescales and accountabilities for actions are clear.</p>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• Audits – both case file and thematic – on a service and multi-agency basis - held during the month. Caseloads for frontline team remain higher than the service management team would wish for, evidence from audits suggests that practice remains inconsistent.</li> <li>• Draft Framework for Improving Quality of Practice developed for consultation</li> <li>• SMT considering findings of the Q1 quality report – recommend prioritising improvements in assessment practice</li> <li>• Challenged and supported individual workers to improve their practice</li> <li>• Practice evaluation Report Q1 2017/18 doc Case file auditing completed on the following practice areas: LAC step down audit, Report for placement panel, planned monthly case file audits by Team Managers, Responsive auditing (Stage 2 complaints) and Initial decision making, screening, strategy discussions and meetings and simple assessment. Service User views and evaluation of previously conducted management reviews. This report shows that practice remains inconsistent however; there are examples of good practice that have been confirmed by CSSIW as achieving the required outcome for the child/ren and their families.</li> <li>• CSSIW tracked two cases – ‘Case files were read, social workers, managers and families interviewed. The cases provided evidence of good outcomes for families. A good range of services were effectively used. The social workers interviewed were very motivated and committed to providing a high quality service. They achieved a very high level of engagement with the families. The families were motivated and supported to address and change deeply engrained patterns of behaviour related to substance misuse and domestic violence. Social workers were well supported although not always through formal supervision.’</li> </ul>	<ul style="list-style-type: none"> <li>• Practice evaluation Report Q1 2017/18 -The service must focus on ensuring compliance with the basic requirements to improve performance data. The priority for the next reporting period is to improve assessment practice. Coaching on application of risk model into assessments will be provided by Bruce Thornton. Engagement with staff to define standards for assessments underway.</li> <li>• Reflective Practice in Social Work             <ol style="list-style-type: none"> <li>1. Child protection</li> <li>2. How to establish and maintain high quality relationships with children, young people and their families.</li> <li>3. Record keeping.</li> <li>4. Guidance to be developed on good practice around record keeping.</li> </ol> </li> <li>• Collaborative Communications course will be held on the 28<sup>th</sup> and 29<sup>th</sup> of September.</li> <li>• Practice guidance to be developed around CP and LAC social work visits.</li> <li>• Guidance to be developed on good practice around record keeping. – Bruce Thornton commissioned to establish an operational model within the new system -WCCIS.</li> </ul>	<p><b>Yet to be done</b> An improvement in outcomes for children and young people with a reduction in children on CPR and looked after</p> <p>Evidence in ‘prevention’ and ‘supporting’ with more children remaining at home.</p> <p>Regular audits undertaken confirming improvements in the quality of practice, assessing risk and record keeping.</p> <p>Regular audits showing an improvement in the quality and consistency of record keeping and they are up to date and are systematically stored.</p> <p>Increase in positive feedback from service users on the progress they have achieved with the support of Children’s Services</p> <p><b>Completed</b> Regional templates for ‘assessment’ / ‘care and support planning’ which clearly records needs, risks, strengths, outcomes, accountabilities for actions and their associated timescales are available for use within the service</p>	<p>Senior Management Team</p> <p>Training</p>	Jan 2017	March 2018

**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
Page 165		<p><b>Case 2 provided evidence of :</b>                      ‘Good use of systems and services. A good range of services - LAC, Domestic Violence, FGC in planning, specialist service therapeutic assessment. Children’s and family’s needs have been met. Social worker was skilled able to maintain her relationship with mother and children and do direct work with children. From the discussions and file she had made a significant contribution in moving the mother’s expectations, thanking and behaviour.’</p> <ul style="list-style-type: none"> <li>• A repeat audit was undertaken in May/June 2017 on the referrals that proceeded to Strategy and Conference: Quality of Strategy Discussions/Meetings Quality of Assessment.</li> </ul> <p><b>Key Themes are as follows:</b>                      Attendance and recording at Strategy Meetings has improved                      Increased use of Risk 2 tool                      Strategy meetings timely                      Increased use of Chronologies evident                      Improved quality of assessments evident.                      Consistency of forms still a problem (S.W.report /Core/Risk2/ Care and Support Assessment and Eligibility tool all in use).                      Conceptual shift from filtering risk to identifying strengths not fully embedded</p> <ul style="list-style-type: none"> <li>• Teulu Môn practice guidance being developed by the Early Intervention Service Manager</li> <li>• Bruce Thornton has been commissioned to produce Guidance on Record Keeping and Decision Making</li> <li>• The quality of practice continues to be inconsistent.</li> <li>• Draft Multi Agency practice guidances have been completed to be ratified at the next Local Delivery Safeguarding Group in October, areas covered are                      Multi Agency Child Protection Practice Guidance Investigation Thresholds                      Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups                      Multi Agency Child Protection Practice Guidance-Registration Thresholds.                      Part 4 AWCPP2008                      Making Referrals</li> </ul>					

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Page 166		<ul style="list-style-type: none"> <li>• A draft document has been produced setting out the way of working for the service (Collaborative communication, co- production and assessment of risk). In preparing this document the service has considered the need to improve practice in relation to forming good quality assessments and respond to the requirements within the Social Services and Wellbeing Act (Wales) 2014 to work collaboratively with children and families. This document sets out the service’s vision in how we will assess risk, co-produce and conduct collaborative communication with children and families in Anglesey.</li> </ul> <p><b><u>June/July 2017</u></b></p> <ul style="list-style-type: none"> <li>• Audits started for Quarter 1: Case file audits, multi-agency audits, thematic audits, analysis available end of July.</li> <li>• Challenged and supported individual workers to improve their practice</li> <li>• The quality of practice continues to be inconsistent.</li> <li>• Staff session held for Social Workers to discuss practice standards and ask staff for ideas on what would help to improve the way of working</li> </ul> <p><b><u>May 2017</u></b></p> <ul style="list-style-type: none"> <li>• Training Unit have arranged training for all social care staff on:               <ul style="list-style-type: none"> <li>Assessing Carers in the Long-term</li> <li>Implementing the Induction Framework for Foster Carers</li> <li>Changing Culture and Measuring Performance in line with Social Services and Well-being Act</li> <li>Collaborative Communication / Outcome focused conversations</li> <li>Regional Templates – Including Assessment, What matters, 5 areas of assessment, Care and Support plans which are Outcome focused</li> <li>Making the Most of Supervision – for Managers</li> <li>Providing Constructive Feedback and Managing difficult conversations</li> <li>Making the Most of Supervision – for staff</li> <li>IFSS Resilient Families training (including Brief Solution Focused Therapy and Motivational Interviewing)</li> <li>Collaborative Communication - follow-up</li> <li>General Safeguarding for Social Workers</li> <li>Risk Model</li> </ul> </li> </ul>					

**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
		<p>Child Sexual Exploitation and Return Home Interviews Motivational Interviewing</p>					
2.2	<p><b>CSSIW recommendation 3:</b> Senior leaders in social services and the police will work together to ensure improvements to the:</p> <ol style="list-style-type: none"> <li>1. quality,</li> <li>2. consistency and</li> <li>3. timeliness</li> </ol> <p>of child protection enquiries.</p> <p>Practice Guidance to be developed between Police and Children services around child protection referrals, strategy discussion/meetings and enquiries.</p>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• We have met the IAA hub equivalent in both Conwy and Flintshire County Councils in order to explore options and share their experiences. The visit with both Conwy and Flintshire has assisted us in forming clearer mission for our own IAA.</li> <li>• Developed scope of work with the police on joint audit and improvement in terms of referrals, Strategy meetings and s47 investigations.</li> <li>• An audit was carried out on all 81 referrals which were received by Children’s Services from the Public Protection Unit in the form of CID 16’s between 1<sup>st</sup> and 14<sup>th</sup> of June 2017. 20 of the referrals were deemed to be not clear in the reason for sharing the information. Of the 81 only seven stated what the anticipated outcome for the referral would be. Only 15 referrals contained the voice of the child. The Public Protection Unit must ensure that they are more specific in why they are referring the information and must not refer simply because there are children linked to the adults involved.</li> <li>• CSE and Return Home Interviews for looked after children, work is being done to improve performance in these areas taking place with partners - Police and the 6 North Wales Local Authorities.</li> <li>• A repeat audit was undertaken in May/June 2017 on the referrals that proceeded to Strategy and Conference: Quality of Strategy Discussions/Meetings Quality of Assessment. See 2.1</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• Protocols currently drafted for: <ul style="list-style-type: none"> <li>• Multi Agency Child Protection Practice Guidance Investigation Thresholds</li> <li>• Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups</li> <li>• Multi Agency Child Protection Practice Guidance- Registration Thresholds.</li> </ul> </li> </ul> <p>Set of protocols likely to be ready for October.</p>		<p><b>Yet to be done</b> Regular audits show an improvement in the quality, consistency and timeliness of child protection enquiries leading to improved outcomes for children and young people.</p> <p>Staff report clearer guidance and improved understanding of roles and responsibilities through the implementation of the Practice Guidance.</p>	Service Mangers	Jan 2017	Oct 2017

**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
Page 168		<ul style="list-style-type: none"> <li>• 2 week analysis started 10/07/17 in relation to all CID16's that are received at Teulu Môn in order to ensure that appropriate referrals are made to the Council and understand the data and to explore information sharing. A meeting was held on the 26<sup>th</sup> of June.</li> <li>• Monthly meetings arranged between Children Services and NWP to address operational matters and to develop a Practice Guidance around child protection referrals, strategy discussion/meetings and enquiries.</li> <li>• HOS is made aware of any on-going operational difficulties in relation to joint working with the Police to ensure they are urgently addressed and that children are not left in vulnerable positions.</li> <li>• Audit to be undertaken to monitor the quality, consistency and timeliness of child protection enquiries.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• Positive discussion held with the Police regarding cooperation.</li> </ul>					
	<p><b>CSSIW recommendation 9:</b> Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partners' completion of Joint Assessment Frameworks.</p> <p>Practice Guidance to be developed between Children Services, Health, Police and Education to ensure clarity in relation to operational arrangements – agreed referral threshold, improvement in the quality of referrals, attendance at strategy meetings, core group meetings and information sharing.</p>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• Practice guidance completed see 2.2</li> <li>• Meetings held with CAMHS and CAF/CASS</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• Arrangements have been made to hold a multi-agency task and finish group under the local delivery safeguarding group to develop the practice guidance.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• Local Delivery Safeguarding Group agreed on 16.2.17 that a Gwynedd and Ynys Mon multi-agency meeting should be held to discuss current working arrangements and difficulties and to bring them to the attention of the RSCB.</li> <li>• Practice Guidance to be developed between Children Services, Health, Police and Education to ensure clarity in relation to operational arrangements – agreed referral threshold, improvement in the quality of referrals, attendance at strategy meetings, core group meetings and information sharing, see. 3.3(4)</li> </ul>	<ul style="list-style-type: none"> <li>• We have received permission from Welsh Government to amalgamate the current Joint Assessment Framework (JAF) to the care and support assessment form. Work on including the measures that the JAF collects will start in September.</li> </ul>	<p><b>Yet to be done</b> Improved multi agency safeguarding arrangements leading to improved outcomes and experiences for children and young people.</p> <p><b>Commenced</b> A multi-agency Practice Guidance clearly defines local roles and responsibilities and safeguarding arrangements.</p>	Early Intervention Service Manager	Jan 2017	Oct 2017



**CSSIW recommendations in red - high priority**

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	<ul style="list-style-type: none"> <li>• Permanency policy currently under review</li> <li>• We have started to practice differently and more intensively with a small number of families following a similar model to the work of the Intensive Family Support Services. This is the work the Resilient Families Team will be undertaking to support children living at home: both preventing the need for accommodation and supporting return home plans.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• Team Managers to confirm by May 2017 which children/young people will have ‘step down’ care and support plans.</li> <li>• Agreement reached by May 2017 over the tasks required to achieve permanence and the intensive work required with looked after children /young people and their families to ensure ‘step down’ arrangements are successful.</li> <li>• Posts within Resilient Families Team and appointments made by May 2017.</li> <li>• Care planning for looked after children to be strengthened through development of additional Practice Guidance.</li> </ul>					
<p>Strengthen and embed the Quality Assurance Framework within the Service, through:</p> <ol style="list-style-type: none"> <li>1. IRO and CPC to report quarterly on their assessment of the operational performance through conference and review.</li> <li>2. IRO and CPC to draw out, on a thematic basis, issues regarding quality and learning for the Service.</li> <li>3. Managers to undertake regular audits on focused areas: <ul style="list-style-type: none"> <li>• Supervision</li> <li>• Recording</li> <li>• Assessment</li> <li>• Quality, consistency and timeliness of child protection enquiries</li> </ul> </li> </ol> <p>Caseloads and reports regarding the quality of workers’ performance to be continuously monitored.</p>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• Business Support Officer for Statutory Reviews and Case Conferences appointed</li> <li>• Improving Practice Co-ordinator post advertised previously titled ‘Quality Assurance Manager’</li> <li>• Managers have been undertaking regular audits of the focused areas to monitor the quality of workers performance.</li> <li>• Repeat audits on decision making shows improvement in practice. See 2.1</li> <li>• Audits – both case file and thematic – on a service and multi-agency basis - held during the month</li> <li>• Draft Framework for Improving Quality of Practice developed for consultation</li> <li>• SMT considering findings of the Q1 quality report – recommend prioritising improvements in assessment practice</li> <li>• Challenged and supported individual workers to improve their practice</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• Quality assurance work in Quarter one has included: LAC profile analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance to be developed around caseload management to ensure there is sufficient capacity for workers to engage effectively with children and their families</li> <li>• Quality Assurance Framework will be revised and approved by Children Services starting in the autumn, timescale slipped because of the decision made by Senior Leaders to delay recruiting to the Quality Assurance Manager post because of internal recruitment to the Practice Leaders posts.</li> </ul>	<p><b>Yet to be done</b> WCCIS is supporting performance management and caseload management through easily accessible ‘reporting’ features made available to Managers.</p> <p>Workers have sufficient capacity to engage effectively with children and their families through Manager’s implementation of the caseload Guidance.</p> <p><b>Commenced</b> Quality assurance reports and case file audits showing evidence of improvement in the quality of practice and learning and of safe decision making at all levels.</p> <p>Regular and timely qualitative reports are submitted without delay to the leadership team, including members.</p> <p>The organisation is demonstrating more structured governance and scrutiny arrangements through regular case file audits.</p>	Safeguarding and Quality assurance Service Manager	Jan 2017	March 2018

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**CSSIW recommendations in red - high priority**

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<p>CSSIW Recommendation 13: Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, needs to be embedded so that managers at all levels have timely, relevant and accurate performance and quality assurance information to enable them to do their jobs effectively and to deliver improvements.</p> <p>CSSIW Recommendation 14: Caseloads and reports regarding the quality of workers' performance should be continuously monitored to ensure there is sufficient capacity for workers to engage effectively with children and their families.</p>	<p>Case file audit Caseload analysis</p> <ul style="list-style-type: none"> <li>Recruitment to the business support for Statutory Reviews and Case Conferences to happen by the end of July.</li> <li>Appointments to vacant IRO post commenced in July.</li> <li>Further developments have been made with regards to multi agency quality assurance audits with Education and the Health Board to improve on the quality of referrals and information shared with partner agencies.</li> <li>Additional funding was agreed for re-establishing the Quality Assurance Manager, post was advertised however we failed to appoint.</li> <li>Audit of PLO cases completed</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>Quality Assurance Framework has been revised and approved by Children Services.</li> <li>Quality Assurance Action Plan agreed for the next 12 months focusing on regular audits on focused areas: Supervision Recording Assessment</li> <li>Quarterly Assurance reports to be discussed at Children Services Management meeting and a Practice Improvement Group to be established to take forward practice improvements.</li> <li>Managers to provide monthly highlight reports to Service Managers and HoS on the quality of workers' performance to ensure there is sufficient capacity for them to engage effectively with children and their families.</li> </ul>		<p>IRO/CPC have an improved quality assurance role leading to learning and improvement in the quality of practice</p> <p>Managers provide monthly highlight reports to Service Managers and HOS on the quality of workers' performance to ensure there is sufficient capacity for them to engage effectively with children and their families.</p> <p>QA and Safeguarding Unit to drive improvement and changes to practice across the Service through learning from thematic and qualitative reports.</p> <p>Improvement in the quality, consistency and timeliness of child protection enquiries</p>			
<p>3.3 Develop the performance framework for Children and Adult Services to include:</p> <ol style="list-style-type: none"> <li>Outline Performance indicators split into National, Corporate and Service performance.</li> <li>Governance arrangements to include reporting, accountability and mechanism in driving improvement.</li> <li>Continues improvement embedded within the framework.</li> </ol>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>We continue to challenge and support individual workers to improve their practice</li> <li>A significant improvement has been made in relation to LAC review visits for August after reviewing how the indicators were being measured. 86% of visits being held within timescale.</li> <li>We are now prioritising indicators relating to Lac Reviews, LAC visits, CP visits, Core group meetings. We will focus on Timescales, Purpose, Recording and Performance.</li> </ul> <p><b>June/July 2017</b></p>		<p><b>Yet to be done</b> Overall, a continuous improvement in performance and outcomes for children/young people.</p> <p><b>Commenced</b> Improvement in staff's level of understanding of performance indicators and the clear link with the quality and timeliness of practice. This leading to a continuous improvement in performance and outcomes for children/young people – one indicator being a reduction in looked after children.</p>	Interim Head of Children Services	March 2017	Oct 2017

**CSSIW recommendations in red - high priority**

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<p>4. Framework to provide evidence on the quality of practice and experiences of service users</p> <p>5. Improvement required in priority areas of performance that is outside tolerance and targets:</p> <ul style="list-style-type: none"> <li>• Assessment</li> <li>• Lac Reviews</li> <li>• LAC visits</li> <li>• CP visits</li> <li>• Core group meetings</li> <li>• Pathway Plans</li> </ul> <p>These will be brought back into target</p>	<ul style="list-style-type: none"> <li>• Challenged and supported individual workers to improve their practice</li> <li>• Practice Guidance currently drafted for:                             <ul style="list-style-type: none"> <li>Multi Agency Child Protection Practice Guidance Investigation Thresholds</li> <li>Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups</li> <li>Multi Agency Child Protection Practice Guidance- Registration Thresholds.</li> </ul> </li> <li>• Service standards are being developed to ensure good practice in relation to key performance that is outside tolerance and targets.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• Commissioning external expertise in May 2017/June to develop the performance framework across both Children and Adult Services</li> <li>• An enhanced tracker system will be developed, based on Best Practice elsewhere; combined with a new structure for Children’s Services, this will enable Team Managers/Practice Leaders to ensure visits are completed when staff are absent from work (whether on annual leave or absent due to sickness absences).</li> </ul>		<p>Strengthening the reporting and monitoring arrangements in relation to Performance information.</p> <p>Performance information showing an improvement in performance and brought back into target:</p> <ul style="list-style-type: none"> <li>• Assessment</li> <li>• Lac Reviews</li> <li>• LAC visits</li> <li>• CP visits</li> <li>• Core group meetings</li> <li>• Pathway Plans</li> </ul>			
<p><b>CSSIW Recommendation 2:</b></p> <p>Establish multi-agency quality assurance systems and training arrangements to ensure that thresholds for assessment to statutory children’s services are understood by staff and partners and are consistently applied.</p> <p>Development of a multi-agency child protection thresholds protocol incorporating recent Welsh Government guidance.</p> <p>Practice Guidance to be developed between Children Services, Health, Police and Education to ensure clarity in relation to operational arrangements – agreed referral threshold, assessment threshold, improvement in the quality of referrals, attendance at strategy meetings, core group meetings and information sharing.</p>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• Practice evaluation Report Q1 2017/18 doc Case file auditing completed on the following practice areas: LAC step down audit, Report for placement panel, planned monthly case file audits by Team Managers, Responsive auditing (Stage 2 complaints) and Initial decision making, screening, strategy discussions and meetings and simple assessment. Service User views and evaluation of previously conducted management reviews. Quarter 1 results have been analysed see 2.1</li> <li>• Progressing with partners (Police, Health and Education) to implement the multi-agency quality assurance system referred to below.</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• A multi-agency quality assurance framework has been developed for approval between the Service and the Police, Service and the Health Board and the Service and Education.</li> <li>• The results of the audits undertaken in Quarter 1 will be analysed in quarter 1 and will be presented to the Local Delivery Group for quality assurance.</li> </ul>		<p><b>Yet to be done</b></p> <p>Agreed multi-agency quality assurance system in place showing an improvement in the quality and timeliness of practice.</p> <p>All staff and key partners have undertaken the identified training and there is evidence of improvement in the level of understanding and application of thresholds for referrals, assessments and child protection. This is as a result of the Practice Guidance being implemented. Information/referrals from Police to Children Services are scrutinised beforehand including a summary providing reason for the referral and the action requested. This will lead to an improvement in the quality of referrals and decision making and significantly reduce the volume of referrals received by Children Services at the front door.</p> <p>The quality of referrals received by Children Services is vastly improved due to the improvement in the quality of information provided by partners. This will allow staff to focus on</p>	Safeguarding and Quality assurance Service Manager	Dec 2016	Dec 2017

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	<ul style="list-style-type: none"> <li>Guidance currently drafted for: Multi Agency Child Protection Practice Guidance Investigation Thresholds Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups Multi Agency Child Protection Practice Guidance- Registration Thresholds. Set of guidance likely to be ready for October.</li> </ul> <p><b>May 2017</b> Agreement provided by partners to develop and support/prioritise:</p> <ul style="list-style-type: none"> <li>Multi agency quality assurance systems</li> <li>Training for Children Services staff and partners on thresholds for assessment and partners roles and responsibilities.</li> <li>Development of a multi-agency child protection threshold</li> <li>Practice Guidance to be developed between Children Services, Health, Police and Education to cover all the areas were development work is required.</li> </ul>		<p>establishing positive relationships with families and provide quality interventions.</p>			
<p><b>CSSIW Recommendation 11:</b> The quality and consistency of record keeping should be improved; all staff and managers should ensure that their records are of good quality, are up to date and are systematically stored.</p> <p>Training to be provided to staff on expected standards of record keeping.</p> <p>Record keeping Practice guidance to be developed to ensure consistency and quality.</p>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>As part of the registration as Social Workers; staff have the responsibility to ensure good quality timely recording.</li> <li>Regular case file audit to be undertaken to monitor the quality and timeliness of record keeping on individual cases.</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>Record keeping continues to be inconsistent</li> <li>Repeat audit of case files in progress to establish if there is improvement in the quality of recording.</li> </ul>	<ul style="list-style-type: none"> <li>Guidance to be developed on good practice around record keeping. – Bruce Thornton commissioned to establish an operational model within the new system -WCCIS.</li> <li>Training to be provided for staff around best practice in record keeping and the Practice Guidance.</li> </ul>	<p><b>Commenced</b> Case file audits by Managers shows an improvement in the quality and consistency of record keeping.</p> <p>Support and guidance is being provided to staff through regular and quality supervision on how to improve the quality of record keeping.</p>	<p>Safeguarding Quality Assurance Manager and Service Managers</p>	<p>January 2017</p>	<p>September 2017</p>

**CSSIW recommendations in red - high priority**

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

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4.1	<p>Ensuring social work intervention is aligned with the different way of working with families under the new Act be focused on what matters, building on people’s strengths and enabling their involvement in developing ways to address need and achieving outcomes. Training being provided focusing on:</p> <ol style="list-style-type: none"> <li>1. Collaborative Communications’ course on strengths based conversations.</li> <li>2. IFSS interventions</li> <li>3. Culture change</li> <li>4. Measuring performance</li> <li>5. Motivational interviewing</li> </ol>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• We have continued to support staff to work with families focusing on their strengths, having a ‘What matter conversation’, advocacy requirements and co-production.</li> <li>• We are seeing evidence of the workforce working directly with families leading to improved outcomes – as we have seen a significant reduction in the children on the CP register from 102 in March 2017 to 56 on the register on 31<sup>st</sup> of August, 2017, 55% decrease.</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• The training sessions below have been held.</li> <li>• We continue to focus on Social Work intervention being aligned with the different way of working with families under the new Act such as: What matter conversation, advocacy requirements and co-production, all of which continues to be a challenge for children’s services as families are reluctant to engage.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• Delivery of Motivational interviewing training and Resilient Families approaches currently happening.</li> <li>• Collaborative communications training being held in March for all Managers.</li> <li>• IFSS interventions training provided on an annual basis.</li> <li>• Culture change measuring performance training for Managers being held in March</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback/learning on the changes that have happened in Social Work practice following the training sessions.</li> <li>• Collaborative Communications mop up course to be held on the 28<sup>th</sup> and 29<sup>th</sup> of September.</li> </ul>	<p><b>Yet to be done</b></p> <p>Staff report that they feel they have the skills and knowledge and are able to undertake more direct interventions with families.</p> <p>Information that more children being supported to continue living at home with their families.</p> <p>Positive feedback from service users regarding the quality of intervention making a difference to their lives.</p> <p><b>Commenced</b></p> <p>Evidence that the workforce is skilled in working directly with families leading to improved outcomes - an example being a reduction in the children on the CP register.</p>	Senior Management Team	March 2017	March 2018
4.2	<p>Review the current service structure to address the need for improved preventative and intensive interventions.</p> <p>Establishing smaller Teams with Practice Leaders to provide effective support and supervision to staff.</p>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• Two Senior Managers (Early Intervention and Intensive Intervention) in post</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• New service structure implemented.</li> <li>• We continue to appoint to posts to establish smaller teams with practice leads.</li> <li>• We have continued to review our prevention and early intervention services around the Families First programme.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• Staff consultation period comes to an end on 24.2.17.</li> <li>• Analysis of comments and feedback and report provided by IHOS with recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Gradual transition over to the new structures will commence in September with Practice Leaders in posts on the 4<sup>th</sup> of September. Social Workers were consulted about their preferred work areas i.e Early Intervention or Intensive Intervention.</li> <li>• Social Workers will transfer over into Practice Groups on the 2<sup>nd</sup> of October.</li> <li>• Review of Placement Team will commence in October in consultation with staff.</li> </ul>	<p><b>Yet to be done</b></p> <p>The new service structure will support and significantly strengthen the delivery of preventative services and intensive interventions an example being a reduction in children becoming looked after.</p> <p>Manager’s report that the new service structure increases their capacity to provide professional leadership to support the workforce through regular and quality supervision.</p> <p>Staff report they are adequately supported and supervised by their Managers in carrying out their responsibilities. Case file audit shows a marked improvement in practice quality as result of clear pathways and</p>	Senior Management Team	Jan 2017	May 2017

Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

		<ul style="list-style-type: none"> <li>Final decision and timescales to be agreed and shared in staff Conference on 27.3.17.</li> </ul>		<p>systems within the Service and through regular supervision.</p>			
4.3	<p>Implementation of an Information, Advice and Assistance (IAA) model for Anglesey</p>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>Engagement Officers commenced in post</li> <li>Permanent Early Intervention and Prevention Service Manager in post</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>Interim Engagement Manager in post</li> <li>Adverts out for the Engagement Officers, closing date of 12/07/17</li> <li>Promotional materials signed off</li> <li>A number of information sharing events have been scheduled such as the Eisteddfod, Sioe Môn and a number of other community based fun days/carnivals etc.</li> <li>Multi agency audits (Health, Education and Police) in relation to the quality of referrals received at Teulu Môn</li> <li>Continued work with partner agencies in relation to information sharing and joint working with Teulu Môn</li> <li>2 week analysis started 10/07/17 in relation to all CID16's that are received at Teulu Môn in order to ensure that appropriate referrals are made to the Council and to explore information sharing.</li> <li>Work will commence to establish an Information Sharing Protocol.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>Creation, sign off and translation of all policies, protocols, thresholds and their associate templates required for service delivery.</li> <li>Agreement of measures of success</li> <li>Scoping of ICT needs</li> <li>Agreement of training requirements.</li> <li>Team name 'Teulu Mon' Social Media, telephone number agreed.</li> <li>Training of staff commenced</li> <li>FIS due to move over to HQ late January</li> <li>Logo for the new service in design.</li> <li>Project board meeting monthly</li> <li>Marketing task and finish group meeting and developing marketing outputs for the service.</li> <li>New team embarking on a period of 'team building'</li> <li>Children Services staff and key partners are provided with regular updates on the changes within the Service and through Information Sessions.</li> <li>Consultation on revised structure completed.</li> <li>A single point of access for all child and family related enquiries established and live by 03.04.17</li> </ul>	<ul style="list-style-type: none"> <li>Permanent Practice Leader will be in post for Teulu Môn.</li> </ul>	<p><b>Yet to be done</b></p> <p>Service users report 'ease of access to services' and good customer care.</p> <p>Improved coordination of services and strategies for early intervention and prevention is shown in a reduction in children being looked after.</p> <p>There is a reduction in duplication of effort through the current running of multiple 'front doors'</p>	Service Manager	Dec 2016	April 2017

**CSSIW recommendations in red - high priority**

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 176</p>	<p>4.4 Development of a Corporate Prevention Strategy; the LA must provide a range and level of preventative services across Children and Adult Services.</p> <p>Deliver an integrated service and provide early help and support that effectively delays the need for care and support.</p> <p>The population assessment will assist the local authority to identify preventative services required.</p> <p>Strengthen the commissioning function within Children and Adult Services to support us to deliver this agenda.</p> <p><b>CSSIW recommendation 1.</b> Develop a framework for the provision of preventive work with children and families that will deliver an integrated service and provide early help and support that effectively delays the need for care and support.</p> <p><b>CSSIW Recommendation 12:</b> The local authority and partners should work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, that includes the voices of children and families. This should be used to inform the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance services, the preventive sector and statutory services.</p>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• Draft Service Prevention Strategy in place</li> <li>• Agreement given by WG to fund additional 3 family support staff within TAF and an additional 1.5 Engagement Officers for Teulu Môn. This will strengthen the preventative services to delay the need for care and support.</li> <li>• The Local Authority has a clear vision for early intervention and prevention services for Anglesey. A brief for consultation with the children and families and partner agencies community groups of Anglesey has been drafted. A draft strategy has been formed. This has been formed with the knowledge that we have knowledge around the needs of the families of Anglesey through the Local needs assessment, our own data and previously commissioned research by Cordis Bright. Work is being done on forming links with community groups such as Caru Amlwch. Discussions have taken place with current providers around how they may provide services in a different way in the future.</li> </ul> <p>The department's strategy for prevention will feed into the process of the wider prevention strategy for the Local Authority. Identifying ACE's will form a part of our strategy. Links have been made with Andrew Bennet (Public Health Research, Training and Consultancy) who has been commissioned by public health Wales to introduce ACE's aware practice in G.P surgeries on the island. Discussions have been held to include this field within schools in the hope that we can develop ACE aware schools in Anglesey. Links have been made with community groups who are interested in using ACE's in their approach.</p> <ul style="list-style-type: none"> <li>• Audit of TAF cases has commenced. This has been done to improve our understanding of the families we are working with. We need to ensure that the correct families are accessing the service. At this early stage of the audit it looks as if cases can be closed in TAF and sign posted for families to access specific targeted services.</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• All commissioned services under the Families First programme are being reviewed</li> <li>• Consultation with staff and partner agencies in relation to identifying the gap in service provision.</li> <li>• Application for redistribution of funding for Families First services sent to WG.</li> <li>• Application for additional Families First Parenting Grant submitted by 14/07/17.</li> </ul>	<ul style="list-style-type: none"> <li>• Meaningful engagement and consultation with families, children, young people and service users.</li> <li>• We will consult with service users and citizens about the types of services they require.</li> </ul>	<p><b>Yet to be done</b> We consulted with service users and citizens about the types of services they require.</p> <p>Re-commissioning of Services in line with WG guidance by using local data, views of service users and the Population Needs / Local Area Plans leads to improving outcomes for children and young people and their families (reduction in looked after children).</p> <p>Reduction in the number of children starting to become looked after and an increase in children being supported to live at home with their families.</p> <p><b>Commenced</b> The Local Authority has a clear vision for early intervention and prevention services for Anglesey.</p> <p>'Teulu Mon' the new IAA service for Anglesey is operational and is a key part of the early intervention / prevention service.</p>	<p>Dr Caroline Turner, Director of Social Services</p> <p>Interim Heads of Children Services</p> <p>Alwyn Jones, Head of Adult Services</p> <p>Dafydd Bulman, Strategic Transformation and Business Manager</p> <p>Melanie Jones, Service Manager</p> <p>Llyr Ap Rhisiart, IFSS</p>	<p>Jan 2017</p>	<p>Oct 2017</p>
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**CSSIW recommendations in red - high priority**

	<ul style="list-style-type: none"> <li>Funding approved for a corporate Prevention Manager to ensure the prevention strategy is implemented across the Local Authority.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>A review of current preventative service funded by the Welsh Government will be undertaken in early 2017.</li> <li>Re-commissioning of Services in line with WG guidance by using local data and Population Needs Assessment leading to quality early intervention outcomes.</li> <li>Families' First grant, commissioning, coordination and monitoring officer has transferred to Children Services by April 2017.             <ul style="list-style-type: none"> <li>Review and redesign of 'Short Breaks' offered through the Specialist Children's Service to support families</li> </ul> </li> </ul>					
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**5 Enhancing family support services targeted towards providing intensive and speedy support at point of family breakdown aimed at keeping the family together.**

Page 177	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
5.1	Review Children Support Services to focus on: <ol style="list-style-type: none"> <li>Supervised contact</li> <li>Freeing up capacity to undertake preventative work</li> <li>Role of Parenting Officer</li> </ol>	<p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>As part of the restructuring of the service initial 'Resilient Families' work has started to reduce the need of supervised contact by support workers this does free up capacity to undertake more intense work with children and families to ensure the children are being supported to live at home.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>Work has commenced on reviewing the cases where contact does not need to be supervised by the local authority. This will enable us to understand the available capacity that could be transferred to the Resilient Families Team.</li> </ul>	We will be reviewing Children Support Services in Oct 2017 to focus on: <ul style="list-style-type: none"> <li>Supervised contact</li> <li>Freeing up capacity to undertake preventative work</li> <li>Role of Parenting Officer</li> <li>Work will start on this</li> </ul>	<p><b>Yet to be done</b></p> <p>The service is making better use of its resources and focusing on supporting children to remain living within their families.</p> <p>Provide 1:1 or/and Group parenting support to parents to strengthen the standard of care their children receive.</p> <p>More children being supported to live at home.</p> <p>Reduction in the number of children becoming looked after.</p>	Intensive Intervention Service Manager	Jan 2017	May 2017
5.2	Implement Resilient Families Team	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>Resilient Families Team appointed and all will be in post by the beginning of September.</li> <li>Additional grant funding of £96,000 by WG has been provided to further support the establishment of the resilient families' team. Further guidance sought from WG in relation to how this grant can be used.</li> </ul>	<ul style="list-style-type: none"> <li>Training and skills development programme to be formulated for the new Team.</li> <li>Work to be done to establish how the Resilient Families grant will be used.</li> </ul>	<p><b>Yet to be done</b></p> <p>Performance information shows there is a direct link between the intervention of this team and the number of children and young people successfully re-habilitated back home.</p> <p>Performance information shows a direct link between the work of the team and the reduction of need for costly foster/residential placements.</p>	Alex Kaitell, Service Manager	Jan 2017	May 2017

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**CSSIW recommendations in red - high priority**

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
	<p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>Recruitment to practice leader, Social Work and Support Worker posts have been advertised, interviews will be held by the end of July.</li> <li>As part of the restructuring of the service initial 'Resilient Families' work has started to reduce the need of supervised contact by support workers this does free up capacity to undertake more intense work with children and families to ensure the children are being supported to live at home.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>Work has commenced on identifying the children and young people where intensive work can be undertaken to enable them to return home safely.</li> <li>New Job Descriptions have been created, with recruitment to posts starting late March 2017</li> </ul>		<p>The team can evidence focused intervention based on prevention and de-escalation through quarterly reports.</p> <p>Case file audits shows that the services provided are tailored around the individual family's needs, leading to positive outcomes for children and young people.</p> <p><b>Commenced</b> The new team is operational and providing intensive support to children, young people and their families in order to remain living with their families.</p>			
<p>5.3 Improve the local authority's responsibility as a Corporate Parent for looked after children. Areas of focus:</p> <ul style="list-style-type: none"> <li>Review the leaving care (after care) service</li> <li>Creation of a 'Supported Lodgings Policy'</li> <li>Agreement of a 'Leaving Care Financial Policy'</li> <li>Work experience and apprentice arrangements within the Council and Health Board</li> <li>Free/Discounted entry to leisure services and library services</li> <li>Appoint a Local Member as a Looked after Children Champion</li> </ul>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>Service Manager for Intensive Intervention has prepared a report for the corporate parenting panel with options on how to strengthen the role of the corporate parenting panel.</li> <li>WG's St David's Day grant and the Support for Care Leavers grant received for £31,000. Work has progressed with HR colleagues to identify work placements opportunities within the Local Authority. Aftercare project group will drive this work forward.</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>Corporate Parenting Panel met on 10/07/17, the membership, agenda and ToR to be reviewed and to be inclusive of young people.</li> <li>Corporate Parenting Event for local members and senior officers planned for 20/07/17</li> <li>Appointment of a local Member as a Looked After Children Champion.</li> <li>Work ongoing in preparation for the STARS Awards Ceremony in November for looked after children to celebrate their successes.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>Aftercare project group established with an agreed action plan.</li> <li>Aftercare and housing protocol approved in February 2017</li> <li>Discussions with HR and Leisure have taken place regarding work experience and leisure services.</li> <li>Early draft of the Aftercare financial policy.</li> </ul>	<ul style="list-style-type: none"> <li>Decision needs to be made regarding additional WG grant funding around work experience and apprenticeships</li> </ul>	<p><b>Yet to be done</b> Clear Pathway planning does provide goals on the plan into adulthood for the young person.</p> <p>Care leavers reporting that they feel they were listened to and supported by the authority in their transition to leaving care.</p> <p>Children who are looked after report they feel they have influence on how services are provided for them.</p> <p><b>Commenced</b> Clear guidance in place for Children Services staff and key partners through policies, procedures and training in relation to improving outcomes for looked after children.</p>	<p>Alex Kaitell, Service Manager</p>	<p>Jan 2017</p>	<p>March 2018</p>

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	<ul style="list-style-type: none"> <li>• Consideration in having a Corporate Parenting Event for local members and senior officers to agree on strengthening current arrangements.</li> <li>• Consultation group established with looked after children were they are able to provide their views on the development work required.</li> </ul>					
5.4	<p>Develop and implement the Role of Director of Social Services Protocol reflecting on the Social Services and Well-Being Act 2014 - Part 8 Role of the Director of Social Services.</p>	<p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• Review of internal protocol in relation to the overarching role of Director hasn't progressed due to capacity issues</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• Review of internal protocol in relation to the overarching role of Director notes that A B C</li> <li>• Work will commence on strengthening the role of Director of Social Services following the May 2017 local elections.</li> </ul>	<p><b>Yet to be done</b> Strengthening the role of Director of Social Services within the Local Authority.</p>	<p>Director of Social Services</p> <p>Dafydd Bulman, Strategic Transformation and Business Manager</p>	Oct 2017	Feb 2018

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COUNTY COUNCIL



## **CORPORATE SCRUTINY COMMITTEE FORWARD WORK PROGRAMME: 2017/2018**

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

This document summarises the forward work programme of the Corporate Scrutiny Committee Work Programme for the period May 2017 to May 2018. The forward work programme will be submitted to each ordinary meeting of the Scrutiny Committee for the purpose of reviewing its content, consideration of new items or adjournment / withdrawal of items. Its purpose is also to ensure alignment with the forward work programmes of the Executive and Senior Leadership Team.

Contact: Anwen Davies (Scrutiny Manager)  
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Date of Meeting	Item	Purpose	Location /Start Time
<b>31 May 2017</b>	Election of Chair of the Committee	Effective governance arrangements	Committee Room 1 / 3.30pm
	Election of Vice-Chair for the Committee	Effective governance arrangements	
<b>June, 2017</b>			
<b>26 June 2017</b> [Qtr 4: 2016/17]	Corporate Scorecard [Q4] 2016/17 Report on Sickness by WAO included as appendix	Performance monitoring	Committee Room 1 / 2pm
	Annual Report of the Statutory Director of Social Services 2016-2017	Performance monitoring	
	Empty Homes Strategy 2017/2022	Policy development	
	Membership of Panels and Boards	Nominate Members	
	Forward Work Programme - review	Effective forward planning / alignment with corporate priorities	
<b>July, 2017</b>			
<b>11 July 2017</b> [Extraordinary meeting]	Schools' Modernisation – Llangefni area Statutory Consultation	Pre-decision scrutiny	Committee Room 1 / 2pm
	Schools' Modernisation – Strategic Outline Programme - Band B (2019/24)	Transformation	
	Monitoring Progress – Children's Services Improvement Plan	Performance monitoring	
	Membership of Panels and Boards – Nomination to the Schools Progress Review Scrutiny Panel	Nominate Members	
<b>September, 2017</b>			
<b>4 September 2017</b> [Qtr 1: 2017/18]	Corporate Scorecard [Q1] 2017/18	Performance monitoring	Committee Room 1 / 2pm
	Council Plan 2017/2022	Pre-decision scrutiny	
	Monitor progress - Children's Services Improvement Plan Progress report - Children's Services Improvement Panel	Performance monitoring	
	Forward Work Programme - review	Effective forward planning / alignment with corporate priorities	

Date of Meeting	Item	Purpose	Location /Start Time
	Item for Information: Social Services Annual Complaints Report (2016/17)	For Information / performance monitoring	
<b>October, 2017</b>			
<b>2 October 2017</b> [Extraordinary meeting]	Social Services Annual Performance 2016/17 (CSSIW)	Performance monitoring	Committee Room 1 / 10am
	Annual Performance Report (Improvement Plan) 2016/17	Performance monitoring	
	Extra Care Housing – Seiriol Area	Pre-decision scrutiny	
	Schools Modernisation Programme – Seiriol Area	Pre-decision scrutiny	
<b>31 October 2017</b> [Budget]	2018/19 Initial Budget Proposals	Pre-decision scrutiny	Committee Room 1 / 10am
	2018/19 Budget Consultation Plan	Pre-decision scrutiny	
	Progress Report – Finance Scrutiny Panel	Performance monitoring	
	Forward Work Programme - review	Effective forward planning / alignment with corporate priorities	
<b>November, 2017</b>			
<b>13 November 2017</b> [Qtr 2: 2017/18]	Corporate Scorecard [Q2] 2017/18	Performance monitoring	Committee Room 1 / 2pm
	Transformation of Library Services	Transformation	
	Asset Management Strategy – Council Housing	Policy development	
	Monitor progress - Children’s Services Improvement Plan Progress report - Children’s Services Improvement Panel	Performance monitoring	
	Forward work programme - review	Effective forward planning / alignment with corporate priorities	
<b>January, 2018</b>			
<b>January, 2018</b> [Extraordinary meeting]	Extra Care Housing – Seiriol Area (summary of feedback from engagement process)	Transformation	Date to be confirmed
	Schools Modernisation Programme – Seiriol Area	Transformation	

Date of Meeting	Item	Purpose	Location /Start Time
	School transport	Referral from Audit and Governance Committee / Performance monitoring	
	Small Holdings Improvement Programme	Notice of Motion from the Full Council	
<b>February, 2018</b>			
<b>5 February 2018</b> [Budget]	2018/19 Draft Budget	Pre-decision scrutiny	Committee Room 1/ 2pm
	Progress Report – Finance Scrutiny Panel	Performance monitoring	
	Monitor progress - Children’s Services Improvement Plan Progress report - Children’s Services Improvement Panel	Performance monitoring	
	Forward work programme - review	Effective forward planning / alignment with corporate priorities	
<b>March, 2018</b>			
<b>12 March 2018</b> [Qtr 3: 2017/18]	Corporate Scorecard [Q3] 2017/18	Performance monitoring	Committee Room 1/ 2pm
	Modernisation of Non-Statutory Leisure Service (3 year period) (to be confirmed)	Transformation	
	Child Care Plan / Play sufficiency Assessment	Performance monitoring	
	Progress Report – Finance Scrutiny Panel	Performance monitoring	
	Forward work programme - review	Effective forward planning / alignment with corporate priorities	
<b>April, 2018</b>			
<b>9 April 2018</b>	Homelessness Strategy (to be confirmed)	Policy development	Committee Room 1/ 2pm
	Progress Report – Finance Scrutiny Panel	Performance monitoring	
	Forward work programme - review	Effective forward planning / alignment with corporate priorities	
<b>FROM MAY, 2018</b>			
Before April, 2018	Item for Information: Welsh Public Library Standards – Annual Report ( 2016/2017)	Performance monitoring - for Information	
June, 2018	Corporate Scorecard [Q4] 2017/18	Performance monitoring	

Date of Meeting	Item	Purpose	Location /Start Time
June, 2018	Monitor progress - Children's Services Improvement Plan Progress report - Children's Services Improvement Panel	Performance monitoring	
June, 2018	Progress Report – Finance Scrutiny Panel	Performance monitoring	
February, 2018	Housing Revenue Account Business Plan (Finance Scrutiny Panel)	Pre-decision scrutiny	
TBC	Transformation of learning disability services	Transformation	
TBC	Schools' Modernisation – Llangefni area (outline business case)	Transformation	
TBC	Impacts of Welfare Reform	Performance monitoring	
TBC	Community Regeneration Plans – Amlwch & Beaumaris	Performance monitoring Scrutiny Committee resolution. 02/10/17	
TBC	Social Services Performance – progress on priority actions	Performance monitoring Scrutiny Committee resolution. 02/10/17	
TBC (Sept/October, 2018)	Review of progress – the Council Plan (at the end of the 12 months)	Performance monitoring	
TBC	Forward work programme: 2018/19	Effective forward planning / alignment with corporate priorities	

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