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CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

Dr Gwynne Jones.
Prif Weithredwr – Chief Executive

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RHYBUDD O GYFARFOD	NOTICE OF MEETING
PWYLLGOR GWAITH	THE EXECUTIVE
DYDD LLUN 28 IONAWR 2019 10.00 o'r gloch	MONDAY 28 JANUARY 2019 10.00 am
SIAMBR Y CYNGOR SWYDDFEYDD Y CYNGOR LLANGFNI	COUNCIL CHAMBER COUNCIL OFFICES LLANGFNI
Swyddog Pwyllgor	Ann Holmes 01248 752518 Committee Officer

AELODAU/MEMBERS

Plaid Cymru/Party of Wales

Llinos Medi Huws, Carwyn Jones, R Meirion Jones, Alun W Mummery, Robert G Parry, OBE, FRAGS, Robin Wyn Williams

Annibynnol/Independent

Richard Dew, Dafydd Rhys Thomas, Ieuan Williams

COPI ER GWYBODAETH / COPY FOR INFORMATION

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

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

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

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

A G E N D A

1 DECLARATIONS OF INTEREST

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

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

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

3 MINUTES (Pages 1 - 12)

To submit for confirmation, the draft minutes of the meeting of the Executive held on 17 December, 2018.

4 MINUTES - CORPORATE PARENTING PANEL (Pages 13 - 20)

To submit for adoption, the draft minutes of the Corporate Parenting Panel held on 10 December, 2018.

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

To submit a report by the Head of Democratic Services.

6 CARE INSPECTORATE WALES AUDIT REPORT ON THE CHILDREN AND FAMILIES SERVICE (Pages 37 - 72)

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

7 TREASURY MANAGEMENT MID-YEAR REVIEW (Pages 73 - 90)

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

8 TENANTS PARTICIPATION STRATEGY (Pages 91 - 136)

To submit a report by the Head of Housing Services.

THE EXECUTIVE

Minutes of the meeting held on 17 December, 2018

- PRESENT:** Councillor Llinos Medi Huws (Chair)
Councillor Ieuan Williams (Vice-Chair)
- Councillors Carwyn Jones, R. Meirion Jones, Alun Mummery,
R.G.Parry, OBE, FRAGS, Robin Williams
- IN ATTENDANCE:** Chief Executive
Assistant Chief Executive (Partnerships, Community and
Service Improvement)
Assistant Chief Executive (Governance and Business Process
Transformation)/Statutory Director of Social Services
Head of Function (Resources) & Section 151 Officer
Head of Democratic Services (for item 5)
Head of Housing Services
Head of Learning
Interim Head of Highways, Waste and Property
Housing Service Manager (Strategy Commissioning & Policy)
Committee Officer (ATH)
- APOLOGIES:** None
- ALSO PRESENT:** Councillors Glyn Haynes, Aled Morris Jones, Gwilym O. Jones,
Shaun Redmond
-

1. DECLARATION OF INTEREST

Councillor Richard Dew declared a personal and prejudicial interest in item 9 on the agenda on account of his wife's employment as a teacher at Ysgol Corn Hir.

Councillors R. Meirion Jones, Alun Mummery and Robin Williams declared a personal and prejudicial interest in item 13 on the agenda because as Local Members they had voiced their objections to the development from the outset and could not therefore be seen to be impartial on the matter.

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

None to report.

3. MINUTES

The minutes of the previous meetings of the Executive held on 12 November and 26 November, 2018 were presented for confirmation.

It was resolved that the minutes of the meetings of the Executive held on 12 November and 26 November 2018 be confirmed as correct.

4. THE EXECUTIVE'S FORWARD WORK PROGRAMME

The report of the Head of Democratic Services incorporating the Executive's Forward Work Programme for the period from January, 2019 to August, 2019 was presented for the Executive's consideration.

The Head of Democratic Services updated the Executive as follows –

Items new to the Work Programme -

- Item 13 – Annual Equality Report 2017/18 the decision on which is delegated to the Portfolio Member for Social Services and is scheduled for publication in March, 2019.
- Item 20 – Corporate Scorecard Quarter 4 2018/19 to be considered by the Executive at its May, 2019 meeting.
- Item 21 - 2018/19 Revenue and Capital Budget Monitoring Reports Quarter 4 2018/19 to be considered by the Executive at its May, 2019 meeting.
- Item 22 - Welsh Language Standards Annual Report 2018/19 the decision on which is delegated to the Portfolio Holder with responsibility for the Welsh Language and is scheduled for publication in June, 2019.

Item deferred to a later date –

- Item 2 - Local Full Fibre Network (LFFN) Project originally scheduled for consideration by the Executive at its December, 2018 meeting is now deferred to the January, 2019 meeting.

The Officer reported that since the publication of the Work Programme, the Learning Service has also requested that two items - School Transport Policy and the Child Care Sufficiency Assessment Report - be added to the Programme to be scheduled for consideration by the Executive in the New Year on dates to be confirmed.

It was resolved to confirm the Updated Forward Work Programme for the period January to August, 2019 with the changes outlined at the meeting.

5. FEES AND CHARGES 2018/19

The report of the Head of Function (Resources) and Section 151 Officer incorporating a schedule of revised fees and charges for 2019/20 was presented for the Executive's consideration.

The Portfolio Member for Finance reported that due to the current difficult financial situation, the Executive is being asked to approve early implementation of many of the revised fees and charges set out in the schedule appended to the report. Whereas traditionally, changes to fees and charges are implemented from 1 April in the new financial year, it is proposed that where possible implementation be brought forward to 1 February as part of a number of measures which are needed to respond to the financial situation. The fees and charges schedule highlights which changes are effective from 1 February, 2019, those which are effective from 1 April, 2019 (mostly where the increases are prescribed by statute) and those which are effective from September, 2019 (relating to schools). Income budgets for non-statutory fees and charges for 2019/20 have been increased by an average of 3% across each individual service. This has allowed Service Heads to increase individual fees by more or less than 3% but with the expectation that overall, services will be required to meet their budgeted income target.

The Portfolio Member drew attention to the fact that charges for school meals are currently the subject of a consultation which is due to close at the end of this month; consequently these will need to be confirmed at a later date.

In light of the above, the Executive was agreed that charges for school meals should not therefore be part of its determination and that the decision should reflect this exemption.

It was resolved to approve the schedule of fees and charges for 2019/20 as outlined in the booklet appended to the report with the exception of charges for school meals which are the subject of consultation until the end of December, 2018.

6. REGIONAL HOMELESSNESS STRATEGY

The report of the Head of Housing Services incorporating the Regional Homelessness Strategy and Local Action Plan was presented for the Executive's consideration.

The Portfolio Member for Housing and Supporting Communities reported that all Local Authorities are required by law to adopt a Homelessness Strategy in 2018 in order to prevent homelessness; to provide suitable accommodation for people who are or may become homeless and to ensure the availability of satisfactory support for people who are or may become homeless. Prior to producing the strategy, local authorities were required to undertake a local review in line with section 51 of the Welsh Government's Code of Guidance on the Allocation of Accommodation and Homelessness. Local Authorities were required to undertake a review of the Homelessness Service as a basis for producing the Strategy. It was agreed by the North Wales Heads of Service that a Regional Homelessness Strategy should be produced because of the benefits - as noted in the report - which establishing a collective understanding and regional approach towards preventing homelessness would bring.

The Portfolio Member said that he wished to take the opportunity to thank the staff of the Homelessness Service on their work and also the wider Housing Service for its contribution to the formulation of the Regional Homelessness Strategy which is testament to the effective partnership working that has taken place on this strategy.

Councillor G.O.Jones, Chair of the Partnership and Regeneration Scrutiny Committee reported on the Committee's deliberations on this matter at its meeting held on 13 November, 2018 as part of an extensive consultation exercise which was undertaken whilst conducting a review of the Homelessness Service. Councillor Jones said that in endorsing and recommending the Strategy and Local Action Plan to the Executive and in welcoming the regional collaboration that had produced it, the Committee had raised a number of points of clarification on which it had received assurances by the Officers; those points included the following –

- The arrangements for monitoring the strategy locally to ensure it continues to meet its objectives.
- Whether there are any differences in the way the Strategy applies to those councils which have retained responsibility for their housing stock i.e. Isle of Anglesey County Councils as opposed to those in the region which have transferred their stock to registered social landlords.
- That 50% of respondents to the consultation across the region felt that staff were not always courteous or helpful in dealing with the difficult situations that people face. The Committee did not believe the Strategy addresses this issue; it was suggested that Anglesey could take the lead on the possible training needs of staff in the six North Wales local authorities in dealing with sensitive issues linked to homelessness.

- Whether the Authority is able to respond to requests for support – the Committee had noted that managing expectations is considered a challenge.
- The need to ensure that individuals with mental health problems are appropriately served by the strategy.
- That the Committee noted that although the Authority does not have a dedicated centre to provide overnight accommodation for homeless persons there is a protocol for providing Bed and Breakfast accommodation for rough sleepers.
- The potential impact of the Wylfa Newydd development in driving private sector rents upwards thereby reducing their affordability for an increasing number of people.
- The impact of the introduction of the Universal Credit system potentially leaving people unable to pay their rents.

The Executive thanked the Scrutiny Committee for its input; in noting the Committee's comments the Executive sought assurance that the Authority's staff deals appropriately and sensitively with all individuals presenting as homeless who seek the Council's help and support. The Head of Housing Service said that staff in Anglesey have been praised for the way they deal with individuals who are homeless or at risk of becoming homeless which is what Housing Management would expect of its staff.

The Executive noted that regrettably the number of homeless people is on the increase making the Strategy even more relevant and timely. The Executive sought clarification of how the strategy applies to private landlords especially in circumstances where private rented accommodation is sub-standard and/or not properly maintained or where private renters are unfairly treated potentially making them homeless and whether there are arrangements for remediating situations such as these. The Head of Housing Services said that although there is a formal process which private landlords are expected to follow in entering a tenancy agreement, a minority of landlords do not keep to the process and it is a matter of trying to work with them to ensure they do comply. Also from the Council's perspective, in cases where applicants for social housing have failed to appropriately maintain their current or previous home, it will be reflected in their position on the housing waiting register.

It was resolved to approve the Regional Homelessness Strategy and Local Action Plan.

7. CHILDREN AND FAMILIES' SERVICES PROGRESS REPORT

The report of the Head of Children and Families' Services outlining the Service's latest progress against the Service Improvement Plan was presented for the Executive's consideration.

The Chair and Portfolio Member for Social Services reported that many thanks are due both to the staff of the Children and Families' Services for bringing the Service to this point wherein only 2 of the 21 action points identified as part of the Service Improvement Plan (SIP) following CIW's inspection of Anglesey's Children's Services in November 2016 are still Amber in status and also to the Elected Members who have been part of and contributed to that process. Of the other 19 action points on the SIP, 13 are Green and 6 are Yellow in status. This improvement has been recognised by Care Inspectorate Wales (CIW) which has recently published the findings of its follow-up review of Children's Services conducted in October, 2018. The Portfolio Member said that the Service Improvement Plan continues to be monitored and scrutinised by the Children's Services Improvement Panel which has begun to give consideration to creating a new Plan that seeks to consolidate all the improvements to date whilst also ensuring continuous improvement for the long-term and beyond.

The Assistant Chief Executive (Governance and Business Process Transformation)/Statutory Director of Social Services said that the report summarises those areas which have been the focus of the Service's latest work leading to improvements; these are reflected in reduced reliance on agency staff to cover vacant posts the Service having made several successful Social Worker appointments and also in the performance against key Performance Indicators where the improvement has been sustained from Quarter 1 2018/19 into Quarter 2 as the report describes at paragraph 3. The Officer said that CIW's follow-up Inspection report acknowledges that there has been significant improvements made in Children's Services, that staff morale is high and that there is a passion and commitment at all levels to continue to work to deliver excellent services for children. However, the report also notes that there still remains work to be done; the Service too has been consistent in recognising that although a great amount has been achieved, the work is unfinished as the 2 Amber points testify to – these relate to elements that will be fully completed over the longer term and on which the Service continues to work. These areas along with the findings of CIW's follow-up report will be considered in the New Year with a view to formulating a new Service Improvement Plan that will encompass the range of current activity as well as new innovative strategies to increase the number of placements for children with complex needs. CIW will be making a presentation to the Corporate Scrutiny Committee in January, 2019 after which the Service will discuss with the Inspectorate the next steps to be taken to make further improvements.

Councillor Aled Morris Jones, Chair of the Corporate Scrutiny Committee reported from the Committee's meeting held on 10 December at which the latest improvements made by the Children and Families' Services against the SIP were considered. The Committee noted that local performance against key performance indicators had improved significantly over recent months and that significant progress had also been made in implementing the SIP. The Committee further noted that progress had been made in implementing the revised Workforce Strategy for Children's Services with one post continuing to be filled by an agency Social Worker. The Committee was clear about the financial pressures on Children's Services primarily as a result of an increase in the number of children who are looked after, with the service forecast to overspend by approximately £2m at year end. The contribution of the Children's Services Improvement Panel towards the improvement process was noted by the Committee which recognised the need for the Panel to continue with its work from April, 2019 onwards. Having considered all the information presented including clarifications provided by Officers to points raised, the Corporate Scrutiny Committee confirmed that it was satisfied both with the pace of progress in implementing the SIP and the improvements made to date within Children's Services.

The Executive thanked the Corporate Scrutiny Committee for its comments. In recognising the distance travelled by the Children's Services in terms of the extent of the improvements made since the original CIW inspection of November, 2016, the Executive emphasised the need to keep up the momentum and to ensure that the changes made endure over time bearing in mind that a recurring issue in the past has been staff turnover, Social Work being a challenging career path where the pressures on individuals can sometimes be high. The Executive sought assurance therefore that the Service's Work force Strategy adequately addresses the retention factor and also that the Service will in the long-term be able to sustain and maintain the process and practice improvements it has made which is reflected by the 13 Green areas in the SIP.

The Chair in her capacity as Chair of the Children's Services Improvement Panel said that the need to ensure that in bringing the current Service Improvement Plan to a close the changes made are not lost or allowed to slip has been recognised and was discussed by the Panel at its last meeting. The next revised Service Improvement Plan will contain the improvements which are on-going as well as incorporating actions that will enable the Service to make further improvements. In addition, the Children's Services Improvement

Panel will continue with its scrutiny and monitoring work beyond the completion of the current SIP in order to support and ensure ongoing improvement.

The Assistant Chief Executive and Director of Social Services said that two of the foremost elements of successful Social Work practice are support and direction – the new structure implemented in Children’s Services ensure that these elements are now available to the Service’s staff. The creation of smaller Practice Groups headed by a Practice Leader has led to reduced caseloads and means that every Social Worker has access to regular guidance and supervision where they can discuss any issues arising from their cases. Although caseloads have increased slightly recently, partly as a result of the re-examination of legacy cases which has resulted in more children needing to be looked after, this process is now nearing completion.

It was resolved to confirm that the Executive is satisfied with the following –

- **The steps taken to progress implementation of the Service Improvement Plan and the pace of progress.**
- **The pace of progress and the improvements made to date within the Children and Families’ Services.**

8. ESTABLISHING A SUSTAINABLE DRAINAGE APPROVAL BOARD

The report of the Interim Head of Service (Highways, Waste and Property) setting out a procedure for dealing with the Council’s function as an Approving Body for Sustainable Drainage (National Standards) applications under the Flood and Water Management Act 2010 was presented for the Executive’s consideration.

The Portfolio Member for Highways, Waste and Property reported that Schedule 3 of the Flood and Water Management Act (FWMA) 2010 orders that surface water drainage systems for new developments should comply with National Standards for sustainable drainage (SuDS). Schedule 3 of the FWMA 2010 also places a duty on local authorities as SuDS Approving Bodies to approve, adopt and maintain systems that comply with section 17 of the Schedule. The Welsh Government has announced that the requirements of Schedule 3 will come into force in Wales on 7 January, 2019. From this date therefore, sustainable drainage systems will be required for every new development of more than 1 dwelling house or where the construction area is 100 square metres or more. Drainage systems must be designed and built in accordance with statutory SuDS standards published by the Welsh Ministers. However, development applications submitted prior to 7 January, 2019 date will not be required to comply.

The Portfolio Member said that although the formation of the SAB is a new statutory requirement on Local Authorities, there will be no extra funding from the Welsh Government to undertake this function. It is expected that the SAB should be self-supporting in the long-term with the fees attached to Sustainable Drainage applications paying for the running costs. Following a project manager report by Ymgynghoriaeth Gwynedd Consultancy (YGC) funded by Welsh Government to support the establishment of a SAB and to explore options for North Wales, internal discussions were held with the Regulation and Economic Service and YGC and a number of options for fulfilling the Council’s duties as a SuDS Approving Body were considered. For the reasons given in the report it was decided and it is recommended, that those duties should be undertaken internally with the Highways, Waste and Property Service using the arrangements of the Regulation and Economic Service for administration and YGC for resilience. This will require one administrative post to be filled immediately to deal with applications from 7 January, 2019. Otherwise until the income from SAB applications is sufficient to enable new posts to be created and filled, SAB duties will be

combined with existing staff duties using YGC where the expertise and/or capacity does not exist at present.

The Interim Head of Highways, Waste and Property explained what a sustainable drainage system entails in ensuring that surface water run-off is made to drain away slowly via collection in ditches and water pools instead of draining away rapidly directly into the drainage system which in periods of heavy rainfall can be overwhelmed leading to flooding elsewhere in the system. From 7 January, 2019 as well as submitting an application under the normal planning process, developers will also have to submit a SuDS application under a separate SuDS approval process if the development is for more than 1 dwelling or involves a construction area of 100 square metres or more. The Officer said that in looking at the options for carrying out SAB duties it was concluded that as much as possible of the SAB work should be done internally thereby providing a local service and in the long-term the potential for creating local jobs. By looking at historical planning applications on Anglesey YGC estimated that around 278 applications would have to be submitted to the SAB annually generating £171,160 of income against running costs of £168,551. A full time member of staff will have to be appointed to undertake administrative duties in January, 2019. Additional posts will be filled as and when income levels rise.

The Executive welcomed the scheme as much needed in helping to address some of the flooding issues experienced in Anglesey and elsewhere in recent times. In supporting the proposals the Executive also sought clarification of the following –

- The process for determining SuDS applications
- Whether there is a mechanism for appealing decisions
- Whether the necessary technical expertise is currently available internally
- The risk that developers in having to meet the cost of this additional application process may raise the issue of viability and seek to recoup those costs by reducing the affordable housing provision of a housing development.

The Interim Head of Highways, Waste and Property advised that the SuDS approval process is a similar but wholly separate process to the existing planning application process; SuDS applications however will not be determined by the Planning Committee. Officers intend to provide the Planning and Orders Committee with a presentation on the SAB system and how it links in with the Planning system. The process of approving a SuDS application is technical and requires expertise in the field; the duty is being appointed to Officers. Achieving consistency across North Wales in the determination of applications is being looked at with consideration being given to the possibility of dealing with appeals jointly with a neighbouring authority so that the message given to developers is also consistent. The Highways, Waste and Property Service is confident that it can work collaboratively with the Planning Service on the administrative aspects of the work given that it is very similar to the planning process; with regard to the more technical aspects the intention is to utilise the expertise of an existing member of staff in the short-term and if further or additional expertise is required to appoint YGC to assist at peak times. In the long-term the Service will monitor income levels and when they reach sufficient levels the Service will look at advertising and recruiting locally. The Officer highlighted that although there is support for the procedure in principle, concerns about the timescale and the lack of funding to establish and implement the new system initially have been reported to the Welsh Government in a letter and at a regional meeting. The new requirements will not affect the statutory duty to provide for affordable housing but because of the additional costs they could impact on a developer's business plans in terms of what other provision the developer is able to make.

It was resolved –

- That the statutory responsibilities of the SuDS Approving Body (SAB) will be prescribed to the Highways, Waste and Property Service.
- That the responsibility and powers of the SAB under Schedule 3 of the Flood and Water Management Act 2010 be delegated to the Head of Highways, Waste and Property Services with the right to delegate further as appropriate.
- That the right to establish a procedure for determining applications in accordance with the Legislation and Statutory Guidance be delegated to the Head of Highways, Waste and Property and the Head of Regulation and Economic Services.
- That income produced from administering SAB be earmarked for implementing the duties of the SAB.
- That the right to create a structure and fill posts in order to carry out the duties of the SAB be delegated to the Portfolio Holder and the Head of Highways, Waste and Property.
- That the right to revise the Scheme of Delegation in the Constitution to reflect this decision be delegated to the Monitoring Officer.

9. REPORT ON OBJECTIONS TO A NEW PRIMARY SCHOOL TO REPLACE YSGOL BODFFORDD AND YSGOL CORN HIR AND APPROVAL OF THE ORIGINAL PROPOSAL

The report of the Head of Learning outlining the objections received following the publication of the statutory notices for a new primary school to replace Ysgol Bodffordd and Ysgol Corn Hir was presented for the Executive's consideration. The report sought the Executive's approval for the original proposal.

Having declared a prejudicial interest in this item, Councillor Richard Dew left the meeting whilst the discussion took place and a decision was made.

The Portfolio Member for Education, Libraries, Culture and Youth reported that the report is made in response to the statutory process. The Statutory Notice was issued on 2 October, 2018 with the 28 day period for objections ending on 29 October, 2018. 111 objections were received, 109 of which were presented on a standard proforma as in Appendix 2 to the report.

The Head of Learning said that in accordance with the School Organisation Code 2013 issued by the Welsh Government the Isle of Anglesey County Council as the proposer is required to issue a report describing any objections received. The Objection Report is contained in Appendix 1 which provides details of the nature of the objections presented by stakeholders. These can be broadly grouped under the themes of Transport and Travel, Choice, the conduct of the Consultation Process, and the Community Centre and the School Building's future. The Authority's response to the objections is also outlined.

Councillor R.G.Parry, OBE, FRAGS, Portfolio Member for Highways, Waste and Property and a Local Member said that locally there were two main areas of concern which related to the hazardous nature of the road network in the vicinity of the preferred site for the new school and the implications for pupils travelling to the new school from Bodffordd, and also the future of the Community Centre in Bodffordd which forms part of the school and its continued availability for use by the community after the school has closed. The Portfolio Member said that the implementation of traffic measures in the area of the new school has been considered with external specialists having concluded that a roundabout is needed on the B5109 to provide access to the school. The Authority will decide whether to provide transport to the new primary school after a safety assessment of the travel route. As regards the community centre, meetings with Bodffordd Community Council have been held to consider ways of preserving the community hall in line with the Executive's original decision.

The Portfolio Member for Education, Libraries, Culture and Youth said this matter has been under consideration for over two years and in that time has been the subject of extensive discussion through a non-statutory and statutory consultation process, the process also having been paused to re-consider the options for this area. Although on the one hand the proposal means that a school is closing which is always a difficult proposition, on the other hand the area is being provided with a brand new school building which will serve it for many years to come.

The Executive in considering the report made the following points-

- The Executive re-emphasised the importance of finding ways of securing a resource for community use where the community school is closing.
- The Executive noted that letters sent by some parents in the area to the Executive's members have been considered and their contents are reflected in the Officer's report.
- The Executive noted that an alternative scheme put forward by Cymdeithas yr Iaith was considered earlier in the process.
- The Executive noted that it has always acknowledged that closing a school is a difficult course to take; such decisions are made collaboratively taking in a wide range of information including the professional guidance of Officers with the aim of securing the best option for each area.

It was resolved -

- **To approve the original proposals namely – Propose not to support Ysgol Bodffordd, Bodffordd, Anglesey, LL77 7LZ and Ysgol Corn Hir, Llangefni, Anglesey, LL77 7JB, that are at present maintained by the Isle of Anglesey County Council and to set up a new Welsh-medium community primary school to be maintained by the Isle of Anglesey County Council on land by the Bryn Meurig Housing Estate, Llangefni LL77 7JB for boys and girls aged 3 to 11 year old.**
- **To authorise Officers to continue with the process of building a new primary school in Llangefni on land near Bryn Meurig housing estate subject to the site being suitable.**

10. EXCLUSION OF THE PRESS AND PUBLIC

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

11. MODERNISING ANGLESEY SCHOOLS – COMBINED STRATEGIC OUTLINE CASE AND OUTLINE BUSINESS CASE (SOC/OBC) FOR A NEW FOUNDATION PHASE BUILDING AT YSGOL Y GRAIG

The report of the Head of Learning incorporating the combined Strategic Outline Case and Outline Business Case (SOC/OBC) to expand Ysgol y Graig by building a new Foundation Phase block and closing Ysgol Talwrn was presented for the Executive's consideration.

The Portfolio Member for Education, Libraries, Culture and Youth said that the SOC/OBC report is technical in nature and sets out the strategic, economic, commercial, financial and management grounds for expanding Ysgol y Graig by building a new Foundation

Phase block and closing Ysgol Talwrn in line with the 21st Century Schools Business case process for capital funding for the project.

The Head of Learning said that the SOC/OBC sets out the case for the modernisation of the schools in the eastern part of Llangefni with the preferred way forward being to build a new Foundation Phase Block at Ysgol y Graig to accept the increasing number of pupils in the catchment area and to take the pupils from Ysgol Talwrn which would then close. The Officer provided a brief summary of the main sections of the report encompassing the anticipated project costs, the specification for the build, the potential site for the new block, the proposed procurement process and intended timescale for delivering the project.

Councillor Aled Morris Jones, Chair of the Corporate Scrutiny Committee reported from the Committee's meeting held on 10 December, 2018 to which the SOC/OBC had been presented. He summarised the Committee's views on the matter which he noted were not necessarily his own, as follows –

- Concerns were raised about the preferred location for the extension to the current Ysgol y Graig, reallocation of the car park and the challenges associated with running the school from two separate buildings.
- Concerns were also expressed about traffic conditions and issues relating to road safety within the vicinity of the site whilst construction work is ongoing.
- The Committee was clear about the need to continually refine the final costs of the project once a decision has been made about the exact location of the proposed extension and car park.
- Although recognising that the Strategic and Business case is currently in outline form only, the Committee felt that the information provided was overly sketchy and was vague on a number of points.
- Having considered all the information presented as well as the clarifications provided by the Officers on the points raised, the Committee resolved to recommend to the Executive that it approves the SOC/OBC and submits the document to Welsh Government.

The Executive in thanking the Corporate Scrutiny Committee for its comments concurred that the new Foundation Phase Block needs to be situated as close as possible to the existing Ysgol y Graig building and that efforts to achieve this outcome should continue.

It was resolved to approve the following –

- **The combined Strategic Outline Case and Outline Business Case (SOC/OBC) to expand Ysgol y Graig by building a new Foundation Phase Block and to close Ysgol Talwrn.**
- **The submission of the combined SOC/OBC to Welsh Government, and**
- **Ring-fencing capital receipts for the construction of the new Foundation Phase building subject to there being no problems with selling the site(s).**

12. EXCLUSION OF THE PRESS AND PUBLIC

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

13. DEVELOPMENT OF GYPSIES AND TRAVELLERS' SITE, STAR

The report of the Head of Housing Services on the development of the temporary stopping place for Gypsies and Travellers in Star, was presented for the Executive's consideration.

The report provided information regarding the capital budget costs necessary for the project delivery of the site at Star together with indicative recurring revenue costs for the ongoing running of the site.

Having declared a prejudicial interest in this item, Councillors R. Meirion Jones, Alun Mummy and Robin Williams left the meeting whilst the discussion took place and a decision was made.

The Head of Housing Services elaborated on the project development costs and timeframe, the proposed tendering process, the ongoing annual revenue costs for the site and related considerations.

The Executive in noting the information presented, made the following points –

- That consideration should be given to utilising other procurement frameworks in addition to Sell2Wales.
- That the project delivery timeframe should be accelerated so that if possible the project is completed sooner.
- That if possible, the ongoing revenue costs for the site should be met from the income from the site without recourse to the Council's Revenue Budget.

It was resolved to approve the following –

- **The acquisition of the land at Star for the site.**
- **The capital budget costs associated with the project delivery of the temporary stopping site at Star.**
- **Tendering the works for the development of the Star site based on the estimated costs provided and/or from utilising other frameworks.**
- **The outlined development timescale for the Star site.**

**Councillor Llinos Medi Huws
Chair**

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CORPORATE PARENTING PANEL

Minutes of the meeting held on 10 December, 2018

- PRESENT:** Dr Caroline Turner, (Assistant Chief Executive/ Statutory Director of Social Services) (In the Chair)
- Councillor Alun Mummery (Portfolio Member for Housing and Supporting Communities)
Councillor Richard Griffiths (Corporate Scrutiny Committee)
Councillor Margaret M. Roberts (Partnership and Regeneration Scrutiny Committee)
Barbara Jones (Anglesey Foster Carers' Association)
Liz Fletcher (BCUHB)
Fôn Roberts (Head of Children and Families' Services)
Huw Owen (Independent Reviewing Officer)
Llyr Bryn Roberts (Service Manager, Intensive Intervention)
Keith Walters (Practice Leader – Child Placement Team)
Dawn Owen (Child Placement Team)
Heulwen Owen (Looked After Children Education Liaison Officer)
Llinos Edwards (Looked After Children Nurse)
Ann Holmes (Committee Officer)
- APOLOGIES:** Dr Gwynne Jones (Chief Executive and Chair), Councillor Llinos Medi Huws (Portfolio Member for Social Services), Councillor R. Meirion Jones (Portfolio Member for Education, Libraries, Culture and Youth) Gwyneth Hughes (Senior Manager – School Standards and Inclusion)
- ALSO PRESENT:** Hywel Meredith (Chair – Anglesey Fostering Panel) (as an observer)
-

1 DECLARATION OF INTEREST

No declaration of interest was received.

2 MINUTES OF THE 10 SEPTEMBER, 2018 MEETING

The minutes of the previous meeting of the Corporate Parenting Panel held on 10th September, 2018, were presented and were confirmed as correct.

3 MATTERS ARISING

- **Fostering Recruitment and Strategy**

With regard to recruiting Foster Carers, the Head of Children and Families' Services informed the Panel that a new package of benefits for the Authority's Foster Carers was recently approved by the Council's Executive. The package includes an increased fostering allowance, a discount of 10% on the Council Tax; free Isle of Anglesey Leisure Services membership card and a free Council car parking ticket. The Officer said that the enhanced package has been introduced both in recognition of the work being undertaken by the Authority's current foster carers and in an endeavour to recruit more foster carers

including those who are already fostering for private agencies and individuals who are new to fostering who may be considering making the commitment. Recruiting more foster carers means that the Council can offer more placements to meet the increased demand for placements for looked after children. Although the Council recognises that financial gain is not the primary motivation for foster carers, it is considered that providing a more competitive package of allowances and benefits will help the Authority's recruitment efforts.

- **CIW Follow-Up Inspection Report**

The Chair informed the Panel that Care Inspectorate Wales had today published the findings of its follow-up review of Children and Families' Services which took place in October. This follows its critical inspection of the Service in November, 2016 in response to which the Service developed a comprehensive Service Improvement Plan which it has since been implementing. CIW's follow-up review report confirms that significant improvements have been made in a number of key areas and notes that staff morale is high and that there is passion and commitment at all levels to deliver excellent services for children. The Officer said that further work needs to be done as the report acknowledges; the Service is committed to ensuring that the areas of development which the review highlights will be addressed fully.

The Head of Children and Families' Services said that thanks are due to everyone involved with the Service including its staff, foster carers, the Authority's looked after children and young people and the Service's partners for supporting the Service in making the improvements recognised by CIW.

ACTION AGREED: Committee Officer to share the link to CIW's Findings web page with the Panel's members <https://careinspectorate.wales/181210-significant-improvement-found-angleseys-childrens-services-report>

4 FOSTERING RECRUITMENT AND RETENTION STRATEGY

The Head of Children and Families' Services reported that the Service was keen to obtain the Executive's approval for the new Fostering Care package referred to above prior to reviewing and updating its Fostering Recruitment and Retention Strategy. Now the package has been approved, the Service will be focusing attention on the Strategy with a view to bringing a draft version to the Panel at its next meeting in March, 2019.

The Officer said that in the meantime the Service would still be recruiting and that the drive to recruit will continue whilst the strategy is being updated. Information about the new Fostering package will also be circulated and publicised.

It was agreed to note the position and to note also that the Panel will be presented with a draft version of the Fostering Recruitment and Retention Strategy in March, 2019.

ACTION AGREED: Practice Leader – Child Placement Team to bring a draft version of the Fostering Recruitment and Retention Strategy to the Panel in March, 2019

5 PROJECT BRIEF FROM VOICES FROM CARE TO CO-PRODUCE AN YNYS MÔN LOOKED AFTER CHILDREN AND CARE LEAVERS STRATEGY

The Service Manager (Intensive Intervention) reported on an initiative with Voices from Care Cymru – one of the leading voluntary agencies in Wales for working with looked after children – in order to develop a participation group for care experienced children and young people to help co-produce an Ynys Môn Looked After Children and Care Leavers' Strategy.

The Officer said that the project will involve Voices from Care Cymru establishing a monthly participation group for care experienced children and young people aged between 11 and 25. The participation group would support Ynys Môn to develop its LAC and Care Leavers Strategy and provide a platform that supports relationship building between care experienced young people and their corporate parents in Ynys Môn. The group would develop its own identity and co-produce a range of promotional and marketing material and would also develop a series of resources, including a corporate parenting charter and launch event, unique to Ynys Môn. As an organisation, Voices from Care Cymru will offer advice and support as a critical friend on participation and corporate parenting.

From the Council's perspective its involvement would take the form of supporting the distribution of information about the group and its work; a member of staff to support sessions; care experienced young people would engage with the Corporate Parenting Panel and bodies in Ynys Môn leading to the co-production of a work plan with Voices from Care and young people. It is envisaged the project would run for a minimum of one year at a cost of £16,500 p.a.

The Service Manager (Intensive Intervention) referred to examples of previous work undertaken by Voices from Care Cymru with other local authorities e.g. a series of workshops in Rhondda Cynon Taf Council to produce a Corporate Parenting Charter for Elected Members. He highlighted that finding ways of engaging effectively with the children and young people the Authority looks after and increasing their participation in the processes that contribute to shaping their care e.g. in the review process or in feeding back their experiences to the Corporate Parenting Panel is one of the improvement objectives in the Service Improvement Plan. The Authority needs to show that it listens routinely to the children and young people in its care and that their views influence how policy and practices are developed leading to a cycle of continuous improvement. The project therefore in proposing to form a participation group for looked after children and care leavers seeks to put in place a mechanism to enable them to put their views across which will remain after the project has completed and to ensure also that the input they have is meaningful by helping to co-develop and co-produce the Authority's Looked After Children and Care Leavers Strategy.

The Head of Children and Families' Services said that there has been a constant drive to improve this aspect of the Service's work with the aim in the long-term being to embed participation in the Independent Reviewing Officer role.

The Panel in considering the proposal was agreed on the following points –

- That the project must be undertaken on a bilingual basis.
- That the Service's partners (internal and external) - Health, Education, Housing and North Wales Police be approached to ascertain their willingness to contribute to the one-off cost of the project.
- That enquiries be made with the Section 151 Officer to see whether the project meets the criteria for funding from the Isle of Anglesey Charitable Trust and/or the Anglesey Further Education Trust (David Hughes Charitable Estate).
- That the participation group's engagement with their corporate parents should take place in a less formal setting than a meeting of the Corporate Parenting Panel. Consideration should be given to how this would be best effected with the suggestion being that the Panel's members meet with the group at a venue/setting in which the children and young people feel comfortable.

It was agreed that the Panel was supportive of the project and its aims and objectives.

ACTIONS AGREED: Service Manager (Intensive Intervention) to –

- **Confirm with Voices from Care Cymru that it is able to meet the Authority's bilingual requirements in undertaking the project.**
- **Approach the Service's internal and external partners to ascertain whether they are able to contribute financially to the cost of the project.**
- **Make enquiries with the Council's Section 151 Officer to ascertain whether the project is eligible for funding from the Isle of Anglesey Charitable Trust and/or the Anglesey Further Education Trust (David Hughes Charitable Estate).**

6 SERVICE REPORT- HEALTH

The report of the LAC Nurse on the number of LAC health assessments and Review Health Assessments undertaken during Quarters 1 and 2 2018/19 was presented for the Panel's consideration.

The LAC Nurse reported on the main points as follows –

- That 21 Anglesey initial LAC health assessments were due within this period. The community paediatricians saw 19, one young person left care and one young person declined to be seen. The time schedules for the completion of initial health assessments continue to be an issue.
- That 71 Anglesey review health assessments were due; 67 were carried out with 52 being undertaken by BCUHB health professionals based on Anglesey namely 10 by a school nurse and 14 by a health visitor, 27 by the LAC Nurse and 1 by a paediatrician.
- As the number of looked after children continues to rise, this places pressure on all the services involved. Many of the county's looked after children continue to have changes in named social workers although this is being addressed by the Service.
- A restructure of the Fostering Team has led to the loss of experienced social workers with a possible impact on the opportunity to recruit, assess, support and sustain current local authority foster carers.
- Children and young people with mild to moderate learning difficulties are finding it difficult to access services if they do not have a low enough IQ.
- The launch of the pathway for the mental health of Looked After Children remains outstanding and recently the CAMHS consultations have been limited due to staffing issues. It is suggested that annual CAMHS representation on the Corporate Parenting Panel is paramount. Difficulties can arise when looked after children move areas with BCUHB working on the basis of three areas within the region meaning that the CAMHS Pathway may be implemented differently in one of the other areas.

The Panel in considering the report made the following points –

- The Panel noted and was advised that the review of Fostering and Support Services followed the restructuring of what were the former teams within Children's Services and was planned to take place after the other teams had been reviewed. There is now an expectation that the Fostering Team works in a different way so that assessments are carried out sooner to enable foster carers to be approved more quickly thereby increasing the placements available locally for the Authority's looked after children. Restructuring can be difficult for the teams experiencing it at the time, but is intended to create more streamlined and efficient processes and produce improved outcomes in the long-term.

The Head of Children and Families' Services highlighted that Social Workers are not the sole source of support for foster carers and that the Independent Reviewing Officers, the LAC Nurse and/or the LAC Education Liaison Officer are available to provide support or answer questions should foster carers require it. Foster carers can also obtain support and guidance from having a conversation with other foster carers.

Support should not therefore be thought of exclusively in terms of Social Workers as there are other forms of support available.

The Chair said that gradually over a period of time Children and Families' Services have been able to appoint Social Workers on a permanent basis thereby reducing the Service's reliance on agency staff and creating greater stability and consistency. There will always be an element of staff turnover as individuals develop their careers and move on. Whilst the number of children and young people needing to be looked after has steadily increased over the past few years to 161 currently, historically those numbers on Anglesey have been very low. Some historic cases where the Authority might not have responded appropriately are being reviewed by a Legacy Team created for this purpose and the increase in the number of looked after children is partly the outcome of the team's work.

- The Panel noted with regard to the health issues of looked after children and young people that in only one case out of the 67 individuals assessed were mental health concerns identified. The Panel sought clarification of whether the single case was representative or whether there are likely to be more individuals who require support.

The LAC Nurse said that in the past a high number of assessments were taking place when in reality all the looked after child might have required was stability and the time to settle in a placement before being assessed, given that being moved from the home setting and taken into foster care would in any case be an upheaval for them. The use of a Carer's Report as part of the CAMHS Pathway now enables the looked after child/young person to be assessed holistically taking all aspects of the individual's well-being into consideration and it can be used in the CAMHS consultation to agree a way forward be that through further assessment or through the school or foster carers simply changing their approach. A full assessment by CAMHS is not always required. The one case where mental health concerns were identified is not therefore considered to be unreasonably low as the data is for one quarters 1 and 2 only and not all looked after children have mental health issues.

It was agreed to accept the report and to note the position regarding LAC health assessments for Quarters 1 and 2 208/19.

ACTION AGREED: Head of Children and Families' Services to liaise with CAMHS to agree the most opportune time for a CAMHS Practitioner to make an annual visit to the Corporate Parenting Panel

7 SERVICE REPORT – CHILD PLACEMENT

The report of the Child Placement Team for Quarter 1 and 2 2018/19 was presented for the Panel's consideration. The report provided statistical information about the following –

- The number of placements by type
- The number and type of referrals received
- The number of assessments of mainstream foster carers
- The number of referrals for viability assessments of family members as alternative carers and Regulation 26 assessment of families and progress thereon
- Training courses provided for the Authority's foster carers
- The staffing position
- Update on regional working
- Matters that need to be addressed specifically the need to recruit a full time social worker to the team to replace a permanent member of staff who will be leaving in December and to continue to prioritise the retention of foster carers.

In considering the information presented, the Panel made the following points –

- The Panel noted that a number of the Authority's looked after children are placed with family and friends on Anglesey (26.16%) as well as with the Authority's own Foster Carers (19.12%) and private Foster Carers in Anglesey (18.11%) which reflects the Service's objective of providing care for looked after children as locally as possible and reflects also an availability of placements on the Island even if the Authority is seeking to improve the range of placements still further in order to meet demand.
- The Panel noted that there is a significant amount of work involved in undertaking viability assessments of friends and family when the outcome in terms of the numbers approved is not always equal to the input.

The Panel was advised that if a child is not able to be with his/her parents, then the next best option is that the child should be cared for by the extended family and this is the pathway the Authority seeks to take. However, the requirements of the assessment process especially as regards timescale does put pressure on the Fostering Team.

- The Panel noted that there has been no information from CIW about when the next fostering inspection will take place and that the Service has not been inspected in the previous 2 to 3 years. However, the Panel noted further that a neighbouring authority has recently had its first fostering inspection under the new inspection framework.

It was agreed to accept the report and to note the position of the Child Placement Team for Quarters 1 and 2 2018/19.

NO ADDITIONAL ACTION WAS PROPOSED

8 EXCLUSION OF THE PRESS AND PUBLIC

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

9 SERVICE REPORT – EDUCATION

The report of the Looked After Children Education Liaison Officer incorporating performance information for the 6 months from April to October, 2018 was presented for the Panel's consideration. The report also incorporated information about the individual educational attainments of the children and young people currently being looked after by the Authority.

The LAC Education Liaison Officer reported on the main points as follows –

- That 18 Personal Education Plans were due for completion in September, 2018; whilst 15 were received on time 3 were late because of various reasons - staff illness, 2 were out of county placements and 1 was a residential home placement. However, the plans were received in October.
- As expected, a number of the Authority's looked after children moved schools in September; whilst most of the changes were transitional, five were due to other reasons – transfer to a long-term placement, transfer to a specialist residential home, change of school because of learning needs, change of school after the child had moved through a successful arrangement.
- A delay in making educational arrangements for one of the Authority's looked after children due to lack of timely action necessitated a complaint to the Anglesey and Gwynedd Inclusion Group. The child is now in receipt of education.

- The previous network meeting was postponed for the first time in 3 years because insufficient numbers were able to attend. This was disappointing and is a concern as Head Teachers may not be aware of the resources available for the vulnerable children within their schools. The matter is to be discussed further with Education Officers.
- The alternative education package – “Pecyn 25” (25 hours per week) - is full and reflects the demand that exists for KS4 young people who cannot attend mainstream education because of various problems. One looked after young person is unable to obtain a placement within the Package because of specific issues.
- The Authority’s looked after children have achieved excellent examination results this year with two going forward to University education.

The Head of Children and Families’ Services said that last year the performance Indicator for the number of children who had experienced one or more changes of school during a period of being looked after which were not due to transition was ragged as Red, so 5 is not a number to be overly concerned about. The Authority does seek to maintain the school placements of the children it looks after in the locality even if that means providing the necessary transport which can be expensive. However, sometimes it is in the child/young person’s interests to change school especially if that means the child’s needs are being met in a more appropriate way.

The Panel noted from the educational achievements of the children and young people being looked after by the Authority that they are on the whole fulfilling their potential and meeting the Authority’s expectations of them in terms of educational attainment.

It was agreed to accept the report and to note the position with regard to the education of looked after children and young people.

NO ADDITIONAL ACTION WAS PROPOSED

10 NEXT MEETING

It was noted that the next meeting of the Corporate Parenting Panel would be held at 2:00 p.m. on Monday, 18 March, 2019.

**Dr Caroline Turner
Chair**

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	The Executive
Date:	28 January 2019
Subject:	The Executive's Forward Work Programme
Portfolio Holder(s):	Cllr Llinos Medi
Head of Service:	Lynn Ball Head of Function – Council Business / Monitoring Officer
Report Author: Tel: E-mail:	Huw Jones, Head of Democratic Services 01248 752108 JHuwJones@anglesey.gov.uk
Local Members:	Not applicable

A –Recommendation/s and reason/s
<p>In accordance with its Constitution, the Council is required to publish a forward work programme and to update it regularly. The Executive Forward Work Programme is published each month to enable both members of the Council and the public to see what key decisions are likely to be taken over the coming months.</p> <p>The Executive is requested to:</p> <p>confirm the attached updated work programme which covers February – September 2019;</p> <p>identify any matters for specific input and consultation with the Council's Scrutiny Committees and confirm the need for Scrutiny Committees to develop their work programmes further to support the Executive's work programme;</p> <p>note that the forward work programme is updated monthly and submitted as a standing monthly item to the Executive.</p>

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

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

-

C – Why is this a decision for the Executive?

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

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

Yes.

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

Not applicable.

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

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F – Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	
FF - Appendices:		
The Executive's Forward Work Programme: February – September 2019.		

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

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THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: February – September 2019

Updated: 18 January 2019



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

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

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

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

The Executive's draft Forward Work Programme for the period **February – September 2019** is outlined on the following pages.

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

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THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: February – September 2019

Updated: 18 January 2019

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)	
1	Toilet Strategy Consultation	Highways, Waste and Property Portfolio Holder.	Highways, Waste and Property	Huw Percy Head of Highways Waste and Property (interim) Cllr R G Parry OBE		Delegated decision January/February 2019	
February 2019							
2	2018/19 Revenue and Capital Budget Monitoring Report – Quarter 3 (S) Quarterly financial monitoring report.	This is a matter for the full Executive as it provides assurance of current financial position across the Council.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr Robin Wyn Williams	Finance Scrutiny Panel – Date to be confirmed	The Executive 18 February 2019	
3	2019/20 Budget (S) Adoption of final proposals for recommendation to the County Council.	This is a matter for the Executive as it falls within the Council's Budget Framework.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr Robin Wyn Williams	Corporate Scrutiny Committee 4 February 2019	The Executive 18 February 2019	27 February 2019
4	Financial Reserves To provide an update on the situation relating to financial reserves.	This is a matter for the full Executive as it provides assurance of current financial position.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr Robin Wyn Williams		The Executive 18 February 2019	

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5 Discretionary Business Rate Relief Policy (O) Approve new policy following public consultation.	A collective decision is required detailing additional business rates relief to be awarded to charities and non-profit making organisations.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr Robin Wyn Williams		The Executive 18 February 2019	
6 Treasury Management Strategy 2019/20 Adoption of strategy for the new financial year.	This is a matter for the Executive as it falls within the Council's Budget Framework.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr Robin Wyn Williams		The Executive 18 February 2019	27 February 2019
7 Capital Strategy	This is a matter for the Executive as it falls within the Council's Budget Framework.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr Robin Wyn Williams		The Executive 18 February 2019	27 February 2019
8 Capital Budget 2019/20	This is a matter for the Executive as it falls within the Council's Budget Framework.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr Robin Wyn Williams		The Executive 18 February 2019	27 February 2019

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9 Charges for non-residential services 2019/20 Approval.	A collective decision is required as the matter involves material financial considerations.	Adults' Services	Alwyn Jones Head of Adults' Services Cllr Llinos Medi		The Executive 18 February 2019	
10 Standard Charge for Council Care Homes 2019/20 Approval.	A collective decision is required as the matter involves material financial considerations.	Adults' Services	Alwyn Jones Head of Adults' Services Cllr Llinos Medi		The Executive 18 February 2019	
11 Independent Sector Care Home Fees 2019/20 Approval.	A collective decision is required as the matter involves material financial considerations.	Adults' Services	Alwyn Jones Head of Adults' Services Cllr Llinos Medi		The Executive 18 February 2019	
12 Housing Rents and Housing Services Charges 2019/20		Housing Services	Ned Michael Head of Housing Services Cllr Alun Mummery		The Executive 18 February 2019	

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13 The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive 18 February 2019	
14 Changes to the Constitution: 4.5 Scrutiny Procedure Rules – 4.5.4. Education Representatives Deletion of clause 4.5.4.4 (one representative of other faiths and denominations)	A collective decision is required by the Executive to make a recommendation to the full Council.	Council Business	Lynn Ball Head of Function (Council Business) and Monitoring Officer Cllr Dafydd Rhys Thomas	Scrutiny Chairs and Vice-Chairs Forum 28 January 2019	The Executive 18 February 2019	27 February 2019
15 Local Full Fibre Network (LFFN) Project To delegate to another Council authority to implement the LFFN Project.		Regulation and Economic Development / Council Business	Dylan Williams Head of Regulation and Economic Development/ Lynn Ball Head of Function - Council Business / Monitoring Officer Cllr Carwyn Jones Cllr Dafydd Rhys Thomas		The Executive 18 February 2019 – subject to agreed regional version of the report.	

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THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: February – September 2019

Updated: 18 January 2019

	Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
16	Childcare Sufficiency Assessment Progress Report and Action Plan		Learning	Arwyn Williams Head of Learning Cllr R Meirion Jones		The Executive 18 February 2019	
17	School Transport Policy Approval of new policy.		Learning	Arwyn Williams Head of Learning Cllr R Meirion Jones	Finance Scrutiny Panel 25 January 2019 Corporate Scrutiny Committee 4 February 2019	The Executive 18 February 2019 (To be confirmed)	
March 2019							
18	Annual Equality Report 2017/18 Approval of report.	Social Services Portfolio Holder	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		Delegated decision March 2019	
19	The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive 25 March 2019	

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	Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
20	<p>Corporate Scorecard – Quarter 3, 2018/19 (S)</p> <p>Quarterly performance monitoring report.</p>	This is a matter for the full Executive as it provides assurance of current performance across the Council.	Corporate Transformation	Carys Edwards Head of Profession – HR and Transformation Cllr Dafydd Rhys Thomas	Corporate Scrutiny Committee 11 March 2019	The Executive 25 March 2019	
21	<p>CIW Inspection of Children's Services in Anglesey – Improvement Plan – Quarterly Progress Report</p>		Children's Services	Fôn Roberts Head of Children's Services Cllr Llinos Medi	Children's Services Improvement Panel 27 February 2019 Corporate Scrutiny Committee 11 March 2019	The Executive 25 March 2019	
22	<p>Delivery of Leisure provision for future generations.</p> <p>Adoption of new Alternative Delivery Model (ADM) for Leisure Centres & support a capital investment programme.</p>	Decision for the Executive Committee due to the potential change to the delivery of Leisure provision on the Isle of Anglesey coupled with potential impacts on IACC income and expenditure	Regulation and Economic Development	Dylan Williams Head of Regulation and Economic Development Cllr Carwyn Jones	Partnership and Regeneration Scrutiny Committee 12 March 2019	The Executive 25 March 2019	

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Period: February – September 2019

Updated: 18 January 2019

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Service	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
23	Discretionary Housing Payments Policy	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr Robin Wyn Williams		The Executive 25 March 2019	
24	Further Education Trust – Annual Report	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr Robin Wyn Williams		The Executive 25 March 2019	
25	Housing Revenue Account Business Plan	Housing	Ned Michael Head of Housing Services Cllr Alun Wyn Mummery		The Executive 25 March 2019	
26	Supporting People Commissioning Plan	Housing	Ned Michael Head of Housing Services Cllr Alun Wyn Mummery		The Executive 25 March 2019	

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* Key:

S = Strategic – key corporate plans or initiatives

O =Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: February – September 2019

Updated: 18 January 2019

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27	Schools Modernisation – Report on objections to the refurbishment and expansion of Ysgol Llandegfan, closure of Ysgol Beaumaris and refurbishment of Ysgol Llangoed	Learning	Arwyn Williams Head of Learning Cllr R Meirion Jones		The Executive 25 March 2019	
28	Schools Modernisation – Report on objections to the expansion of Ysgol y Graig and closure of Ysgol Talwrn	Learning	Arwyn Williams Head of Learning Cllr R Meirion Jones		The Executive 25 March 2019	
April 2019						
29	The Executive's Forward Work Programme (S) Approval of monthly update.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive 29 April 2019	

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May 2019						
30	The Executive's Forward Work Programme (S) Approval of monthly update.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive .. May 2019	
June 2019						
31	Welsh Language Standards Annual Report 2018/19 Approval of report.	Council Business	Huw Jones Head of Democratic Services Cyng Ieuan Williams	To be confirmed	Delegated decision June 2019	
32	Corporate Scorecard – Quarter 4, 2018/19 (S) Quarterly performance monitoring report.	Corporate Transformation	Carys Edwards Head of Profession – HR and Transformation Cllr Dafydd Rhys Thomas	Corporate Scrutiny Committee June 2019	The Executive June 2019	
33	2018/19 Revenue and Capital Budget Monitoring Report – Quarter 4 (S) Quarterly financial monitoring report.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr Robin Wyn Williams	Finance Scrutiny Panel Date to be confirmed	The Executive June 2019	

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34	The Executive's Forward Work Programme (S) Approval of monthly update.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive .. June 2019	
July 2019						
35	The Executive's Forward Work Programme (S) Approval of monthly update.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive .. July 2019	
September 2019						
36	The Executive's Forward Work Programme (S) Approval of monthly update.	Council Business	Huw Jones Head of Democratic Services Cllr Llinos Medi		The Executive .. September 2019	
37	Corporate Scorecard – Quarter 1, 2019/20 (S) Quarterly performance monitoring report.	Corporate Transformation	Carys Edwards Head of Profession – HR and Transformation Cllr Dafydd Rhys Thomas	Corporate Scrutiny Committee September 2019	The Executive September 2019	

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38 2019/20 Revenue and Capital Budget Monitoring Report – Quarter 1 (S) Quarterly financial monitoring report.	This is a matter for the full Executive as it provides assurance of current financial position across the Council.	Resources	Marc Jones Head of Function – Resources / Section 151 Officer Cllr Robin Wyn Williams	Finance Scrutiny Panel Date to be confirmed.	The Executive September 2019	

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	The Executive
Date:	28 January 2019
Subject:	Care Inspectorate Wales Inspection Report on the Children and Families Services
Portfolio Holder(s):	Councillor Llinos Medi
Head of Service:	Fôn Roberts, Head of Children and Families Services
Report Author:	Elin Williams, Children & Families Services Transformation Programme Manager
Tel:	01248 751813
E-mail:	ElinWilliams@ynysmon.gov.uk
Local Members:	Relevant to all Members

A –Recommendation/s and reason/s
<p><u>Background</u></p> <p>During October 2018, Care Inspectorate Wales (CIW) carried out a detailed re-inspection of the Children and Families Services. This re-inspection was undertaken following an inspection which was carried out during November 2016 which led to CIW having “significant concern” about the services provided to children in Anglesey.</p> <p>Following the 2016 inspection, the Isle of Anglesey County Council immediately embarked on a 3 year Service Improvement Plan (SIP) which was closely monitored by CIW. Several changes have been made during the journey to improvement, including establishing a Children’s Improvement Panel which has met monthly and consisted of not only Senior Officers from within the Council but also Elected Members. The Children and Families Services Senior Management Team has been strengthened and there has been a restructure of the service. The service has been able to recruit and retain staff during this period and has, as a result, increased staffing capacity. The service has a Quality Assurance Framework in place; a Performance Framework in place; a risk model and a new Supervision Policy has been implemented. There is now stronger management oversight and the service has worked with partners to improve joint-working arrangements. The Independent Support Team supported the service to make improvements during this period.</p> <p>The Service Improvement Plan incorporated the 14 recommendations made by CIW in March 2017. The SIP started with 21 priorities on Red in February 2017, and all have been taken forward, and none are currently on Red. The 21 priorities have now progressed to 13 being on Green (completed); 6 on Yellow (on track) and 2 on Amber (further work to be done):</p>

RAYG	February 2017	May 2018	September 2018	November 2018
Red	21	0	0	0
Amber	0	5	3	2
Yellow	0	10	8	6
Green	0	6	10	13

Re-inspection of Children and Families Services, October 2018

The re-inspection focused on how 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.

CIW evaluated the quality of practice, decision making and multi-agency work maintaining a clear focus on the impact of services for children and families, in respect of:

- access, including the provision of early help/prevention services;
- assessment;
- safeguarding;
- care & support planning/review.

And

- quality of the leadership, management and governance arrangements in place that develop and support service delivery to maximise best outcomes for children and families.

The report of the October 2018 inspection, which was published on 10th December 2018, highlights the *significant improvement* made by the Council in the previous 2 years and this report was welcomed. The report was consistent with the services' self-assessment, which was submitted to CIW prior to the inspection and it also reflects the areas requiring further work already identified in the SIP i.e. matters in the amber and yellow of the RAYG rated SIP.

The report identifies improvements which include:

- *Staff morale is high and there is passion and commitment at all levels to continuing to work hard on the journey of improvement to deliver excellent services for children;*
- *The Information, Advice and Assistance (IAA) service has improved significantly since our last inspection and is now more in line with the Social Services and Well-being Act (SSWBA). Staffing levels have increased within this service and 'what matters' conversations are being undertaken with increasing confidence and*

success. Chronologies are routinely begun at this early stage and referrals passed to other teams appropriately. Decisions and case recording are mostly timely and proportionate;

- The quality improvement service has benefitted from increased staffing and external professional support over the past year. This new impetus had led to the development of a number of policies and procedures;
- Improvements in management oversight and professional accountability at all levels is continuing to highlight cases where opportunities to support children have been missed in previous years. There is firm commitment and direct evidence of the local authority proactively and systematically responding to the needs of these children;
- There is strong leadership and governance in IoACC. Members of the council were able to demonstrate their contribution to children’s services improvement journey. They were able to demonstrate their knowledge of key challenges facing the council and how they interact to impact upon children and families. Senior officers are visible, available and driving improvements. Partners on the regional safeguarding board, North Wales Police and Health Board operational colleagues are positive about the changes they have seen in Anglesey, describing a new open culture and good joint working.

Areas for Development

The report notes 14 areas for development. The table below provides a service position on each area. As mentioned above, all areas noted below are areas which were not ‘new’ to the service as it is felt that not only do we know the service well at this present time, we also have a clear and firm vision of where it should aim to be:

No	Area for Development	Service Position	RAYG
1	<p>Access arrangements: Information, Advice and Assistance</p> <p>The opportunity to provide feedback to people who make referrals should be maximised. There is an electronic form already available it could be used more consistently to improve communication with people who make referrals and build the reputation of the</p>	<p>It has been recognised that Teulu Môn has benefitted from significant investment and development over the past year and that we observed the service to be generally offering proportionate and timely responses at the ‘front door’. The service agrees with this and will continue to further develop Teulu Môn. We have already created an additional function in WCCIS and added capacity in Teulu Môn to make sure all relevant referrers are given feedback.</p>	

	service.		
2	<p>Access arrangements: Information, Advice and Assistance</p> <p>Ensure chronologies are consistently updated to assist practitioners to access relevant and significant case information in a timely manner.</p>	<p>Not all chronologies are up-to-date, but we are working to ensure that all chronologies will be consistently updated. This will support practice leaders to access information in a timely manner.</p>	
3	<p>Assessment</p> <p>Ensure the individual child is not lost in the wider case discussion of the family circumstance. A greater focus must be held on individual children's needs and wishes, as well as impact and mitigation of risk(s) to them.</p>	<p>CIW stated that <i>we also audited cases with insufficient evidence of children's voices being sought or heard. Particularly when there was a sibling group or families were linked by marriage or complicated relationships...we saw cases where the child was at risk of being missed in the wide ranging discussion going on around them. This included assessments where the child was only referred to once or twice in many pages of notes in their own case file.</i> The service is working on addressing this as a priority. Issues around regional forms that are being used are being explored.</p>	
4	<p>Assessment</p> <p>High quality, robust and timely supervision and audit of individual assessments must become routine within the service to drive the pace of service improvement. Supervision and audit need to include reflection on use of professional knowledge, evidence and social work skills.</p>	<p>The service is implementing a new Supervision Policy which addresses many of the issues identified by CIW. There are inconsistencies at present but the service is reviewing Quality Assurance arrangements and will ensure that CIW recommendations are implemented as part of the new arrangements. It will be expected that practice leaders will ensure that high quality, robust and timely supervision and audits will be carried out. All staff have now received training on the new Supervision Policy and this will become live as from February 2019.</p>	

5	<p>Assessment</p> <p>Evidence collection, recording and analysis must be brought up to a consistently high level to enable informed decision making and ensure cases where children are suffering significant harm are not allowed to drift. Managers need to be confident and supportive in critically appraising incomplete or inadequate written documentation.</p>	<p>Work is being undertaken with practice leaders to ensure that evidence collection, recording and analysis is brought up to a consistently high level. The service is reviewing Quality Assurance arrangements and will ensure that CIW recommendations are implemented as part of the new arrangements. This will include supervision and audit arrangements between practice leaders and team members.</p>	
6	<p>Assessment</p> <p>Children need to be able to build relationships with social workers they can trust, the number of social workers to which each child has to repeat their story needs to be minimised. Social workers must ensure every interaction with a child counts and be able to evidence their work.</p>	<p>Work is being undertaken with the different teams to ensure that social workers ensure that every interaction with a child counts. CIW recognised that there is <i>evidence of increased staffing in the service including an increase in practice leaders. The three practice leaders work together under one service manager and share the role of decision maker. Staff consistently told us this is a positive improvement, helping them to get timely advice and progress their work more efficiently.</i> CIW also saw how the <i>restructure implemented in October 2017 was positively impacting upon practice.</i> CIW also stated that <i>we found many children with more than one social worker involved and were told complex cases were shared with practice leaders, and the social worker from the Resilient Families Team may also be actively working with the child.</i> The service agrees with CIW's recommendation that <i>senior managers will want to consider concerns raised by workers and take</i></p>	

		<i>steps to respond to staff.</i> The service will continue to stabilise the workforce which will ensure that children will be able to build relationships with social workers.	
7	Care and support and review More work is required to support independent safeguarding and reviewing officers (IRSOs) to ensure they have capacity and confidence to effectively challenge where services fall short of standards required for individual children.	The service is reviewing Quality Assurance arrangements and will ensure that CIW recommendations are implemented as part of the new arrangements. The capacity of the safeguarding and reviewing team has recently been increased which will support officers in terms of capacity.	
8	Care and support and review There needs to be early emphasis and priority given to improving consistency of contact and engagement of IRSOs with children before reviews to ensure children's voices are clearly and effectively heard.	CIW noted <i>reviews of children who are looked after are mostly held in line with guidance, however there is a need to strengthen reviewing arrangements and consistently offer children opportunities to meet with the reviewing officer prior to review.</i> The service agrees with this and is making arrangements to ensure that this is embedded in to the reviewing process. The additional capacity within the IRSO team will also enable the IRSO to engage with children prior or after their LAC Review.	
9	Care and support and review Care planning and engagement with children and carers must be strengthened to ensure consistent development of co-produced plans. Children and carers must receive the support offered to them in care and support plans.	The service agrees that more work needs to be undertaken around engaging with children and carers and to ensure consistent development of co-produced care and support plans. The approach to this is inconsistent at present. The Service has already started work on this in relation to Child Protection Plans and work will start in January 2019 in relation to Care and Support and Looked After Care Plans.	
10	Care and support and review	Increasing the number and range of	

	<p>Continue to explore and hasten current opportunities to increase the number and range of placements options for children on the island. The provision of new placement opportunities needs to be based upon professional understanding of children's needs.</p>	<p>placement options on the island is a priority for the service. A campaign will begin in the new year to attract more foster carers by introducing a new foster carer benefit package which includes a 50% reduction in Council Tax; free parking in Local Authority car parks; 10% increase in Fostering Allowance and free leisure card membership. We are also opening two Small Group Homes which will provide local placements and will hopefully see a return of some children and young people who are placed out of county back to the island.</p> <p>We are also, in conjunction with the Housing Service, currently planning the opening of a 'Leaving Care Trainer Flat' for young people who are ready to leave care but need additional support in a supported environment before taking on their own tenancy.</p>	
11	<p>Care and support and review</p> <p>Develop mechanisms to ensure looked after children are not disadvantaged by pressures on staff to respond to new safeguarding concerns in other cases.</p>	<p>CIW stated that <i>we found improved quality of recording of referrals and evidence gathering. We heard from staff how working alongside the Team Around the Family helped with analysis and signposting as information, practical knowledge and skills were readily shared within the team. We heard how this cooperative approach appropriately facilitates prompt transfer to TAF allowing timely preventative work with children and families to take place.</i> This is a mechanism to ensure that looked after children are not disadvantaged and the service will continue to develop other mechanisms.</p>	
12	<p>Leadership and governance</p>	<p>CIW stated that <i>we found some examples of good direct work with</i></p>	

	<p>Continue with development of robust quality assurance mechanisms across the service.</p>	<p><i>children, focused on ensuring children could express their concerns and their voices were captured.</i> The report also identifies that <i>in discussion with social workers it was evident they had a clear focus on children, however, written records did not always capture the quality of the positive work including direct work with children being undertaken as part of assessments.</i> The service accepts that there are inconsistencies and is reviewing Quality Assurance arrangements and will be strengthening/enhancing the current arrangements.</p>	
13	<p>Leadership and governance</p> <p>Encourage further joint working between children's services and education services to ensure all children have timely Personal Education Plans that reflect the importance of education to each child's ability to reach their potential.</p>	<p>The service in conjunction with colleagues from schools and the Learning Service are already working on this matter to ensure that a more robust procedure is in place in terms of ensuring that Personal Education Plans are in place for all children.</p>	
14	<p>Leadership and governance</p> <p>Ensure there are opportunities to pause and reflect on the new structure including constructive challenge as to whether the experience and outcomes of children are being best served by the number of practice leaders who are non-case holders and the number of changes in social worker experienced by each child.</p>	<p>CIW noted that <i>there is a wide skill mix of social workers in IoACC. With a spread of experienced, newly qualified and agency workers. We saw evidence in supervision files of staff saying case loads were too high. We also spoke to staff who told us they felt very well supported and whose case loads were manageable.</i> The service will be reviewing the effectiveness of the new structure, timescale to be agreed.</p>	

Next Steps

15	Next Steps CIW view IoACC as having a good understanding of their strengths and areas for improvement. CIW expect the local authority to consider areas of development highlighted to be incorporated into their development plans.	The service agrees with CIW's statement that there is a good understanding of strengths and areas for improvement. A new Service Improvement Plan will consider and incorporate the areas of improvement to ensure that these will be developed further. The new Service Improvement Plan will continue to be monitored by the Children's Improvement Panel.	
16	Next Steps CIW will monitor progress through its on-going engagement activity with the local authority. This may include desk top review of a small number cases audited in this inspection to track the progress of children.	The service welcomes the opportunity to continue to work with CIW.	

Steps to be Taken

- To develop a new Service Improvement Plan that will be agreed by the Service Senior Management Team; Children's Improvement Panel; Corporate Scrutiny Committee and the Executive. This will include any outstanding actions from the current SIP that need to be further progressed.
- To actively engage more with children, young people and families to ensure that the voice of the child is central to all we do as a service.
- To review current policies to ensure that they are up to date and fit for purpose and to ensure that the voice of children, young people and families are included within service policies.
- To further review and strengthen Quality Assurance arrangements within the service.
- The Children's Improvement Panel to continue to meet and provide challenge to ensure that further improvements are made within the service.
- To continue holding Laming Visits so that members of the Children's Improvement Panel made up of members of the Senior Leadership Team and Elected Members have a deep understanding of the service.
- To continue working with partners and to continue strengthening relationships and joint working arrangements.

RECOMMENDATIONS

- To confirm that the Executive accepts the Care Inspectorate Wales Inspection of Children's Services Isle of Anglesey County Council Report.
- To confirm that the Executive accepts and agrees with the Children and Families Services service position and steps to be taken to ensure that the service addresses areas for development.

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

Not applicable.

C – Why is this a decision for the Executive?

The Executive is responsible for ensuring that the service provided to the people of Anglesey is of good quality. It is therefore for the Executive to consider and accept the Care Inspectorate Wales Inspection Report and note the proposed steps to be taken by the Children and Families Services.

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

Yes.

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

Yes.

DD – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	SLT members have approved this report.
2	Finance / Section 151 (mandatory)	As above.
3	Legal / Monitoring Officer (mandatory)	N/A
4	Human Resources (HR)	N/A
5	Property	N/A
6	Information Communication Technology (ICT)	N/A
7	Procurement	N/A

8	Scrutiny	<p>Care Inspectorate Wales presented the findings of their recent inspection of Children and Families Services to a meeting of the Corporate Scrutiny Committee on 17th January, 2019.</p> <p>Members were pleased with the report by the Care Inspectorate and agreed with its content. It was noted that the report did not say anything that we were not already aware of. Assurances were given to Care Inspectorate Wales by members of the Committee that we will use the recommendations from their report as well as the self-assessment prepared by the Service to prepare a new Improvement Plan – in order to further improve.</p> <p>Following its consideration of the report by the Head of Children and Families Services, the committee resolved:</p> <p>To recommend to the Executive that the:</p> <ol style="list-style-type: none"> 1. Report by Care Inspectorate Wales on the recent inspection of Children and Families Services be accepted. 2. Service position and steps to be taken to ensure that the Service addresses areas for development be agreed and accepted.
9	Local Members	N/A
10	Any external bodies / other/s	N/A

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

F - Appendices:

Care Inspectorate Wales Report: Inspection of Children's Services Isle of Anglesey County Council December 2018:

<https://careinspectorate.wales/sites/default/files/2018-12/181210-anglesey-childrens-services-en.pdf>



181210-anglesey-ch
ildrens-services-en.p

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

Inspection of Children's Services Isle of Anglesey County Council

December 2018

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

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Introduction

Care Inspectorate Wales (CIW) last inspected children's services in Isle of Anglesey County Council in November (IoACC) 2016. The inspection found management oversight of safeguarding, access and assessment arrangements were insufficient and the pace of change in improving the provision of help, care and support and/or protection for children and families in Anglesey needed to be accelerated and improvement sustained. Due to the significant concerns identified, CIW undertook to re-inspect Isle of Anglesey children's services within 12 to 18 months from the publication of report.

IoACC developed an improvement programme and engaged an independent support team to monitor progress and offer consultancy advice.

CIW undertook this re-inspection of services for children during October 2018.

Our approach is underpinned by the eight well-being statements and associated well-being outcomes as outlined in the Welsh Government's *National Outcomes Framework for People who need Care and Support and for Carers who need Support* (March 2016). It builds upon the associated local authority quality standards set out in the *Code of Practice in Relation to Measuring Social Services Performance issued under section 145 of the Social Services and Well-being (Wales) Act*. In addition, the inspection considered the local authority's capacity to improve through an analysis of the leadership and governance of its social services functions.

This re-inspection focused on how 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.

We evaluated the quality of practice, decision making and multi agency work maintaining a clear focus on the impact of services for children and families, in respect of:

- access, including the provision of early help/prevention services
- assessment;
- safeguarding;
- care & support planning/review.

And

- quality of the leadership, management and governance arrangements in place that develop and support service delivery to maximise best outcomes for children and families.

Inspectors read case files, interviewed staff and administered a staff survey, interviewed managers, and professionals from partner agencies. Inspectors talked to children and their families wherever possible. We sought to engage children, young people and/or their families/carers with the purpose of listening to their views and experiences of the quality of services they have received.

Overview of findings

- We found IoACC children's services able to demonstrate significant improvement in a number of key areas with some other areas still requiring further work. Staff morale is high and there is passion and commitment at all levels to continuing to work hard on the journey of improvement to deliver excellent services for children.
- The Information, Advice and Assistance (IAA) service has improved significantly since our last inspection and is now more in line with the Social Services and Well-being Act (SSWBA). Staffing levels have increased within this service and 'what matters' conversations are being undertaken with increasing confidence and success. Chronologies are routinely begun at this early stage and referrals passed to other teams appropriately. Decisions and case recording are mostly timely and proportionate.
- Safeguarding responses are mostly timely and proportionate. There is room for improvement in collation and recording of evidence and analysis of risk. We were not always confident all key pieces of information were available at the right time to consistently support managers to make good decisions. This can lead to unnecessary delays in formulating plans for children.
- The quality improvement service has benefitted from increased staffing and external professional support over the past year. This new impetus has led to the development of a number of policies and procedures. Some policies and procedures require more detail to ensure they maximise improvements. There is some evidence of a feedback loop between case audit and practice. However, we are not yet confident current case audit and supervision consistently identifies and improves practice that falls short of the standards expected within legislation.
- Improvements in management oversight and professional accountability at all levels is continuing to highlight cases where opportunities to support children have been missed in previous years. There is firm commitment and direct evidence of the local authority proactively and systematically responding to the needs of these children. This has led to a noticeable increase in the

number of children becoming looked after and corresponding increase in work load for teams.

- There is a lack of suitable placements for children. More work is required to ensure placement options meet the particular needs of children within their community. We heard about and spoke to children with complex needs who are receiving specialist support out of county. We were told these placements can be very expensive and how they need to be carefully commissioned and tightly monitored to ensure children's needs are met. The Service is considering specific measures designed to address this shortage.
- There is strong leadership and governance in IoACC. Members of the council were able to demonstrate their contribution to children's services improvement journey. They were able to demonstrate their knowledge of key challenges facing the council and how they interact to impact upon children and families. Senior officers are visible, available and driving improvements. Partners on the regional safeguarding board, North Wales Police and Health Board operational colleagues are positive about the changes they have seen in Anglesey, describing a new open culture and good joint working.

Areas for development

Access arrangements: Information, Advice and Assistance

1. The opportunity to provide feedback to people who make referrals should be maximised. There is an electronic form already available it could be used more consistently to improve communication with people who make referrals and build the reputation of the service.
2. Ensure chronologies are consistently updated to assist practitioners to access relevant and significant case information in a timely manner.

Assessment

3. Ensure the individual child is not lost in the wider case discussion of the family circumstance. A greater focus must be held on individual children's needs and wishes, as well as impact and mitigation of risk(s) to them.
4. High quality, robust and timely supervision and audit of individual assessments must become routine within the service to drive the pace of service improvement. Supervision and audit need to include reflection on use of professional knowledge, evidence and social work skills

5. Evidence collection, recording and analysis must be brought up to a consistently high level to enable informed decision making and ensure cases where children are suffering significant harm are not allowed to drift. Managers need to be confident and supportive in critically appraising incomplete or inadequate written documentation.
6. Children need to be able to build relationships with social workers they can trust, the number of social workers to which each child has to repeat their story needs to be minimised. Social workers must ensure every interaction with a child counts and be able to evidence their work.

Care and support and review

7. More work is required to support independent safeguarding and reviewing officers (IRSOs) to ensure they have capacity and confidence to effectively challenge where services fall short of standards required for individual children.
8. There needs to be early emphasis and priority given to improving consistency of contact and engagement of IRSOs with children before reviews to ensure children's voices are clearly and effectively heard.
9. Care planning and engagement with children and carers must be strengthened to ensure consistent development of co-produced plans. Children and carers must receive the support offered to them in care and support plans.
10. Continue to explore and hasten current opportunities to increase the number and range of placements options for children on the island. The provision of new placement opportunities needs to be based upon professional understanding of children's needs.
11. Develop mechanisms to ensure looked after children are not disadvantaged by pressures on staff to respond to new safeguarding concerns in other cases.

Leadership and governance

12. Continue with development of robust quality assurance mechanisms across the service.
13. Encourage further joint working between children's services and education services to ensure all children have timely Personal Education Plans that reflect the importance of education to each child's ability to reach their potential.

14. Ensure there are opportunities to pause and reflect on the new structure including constructive challenge as to whether the experience and outcomes of children are being best served by the number of practice leaders who are non case holders and the number of changes in social worker experienced by each child.

Next steps

15. CIW view IoACC as having a good understanding of their strengths and areas for improvement. CIW expect the local authority to consider areas of development highlighted to be incorporated into their development plans.
16. CIW will monitor progress through its on-going engagement activity with the local authority. This may include desk top review of a small number cases audited in this inspection to track the progress of children.

1. Access arrangements: Information, Advice and Assistance

What we expect to see

The authority works with partner organisations to develop, understand, co-ordinate, keep up to date and make best use of statutory, voluntary and private sector information, assistance and advice resources available in their area. All people, including carers, have access to comprehensive information about services and get prompt advice and support, including information about their eligibility and what they can expect by way of response from the service. Arrangements are effective in delaying or preventing the need for care and support. People are aware of and can easily make use of key points of contact. The service listens to people and begins with a focus on what matters to them. Effective signposting and referring provides people with choice about support and services available in their locality, particularly preventative services. Access arrangements to statutory social services provision are understood by partners and the people engaging with the service are operating effectively.

Summary of findings

- 1.1 Teulu Mon, the Information, Advice and Assistance (IAA) service in Anglesey has benefitted from significant investment and development over the past year in line with the Social Services and Well Being (Wales) Act 2014 (SSWBA). We observed the service to be generally offering proportionate and timely responses at 'the front door'. Teulu Mon is an amalgamation of what were previously separate functions carried out by the Family Information Service, Team Around the Family (TAF) and the Children and Families service duty and assessment team.
- 1.2 We saw evidence of increased staffing in the service including an increase in practice leaders. The three practice leaders work together under one service manager and share the role of decision maker. Staff consistently told us this is a positive improvement, helping them to get timely advice and progress their work more efficiently.
- 1.3 We met with staff from the IAA service and heard about their positive experience of a range of training opportunities and witnessed commendable level of support for each other within the team. We observed staff using the "*what matters*" conversation and the five steps to eligibility in line with SSWBA guidance.
- 1.4 We found improved quality of recording of referrals and evidence gathering. We heard from staff how working alongside the Team Around the Family helped with analysis and signposting as information, practical knowledge and

skills were readily shared within the team. We heard how this cooperative approach appropriately facilitates prompt transfer to TAF allowing timely preventative work with children and families to take place.

- 1.5 Since its recent move into Children's services from education TAF has changed its thresholds for intervention, with the aim of providing a more targeted service for children and families who need support. Managers told us they believed this to be a better use of the resources available on the island.
- 1.6 We found improved communication and joint working between children's services and schools. One Head teacher told us they found Teulu Mon increasingly helpful when they needed to make a referral. They now feel able to pick up the phone and discuss potential referrals with the service. This improvement has followed presentations by the head of Children's Services to head teachers encouraging them to refer on the basis that services to support prevention are now available where needed.
- 1.7 We were told the clearer threshold and improved communication will deliver an improved preventative service for children and families on Anglesey who may be more reluctant to use services or may have been hard to reach. It is too soon to tell whether this level of targeting is appropriate to provide early intervention and prevent families and children reaching crisis.
- 1.8 Teulu Môn Practice Leader described how promoting the IAA service at parent's evenings and community events is providing information about services that are available to normalise families accessing support before they reach crisis. The impact of this approach will not become clear for some time.
- 1.9 Beginning chronologies in the IAA service when referrals are first made is a positive development that can support future timely and informed decision making. We found not all chronologies are up to date, we saw work is ongoing to ensure they are brought up to date and staff keep them updated.
- 1.10 Further work is required to enhance the newly established IAA service to enable workers to provide a comprehensive information service to the public. The Family Information Service is part of IAA and staff members are currently inputting Anglesey information on to the DEWIS web based resource directory. Resources will be required to ensure the information is kept up to date.
- 1.11 It was positive to see the Wellbeing and Inclusion worker included within service whose role is to respond to referrals, signpost to community and preventative services and map areas of need. The local intelligence gained by this worker should be a useful contribution to the population needs assessment.

1.12 The active offer of the Welsh language is fully embedded in the services offered. We heard on a regular basis staff regularly alternating between English and Welsh with a high level of accomplishment.

2. Assessment

What we expect to see

All people entitled to an assessment of their care and support needs receive one in their preferred language. All carers who appear to have support needs are offered a carer's needs assessment, regardless of the type of care provided, their financial means or the level of support that may be needed. People experience a timely assessment of their needs which promotes their independence and ability to exercise choice. Assessments have regard to the personal outcomes and views, wishes and feelings of the person subject of the assessment and that of relevant others including those with parental responsibility. This is in so far as is reasonably practicable and consistent with promoting their wellbeing and safety and that of others. Assessments provide a clear understanding of what will happen next and results in a plan relevant to identified needs. Recommended actions, designed to achieve the outcomes that matter to people, are identified and include all those that can be met through community based or preventative services as well as specialist provision.

Summary of findings

- 2.1 We were told and inspectors saw how the restructure implemented in October 2017 was positively impacting upon practice. Staff told us they found the new ' Practice Group arrangements with practice leaders to be a positive improvement. They told us they valued sitting in the same room as their practice leaders and how it provided easier access to support now that managers are much more visible.
- 2.2 There is a wide skill mix of social workers in IoACC. With a spread of experienced, newly qualified and agency workers. We saw evidence in supervision files of staff saying case loads were too high. We also spoke to staff who told us they felt very well supported and whose case loads were manageable.
- 2.3 We found many children with more than one social worker involved and were told complex cases were shared with practice leaders, and the social worker from the Resilient Families Team may also be actively working with the child. For this reason it was difficult for inspectors to say whether the caseloads were appropriate. Senior managers will want to consider concerns raised by workers and take steps to respond to staff.
- 2.4 We did hear about and witness the positive drive by senior managers for improvements in practice and professional accountability at all levels. We are

aware some staff have found this challenging while many told us they found the extra support and drive for improvement helpful.

- 2.5 The inclusion of a 'legacy team' as part of the re-structure has facilitated a concerted focus on cases where there had been significant 'drift'. We saw many cases where this team has brought a renewed focus to specific children and were taking action to ensure children receive the support they should have benefitted from in previous years. We saw this work was quite quickly making a positive difference to the lives of children.
- 2.6 We found the quality of assessments to be inconsistent ranging from very good to some requiring improvement. In the best examples we saw high quality evidence presented well with ongoing analysis. Very good examples provided a clear picture of the child and an understanding of what matters to them and identification of risk and strengths.
- 2.7 These very good assessments and plans provided a sharp contrast to others where statutory visits to children were undertaken by workers who had not previously met the child and the subsequent recording added little or nothing to the service's understanding of the child's immediate concerns or ambitions for the future.
- 2.8 We did not see a correlation between the quality of written work and the experience of the worker. We saw some very good assessments written by Newly Qualified Social Workers.
- 2.9 Regardless of the individuals experience or length of service, we did not see quality of recording or professional analysis challenged consistently enough to ensure past experiences are not repeated.
- 2.10 We found some examples of good direct work with children, focused on ensuring children could express their concerns and their voices were captured. We also audited cases with insufficient evidence of children's voices being sought or heard. Particularly when there was a sibling group or families were linked by marriage or complicated relationships. We found this unacceptable.
- 2.11 On these occasions we saw cases where the child was at risk of being missed in the wide ranging discussion going on around them. This included assessments where the child was only referred to once or twice in many pages of notes in their own case file. This was explained to us as being due to the nature and structure of regional forms. Regardless of the reason inspectors found this unacceptable.

- 2.12 We spoke to children and foster carers and saw within case notes how they had experienced many changes in social workers, we also saw many social workers being involved in the same cases. This may be an unintended consequence of the Practice Group within the new structure. We heard from some children how this caused them confusion and they were not sure who they should speak to if things went wrong. One child asked inspectors “what’s the point of having a named social worker if I never see them and other people keep turning up instead”.
- 2.13 In discussion with social workers it was evident they had a clear focus on children, however, written records did not always capture the quality of the positive work including direct work with children being undertaken as part of assessments.

3. Care and support and review

What we expect to see

People experience timely and effective multi-agency care, support, help and protection where appropriate. People using services are supported by care and support plans which promote their independence, choice and wellbeing, help keep them safe and reflect the outcomes that are important to them. People are helped to develop their abilities and overcome barriers to social inclusion.

Summary of findings

- 3.1 The local authority has further room for improvement to ensure looked after children and young people have timely care and support plan as required in SSWBA guidance. We found the quality of plans was variable. Staff report struggling with the regionally developed care planning documentation following implementation of the SSWBA. Inspectors were made aware there is work ongoing to review the forms and the new IT system.
- 3.2 IoACC struggles to find placements that match individual needs of children. This has resulted in some children being placed out of county placements and some children being placed in settings that are 'best fit' rather than setting of choice. We saw children placed with their own parents because of the lack of availability of an alternative placement which then require intensive support to manage risks.
- 3.3 There is a need to strengthen engagement and direct work with children to enable them to have an improved understanding of their care plans. There is also a need to improve engagement with children at a more strategic level. Discussions are underway with a national organisation to help move this work forward and ensure the service benefits from learning directly from children who rely on services.
- 3.4 We found the Resilient Families Team to be clear in its remit and confident in its abilities. The team were able to demonstrate the direct in-depth work they had undertaken with children and families and had good examples of 'reflective letters' used as a means of engaging with children and parents.
- 3.5 The local authority has developed a more robust approach to permanency planning for cases that have been subject to 'drift' as identified by CIW previous inspection. The legacy team was introduced during the restructure in October 2017 to provide a new focus on children where there has been an unacceptable tolerance of long term neglect. We saw evidence of refreshed planning, improved case management and management oversight, including

panel arrangements. These interventions were leading to more robust and longer term planning for children.

- 3.6 Managers accept that while most cases of this type have now been identified there may be others with unacceptable delays and there is a need to identify these as soon as possible.
- 3.7 Funding has been identified to engage an additional solicitor to increase the legal advice available to teams and the post is currently out to advert. This should increase timely support to social workers and directly improve outcomes for children.
- 3.8 The local authority demonstrated it was committed to successfully returning children and young people home where it was in their best interests. There were arrangements in place to support step up and step down of cases where it is safe to do so. Workers recognised the importance of parental and child bonds and were proactive in offering opportunities for children to remain with parents and offer substantial support.
- 3.9 The reviewing process should be child focused with any challenge in respect of children's rights to be escalated appropriately. We were shown a new policy that is being developed to support Independent Reviewing Safeguarding Officer's (IRSO's) to escalate concerns. Successful implementation of this and other support to IROs will be crucial to these officers having the confidence and ability to monitor the performance of the local authority as a corporate parent.
- 3.10 Reviews of children who are looked after are mostly held in line with guidance, however there is a need to strengthen reviewing arrangements and consistently offer children opportunities to meet with the reviewing officer prior to review. This would provide opportunity to have regard to a child's wishes in respect of how and where the review is held and the child's desired outcomes.
- 3.11 We saw occasions where life story work was planned but did not take place. Social workers told us this work is not prioritised because of competing demands on their caseload. Gaps in this type of work and limited opportunities to meet with IRSOs means opportunities for children to have their voices heard and make sense of their own stories are not being maximised. We heard some evidence from children and parents whose voices had been heard and recorded in assessments and care and support plans but the associated action by practitioners had failed to materialise. Individuals did not get the response they felt they needed and were expecting.
- 3.12 There was celebration of children who had been looked after and who had gone on to achieve in higher education or a chosen career with clear

expectation this should be the ambition for all looked after children. We found Personal Education Plans were not always in place and up to date for all children. Some managers told us they were already aware of this and understood the importance of ensuring this is addressed.

- 3.13 Advocacy services are commissioned for children in Anglesey by the local authority but take up was inconsistent. More work is required to ensure workers and children are aware of the opportunity for support and how to access the service. We were told by the advocacy service it was confident steps will be taken by the local authority to improve the workforce's understanding of the requirement of offering advocacy in certain cases.

4. Safeguarding

What we expect to see

Effective local safeguarding strategies combine both preventative and protective elements. Where people are experiencing or are at risk of abuse neglect or harm, they receive urgent, well-coordinated multi-agency responses. Actions arising from risk management or safety plans are successful in reducing actual or potential risk. People are not left in unsafe or dangerous environments. Policies and procedures in relation to safeguarding and protection are well understood and embedded and contribute to a timely and proportionate response to presenting concerns. The local authority and its partners sponsor a learning culture where change to and improvement of professional performance and agency behaviours can be explored in an open and constructive manner.

Summary of findings

- 4.1 Safeguarding children was prioritised within the department. Mostly we saw competent and supported workers providing timely and proportionate responses.
- 4.2 The local authority has recently re-introduced a new model of risk management to safeguard children, based on the Bruce Thornton model. Training including mentoring and coaching sessions for individual staff has accompanied the new approach and staff told us it is a positive improvement to their practice.
- 4.3 We saw the new risk documentation had been completed on many occasions. We found some assessments lacked detail of evidence and contained limited analysis of risk. We saw missed opportunity to complete home conditions assessments. Improved quality and completeness of assessments would inform decision making around risk.
- 4.4 Managers told us about the positive work they were undertaking on child sexual exploitation and adverse childhood experiences. We also spoke with North Wales Police, members of North Wales Regional Safeguarding Board and operational staff from Betsi Cadwaladr University Health Board. All were very positive about the new open working relationships with Isle of Anglesey County Council and very positive about the joint work being undertaken. They were all able to describe different case work that had been successful due to improved joint working. We saw evidence of joint working in the cases we audited.
- 4.5 The same partners told us about the development of a disputes escalation policy used by all six Local Authorities in North Wales. It has been used

successfully in Anglesey and achieved a positive outcome for the child and agencies involved.

- 4.6 We heard there was more work to do to improve the quality of referrals received from partners into children's services. Joint training is being planned to ensure sufficient and appropriate information is provided to enable social workers to make informed decisions and ensure children are safeguarded.

5. Leadership, management and governance

What we expect to see

Leadership, management and governance arrangements comply with statutory guidance and together establish an effective strategy for the delivery of good quality services and outcomes for people. Meeting people's needs for quality services are a clear focus for councilors, managers and staff. Services are well-led, direction is clear and the leadership of change is strong. Roles and responsibilities throughout the organisation are clear. The authority works with partners to deliver help, care and support for people and fulfils its corporate parenting responsibilities. Involvement of local people is effective. Leaders, managers and elected members have sufficient knowledge and understanding of practice and performance to enable them to discharge their responsibilities effectively.

Summary of findings

- 5.1 IoACC leaders and managers were able to demonstrate a good understanding and strong commitment to supporting the most vulnerable people in their community. They were able to clearly explain key existing and rising challenges in their communities and the opportunities and challenges presented by social care legislation.
- 5.2 Elected Members had a clear understanding of their role and with officers are aware of their responsibilities as Corporate Parents. Members were equally clear of the need for accountability at all levels and the importance of quality assurance systems and processes being able to identify any dips in performance or missed opportunities and support improvement before they escalate.
- 5.3 Children services benefits from a permanent and stable senior management team with a wide range of experience and knowledge. Staff told us in focus groups and through questionnaires they feel supported by managers and many told us how pleased they were with changes in the service and how they were enjoying being part of a positive culture with clear direction.
- 5.4 The lead member and other elected members demonstrated a good understanding of the preventative agenda inherent in the SSWBA and a commitment to supporting children and families to be resilient. We heard about free leisure membership cards and other practical opportunities being developed corporately to support children, young people and their families. Members were able to explain and weigh up their concerns about the unintended consequences of reduced funding in some areas impacting the

lives of children and the good work undertaken by the Resilient Families Team to keep families together.

- 5.5 Members suggested they were supporting joint working between education and children's services. Some members expressed their anxieties about children who do not attend school, are absent and children who may be 'lost' to the system. It was acknowledged this is an area that could benefit from more work.
- 5.6 Members demonstrated commitment to improving services for children by agreeing the terms of reference for the Children's Improvement Panel before the last election immediately after CIW last inspection. The improvement panel has continued to meet monthly and members report their confidence has grown and the panel is productive, giving them insight to progress being made in the service.
- 5.7 Leaders and managers recognise the progress that has been made by the local authority and clearly understand the need to continue to drive service improvements to a position where children's services are consistently good, cases are not allowed to drift, and every child is safeguarded from abuse.
- 5.8 There is recognition of the increasing numbers of looked after children and plans are being formulated to develop a leaving care service to meet rising demand. Given the increasing numbers of children who will be leaving care over the coming years, there is urgency for this work to be completed to ensure young people will be supported through what can be a difficult period of transition.
- 5.9 There are a number of key documents that have been freshly developed or reviewed including; workforce strategy, performance framework practice standards, prevention strategy and supervision policy. We found some of the policies could benefit from more work, however they do have the potential to contribute to improvement when implemented, supported and translated into daily practice.
- 5.10 Overall, staff were positive and enthusiastic about their experience of working for the local authority. They told us they felt supported by managers who were visible and approachable and were able to raise concerns as they arose. They were aware of the range of new documentation and although they recognised some needed further work, particularly the supervision policy, they welcomed them as positive steps on a journey of improvement.
- 5.11 Challenges remain around recruitment of experienced social workers and reliance on agency staff. While the numbers of agency staff are reducing and the situation improving, the frequent changes of staff is leading to poor

outcomes for children. Inspectors were told about recruitment plans and positive links with Bangor University which supports the local authority in attracting high quality newly qualified social workers. We were also told about new initiatives to 'grow our own' social workers. Together it is envisaged these projects will resolve the shortage of social workers in the local authority area.

5.12 We found the quality of case audit to be inconsistent. At times the focus was more upon key dates being adhered to rather than quality of the work or the outcome for the child. We also saw audits that had missed deficits in cases for example one case had been closed with work not completed. We found very little comment on quality of evidence or professional practice.

5.13 We are aware of a drive by senior managers for improved supervision and are aware a revised supervision policy is to be implemented. Staff told us they regularly receive supervision and managers are very supportive. In the cases we saw we found the quality of supervision to be variable and one file to be overly negative. We could not be confident that all supervision was effective at improving practice or confidence in social workers.

6. Methodology

Fieldwork

We undertook 10 days of fieldwork activity

We selected case files for tracking and review from a sample of cases. In total 48 case files were reviewed; of these 18 were followed up with tracking interviews with social workers and family members some were subject to a tracking focus group which involved multi agency partners.

We interviewed, children, parents and relatives.

We interviewed a range of local authority employees, members, senior officers, Director of Social Services and the Chief Executive.

We interviewed a range of partner organisations, representing both statutory and third sector.

We reviewed a sample of 9 staff supervision files.

We reviewed 74 staff survey results.

We reviewed supporting documentation sent to CIW for the purposes of the inspection.

We looked at a sample of complaints that were made about children's services.

Acknowledgements

CIW would like to thank the following people who gave their time and contributed to this inspection: children and young people, parents and carers, staff, managers and members and partner organisations.

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ISLE OF ANGLESEY COUNTY COUNCIL	
REPORT TO:	EXECUTIVE COMMITTEE
DATE:	21 JANUARY 2019
SUBJECT:	TREASURY MANAGEMENT MID-YEAR REVIEW REPORT 2018/19
PORTFOLIO HOLDER(S):	COUNCILLOR ROBIN WILLIAMS
HEAD OF SERVICE:	MARC JONES, HEAD OF FUNCTION (RESOURCES) & SECTION 151 OFFICER (EXT. 2601)
REPORT AUTHOR:	GARETH ROBERTS
TEL:	01248 752675
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LOCAL MEMBERS:	n/a

1. Background

1.1 Capital Strategy

In December 2017, the Chartered Institute of Public Finance and Accountancy (CIPFA), issued revised Prudential and Treasury Management Codes. As from 2019/20, all local authorities will be required to prepare a Capital Strategy which is intended to provide the following: -

- a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
- an overview of how the associated risk is managed; and
- the implications for future financial sustainability.

A report setting out our Capital Strategy will be taken to the full Council before 31st March 2019.

1.2 Treasury Management

The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing adequate liquidity initially before considering optimising investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses and, on occasion, any debt previously drawn may be restructured to meet Council risk or cost objectives.

Accordingly, treasury management is defined as:-

“The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

2. Introduction

This report has been written in accordance with the requirements of CIPFA's Code of Practice on Treasury Management (revised 2017). The primary requirements of the Code are as follows:-

- (i) Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
- (ii) Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
- (iii) Receipt by the full Council of an Annual Treasury Management Strategy Statement, which includes the Annual Investment Strategy and Minimum Revenue Provision Policy for the year ahead, a Mid-year Review Report (this report) and an Annual Report, covering activities during the previous year.
- (iv) Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
- (v) Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council, the delegated body is the Audit Committee.

This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:-

- An economic update for the first part of the 2018/19 financial year;
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- The Council's capital expenditure as set out in the Capital Strategy, and prudential indicators;
- A review of the Council's investment portfolio for 2018/19;
- A review of the Council's borrowing strategy for 2018/19;
- A review of any debt rescheduling undertaken during 2018/19;
- A summary of activity since Quarter 2; and
- A review of compliance with Treasury and Prudential Limits for 2018/19.

3. Economic Update

3.1 The Council's treasury advisers provided an economic update and can be found in Appendix 1. They have also recently provided the following interest rate forecast:-

	Dec 2018	Mar 2019	Jun 2019	Sep 2019	Dec 2019	Mar 2020	Jun 2020	Sep 2020	Dec 2020	Mar 2021
Bank Rate (%)	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%
5yr PWLB rate (%)	2.00%	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%
10yr PWLB rate (%)	2.50%	2.50%	2.60%	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%
25yr PWLB rate (%)	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.50%	3.50%
50yr PWLB rate (%)	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%

3.2 The Council's treasury advisers recently provided a commentary alongside the interest rate forecast above. This commentary can be found in Appendix 2.

4. Treasury Management Strategy Statement and Annual Investment Strategy Update

4.1 The Treasury Management Strategy Statement (TMSS) for 2018/19 was approved by this Council on 28 February 2018. There are no policy changes to the TMSS; the details in this report update the position in the light of the updated economic position and budgetary changes already approved.

5. Investment Portfolio 2018/19

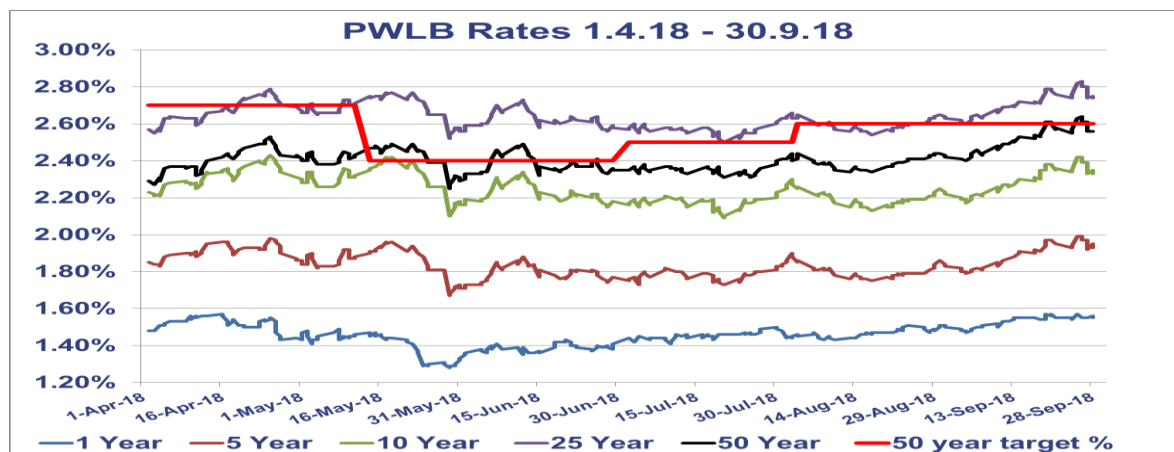
- 5.1** In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. As set out in Section 3, it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the current 0.75% Bank Rate. The continuing potential for a re-emergence of a Eurozone sovereign debt crisis, and its impact on banks, prompts a low risk and short term strategy. Given this risk environment and the fact that increases in Bank Rate are likely to be gradual and unlikely to return to the levels seen in previous decades, investment returns are likely to remain low.
- 5.2** The Council held £6.089m of investments as at 30 September 2018 (£5.993m at 31 March 2018) and the investment portfolio yield for the first six months of the year was 0.65%. A full list of investments as at 30th September 2018 can be found in Appendix 3. A summary of the investments and rates can be found in Appendix 4.
- 5.3** The approved limits within the Annual Investment Strategy were not breached during the first six months of 2018/19.
- 5.4** The Council's budgeted investment return for the whole of 2018/19 is £0.017m and performance for the year to date exceeds the budget, with £0.023m received to the end of Quarter 2. The reason for this is the increase in bank rate from 0.5% to 0.75% that occurred in August 2018.
- 5.5** The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function.
- 5.6** The Approved countries for investments can be seen in Appendix 5.

6. Borrowing

- 6.1** The projected capital financing requirement (CFR) for 2018/19 is £142.0m. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive, the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions. The Council has projected year end borrowings of £125.6m and will have used £16.4m of cash flow funds in lieu of borrowing. This is a prudent and cost effective approach in the current economic climate but will require ongoing monitoring in the event that upside risk to gilt yields prevails.
- 6.2** No borrowing was undertaken during the first half of this financial year. However, it is anticipated that borrowing will need to be undertaken during the second half of the financial year.
- 6.3** During the first half of the financial year a short-term borrowing from the Tyne & Wear Pension Fund matured and was repaid. The borrowing was for £5m and was taken out on 19/01/18 at an interest rate of 0.50%. It was repaid on 19/04/18.
- 6.4** Debt rescheduling opportunities have been very limited in the current economic climate, given the consequent structure of interest rates, and following the increase in the margin added to gilt yields which has impacted PWLB new borrowing rates since October 2010. No debt rescheduling has, therefore, been undertaken to date in the current financial year.
- 6.5** Since Quarter 2 ended, the Authority has arranged to borrow £5m from North Yorkshire County Council. The borrowing will take place from 16/10/18 until 16/01/19 at a rate of 0.85%. This decision is in line with our current borrowing strategy of only borrowing longer term when we require the funding and not to borrow simply to take advantage of low borrowing rates as the cost of carry (difference between the interest paid and the investment return) is too high.

- 6.6 Appendix 6 shows additional graphs including Comparison of borrowing parameters to actual external borrowing, as provided by Link Asset Services.
- 6.7 Appendix 7 shows additional information including on LOBO's, as provided by Link Asset Services.

The graph and table below show the movement in PWLB certainty rates for the first six months of the year to date: -



	1 Year	5 Year	10 Year	25 Year	50 Year
3.4.18	1.48%	1.84%	2.22%	2.55%	2.27%
30.9.18	1.55%	1.93%	2.33%	2.74%	2.56%
Low	1.28%	1.67%	2.09%	2.50%	2.25%
Date	01/06/2018	29/05/2018	20/07/2018	20/07/2018	29/05/2018
High	1.57%	1.99%	2.43%	2.83%	2.64%
Date	17/04/2018	25/09/2018	25/04/2018	25/09/2018	25/09/2018
Average	1.46%	1.84%	2.25%	2.64%	2.41%

7 The Council's Capital Position (Prudential Indicators)

7.1 This part of the report is structured to update:-

- The Council's capital expenditure plans;
- How these plans are being financed;
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- Compliance with the limits in place for borrowing activity.

7.2 Prudential Indicator for Capital Expenditure

This table shows the revised estimates for capital expenditure in comparison to the capital budget.

Capital Expenditure	2018/19 Original Estimate £'000	Position as at 30 September 2018 £'000	2018/19 Current Estimate £'000
Council Fund	44,891	8,169	23,685
HRA	15,998	3,103	10,372
Total	60,889	11,272	34,057

7.2.1 The projected expenditure shows that the majority of projects are on target to be completed within budget but there are 4 major projects (Gypsy and Travellers Sites, Improvements to the A5025 to Wylfa, 21st Century School at Llangefni and the acquisition of HRA properties) which are expected to significantly underspend the budget in 2018/19, and this is reflected in the above table. A full breakdown on the planned capital expenditure for 2018/19 is provided in the Capital Budget Monitoring Report Q2, presented to the Executive on 26 November 2018.

7.3 Changes to the Financing of the Capital Programme

7.3.1 There are some changes to the financing of the capital programme as can be seen in table below. The main reason for the change is as noted in paragraph 7.2.1, there will be significant underspend on four capital schemes in 2018/19. However, these four schemes will slip into 2019/20 along with their funding and it is not anticipated, at this point, that any funding will be lost due to the delays.

7.3.2 The table below draws together the main strategy elements of the capital expenditure plans (above), highlighting the original funding of the capital programme, and the expected funding arrangements of this capital expenditure. The borrowing element of the table increases the underlying indebtedness of the Council by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt (the Minimum Revenue Provision). This direct borrowing need may also be supplemented by maturing debt and other treasury requirements.

Capital Financing	2018/19 Original Estimate £'000	2018/19 Revised Estimate £'000
Capital Grants	33,411	15,628
Capital Receipts	1,228	1,346
Reserves	474	972
Revenue Contribution	13,329	7,703
Supported Borrowing	5,064	3,853
Unsupported Borrowing	5,999	4,181
Loan	374	374
Underspend from 2017/18	1,010	0
Total	60,889	34,057

7.4 Changes to the Prudential Indicators for the Capital Financing Requirement (CFR), External Debt and the Operational Boundary

7.4.1 Table 7.4.3 below shows the CFR, which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period. This is termed the Operational Boundary, which this is set annually by the Council as part of the Treasury Management Strategy Statement.

7.4.2 Prudential Indicator – Capital Financing Requirement

	2018/19 Operational Boundary as per TMSS 2018/19 £000	2018/19 Opening Borrowing Position £000	Amount Within the Boundary £000	2018/19 Estimate Borrowing Position £000	Amount Within The Boundary £000
Prudential Indicator – External Debt/ The Operational Boundary					
Borrowing	169,000	116,425	52,575	124,455	44,545
Other long term liabilities	3,000	1,353	1,647	1,168	1,832
Total Debt 31 March	172,000	117,778	54,222	125,623	46,377

7.4.3 Prudential Indicator – Capital Financing Requirement (CFR)

7.4.3.1 We are currently slightly below the original forecast Capital Financing Requirement due to the forecast underspend in borrowing, mainly down to the 21st Century schools programme and the revised funding method for the Seiriol Extra Care.

	2018/19 Original Estimate £000	2018/19 Revised Estimate £000
Prudential Indicator – Capital Financing Requirement		
CFR – Council Fund	104,425	101,217
CFR – HRA	40,815	40,815
Total CFR	145,060	142,032
Net movement in CFR	8,194	5,166
Original CFR Forecast		145,060
Underspend in Unsupported Borrowing due to revised Band A Matrix with greater weighting for Capital Grants for Llangefni New Build rather than borrowing		-1,818
Underspend in Supported Borrowing mainly due to revised funding method for Seiriol Extra Care		-1,210
Revised CFR Forecast		142,032

7.5 Limits to Borrowing Activity

7.5.1 The first key control over the treasury activity is a prudential indicator to ensure that, over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2018/19 and the next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need, which will be adhered to if this proves prudent.

	2018/19 Original Estimate £000	Current Position at 30 September 2018 £000	2018/19 Revised Estimate £000
External Borrowing	116,425	111,420	124,455
Internal Borrowing	27,467	n/a	16,409
Plus other long term liabilities	1,168	1,168	1,168
CFR (year-end position)	145,060	n/a	142,032

7.5.2 It is not envisaged that there will be any difficulties for the current year in complying with this prudential indicator.

7.5.3 A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members, currently £177m. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under Section 3 (1) of the Local Government Act 2003.

Authorised Limit for External Debt	2018/19 Original Indicator	Current Borrowing Position as at 30 September 2018 £'000
Borrowing	174,000	111,420
Other long term liabilities	3,000	1,168
Total	177,000	112,588

8. Recommendation

8.1 To consider the content of the report and forward any comments onto the full Council.

Diweddariad ar yr Economi hyd yma a'r rhagolygon / Economic Update & Forecasts**United Kingdom**

The first half of 2018/19 has seen UK economic growth post a modest performance, but sufficiently robust for the Monetary Policy Committee, (MPC), to unanimously (9-0) vote to increase Bank Rate on 2nd August from 0.5% to 0.75%. Although growth looks as if it will only be modest at around 1.5% in 2018, the Bank of England's August Quarterly Inflation Report forecast that growth will pick up to 1.8% in 2019, albeit there were several caveats – mainly related to whether or not the UK achieves an orderly withdrawal from the European Union in March 2019.

Some MPC members have expressed concerns about a build-up of inflationary pressures, particularly with the pound falling in value again against both the US dollar and the Euro. The Consumer Price Index (CPI) measure of inflation rose unexpectedly from 2.4% in June to 2.7% in August due to increases in volatile components, but is expected to fall back to the 2% inflation target over the next two years given a scenario of minimal increases in Bank Rate. The MPC has indicated Bank Rate would need to be in the region of 1.5% by March 2021 for inflation to stay on track. Financial markets are currently pricing in the next increase in Bank Rate for the second half of 2019.

As for the labour market, unemployment has continued at a 43 year low of 4% on the Independent Labour Organisation measure. A combination of job vacancies hitting an all-time high in July, together with negligible growth in total employment numbers, indicates that employers are now having major difficulties filling job vacancies with suitable staff. It was therefore unsurprising that wage inflation picked up to 2.9%, (3 month average regular pay, excluding bonuses) and to a one month figure in July of 3.1%. This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 0.4%, near to the joint high of 0.5% since 2009. (The previous high point was in July 2015.) Given the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. This tends to confirm that the MPC were right to start on a cautious increase in Bank Rate in August as it views wage inflation in excess of 3% as increasing inflationary pressures within the UK economy. However, the MPC will need to tread cautiously before increasing Bank Rate again, especially given all the uncertainties around Brexit.

In the political arena, there is a risk that the current Conservative minority government may be unable to muster a majority in the Commons over Brexit. However, our central position is that Prime Minister May's government will endure, despite various setbacks, along the route to Brexit in March 2019. If, however, the UK faces a general election in the next 12 months, this could result in a potential loosening of monetary policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up.

United States of America

President Trump's massive easing of fiscal policy is fuelling a (temporary) boost in consumption which has generated an upturn in the rate of strong growth which rose from 2.2%, (annualised rate), in quarter 1 to 4.2% in quarter 2, but also an upturn in inflationary pressures. With inflation moving towards 3%, the Fed increased rates another 0.25% in September to between 2.00% and 2.25%, this being four increases in 2018, and indicated they expected to increase rates four more times by the end of 2019. The dilemma, however, is what to do when the temporary boost to consumption wanes, particularly as the recent imposition of tariffs on a number of countries' exports to the US, (China in particular), could see a switch to US production of some of those goods, but at higher prices. Such a scenario would invariably make any easing of monetary policy harder for the Fed in the second half of 2019.

Eurozone

Growth was unchanged at 0.4% in quarter 2, but has undershot early forecasts for a stronger economic performance in 2018. In particular, data from Germany has been mixed and it could be negatively impacted by US tariffs on a significant part of manufacturing exports e.g. cars. For that reason, although growth is still expected to be in the region of 2% for 2018, the horizon is less clear than it seemed just a short while ago.

China

Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems.

Japan

Japan has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.

Sylwadau ar y rhagolygon diweddaraf ar raddfeydd llog / Commentary on the latest interest rates forecasts

The flow of generally positive economic statistics after the end of the quarter ended 30 June meant that it came as no surprise that the MPC came to a decision on 2 August to make the first increase in Bank Rate above 0.5% since the financial crash, to 0.75%. However, the MPC emphasised again, that future Bank Rate increases would be gradual and would rise to a much lower equilibrium rate, (where monetary policy is neither expansionary or contractionary), than before the crash; indeed they gave a figure for this of around 2.5% in ten years' time but they declined to give a medium term forecast. We do not think that the MPC will increase Bank Rate in February 2019, ahead of the deadline in March for Brexit. We also feel that the MPC is more likely to wait until August 2019, than May 2019, before the next increase, to be followed by further increases of 0.25% in May and November 2020 to reach 1.5%. However, the cautious pace of even these limited increases is dependent on a reasonably orderly Brexit.

The balance of risks to the UK

- The overall balance of risks to economic growth in the UK is probably neutral.
- The balance of risks to increases in Bank Rate and shorter term PWLB rates, are probably also even and are broadly dependent on how strong GDP growth turns out, how slowly inflation pressures subside, and how quickly the Brexit negotiations move forward positively.

Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- Bank of England monetary policy takes action too quickly over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- A resurgence of the Eurozone sovereign debt crisis, possibly Italy, due to its high level of government debt, low rate of economic growth and vulnerable banking system, and due to the election in March of a government which has made a lot of anti-austerity noise. This is likely to lead to friction with the EU when setting the target for the fiscal deficit in the national budget. Unsurprisingly, investors have taken a dim view of this and so Italian bond yields have been rising.
- Austria, the Czech Republic and Hungary now form a strongly anti-immigration bloc within the EU while Italy, this year, has also elected a strongly anti-immigration government. In the German general election of September 2017, Angela Merkel's CDU party was left in a vulnerable minority position as a result of the rise of the anti-immigration AfD party. To compound this, the result of the Swedish general election in September 2018 has left an anti-immigration party potentially holding the balance of power in forming a coalition government. The challenges from these political developments could put considerable pressure on the cohesion of the EU and could spill over into impacting the euro, EU financial policy and financial markets.
- The imposition of trade tariffs by President Trump could negatively impact world growth. President Trump's specific actions against Turkey pose a particular risk to its economy which could, in turn, negatively impact Spanish and French banks which have significant exposures to loans to Turkey.
- Weak capitalisation of some European banks.
- Rising interest rates in the US could negatively impact emerging countries which have borrowed heavily in dollar denominated debt, so causing an investor flight to safe havens e.g. UK gilts.
- Geopolitical risks, especially North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.

Upside risks to current forecasts for UK gilt yields and PWLB rates

- President Trump's fiscal plans to stimulate economic expansion causing a significant increase in inflation in the US and causing further sell offs of government bonds in major western countries.

- The Fed causing a sudden shock in financial markets through misjudging the pace and strength of increases in its Fed. Funds Rate and in the pace and strength of reversal of QE, which then leads to a fundamental reassessment by investors of the relative risks of holding bonds, as opposed to equities. This could lead to a major flight from bonds to equities and a sharp increase in bond yields in the US, which could then spill over into impacting bond yields around the world.
- The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflation pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.

UK inflation, whether domestically generated or imported, returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.

Crynodeb Benthycyca a Buddsoddi – Chwarteroedd 1 a 2 2018/19
Borrowing and Investment Summary – Quarters 1 and 2 2018/19

	30 Medi / Sept 2018		30 Mehefin / June 2018	
	£m	% (paid on borrowing and received on investment)	£m	% (paid on borrowing and received on investment)
Benthycyca – graddfa sefydlog Borrowing – fixed rate	111.4	5.15	114.4	5.15
Benthycyca – graddfa amrywiol Borrowing – variable rate	Dim / Nil	d/b / n/a	Dim / Nil	d/b / n/a
Adneuron – galw hyd at 30 diwrnod Deposits – Call to 30 days	6.1	0.65	8.7	0.38
Adneuron – Tymor sefydlog < 1 bl. Deposits – Fixed Term < 1 year	Dim / Nil	d/b / n/a	Dim / Nil	d/b / n/a
Adneuron – Tymor sefydlog 1 bl. + Deposits – Fixed Term 1 year +	Dim / Nil	d/b / n/a	Dim / Nil	d/b / n/a
Cyfanswm Adneuron Total Deposits	6.1	0.65	8.7	0.38
Adneuron Uchaf yn y Chwarter Highest Deposits in the Quarter	14.8	d/b / n/a	22.5	d/b / n/a
Adneuron Isaf yn y Chwarter Lowest Deposits in the Quarter	6.1	d/b / n/a	5.5	d/b / n/a
Cyfartaledd Adneuron yn y Chwarter Average Deposits in the Quarter	10.4	0.48	14.2	0.31

Ni dorwyd unrhyw un o'r dangosyddion trysorlys yn ystod hanner cyntaf y flwyddyn.
None of the treasury indicators were breached during the first half of the year.

Graddfeydd Credyd Gwrthbartion buddsoddi a'r adneuron a ddelir gyda phob un ar 30 Medi 2018*
Credit ratings of investment counterparties and deposits held with each as at 30 September 2018*

Grŵp Bancio/ Banking Group	Sefydliad/ Institution	Adneuron / Deposit £'000	Hyd (Galw/ tymor sefydlog) / Duration (Call / Fixed Term**)	Cyfnod (O / I) / Period (From / To)	Graddfa Dychweliad/ Rate of Return %	Graddfa Tymor Hir Fitch Long Term Rating	Graddfa Tymor Byr Fitch Short Term Rating	Graddfa Tymor Hir Moody's Long Term Rating	Graddfa Tymor Byr Moody's Short Term Rating	Graddfa Tymor Hir Standard & Poor's Long Term Rating	Graddfa Tymor Byr Standard & Poor's Short Term Rating	Lliw Sector/Hyd Awgrymiedig/ Sector Colour / Suggested Duration
Lloyds Banking Group plc	Bank of Scotland plc	6.086	Galw/ Call	n/a	0.65	A+	F1	Aa3	P-1	A+	A-1	Glas – 12 mis/ Blue -12m months
Santander Group plc	Santander UK plc	0.001	Galw/ Call	n/a	0.40	A	F1	Aa3	P-1	A	A-1	Coch – 6 mis/ Red - 6 months
The Royal Bank of Scotland Group plc	The Royal Bank of Scotland plc (Part / Nationalised)	0.002	Galw/ Call	n/a	0.25	BBB+	F2	Baa2	P-2	BBB-	A-3	Glas - 12 mis / Blue - 12 months

* Ceir y Rhestr Benthycu Cymeradwyedig yn Atodiad 6 o'r Datganiad Strategaeth Rheoli Trysorlys 2018/19/Strategaeth Buddsoddi Blynnyddol/The Approved Lending List can be found at Appendix 6 of the 2018/19 Treasury Management Strategy Statement / Annual Investment Strategy

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

Approved countries for investments

Based upon lowest available sovereign credit rating

AAA

- Australia
- Canada
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Finland
- U.S.A.

AA

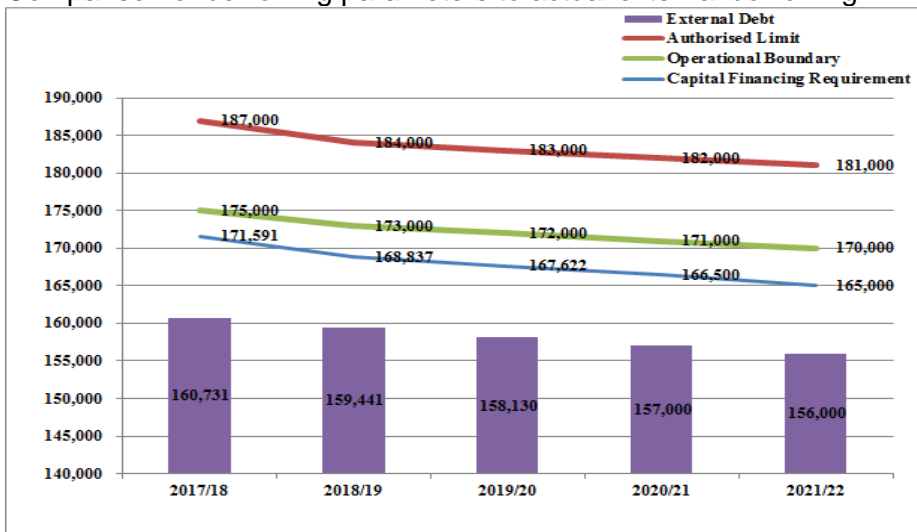
- Abu Dhabi (UAE)
- France
- Hong Kong
- U.K.

AA-

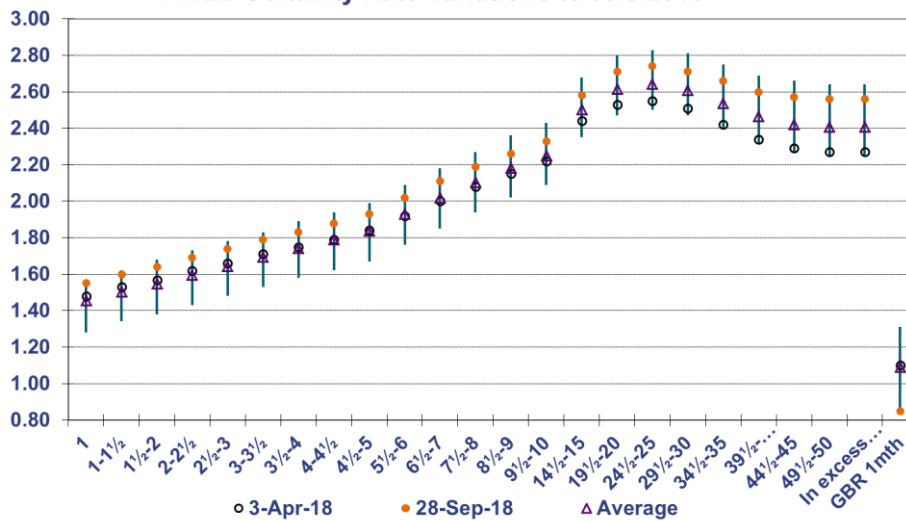
- Belgium
- Qatar

Graffiau Ychwanegol / Additional Graphs

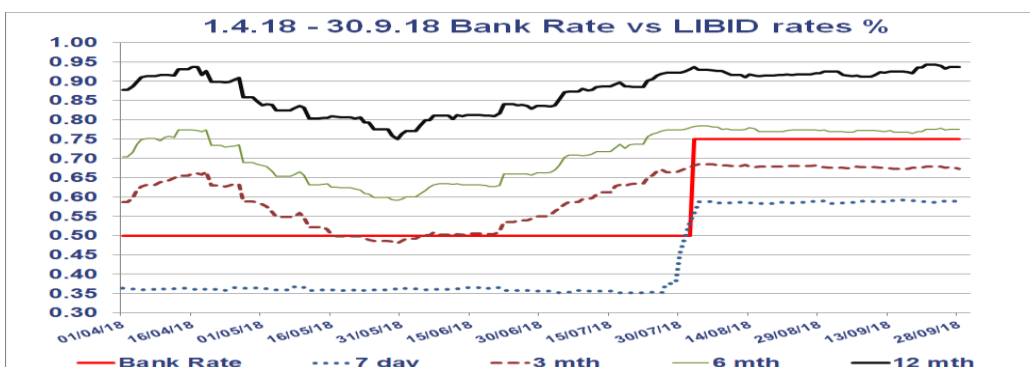
Comparison of borrowing parameters to actual external borrowing



PWLB Certainty Rate Variations to 30.9.2018



	Bank Rate	7 day	1 mth	3 mth	6 mth	12 mth
High	0.75	0.59	0.60	0.68	0.78	0.94
High Date	02/08/2018	14/09/2018	18/09/2018	06/08/2018	03/08/2018	21/09/2018
Low	0.50	0.35	0.37	0.48	0.59	0.75
Low Date	01/04/2018	19/07/2018	30/05/2018	30/05/2018	30/05/2018	30/05/2018
Average	0.58	0.43	0.47	0.61	0.71	0.87
Spread	0.25	0.24	0.23	0.21	0.19	0.19



Rhan o gyngor dderbyniwyd gan / An extract from advice received from: Link Asset Services

Gwybodaeth Ychwanegol / Additional information

1. UK banks – ring fencing

The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities by 1st January 2019. This is known as “ring-fencing”. Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.

Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, in order to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and “riskier” activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity’s core activities are not adversely affected by the acts or omissions of other members of its group.

While the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The Council will continue to assess the new-formed entities in the same way that it does others and those with sufficiently high ratings, (and any other metrics considered) will be considered for investment purposes.

2. IFRS9 accounting standard

This accounting standard came into effect from 1st April 2018. It means that the category of investments valued under the available for sale category will be removed and any potential fluctuations in market valuations may impact onto the Surplus or Deficit on the Provision of Services, rather than being held on the balance sheet. This change is unlikely to materially affect the commonly used types of treasury management investments but more specialist types of investments, (e.g. pooled funds, third party loans, commercial investments), are likely to be impacted.

3. Changes in risk appetite

The 2018 CIPFA Codes and guidance notes have placed enhanced importance on risk management. Where an authority changes its risk appetite e.g. for moving surplus cash into or out of certain types of investment funds or other types of investment instruments, this change in risk appetite and policy should be brought to members’ attention in treasury management update reports.

4. LOBOs

- a) **Inverse LOBOs**- Any authority which has these LOBOs may wish to update members on developments in the current financial year.
- b) **Rescheduling of LOBOs** into fixed rate debt. We already have paragraph 8. Debt rescheduling so that may be a suitable point to add in information to update members on developments in the current financial year.

5. WELSH AUTHORITIES

Treatment of Money Market Funds and investments involving the purchase of loan capital etc
 LAS comment: clients may need to check their current TMSS in order to ascertain whether some additions to approved investments can be made as a result of the updated 2018 regulations. If so, a specific resolution requesting member approval for specific additions of types of investment should be added to this report.

The 2018 No.325 (W.61) Local Authorities (Capital Finance and Accounting) (Wales) (Amendment) Regulations 2018 have been issued which have introduced some changes to the treatment of certain types of treasury management investments. Paragraph 9 now makes clear that the following types of investment are not to be treated as being capital expenditure: -

1. A treasury investment involving the acquisition of loan capital, through a bond issued via grant or for financial assistance for a capital purpose will remain capital expenditure;
2. An investment in a money market fund;
3. An investment in the shares of a company to which Part 12 of the Corporation Tax Act 2010(1) (real estate investment trusts) applies;
4. The acquisition of shares in an investment scheme approved by the Treasury under section 11(1) of the Trustee Investments Act 1961(2) (local authority investment schemes).

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	The Executive
Date:	28 January 2019
Subject:	Local Tenant Participation Strategy 2018-23
Portfolio Holder(s):	Councillor Alun Mummery
Head of Service:	Ned Michael
Report Author:	Eliw Llŷr
Tel:	01248752137
E-mail:	EliwLlyr@ynysmon.gov.uk
Local Members:	n/a

A –Recommendation/s and reason/s
<p>R1 Recommend that the Executive approve the Local Tenant Participation Strategy</p> <p>Reasons</p> <p>Welsh Government expects Social Landlords to agree and publish a Participation Strategy for Housing Services. By providing a Strategy that offers a range of methods to take part tenants are able to choose how and when they wish to take part.</p> <p>1.0 Background</p> <p>All social housing tenants and leaseholders have a right to be consulted and to be involved in tenant participation activities. The purpose of the Local Tenant Participation Strategy is to ensure tenants understand what tenant participation is and how they can take part. As a social landlord Anglesey Council must have a LTPS in place to comply with the Welsh Government’s National Tenant Participation Strategy 2007. Tenants and staff have taken part in developing this Strategy by means of series of meetings and questionnaires. The Aims and of the Objectives of the Strategy is to:</p> <p>To encourage tenants to work in partnership with Housing Services of Isle of Anglesey Council to influence and improve the services provided</p> <p>This will be done by:</p> <ul style="list-style-type: none"> • Provide a range of meaningful involvement options to ensure tenants can influence decisions about housing policies, conditions and services • Use digital technology to modernise the Tenant Participation service

- Inform tenants about services that affect them
- Ensure tenant participation is recognised as a core activity within the department
- Support tenants affected by Welfare Reform

Refer to **Appendix 1 and 2** for a copy of the Strategy as well as an easy read version.

A series of 5 workshops have jointly been held, here are some of the comments from tenants:

'I have had an opportunity to have an input and influence the strategy'

'I have a better understanding of how the Housing Services work now'.

Consultation

As the Strategy was written with staff and tenants an opportunity was given to receive further comments an online questionnaire was developed. **Appendix 3** summarises the responses received. A total of 23 responses were received with 100% agreeing with the objectives.

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

Not having a current Tenant Participation Strategy would mean that we could not measure the effect tenants have on improving housing services

C – Why is this a decision for the Executive?

The Council approves that Tenant Participation is an important Strategy

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

yes

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

Yes, included within the Housing Revenue Plan

E – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	No comments
2	Finance / Section 151 (mandatory)	No comments
3	Legal / Monitoring Officer (mandatory)	No comments
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	

7	Scrutiny	The draft Strategy was presented to the Partnership and Regeneration Committee on 8 March, 2018. The Committee recommended that the Executive Committee approve the Strategy for consultation
8	Local Members	
9	Any external bodies / other/s	

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

FF - Appendices:
Appendix 1 Local Tenant Participation Strategy Appendix 2 Easy Read Version of the Strategy Appendix 3 Responses to Consultation

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

Ynys Môn

THE ISLE OF

Anglesey

Local Tenant Participation Strategy



2018 / 2023



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

www.ynysmon.gov.uk

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I. FOREWORD



I am pleased to introduce Anglesey's 2018 - 2023 Local Tenant Participation Strategy. As a Council we recognise the importance of working in partnership with tenants to improve services. Tenants have been at the heart of our service for a number of years which, has helped us to work towards our vision 'quality homes: sustainable communities'.

This strategy builds upon the success of the previous strategies and demonstrates our continued commitment to tenant participation.

This is a particularly exciting time to get involved in tenant participation as many positive changes are happening within Housing Services. Following the reform of the Housing Revenue Account, we have become self-financing which means we have much more flexibility to manage our housing stock and improve housing conditions. Tenants have a key role to play in making sure resources are targeted effectively and that we are providing value for money.

In addition, we need the support of our tenants and partners to help us to respond positively to the challenges brought by Welfare Reform and reduced public spending, using innovation.

I would like to take this opportunity to thank all those who have contributed to developing the new Strategy, I hope it will encourage more tenants to get involved. I look forward to working with you in the future".

Ned Michael, Head of Housing Services.

2. INTRODUCTION

What is Tenant Participation?

Tenant Participation means tenants and landlords working together to share information and ideas to improve housing services.

Tenants can influence decisions about:

- Housing policies
- Housing conditions
- Housing services

Tenant Participation can benefit tenants and the landlord:



What is the Local Tenant Participation Strategy (LTPS)?

All social housing tenants and leaseholders have a right to be consulted and to be involved in tenant participation activities. The purpose of the Local Tenant Participation Strategy is to ensure tenants understand what tenant participation is and how they can take part.

As a social landlord Anglesey Council must have a LTPS in place to comply with the Welsh Government's National Tenant Participation Strategy 2007.

This Local Tenant Participation Strategy and Action Plan (see Appendix 1) outlines Anglesey Council's commitment to tenant participation and aims to:

- ✓ Inform tenants about what tenant participation is and the key benefits
- ✓ Highlight the range of involvement opportunities available
- ✓ Explain how the tenant participation service will be delivered, supported and resourced during 2018 – 2023 (including a 12 month action plan)
- ✓ Explain how the tenant participation service will be monitored

3. AIM AND OBJECTIVES OF THE 2018 – 2023 LTPS

The aim of the 2018 – 2023 Local Tenant Participation Strategy is to:

“To encourage tenants to work in partnership with Housing Services of Isle of Anglesey Council to influence and improve the services provided”.

The 5 key objectives which will help to meet the overall aim include:

	Key objectives	Intended outcomes
A	Provide a range of meaningful involvement options to ensure tenants can influence decisions about housing policies, conditions and services.	<ul style="list-style-type: none"> • Improved service. • Improved tenant satisfaction. • Decision making is directly influenced by tenants • Tenant Participation activities are accessible. • Consultations are representative of the wider tenant body.
B	Use digital technology to modernise the Tenant Participation service.	<ul style="list-style-type: none"> • Tenants feel informed about services that affect them. • Tenants understand what has changed as a result of their involvement. • Improved service. • Improved tenant satisfaction. • Decision making is directly influenced by tenants • Tenants feel more digitally included and connected through technology. • Tenant Participation activities are accessible. • Consultations are representative of the wider tenant body.
C	Inform tenants about services that affect them.	<ul style="list-style-type: none"> • Tenants feel informed about services that affect them. • Tenants understand what has changed as a result of their involvement. • Improved service. • Improved tenant satisfaction.
D	Ensure tenant participation is recognised as a core activity within the department.	<ul style="list-style-type: none"> • Improved service. • Improved tenant satisfaction. • Decision making is directly influenced by tenants • Officers understand the importance of Tenant Participation.
E	Support tenants affected by Welfare Reform.	<ul style="list-style-type: none"> • Tenants increase their knowledge of Welfare Reform. • Tenants increase their confidence to deal with the challenges of Welfare Reform. • Reduced rent arrears

Each year the LTPS will have an up-to-date Action Plan in place to explain how the Tenant Participation service will be delivered. It will include:

- The tasks that will be carried out to achieve each objective.
- Timescales; when the task will be completed.
- The intended outcomes of each task (what difference will be made).
- How the outcomes will be measured.

4. MONITORING THE STRATEGY

The Strategy's 12 month Action Plan will be monitored quarterly by the LTPS monitoring group and an annual progress report will be prepared for the Housing Board.

The LTPS monitoring group is a formal group set up to monitor the implementation of the Local Tenant Participation Strategy. Membership is limited to 10 members and is an equal balance of Housing Officers and tenants.

To monitor the progress, the group will meet once every three months to look at the action plan and decide:

- Have we achieved what we said we would? If not, why not?
- Have we achieved value for money? If not, why not?

The group will also agree:

- What will be achieved in the next three months.
- If there is a need to change the priorities within the action.

A copy of the group's terms of reference can be found on the Council's website www.anglesey.gov.uk

5. RESOURCES TO DELIVER THE TENANT PARTICIPATION

To co-ordinate Tenant Participation activities there is two dedicated Tenant Participation Officers, the 'Tenant Participation Team'.

There is an annual budget of £102,000 to fund Tenant Participation activities and staff resources. To supplement the budget, the Tenant Participation team will aim to work in partnership to carry out activities. Working in partnership will also help to secure non-financial resources such equipment, officer time and skills.

6. EQUALITY AND DIVERSITY

All tenants have the right to participation and for that reason the Tenant Participation team aim to ensure Tenant Participation activities are open and accessible to everyone:

- Tenant Participation activities are held in accessible venues.
- Tenant Participation activities are held at different times and locations.
- Free transport and childcare is offered.
- Tenant Participation activities are bilingual and tenants are able to use the language of their choice.
- Information is provided in different formats such as large print and braille (upon request).

Housing Services is committed to promoting equality and removing unlawful discrimination in relation to the 9 protected characteristics as referred to in the Equality Act 2010; Age, Gender reassignment, Race, Sex, Sexual orientation, Disability, Marriage and Civil partnership, Pregnancy and Maternity, Religion or belief.

7. DEVELOPING THE 2018 STRATEGY

As Tenant Participation means tenants and landlords working together, it was important that the strategy was written in partnership with tenants.

To develop of the strategy tenants and Housing Officers were invited to take part in a focus group.

A focus group is a type of tenant participation activity used to gather feedback and opinions on a specific subject. A focus group takes place over a short period of time and is planned to ensure the end outcome is achieved.

The focus group set-up to write the Local Tenant Participation Strategy was facilitated by TPAS Cymru, an independent body who support landlords and tenants to deliver an effective tenant participation service.

The stages of the LTPS focus group is outlined below:

STAGE 1	<ul style="list-style-type: none">• To support members in their role within the focus group stage 1 was to provide 'introduction to tenant participation' training.• This training helped members to understand what tenant participation is and why we do it.
STAGE 2	<ul style="list-style-type: none">• Discuss current methods of tenant participation - how tenants can get involved, including strengths and weaknesses. Current Tenant Participation activities are described on page 8• Discuss reasons why tenants may not want and/or be able to take part in tenant participation activities and solutions to ensure tenant participation is accessible. The outcome of this discussion is summarised on page 11
STAGE 3	<ul style="list-style-type: none">• Discuss national and local policy which, may affect the strategy (see page 7).
STAGE 4	<ul style="list-style-type: none">• Review the previous strategy (2015 - 2018 LTPS) - how well did we perform, including key successes and areas for improvement.• The outcome of this discussion is summarised on pages 12-14.
STAGE 5	<ul style="list-style-type: none">• Agree the direction of the 2018 strategy - what do we want to achieve and the priorities (see page 4).
STAGE 6	<ul style="list-style-type: none">• Review and agree the final draft Strategy before formal consultation• Develop a communication plan to promote the LTPS• Consider the consultation results and agree fiW

Working in partnership in this way:

1. Demonstrates our commitment to tenant participation,
2. Shows how tenants can share their views and influence
 - a. housing policy and
 - b. the delivery of housing services.

What do we hope to achieve by working in partnership to develop the LTPS?

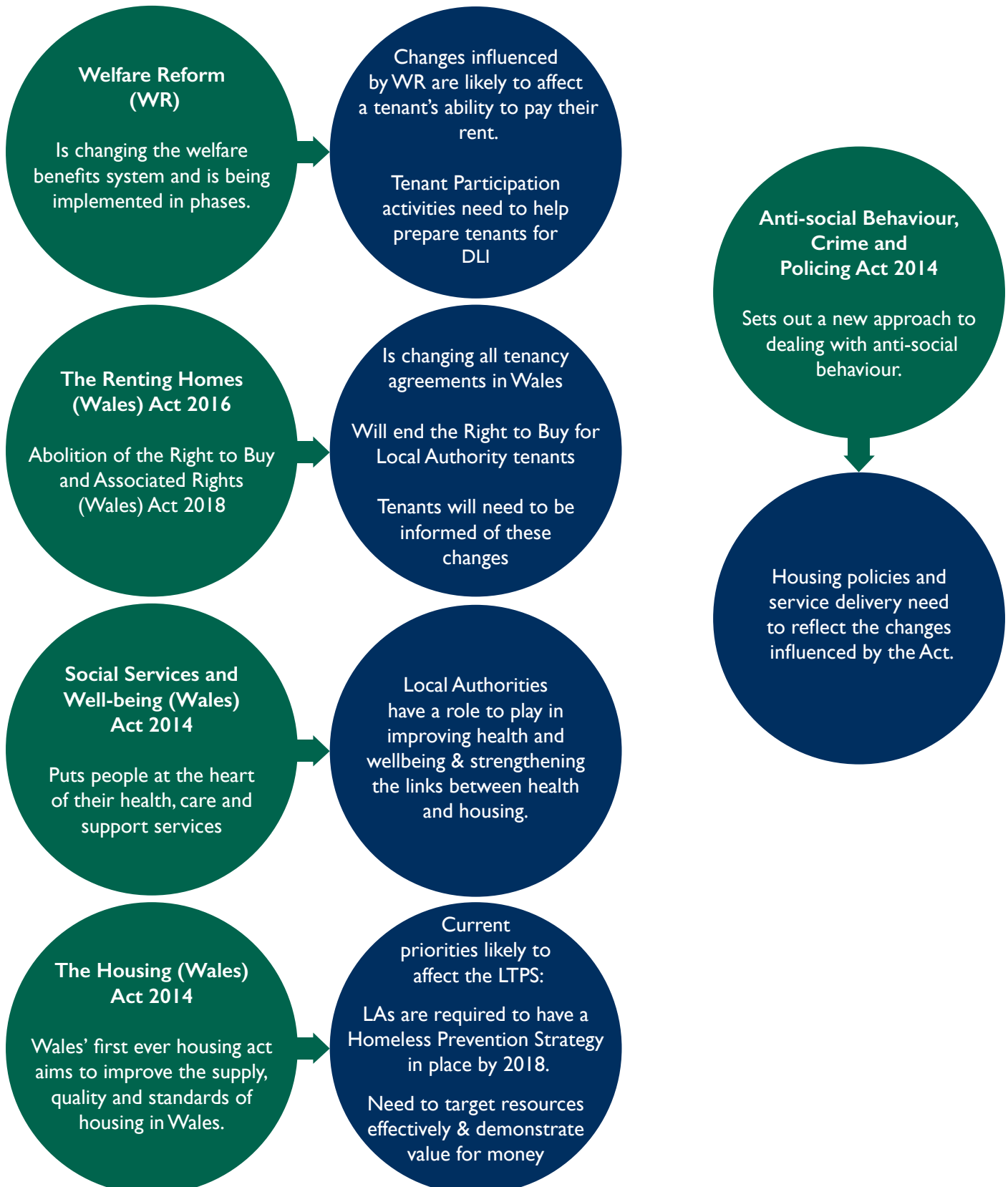
1. Tenants feel confident that they can share their views and will be listened to.
2. The priorities of the strategy reflect the needs of the tenants and the landlord.
3. Housing Officers understand the benefits of tenant participation.
4. The strategy is tenant friendly and easy to understand.

This will be monitored by the LTPS monitoring group (see page 5).

8. NATIONAL AND LOCAL CONTEXT

To ensure Tenant Participation is at the heart of service delivery, Tenant Participation activities must be developed in line with Housing Services' business priorities. These priorities are influenced by national UK and Welsh Government policy and legislation.

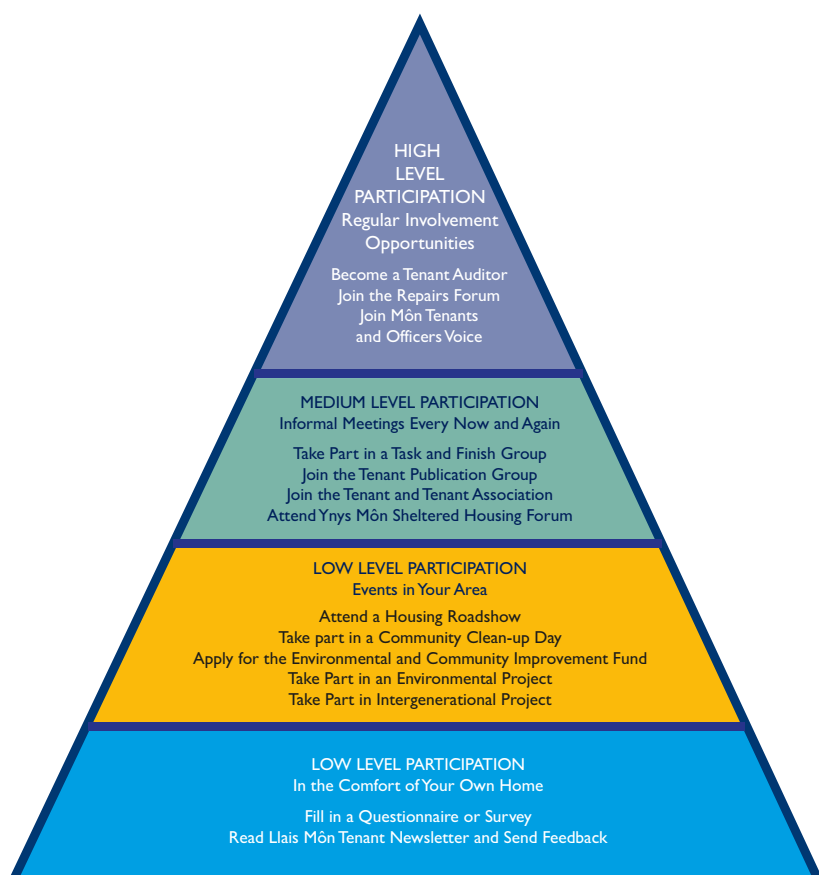
National UK and Welsh Government policy and legislation currently affecting Housing Services' business priorities:



9. OPPORTUNITIES FOR INVOLVEMENT

Housing Services' current business priorities include the following:

- ✓ Preparing tenants for Welfare Reform
- ✓ Reducing fuel poverty
- ✓ Working towards the Welsh Housing Quality Environmental Standard
- ✓ Improving the use of IT to deliver housing services and improve communication
- ✓ Increasing the number of affordable housing units.
- ✓ Developing and implementing a Regional Homeless Prevention Strategy
- ✓ Implementing the Renting Homes (Wales) Act 2016
- ✓ Implementing the Abolition of the Right to Buy and Associated Rights (Wales) Act 2018



The Tenant Participation team aim to offer a wide range of Tenant Participation activities to ensure tenants can 'get involved' in a way that suits them, this is called the 'menu of options'.

Tenant Participation activities are offered at 4 levels:

- ✓ High level formal meetings.
- ✓ Medium level informal meetings.
- ✓ Low level community events in your area.
- ✓ Low level in the comfort of your own home.

The table on page 9 describes the current Tenant Participation methods available.

Activity	Description
Low level participation – in the comfort of your home	
Fill in questionnaire or survey (postal, door-to-door, telephone or online surveys)	Used to consult and gain tenant feedback.
Read Llais Môn Tenant Newsletter and send us feedback.	Used to share information with tenants.
Low level participation – event in your area	
Housing Roadshow including an Estate Walkabout	<p>Roadshows operate from a trailer on an estate and aim to raise awareness of services, information and support which is available to tenants.</p> <p>The estate walkabout is an opportunity for tenants to tell us about any environmental issues causing concern to local people, this helps us to work towards ensuring tenants feel safe and proud of their area.</p>
Community clean-up day.	<p>A Community Clean-up day is aimed at empowering tenants to take pride in their local area.</p> <p>Skips are available throughout the event and tenants (from the particular area) are encouraged to use the skips to discard unwanted household items.</p> <p>(Request via the Environmental and Community improvement fund)</p>
Environmental projects	<p>Community events is aimed at supporting tenants to feel proud and safe of where they live for example, creating community allotments or a sensory garden.</p> <p>(Request via the Environmental and Community improvement fund)</p>
Environmental and Community improvement fund	The Environmental and Community Improvement Fund allows tenants to bid for a grant up to the value of £5000 for environmental improvements or to set up an environmental project including a community clean-up day.
Tenant training	Tenant training is available to support tenants, training can include support to participate effectively e.g. committee member training or support to sustain their tenancies such as budgeting skills.
Tenant and Resident Association	A Tenant and Resident Association is a group of tenants and residents who join together to represent an estate, neighbourhood, street or block of flats, the actual role is decided by its members. For example a Tenant and Resident Association can work together with the Council to improve the environment and facilities on their estate or help improve front line housing services.

Inter-generational project	Intergenerational Projects involve different generations of the community working together to achieve a goal for example, young people teaching older people how to use a computer.
Medium level participation – informal meetings	
Sheltered Housing Forum	<p>Anglesey's Sheltered Housing Forum was set up in 2007 and is open to all tenants living in Sheltered accommodation.</p> <p>The aim of the Sheltered Housing Forum is to: share information about services and improve the health and wellbeing of tenants by increasing the confidence of tenants who participate and reducing isolation.</p>
High level participation – formal meetings	
Task and Finish group	A focus group is a type of tenant participation activity used to gather feedback and opinions on a specific subject. A focus group takes place over a short period of time and is planned to ensure the end outcome is achieved.
Publication group	<p>The publication group ensure all documents produced by Housing Services is in a format that is easy to understood and tenant friendly.</p> <p>Documents may include the following: Tenant Newsletter, Leaflets, Tenant Handbook, Housing Factsheets'</p>
Repairs and Maintenance Forum	The Repairs forum monitors the repairs and maintenance service including customer satisfaction. The aim is to ensure the service is continuously improving and resources are being targeted effectively.
Tenant Auditor	The Tenant Auditing Group work with Housing Services' to improve services for the tenants and landlord.
Môn Tenants and Officers Voice panel	Môn Tenants and Officers Voice is a strategic panel called the MTOV which is made up of tenants and housing officers who meet quarterly to monitor the progress of the LTPS. The panel agree the priorities for Tenant Participation activities and the allocation of the Tenant Participation budget to "ensure value for money and continuous improvement".

Tenant barriers to tenant participation

The table below summarises the LTPS focus group's thoughts on the reasons why tenants may not be able to take part in Tenant Participation activities and how the Tenant Participation service will be adapted to try encourage more tenants to take part.

	Barrier	How the Tenant Participation service will be adapted
Internal	Tenant's confidence	Be welcoming Offer a 'buddy' system
	Language – tenants may feel they do not understand the jargon	Use plain language when inviting tenants to take part and during meetings.
	Physical health	Ensure venues and transport are disabled friendly.
	Literacy skills – tenants may think that they would be asked to read in a meeting or might not understand the invitation to attend an activity.	Explain what is expected of tenants during a meeting. Ensure all Housing Officers are aware of TP activities to promote the involvement options.
	Tenants may be sceptical – that the Council will not listen to their views.	Feedback on all tenant participation activities; you said, we did or you said, we could not do, because.
External	Work commitments	Varied times of meetings
	Lack of information	Need to advertise TP activities more.
	Family commitments	Promote the childcare incentive.
	Location – tenants lack of transport or unwilling to travel due to commitments.	Vary the location of meetings.
	Money	Promote the travel cost incentive.
	Dress code – tenants may worry about what to wear.	Say what is expected of tenants during a meeting.

10. 2015 – 2018 HOW WELL DID WE PERFORM?

In order to ensure continuous improvement, before developing this strategy it was important to review the Tenant Participation service currently being delivered and the performance against the 2015 – 2018 LTPS.

To review the Tenant Participation service key stakeholders were consulted between 1st November and 22nd December 2017 and the results were analysed by the LTPS focus group.

The focus for the third strategy was on improving communication with tenants, training tenants to become involved at a strategic level and monitoring the impact of tenant participation.

6 key targets were set:

- 1) **Involvement;** Provide a range of involvement options to ensure decision making takes into account tenant's views.
- 2) **Support;** Develop the skills, knowledge and confidence of tenants to ensure effective involvement.
- 3) **Consultation;** Increase the involvement of tenants from underrepresented groups to ensure consultation results reflect the profile of Anglesey tenants.
- 4) **Sharing Information;** Improve communication with tenants to ensure that tenants are informed about services that affect them in a format that suits them.
- 5) **Partnership Working;** Work with partners to enhance and maximise outcomes for our tenants and the community.
- 6) **Mainstreaming;** Ensure tenant participation is recognised as a core activity.

The results of the review have been summarised in this section, a full copy of the 2015 -2018 LTPS review; How well did we perform? can be found on the Council website www.anglesey.gov.uk

Involvement

The Tenant Auditing group completed two audits of the corporate Customer Care Charter and reported their findings to the Corporate Customer Care Board, including recommendations for improvement.

Outcome: Decision making was influenced by tenants and services have improved.

Set up two new forums; Anti-Social Behaviour forum and Service User Homeless Prevention forum. The ASB forum have been consulted on the ASB policy and monitor the ASB service delivery.

The Service User Homeless Prevention forum have been consulted on the Interim Homeless Prevention Strategy and monitor the implementation of the Action Plan.

Outcome: Tenants influenced housing policy, resources have been targeted effectively and services have improved.

Partnership working

The majority of Tenant Participation activities were carried out in partnership with local agencies. This helped to increase the involvement opportunities and participation from under-representative groups such as young people.

Outcome: Tenants were informed about services that affect them. Consultation results were representative of the wider tenant body. Improved services and tenant satisfaction.

Support

Received £10k

Intermediate Care funding; to support the development of two community hubs; 1 in Llangoed and the other in Llanddona (including free wifi and laptops).

Provided computer equipment and free internet for two years in Aberffraw communal lounge and Llanfaes community hall.

Purchased 8 (touch screen) computer kiosks with internet access, these are available to use (free of charge) in rural areas.

Outcome: These projects have helped to improve customer satisfaction as tenants affected by digital exclusion have access to equipment. Reduced rent arrears as tenants are able to claim Universal Credit.

Following a request from tenants using a communal gas tank, for support to reduce their fuel bills, developed an initiative project, 'the fight against fuel poverty' which supported over 250 Council tenants using Calor gas, to reduce their bills from 42p per unit to 21p and out of fuel poverty.

Outcome: Service delivery was influenced by tenants. Resources have been targeted effectively. Improved customer satisfaction.

Consultation

Consulted tenants on the Welsh Housing Quality Environmental Standards and completed:
22 community clean-up days and
5 environmental projects.

Consulted the Service User Homeless Prevention forum on the Interim Homeless Strategy and Action Plan and Anti-social behaviour forum on the new anti-social behaviour policy.

Outcome: Service delivery has been influenced by tenants. Resources have been targeted effectively. Improved customer satisfaction; tenants feel safe and proud of where they live. Tenants have been empowered to take pride in their area.

Mainstreaming

Launched a quarterly staff bulletin to share information about tenant participation activities and feedback how officers involvement had a made a difference. This increased the commitment from staff to get involved in tenant participation activities.

Outcome: Service delivery is influenced by tenants. Resources are targeted effectively. Improved service and customer satisfaction. Tenants were informed about services that affect them.

Sharing Information

Launched the Tenant Self-Service Portal which helped to improve communication with tenants.

Set-up a community Ti a Fi group to support community cohesion and provide an opportunity for young mothers to develop their skills and confidence by taking part in informal group sessions.

Continued to facilitate a successful sheltered housing forum, which was used as an example of good practice in a TPAS Cymu training session. The forum has helped to inform tenants about services that affect them.

Outcome: Tenants were informed about services that affect them. Service delivery is influenced by tenants. Improved service and customer satisfaction.

TPAS Cymru awards

The Tenant Participation team won four TPAS Cymru awards during 2015 – 2018:



The Community Action Award (non-environmental); The fight against fuel poverty initiative.

Improving Services Award; The fight against fuel poverty initiative.

The Digital Involvement Award; 'My Home' Tenants Self Service Portal

Improving Services Awards; Service User Homeless Prevention Forum

Areas for improvement

The areas for improvement as identified by the LTPS focus group include the following:

- Review all Tenant Participation activities; are they achieving value for money?
- Tenant Participation activities must be planned and evaluated. Record the outcomes using a variety of methods - what has changed as a result of the tenant participation activity?
- Feedback to tenants, officers and partners about how their involvement has made a difference.
- The LTPS monitoring group to be clear on their role in monitoring progress of the LTPS.
- Quarterly LTPS progress reports to be completed and published on the Council website.
- Re-launch the staff quarterly bulletins.
- A member of the Tenant Participation team to attend staff team meetings to feedback on work done and to discuss involvement opportunities.
- Modernise Tenant Participation to encourage more tenants to take part.
- Re-launch the tenant publication group to improve communication.



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

Tenant Participation Team

Council Offices

Llangefni

Anglesey

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Email: tenant@anglesey.gov.uk



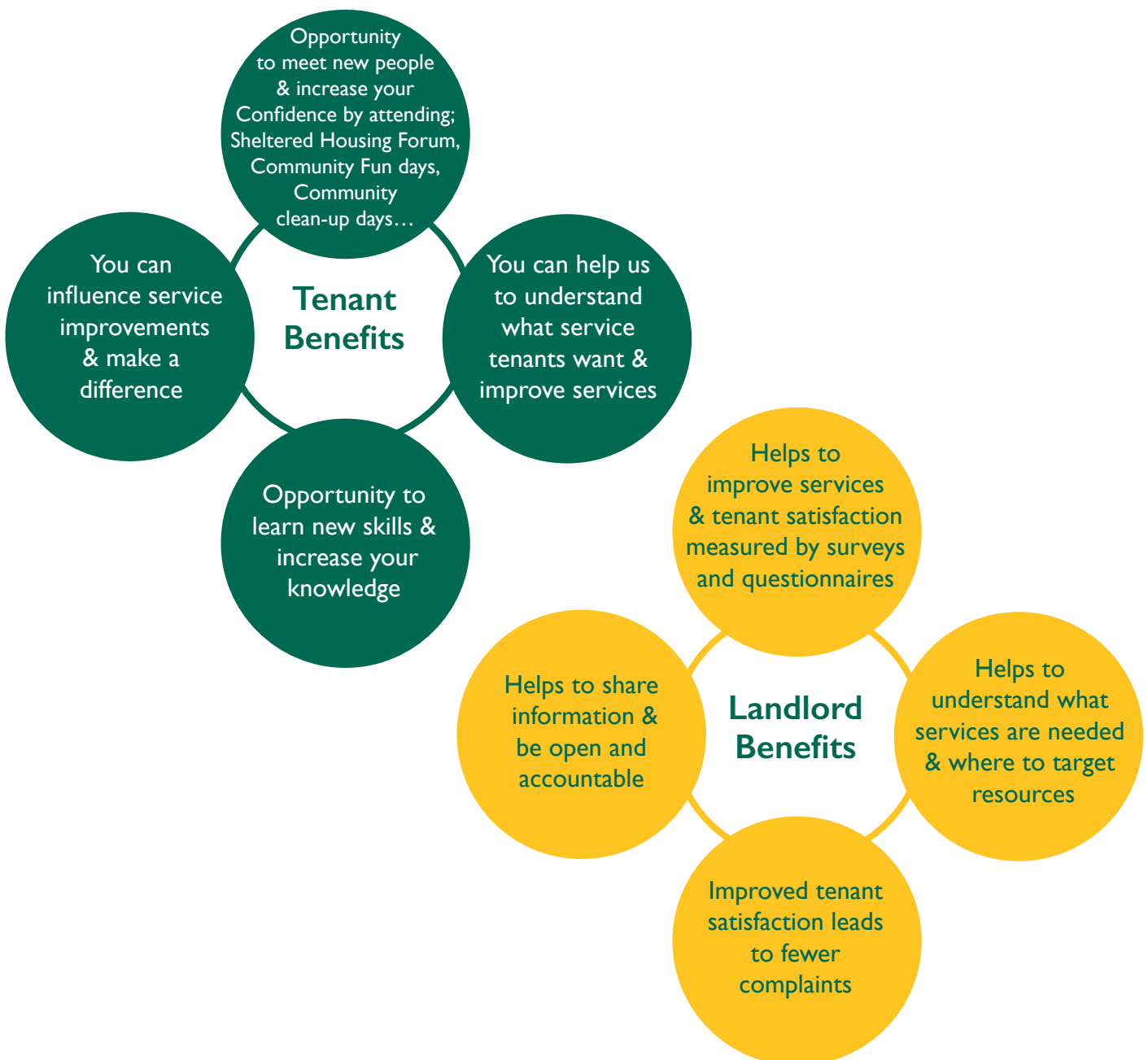
What is Tenant Participation?

Tenant Participation means tenants and landlords working together to share information and ideas to improve housing services.

Tenants can influence decisions about:

- Housing policies
- Housing conditions
- Housing services

Tenant Participation can benefit tenants and Anglesey County Council



What is the Local Tenant Participation Strategy?



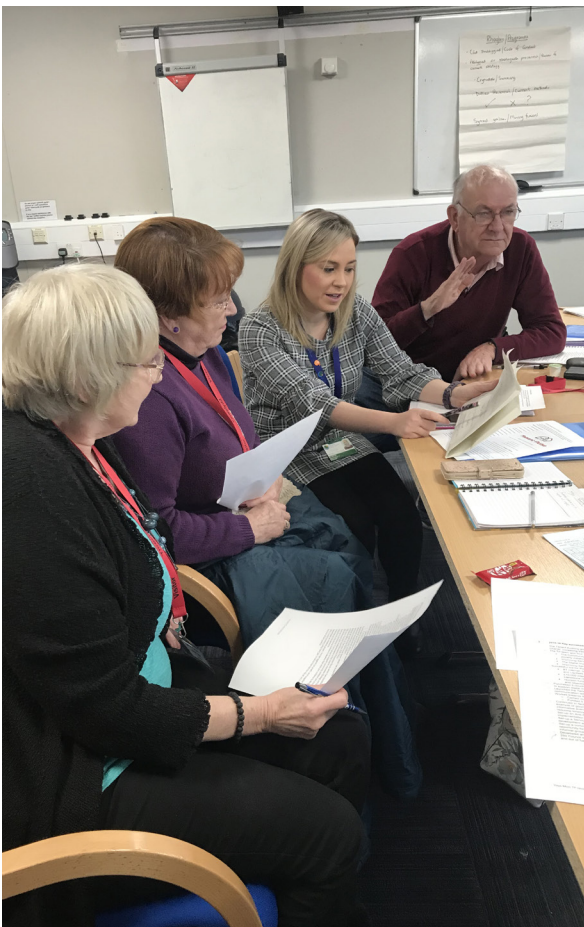
Llywodraeth Cymru
Welsh Government

As a social landlord Anglesey Council must have a Local Tenant Participation Strategy in place to comply with the Welsh Government's Local Tenant Participation Strategy 2007.

All social housing tenants have a right to be consulted and to be involved in tenant participation activities. The purpose of the Local Tenant Participation Strategy is to ensure tenants understand what tenant participation is and how they can take part.

This Local Tenant Participation Strategy and Action Plan outlines Anglesey Council's commitment to tenant participation. Each year the Local Tenant Participation Strategy will have an up-to-date Action Plan in place to explain how the Tenant Participation service will be delivered: this will include; tasks, time scales, intended outcomes and how outcomes will be measured.

The aim of the Local Tenant Participation Strategy is to;



'Encourage tenants to work in partnership with Housing Services of Isle of Anglesey County Council to influence and improve the services provided'.

The 5 key objectives which will help to meet the overall aim include;

- A. Provide a range of meaningful involvement options to ensure tenants can influence decision about housing policies, conditions and services
- B. Use digital technology (when possible) to modernise the Tenant Participation service
- C. Inform tenants about services that affect them
- D. Ensure tenant participation is recognised as a core activity within the department
- E. Support tenants affected by Welfare Reform

Monitoring the Strategy



The Strategy's 12 month Action Plan will be monitored every 3 months by the Local Tenant Participation Strategy monitoring group and an annual progress report will be prepared for the Housing Board.

The Monitoring Group is a formal group set up to monitor the progress of the Strategy. Membership is limited to 10 members and is an equal balance of Housing Officers and Tenants.

To monitor the progress, the group will meet once every three months to look at the action plan and decide:

- Have we achieved what we said we would? If not, why?
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The group will also agree:

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Resources to deliver the Tenant Participation service

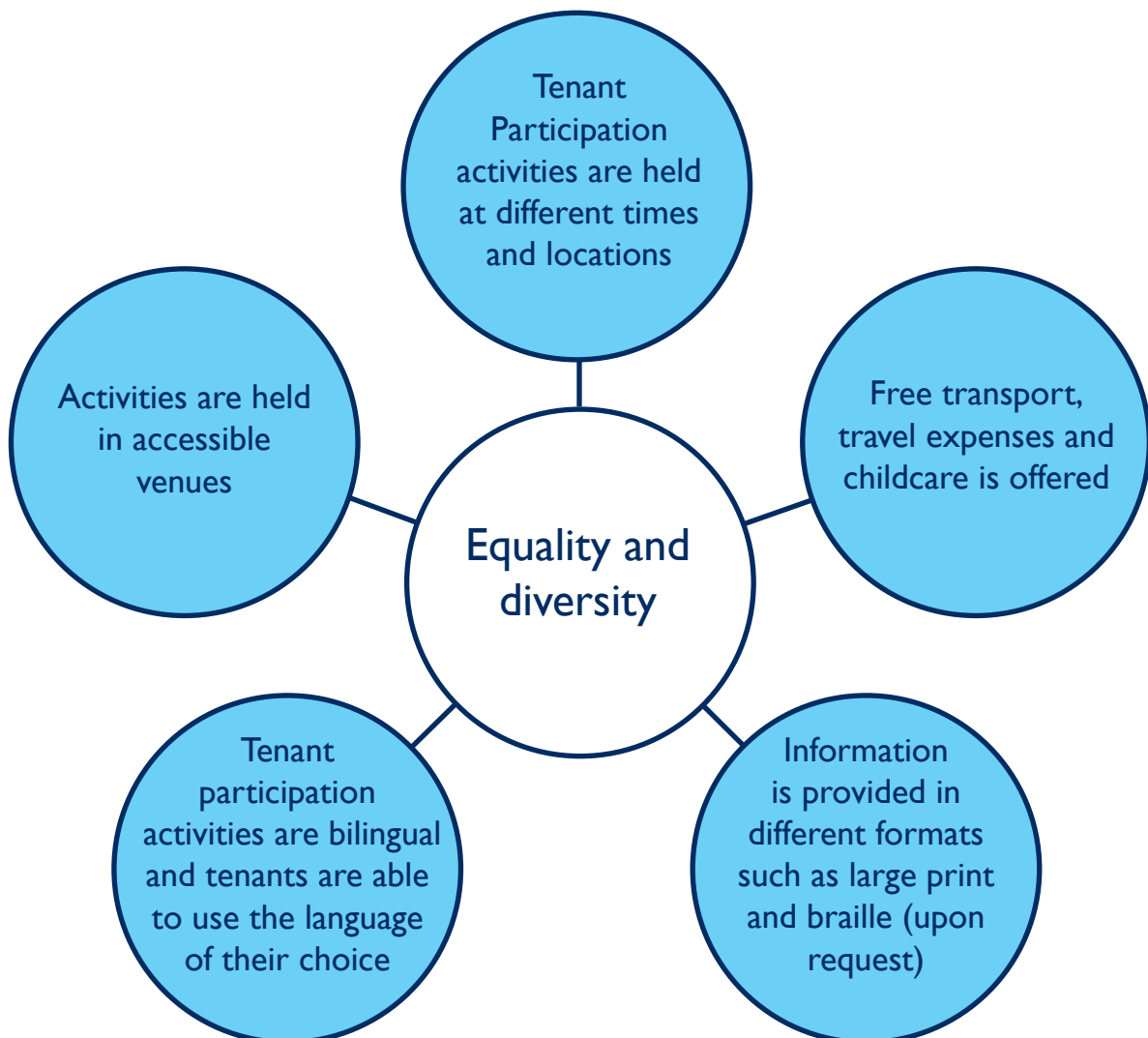


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There is an annual budget of £102,000 to fund Tenant Participation activities and staff resources.

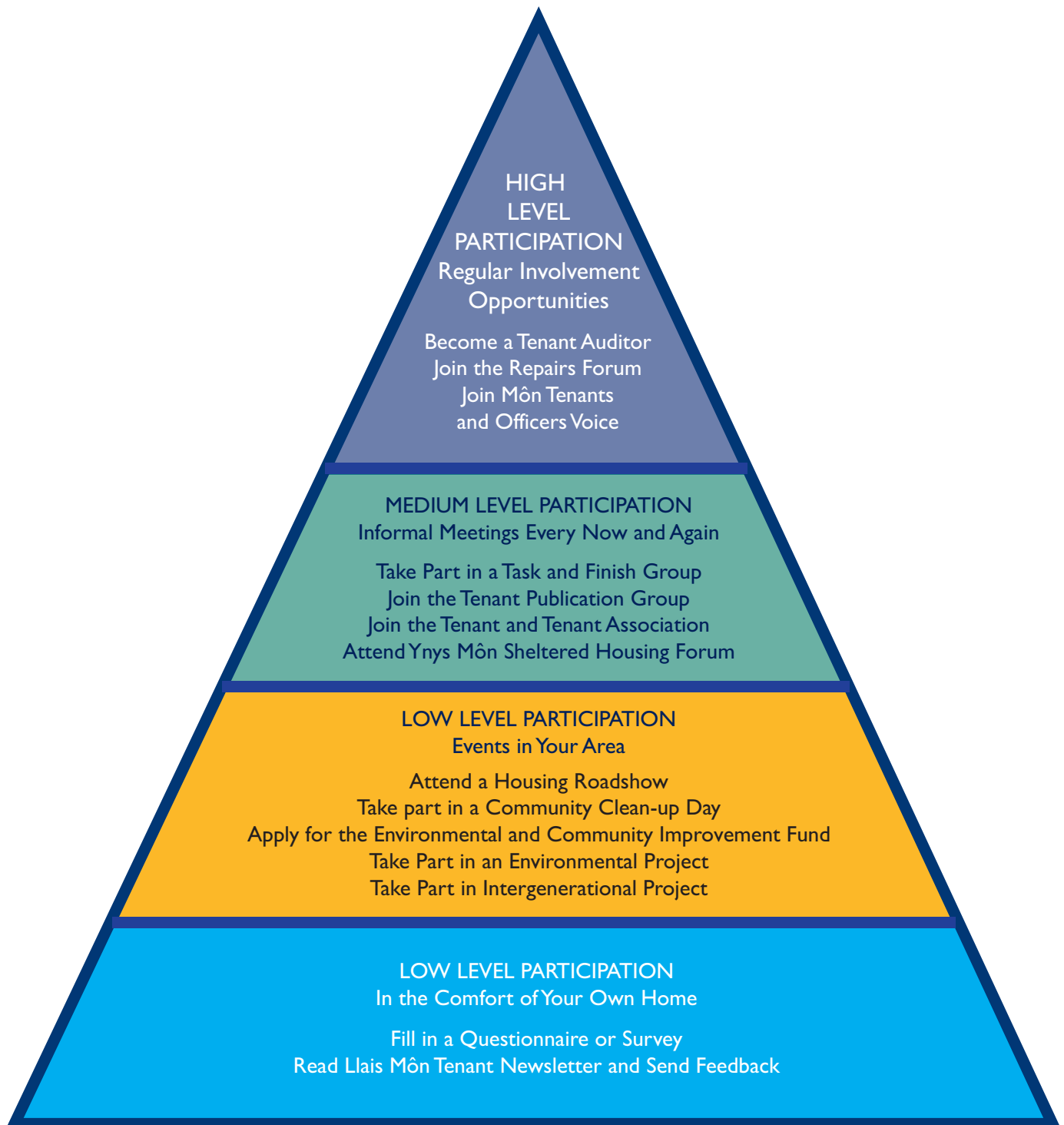
Equality and diversity

All tenants have the right to participate and for that reason the Tenant Participation team aim to ensure Tenant Participation activities are open and accessible to everyone;



Opportunities for involvement

The Tenant Participation team aim to offer a wide range of activities to ensure involvement in a way that suits them, this is called the 'menu of options'



Successes and Outcomes:

INVOLVEMENT

Set up two new forums; Anti-Social Behaviour forum and Service User Homeless Prevention forum.

Outcomes: Tenants influenced housing policy, resources have been targeted effectively and services have improved.

Outcome: Decision making was influenced by tenants and services have improved

SUPPORT

Intermediate Care funding; to support the development of two community hubs; 1 in Llangoed and the other in Llanddona (including free wifi and laptops)

Provided computer equipment and free internet for two years in Aberffraw communal lounge and Llanfaes community hall.

Outcome: These projects have helped to improve customer satisfaction as tenants affected by digital exclusion have access to equipment. Reduced rent arrears as tenants are able to claim Universal Credit.

Following a request from tenants using communal gas tank, for support to reduce their fuel bills, developed an initiative project, 'the fight against fuel poverty' which supported over 250 Council tenants using Calor gas, to reduce their bills from 42p per unit to 21p and out of fuel poverty.

Outcome: Service delivery was influenced by tenants. Resources have been targeted effectively. Improved customer satisfaction.

CONSULTATION

Outcome: Service delivery has been influenced by tenants. Resources have been targeted effectively. Improved customer satisfaction; tenants feel safe and proud of where they live.

Tenants have been empowered to take pride in their area.

MAINSTREAMING

Launched a quarterly staff bulletin to share information about tenant participation activities and feedback how officers involvement had made a difference. This increased the commitment from staff to get involved in activities.

Outcome: Service delivery is influenced by tenants. Resources are targeted effectively. Improved service and customer satisfaction. Tenants were informed about services that affect them.

SHARING INFORMATION

Continued with Sheltered Housing forum, which was used as an example of good practice in a TPAS Cymru training session. The forum has helped to inform tenants about services that affect them.

Set-up a community Ti a Fi group to support and provide opportunity for young mothers to develop their skills and confidence by taking part in informal group sessions.

Outcome: Tenants were informed about services that affect them. Service delivery is influenced by tenants. Improved service and customer satisfaction.



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Tenant Participation Team

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Email: tenant@anglesey.gov.uk

TENANT
PARTICIPATION
ACTION PLAN
2018/19

Tenant Participation Action Plan 2018/19

1 Using digital technology modernise the Tenant Participation service

No.	Action	Target date	Required Outcome	Measured by	Comments	RAG Status
1.1	In partnership with the Orchard IT team and tenants upgrade the Tenant's self-service portal.	September 2018	Improves communication with tenants.	Increase % of tenants using the portal. Increase use of the portal. Tenant feedback.	We have established a Digital Panel, which consists of 8 Tenants and 5 Housing Officers from different sections of the Service. The Panel will be working on; AppMon Task and Finish Group, Shoretel Phone System Review, Housing Services Web Pages Review, Digital Tenancy Services Portal. Dates have been set throughout the year – starting on 18 th January 2019. We hope to reach 50% channel shift within the first year and up to 70% within 3 years' time.	Within next 6 months
1.2	Identify opportunities for digital engagement such as online feedback forms/ text messaging/ TP mobile phone app	Ongoing	Consultations are representative of the wider tenant body.	Change in the age range of tenants taking part.	We have arranged 'Tea, Cake and Technology sessions in our communal lounges. Inviting our tenants to come along to learn how to use their day to day technology correctly and safely. (mobile phones, tablets, laptops) By doing this, we had the opportunity to introduce AppMon and Tenant Portal (not yet in full use as some work needs doing to make it compatible with Housing systems)	We will continue to arrange these sessions as often as needed. Therefore this action will not have a target date, and stay as 'on-going'
1.3	In partnership with the corporate IT team and tenants upgrade the Tenant Participation pages on the Council	September 2018	Tenants are informed about services that affect them. Tenants	Increased use of the website (website hits). Tenant feedback	Tenant Participation information are being downloaded when we have new information to share. Any information we promote / advertise on the Council's corporate social media, we include a link to visit our pages on the website.	

	website.		understand how their involvement has made a difference			
1.4	Include Tenant Participation on APP MON – for example, environmental fund application form/ register for TP & link to SSP.	June 2018	<p>Tenant Participation activities are accessible.</p> <p>Improves communication with tenants.</p> <p>Resources are targeted effectively.</p>	<p>Increased % of tenants using the portal.</p> <p>Increased use.</p> <p>Change in the age range of tenants taking part.</p> <p>Tenant feedback</p>	<p>We have completed a list of documents that need to be downloaded onto AppMon. This will be included as part of the Digital Panel - AppMon task and finish group. We hope to complete this by end of January / start of February 2019.</p>	February 2019

2 Provide a range of meaningful involvement options to ensure tenants can influence decisions about housing policies, conditions and services

No.	Action	Target date	Required Outcome	Measured by	Comments	RAG Status
Polices						
2.1	Service user Homeless Prevention forum to monitor the implementation of the interim 201718 homeless prevention strategy and support the development of the 2018 regional strategy.	June 2018 Septem ber 2018 Decemb er 2018 March 2019	Tenants influenced housing policy. Resources are targeted effectively. Improved service.	Reduction in the number of people presenting homeless. Reduction in the use of emergency accommodation. Tenant feedback.	We met up with Digartref Homeless Prevention Forum and Ynys Mon Youth Council, Llais Ni, in order to consult on the Regional Homeless Prevention Strategy. All feedback was reported back to the Service Manager Strategy, Commissioning & Policy. We continue to meet monthly with the Digartref Forum. We've successfully reviewed and changed 3 Housing Options letters, as they used to be very lengthy and difficult for people to understand. They are now easy read. We are also working on a video, which will target people who are homeless or could	

						potentially become homeless to access information on helplines / shelters etc. This will be available 24/7 for people to access and won't have to depend on calling the Council offices when out of hours.	
2.2	ASB Forum to monitor the implementation of the ASB Policy.	June 2018 September 2018 December 2018 March 2019	Tenants influenced housing policy. Resources are targeted effectively. Improved service.	Reduction in the number of anti-social behaviour. Reduction in the time taken to deal with anti-social behaviour. Tenant feedback.	We continue to meet every quarter to monitor the implementation of the ASB Policy. We currently have 9 tenants and 4 Housing Officers attending this Forum. It has been reported that there's been a reduction in ASB this year. We also sent out a newsletter to all tenants in December 2018, ASB information was and will be included in all newsletters which will be going out twice a year (Spring/Summer & Autumn/Winter)		

2.3	Consult tenants on any emerging policies	Ongoing	Tenants influenced housing policy.		We always consult with our tenants when we have new policies. We had a roadshow to consult tenants about the Scooter Policy. We went around all communal lounges on the Island and sent letters out prior to the day to invite tenants to come along to hear new information, to learn and in order to hear their voices and opinion.	
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Housing conditions

2.4	Promote the Environmental and community improvement fund to support environmental improvements.	June 2018 March 2019	Tenants target resources effectively. Tenants feel empowered to take pride in their area.	Tenant satisfaction. Reduced complaints. Improved appearance of estates.	We have advertise the application process for the Environmental and Community Improvement fund between 7 th January – 29 th March 2019 (each year the same). This gives our tenants, leaseholders and Councilors the opportunity to complete the application form. We then take all applications to our Environmental Panel, which is a mixture of 8 tenants and 2 Officers. We then assess all applications and then feedback with the decision. We work alongside each successful project throughout the summer time, where we take tenants from the Environmental Panel along with us to take part.	
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2.5	Invite new tenants to take part in a task and finish group to review the minimum lettable standard.	September 2018	Improved service Tenants target resources effectively.	Reduced number of refusals. Reduced complaints. Reduction time taken to let properties. Reduced number of difficult to let properties. Tenant feedback.	The Task and Finish Group has been created, we currently have 6 tenants on this group. We hope to set a date in May 2019. The reason it has been sent forward to May 2019, is that we will be concentrating on Digital inclusion within the next 3 months and don't want to put too much pressure on our tenants with the volume of work.	May 2019
2.6	Set-up a repairs forum to monitor the repairs and maintenance service including customer satisfaction.	June 2018 September 2018 December 2018 March 2019	Improved service Tenants target resources effectively	Reduced complaints Reduced number of responsive repairs. Improved tenant satisfaction levels.	Repairs Forum has been re-established on 6 th August 2018. Quarterly meetings set in diary throughout 2019/20. Customer Satisfaction forms needs reviewing. Will need to establish a task and finish group in order to do this. STAR Survey going out to all tenants July 2019.	

Housing Services						
2.7	<p>Set-up a task and finish group to review the following allocation policy procedures:</p> <p>Letter to inform applicants when their housing application has been successful.</p> <p>6 month housing waiting list review.</p> <p>Monitoring progress of housing applications.</p>	May 2018	<p>Letters are easy to understand. The review process is improved.</p> <p>Improved customer satisfaction Improved communication</p>	<p>Reduced complaints</p> <p>Reduced number of people taken off the register/ re- applying.</p> <p>Reduced number of enquiries. Tenant feedback</p>	<p>We've successfully reviewed and changed 3 Housing Options letters, as they used to be very lengthy and difficult for people to understand. They are now easy read. We are also working on a video, which will target people who are homeless or could potentially become homeless to access information on helplines / shelters etc. This will be available 24/7 for people to access and won't have to depend on calling the Council offices when out of hours.</p>	
2.8	<p>Tenant Auditing group to carry out 2 audits in line with Housing Services' Business plan priorities.</p>	<p>June 2018</p> <p>March 2019</p>	<p>Tenants influence service improvements.</p> <p>Improved service</p>	<p>The recommendations implemented following the audit.</p>	<p>Digartref Ynys Mon completed an audit in 2018. Phone call to Housing Customer Service, Visit to Reception and tried to access information on our corporate website.</p> <p>We hope with the Digital Panel will also carry out an audit once</p>	

					AppMon and Tenant Portal task and finish groups will be completed and systems are all compatible with Housing Systems.	
2.9	Develop a plan to ensure tenant profiling information is accurate and up-to-date ready for the implementation of the Renting Homes (Wales) Act 2016	September 2018	Improved service	Tenant information is up-to- date. New contracts issued to tenants,	Communication Plan completed. Information on social media regarding the implementation of the Renting Homes (Wales) Act 2016. Tenant update Questionnaire sent out to all tenants November 2018.	

3 Inform tenants about services that affect them

No.	Action	Target date	Required Outcome	Measured by	Comments	RAG Status
3.1	Develop a communication plan to inform tenants about changes to their tenancy agreements following the implementation of the Renting Homes (Wales) Act 2016	September 2018	Tenants are informed about proposed changes.	Tenant feedback.	Communication Plan completed.	
3.2	Develop a communication plan to inform tenants about changes to their Right to Buy following the implementation of the Abolish of the Rights to Buy and Associated Rights (Wales) Act 2018.	May 2018	Tenants are informed about proposed changes.	Tenant feedback.	Communication Plan completed.	
3.3	Facilitate a sheltered housing forum twice a year.	June 2018 December 2018	Tenants are informed about services that affect them. Reduced isolation. Service improvements are influenced by tenants.	Tenant feedback.	June 2018 and December 2018 we had two successful Sheltered Housing Forums with around 65 tenants attending each forum. We continue to receive positive feedback from these forums. This is decreasing isolation to	

					some tenants who hardly / never come out and socialize and this way they also learn new information which helps their health and wellbeing. We continue to arrange these twice a year (Summer and Winter)	
3.4	In partnership with the tenant's publication group develop Llais Mon tenants newsletter	June 2018 December 2018	Tenants are informed about services that affect them.	Tenant feedback.	Due to not having an established Publications Group in 2018, the TP Team had to complete the Autumn/Winter newsletter. In 2019, we now have an established group, therefore dates are in the diary to meet in February to prepare for the Spring/Summer newsletter. We will continue to meet regularly throughout the year to create and complete these newsletter which consists of new information, health and safety, competitions, new developments etc. We have also bought 2 laptops for this Panel, this way our tenants will have the opportunity to increase their digital	

					skills and have an opportunity to put their own mark on the work. We will also have our own logo on each documents which will be 'Tenant Approved / Tic y Tenant'	
3.5	Set-up a task and finish group to review the tenants handbook	April 2019	Handbook is tenant friendly and easy to read. Tenants are informed about services that affect them.	Tenant feedback. Reduced customer service enquiries.	This will form part of the Publications Group on 12 th February 2019. We did have a task and finish group in 2018 to review the handbook, but due to continued changes within policies / regulation / new information we need to review it again in February and approve the final version in order to print.	

4 Ensure tenant participation is recognised as a core activity within the department.

No.	Action	Target date	Required Outcome	Measured by	Comments	RAG Status
4.1	Develop a quarterly staff bulletin to to share information about tenant participation activities and feedback how officers involvement had a made a difference	June 2018 Septem ber 2018 Decemb er 2018 March 2019	Staff understand the benefits of tenant participation. Tenant Participation is recognized as a core activity.	Staff feedback/ comments after reading bulletin/ staff meetings/ attending the MTOV Increased involvement opportunities within the department.	Staff bulletin has / and will continue to be sent to all Housing Staff and elected Members(this will start in 2019) to keep them informed of the on-going work.	
4.2	Tenant Participation to be standard agenda item at team meetings & TP team to regularly attend.	Monthly			Unfortunately, this action hasn't been completed. We haven't received any dates regarding team meetings despite sending emails requesting this. This will happen in 2019 as we hope by circulating our bulletin and sharing information and feedback with the Department it will increase mainstreaming.	
4.3	Review the terms of reference of the MTOV panel	April 2018			Completed and agreed by all Monitoring Group members.	

5 Support tenants affected by Welfare Reform

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No.	Action	Target date	Required Outcome	Measured by	Comments	RAG Status
5.1	Set-up a task and finish group with tenants affected by Universal Credit to understand the barriers and how tenants can be supported.	June 2018	Resources can be targeted effectively. Tenants can influence service delivery.	Reduced rent arrears. Increase number of tenants paying their rent by direct debit. Increase number of tenants opening bank accounts	We did not set up a task and finish group as we had a wide variety of tenants affected and though that a roadshow / information day would be more beneficial. 3 information days were completed in October/November 2018 before implementation date in December 2018. TP Officer and Financial and Digital Inclusion Officer attended.	
5.2	Review the use of the computer kiosks and implement any necessary service improvements.	June 2018	Kiosks are used by the community to compare prices/ set-up internet banking/ apply for UC.	Increased use of the kiosks. Monitor websites visited. Tenant feedback	All kiosks have now been removed from all locations as they were not compatible with the systems.	
5.3	Train tenants to become digital champions and facilitate opportunities to reduce digital exclusion.	Ongoing	Reduce digital exclusion. Promote the use of kiosks by the community.	Tenant champions to record kiosks use. Tenant feedback.	As we're concentrating on Digital Inclusion in 2019, this has been carried over and will be completed within the next 6 months. We hope to train all tenants on the Digital Panel to become Digital Champions within their	

					estate / community	
5.4	In partnership with the financial inclusion team and local agencies, raise awareness of WR and support services available to tenants	Ongoing	<p>Tenants feel supported to respond positively to the challenges of WR.</p> <p>Tenants understand the different ways to pay their rent and are confident paying their rent.</p>	<p>Reduced rent arrears.</p> <p>Increase number of tenants paying their rent by direct debit.</p> <p>Increase number of tenants opening bank accounts</p>	<p>We now have a second Financial Inclusion Officer in place. We will establish a focus group in April 2019 to work with our tenants who have been affected by Universal Credit on Anglesey. The Housing Department has invested £20k on computers which will be located in libraries across the Island. We hope tenants will engage and participate in the focus group, but if tenants don't we hope to use anonymised real life case studies. Both Financial inclusion officers are based at the DWP Centre twice a week. We also monitor foodbank usage to monitor the increase in use since UC was implemented. In the December newsletter that was posted to all Anglesey Council tenants, included extensive coverage of Universal Credit.</p>	

5.5	Develop a project to support tenants affected by fuel poverty.	June 2018	Tenants are supported out of fuel poverty.	<p>% of tenants who have been helped out of fuel poverty.</p> <p>Tenant feedback.</p>	<p>We are currently exploring the idea of working in partnership with Grwp Cynefin, who use 'Energy Angels' to help reducing void turnaround times, energy costs and tenant bills. Meeting has been arranged for 14th February 2019.</p>	Ongoing
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