

# Public Document Pack



CYNGOR SIR  
YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL

Dr Gwynne Jones.  
Prif Weithredwr – Chief Executive

CYNGOR SIR YNYS MÔN  
ISLE OF ANGLESEY COUNTY COUNCIL  
Swyddfeydd y Cyngor - Council Offices  
LLANGFNI  
Ynys Môn - Anglesey  
LL77 7TW

Ffôn / tel (01248) 752500  
Ffacs / fax (01248) 750839

<b>RHYBUDD O GYFARFOD</b>	<b>NOTICE OF MEETING</b>
<b>PWYLLGOR GWAITH</b>	<b>THE EXECUTIVE</b>
<b>DYDD LLUN 16 MEDI 2019 10.00 o'r gloch</b>	<b>MONDAY, 16 SEPTEMBER 2019 10.00 am</b>
<b>SIAMBR Y CYNGOR SWYDDFEYDD Y CYNGOR LLANGFNI</b>	<b>COUNCIL CHAMBER COUNCIL OFFICES LLANGFNI</b>
Swyddog Pwyllgor	<b>Ann Holmes</b> 01248 752518 Committee Officer

## **AELODAU/MEMBERS**

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

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 DECLARATION OF INTEREST**

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

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

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

**3 MINUTES OF THE PREVIOUS MEETING** (Pages 1 - 8)

To present the draft minutes of the meeting of the Executive held on 15 July 2019.

**4 THE EXECUTIVE'S FORWARD WORK PROGRAMME** (Pages 9 - 22)

To submit the report of the Head of Democratic Services.

**5 ANNUAL PERFORMANCE REPORT (IMPROVEMENT PLAN) 2018/19** (Pages 23 - 58)

To submit the report of the Head of Profession, HR and Transformation.

**6 SCORECARD MONITORING REPORT - QUARTER 1, 2019/20** (Pages 59 - 68)

To submit the report of the Head of Profession, HR and Transformation.

**7 FEDERALISATION OF YSGOL GORONWY OWEN AND YSGOL MOELFRE** (Pages 69 - 86)

To submit the report of the Director of Education, Skills and Young People.

**8 CHILDREN AND FAMILIES' SERVICES QUARTERLY PROGRESS REPORT** (Pages 87 - 92)

To submit the report of the Head of Children and Families' Services.

**9 CROESO MENAI'S BID TO BECOME COMMUNITY SPONSORS TO RESETTLE A FAMILY OF REFUGEES FROM SYRIA** (Pages 93 - 98)

To submit the report of the Head of Housing Services.

**10 NORTH ANGLESEY ECONOMIC REGENERATION PLAN** (Pages 99 - 152)

To submit the report of the Director of Place and Community Well-being.

**11 REVENUE BUDGET MONITORING - QUARTER 1, 2019/20** (Pages 153 - 180)

To submit the report of the Director of Function (Resources)/Section 151 Officer.

***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.***

**12 CAPITAL BUDGET MONITORING - QUARTER 1, 2019/20** (Pages 181 - 194)

To submit the report of the Director of Function (Resources)/Section 151 Officer.

**13 HRA BUDGET MONITORING - QUARTER 1, 2019/20** (Pages 195 - 202)

To submit the report of the Director of Function (Resources)/Section 151 Officer.

**14 MEDIUM TERM FINANCIAL PLAN 2020/21 TO 2022/23** (Pages 203 - 236)

To submit the report of the Director of Function (Resources)/Section 151 Officer.

**15 ANNUAL TREASURY MANAGEMENT REVIEW 2018/19** (Pages 237 - 248)

To submit the report of the Director of Function (Resources)/Section 151 Officer.

**16 RISK MANAGEMENT POLICY STATEMENT** (Pages 249 - 256)

To submit the report of the Director of Function (Resources)/Section 151 Officer.

**17 EXCLUSION OF THE PRESS AND PUBLIC** (Pages 257 - 260)

To consider adopting the following –

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

**18 NEW COUNCIL HOUSING - DEVELOPMENT OF 10 OR MORE UNITS AT LLAINGOCH, HOLYHEAD** (Pages 261 - 266)

To submit the report of the Head of Housing Services.

This page is intentionally left blank



## THE EXECUTIVE

### Minutes of the meeting held on 15 July, 2019

- PRESENT:** Councillor Llinos Medi (Chair)  
Councillor Ieuan Williams (Vice-Chair)
- Councillors Richard Dew, Carwyn Jones, R. Meirion Jones, Alun Mummery, R.G. Parry, OBE FRAGS, Dafydd Rhys Thomas, Robin Williams
- IN ATTENDANCE:** Chief Executive  
Assistant Chief Executive (Partnership, Community & Service Improvement)  
Head of Function (Resources) & Section 151 Officer  
Interim Director of Social Services/Head of Adults' Services  
Head of Children and Families' Services (for item 9)  
Head of Housing Services (for item 13)  
Head of Democratic Services (for item 5)  
Regeneration Manager (DLI) (for item 8)  
Committee Officer (ATH)
- APOLOGIES:** None
- ALSO PRESENT:** Councillors Aled Morris Jones, Gwilym O. Jones
- 

#### 1. DECLARATION OF INTEREST

No declaration of interest was received.

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

None to report.

#### 3. MINUTES

The minutes of the previous meeting of the Executive held on 17 June, 2019 were presented for the Executive's approval.

**It was resolved that the minutes of the previous meeting of the Executive held on 17 June, 2019 be confirmed as correct.**

#### 4. MINUTES – CORPORATE PARENTING PANEL

The draft minutes of the meeting of the Corporate Parenting Panel held on 10 June, 2017 were presented for adoption.

**It was resolved that the draft minutes of the meeting of the Corporate Parenting Panel held on 10 June, 2019 be adopted.**

## **5. 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 August, 2019 to March, 2020 was presented for consideration and the following changes were noted -

### **New Item for the 16 September, 2019 meeting –**

Item 2 – Annual Performance Report (Improvement Plan) 2018/19

### **Item re-scheduled –**

- Item 9 – Learning Disabilities: Transformation of Daytime Opportunities (consent regarding the engagement process) from 16 September to the 28 October, 2019 meeting and also re-worded to read – Learning Disabilities: Transformation of Daytime Opportunities (consent regarding the consultation process).

### **Additional Items to be scheduled on the work programme at the request of services –**

- Syrian Refugees
- Council Housing: Developments of 10 or more units – Llaingoch, Holyhead
- Llangefni Golf Course
- North Anglesey Regeneration Plan
- Formalising the Partnership between Ysgol Goronwy Owen and Ysgol Moelfre

**It was resolved to confirm the updated Forward Work Programme for the period from August, 2019 to March, 2020 with the additional change outlined at the meeting.**

## **6. SUMMARY OF DRAFT FINAL ACCOUNTS 2018/19**

The report of the Head of Function (Resources)/Section 151 Officer incorporating the draft main financial statements for the 2018/19 financial year (draft Comprehensive Income and Expenditure Statement, Draft Balance Sheet as at 31 March, 2019 and a summary of the reserves held by the Council) was presented for the Executive's consideration.

The Portfolio Member for Finance reported that the statutory deadline for completing and signing the draft accounts has been brought forward from 30 to 15 June for the 2018/19 and 2019/20 financial years and that the timeline reduces still further to 31 May for the 2020/21 financial year and beyond (with the dates for the final audited accounts similarly brought forward from 30 to 15 September for the 2018/19 and 2019/20 financial years and to 31 July, for 2020/21 and thereafter). The draft accounts for 2018/19 have been completed and the external audit of the accounts commenced on 1 July, 2019. The full draft Statement of Accounts for 2018/19 will be presented to the Audit and Governance Committee on 23 July, 2019. The final audited accounts will be presented to the Audit and Governance Committee and Full Council in September.

The Head of Function (Resources)/Section 151 Officer confirmed that the full draft financial statements for 2018/19 were available on the Council's website.

The Chair in acknowledging the hard work that had gone into meeting the challenge of the tighter timescale for producing the draft financial statements, highlighted that the narrative behind the figures remains one of ongoing financial challenge and uncertainty with the Council's services operating under continuing financial pressures.

**It was resolved –**

- To note the draft unaudited main financial statements for 2018/19.
- To note the position on earmarked reserves and approve the use of, or increases to individual reserves as noted in Appendix 4 to the report.
- To approve the new reserves amounting to £1.270m as shown in Table 3 of the report.
- To note the school balances position.
- To note the HRA balances as at 31 March, 2019.

## **7. WELSH CHURCH ACT FUND**

The report of the Head of Function (Resources)/Section 151 Officer seeking the Executive's approval for a draft scheme for the administration of the Anglesey Welsh Church Act Fund was presented for the Executive's consideration.

The Portfolio Member for Finance summarised the background to the establishment of the Welsh Church Act Fund which was formed when the Welsh Church Act 1914 disestablished the Church in Wales and transferred assets to the County Councils. The fund was set up in 1922 but the assets were not fully distributed until 1996. The fund continued to be administered by Anglesey County Council until local government reorganisation in 1974 when the funds relating to Anglesey, Caernarfonshire, most of Meirionnydd and parts of Denbighshire were brought together under the control of Gwynedd County Council. On local government reorganisation in 1996, the assets held by Gwynedd County Council were to be distributed to the three successor authorities. The report outlines the issues that have arisen with regard to the disaggregation of the existing Gwynedd County Council Fund and the valuation of three pieces of land which have taken a length of time to resolve; those issues have now been resolved and confirmation received that the Fund can be apportioned between the three related parties of Anglesey, Conwy and Gwynedd so that they may establish their own individual funds for the intended charitable purpose as defined.

The Portfolio Member said that on 25 May, 2019 the Council received a cash sum as its share of the Fund with the remainder of the assets transferred to the Council being made up of two pieces of land. It will be necessary for the Council to approve a scheme for the administration and application of the funds available. A proposed scheme is attached at Appendix B to the report. The combined Anglesey, Gwynedd and Conwy Welsh Church Fund was a registered charity and it will be necessary to set up a new charity for the Anglesey Welsh Church Act Fund.

The Head of Function (Resources)/Section 151 Officer highlighted that although the Fund continued to be administered by Gwynedd Council, grants were awarded based on decisions taken by the Isle of Anglesey County Council.

### **It was resolved –**

- **To approve the draft scheme as attached at Appendix B to the report and to delegate the power to the Head of Function (Resources)/Section 151 Officer and Head of Function (Council Business)/Monitoring Officer in consultation with the Portfolio Member for Finance to –**
  - **Complete the necessary arrangements to have the scheme approved and to set up the charitable body.**
  - **To make any changes required by the Charity Commission or legal advisors to the draft scheme in order to complete the process, provided that the changes do not conflict with the principles of the draft scheme. Where any required change changes the principles reflected in the draft scheme, further approval will be required by the Executive before the changes to the scheme are adopted.**

- **To request the Head of Function(Resources)/Section 151 Officer to obtain independent advice on how best to maximise the investment returns from the land and cash held in the Fund.**

## **8. ARFOR PROGRAMME**

The report of the Chief Executive with regard to implementing the Arfor Programme on Anglesey was presented for the Executive's consideration.

The Portfolio Member for Major Projects and Economic Development reported that Welsh Government has agreed to allocate £2m to fund the Arfor Innovation Fund in the 2 year period 2019/20 to 2020/21. The Arfor programme aims to pilot different approaches and projects that promote entrepreneurship and business growth with a focus on promoting the use of Welsh and is centred on the four counties where the Welsh language is strongest – Gwynedd, Anglesey, Ceredigion and Carmarthen. Welsh Government's Economy Department is providing the funding and the grant offer sets out specific purposes, objectives and outputs which are summarised in the report. Gwynedd Council will lead on managing the programme and some elements of the programme will be implemented jointly between the 4 counties under the co-ordination of Gwynedd Council whilst others will be implemented locally through the individual County Councils. A synopsis of Anglesey's Arfor plans is provided, the intention being to work in partnership with Menter Môn in order to add value and avoid duplication. Anglesey specific schemes will be governed by an Arfor grants panel which will manage the budget, determine applications and monitor arrangements.

The Portfolio Member said that as well as bringing economic decisions to a local level, the Arfor Programme places Welsh at the heart of developing the economy in the four counties, making the language a unique selling point for businesses. It is hoped that developing a Strategic Plan and evaluating the various pilot projects will lead to the creation of a new long-term programme to support the four Arfor counties and potentially other areas where Welsh remains a community language.

The Regeneration Manager highlighted that Welsh Government has emphasised that as part of the programme existing schemes should not be duplicated, and that new and innovative approaches must be created and supported. The Officer confirmed that any projects that may not as a consequence be supported will be re-directed to other programmes.

The Executive welcomed the initiative and commended the collaborative approach which also allows for the implementation of locally relevant schemes through the individual county councils. In response to questions, the Portfolio Member for Major Projects and Economic Development said that the fund is intended to be used to support and create private business rather than any Council based schemes and that the Council is not expected to provide match-funding as part of the programme.

**It was resolved to support and implement the Arfor Programme on Anglesey, and to authorise the Head of Regulation and Economic Development to –**

- **Receive the Arfor funding from the Welsh Government through Gwynedd Council and use it on eligible activities.**
- **Work in partnership with Gwynedd Council or other councils in the Arfor area to implement the programme**
- **Work in partnership with Menter Môn in order to implement the Arfor programme.**
- **Implement a programme of grants from the Arfor Fund to eligible schemes.**

## **9. ANNUAL REPORT OF THE STATUTORY DIRECTOR OF SOCIAL SERVICES 2018/19**

The Annual Report of the Statutory Director of Social Services on the effectiveness of Social Services in 2018/19 was presented for the Executive's consideration.

The Interim Director of Social Services/Head of Adults' Services reported that the production of the annual report which seeks to promote awareness and accountability for the performance and progress made over the past year in delivering Social Services to the people of Anglesey is a statutory expectation. The report outlines some of the Service's key achievements in the past year across both Adults' and Children and Families' Services as well as setting the direction and priorities for the coming year and the challenges that will need to be addressed in fulfilling them.

The Interim Director said that he was pleased with the progress made collectively across both Children's and Adults' Services during the year. Over the past 12 months there have been a number of developments in both areas which the Service is proud of; in Children's Services, the Improving Practice Quality Framework now underpins the work carried out and is designed to govern and guide the workforce; Teulu Môn has in place a clear Engagement Strategy and the Stepping Forward Service aims to strengthen families who no longer require statutory support but continue to need guidance. The New Offer to Foster Carers will it is hoped, increase the Authority's ability to recruit foster carers and to assist them to provide the best support to fostered children. Likewise, the opening of the Hafan Cefni facility and the commissioning of a new domiciliary care provision for residents has helped Adults' Services make progress in their goal of supporting adults to remain independent in their own home. Mental Health Support Services have strengthened their focus on helping individuals improve their well-being through group health and fitness sessions.

The Officer concluded by saying that thanks are due to all Social Services staff as well as those in commissioned providers for their hard work in 2018/19. Additionally, the Service also thanks Dr Caroline Turner, the former director who was in post for most of 2018/19 for her support during that and the previous year.

Councillor Aled Morris Jones, Chair of the Corporate Scrutiny Committee reported from the Committee's meeting of 8 July to which the Annual Report had been presented and he spoke to confirm that the Committee had acknowledged the progress made over the course of the year which it felt was accurately captured by the report, and had expressed its appreciation of the dedication and hard work of the staff in making it happen. The Committee's discussion on Children's Services had focused on Welsh Government's moves to encourage local authorities to set a target for reducing the number of children in care with the Committee making clear its support for the Leader in resisting such a step.

The Executive in also acknowledging the great strides made during 2018/19 in both Adults' and Children's Services recognised that there remain areas that need to be worked upon and that Social Services will face challenges going forward. The Executive took assurance from the progress made which it believed would provide a sound base from which to meet those challenges.

**It was resolved to confirm that the Executive is satisfied that the Statutory Director of Social Services' Annual Report 2018/19 –**

- **Captures the Council's current position with regards to delivering its Social Services.**
- **Accurately reflects its improvement priorities for both Adults' and Children and Families' Services for the forthcoming year.**

- **Reflects the Council's accountability and responsibility with regard to its Social Services**

#### **10. EXCLUSION OF THE PRESS AND PUBLIC**

**It was considered and resolved to exclude the press and public from the meeting for the discussion on the following item on the grounds that it involved the disclosure of exempt information as defined in Schedule 12A to the said Act and in the Public Interest Test as presented.**

#### **11. SUPPORTED LIVING (LEARNING DISABILITIES) COMMISSIONING OPTIONS**

The report of the Interim Head of Social Services/Head of Adults' Services seeking the Executive's approval to re-tender the provision of the Supported Living (Learning Disabilities) Service on Anglesey was presented for consideration.

The Executive was advised that the recommendation involves remodelling the current service provision so that instead of different providers covering the whole of the Island, the same provider would cover a patch area with the Island being split into three patch areas as illustrated by the maps attached to the report. The rationale and reasons for a competitive tender were outlined with the view being that the re-tendering exercise will provide an opportunity to procure services that offer best value whilst also offering choice and control to the supported individuals.

Councillor G.O. Jones, Chair of the Partnership and Regeneration Scrutiny Committee reported from the Committee's 11 July meeting which had considered the matter; the Committee having sought clarification and assurance on a number of matters including stakeholder engagement and support through the tendering process and afterwards, efficiency and value, had recommended that the current service provision for Supported Living (Learning Disabilities) be re-tendered.

The Executive discussed the proposal having regard to the points raised by Scrutiny and was assured by the Interim Director of Social Services/Head of Adults' Services that Members would be informed on progress and/or developments throughout the process.

**It was resolved to approve re-tendering the current service provision for Supported Living (Learning Disabilities).**

#### **12. EXCLUSION OF THE PRESS AND PUBLIC**

**It was considered and resolved to exclude the press and public from the meeting for the discussion on the following item on the grounds that it involved the disclosure of exempt information as defined in Schedule 12A to the said Act and in the Public Interest Test as presented.**

#### **13. COUNCIL HOUSING – DEVELOPMENT OF 10 OR MORE UNITS**

The report of the Head of Housing Services seeking the Executive's approval to move forward to develop a new housing scheme of 10 units on the Marquis site in Rhosybol was presented for consideration.

The Executive was advised that an opportunity had arisen for the Council to develop new council houses on the Marquis site, Rhosybol which has already been identified as a

possible site for housing and has been included in the Social Housing development programme since 2017. A Housing Needs Survey was conducted through the Rural Housing Enabler service in collaboration with the Community Council in autumn 2018 and the need for 10 additional affordable homes was identified. As part of the survey, a questionnaire was circulated to local residents and an open day was held in November, 2018 to discuss housing in the village. There was clear support for developing the Marquis site. The development will comprise of a mix of housing units and will be funded partly through Welsh Government's affordable housing grant allocation and partly through the Housing Revenue Account. A large amount of preparatory work has been undertaken with the aim being (subject to the Executive's approval) to commence work on the development during the current financial year.

**It was resolved to approve moving forward to develop a new council housing scheme of 10 units on the Marquis site, Rhosybol.**

**Councillor Llinos Medi  
Chair**

DRAFT

This page is intentionally left blank



ISLE OF ANGLESEY COUNTY COUNCIL	
<b>Report to:</b>	<b>The Executive</b>
<b>Date:</b>	<b>16 September 2019</b>
<b>Subject:</b>	<b>The Executive's Forward Work Programme</b>
<b>Portfolio Holder(s):</b>	<b>Cllr Llinos Medi</b>
<b>Head of Service:</b>	<b>Lynn Ball Head of Function – Council Business / Monitoring Officer</b>
<b>Report Author:</b> Tel: E-mail:	<b>Huw Jones, Head of Democratic Services</b> <b>01248 752108</b> <a href="mailto:JHuwJones@anglesey.gov.uk">JHuwJones@anglesey.gov.uk</a>
<b>Local Members:</b>	<b>Not applicable</b>

<b>A –Recommendation/s and reason/s</b>
<p>In accordance with its Constitution, the Council is required to publish a forward work programme and to update it regularly. The Executive Forward Work Programme is published each month to enable both members of the Council and the public to see what key decisions are likely to be taken over the coming months.</p> <p>The Executive is requested to:</p> <p>confirm the attached updated work programme which covers <b>October 2019 – May 2020</b>;</p> <p>identify any matters for specific input and consultation with the Council's Scrutiny Committees and confirm the need for Scrutiny Committees to develop their work programmes further to support the Executive's work programme;</p> <p>note that the forward work programme is updated monthly and submitted as a standing monthly item to the Executive.</p>

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

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

-

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

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

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

Yes.

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

Not applicable.

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

\* Key:

*Strategic – key corporate plans or initiatives*

*Operational – service delivery*

*For information*

2

<b>F – Risks and any mitigation (if relevant)</b>		
<b>1</b>	<b>Economic</b>	
<b>2</b>	<b>Anti-poverty</b>	
<b>3</b>	<b>Crime and Disorder</b>	
<b>4</b>	<b>Environmental</b>	
<b>5</b>	<b>Equalities</b>	
<b>6</b>	<b>Outcome Agreements</b>	
<b>7</b>	<b>Other</b>	
<b>FF - Appendices:</b>		
The Executive's Forward Work Programme: October 2019 – May 2020.		

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

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

# THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2019 – May 2020

Updated: 3 September 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.

Page 12 It should be noted, however, that the work programme is a flexible document as not all items requiring a decision will be known that far in advance and some timescales may need to be altered to reflect new priorities etc. The list of items included is therefore reviewed regularly.

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

The Executive's draft Forward Work Programme for the period **October 2019 – May 2020** is outlined on the following pages.

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

\* Key:

*S = Strategic – key corporate plans or initiatives*

*O = Operational – service delivery*

*FI = For information*

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2019 – May 2020

Updated: 3 September 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)
<b>October 2019</b>						
1	<b>The Executive's Forward Work Programme (S)</b> Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services  Cllr Llinos Medi		The Executive  28 October 2019
2	<b>Council House Lettings Policy (Local Connection)</b> Approval of policy following public consultation.		Housing Services	Ned Michael Head of Housing Services  Cllr Alun Wyn Mummery	Corporate Scrutiny Committee 11 Sept 2019	The Executive  28 October 2019
3	<b>Annual Monitoring Report - Joint Local Development Plan</b>		Regulation and Economic Development	Dylan Williams Director of Place and Community Well-being  Cllr Richard Dew	Partnership and Regeneration Scrutiny Committee 24 October 2019	The Executive  28 October 2019
4	<b>Draft National Development Framework</b>  Approval of the Council's response to the Welsh Government consultation.		Regulation and Economic Development	Dylan Williams Director of Place and Community Well-being  Cllr Richard Dew		The Executive  28 October 2019

\* Key:

S = Strategic – key corporate plans or initiatives

O =Operational – service delivery

FI = For information

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2019 – May 2020

Updated: 3 September 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)
5	<b>Llangefni Golf Course</b>		Regulation and Economic Development  Dylan Williams Director of Place and Community Well-being  Cllr Carwyn Jones		The Executive  28 October 2019	
6	<b>Learning Disabilities – Transformation of Daytime Opportunities</b>  Consent regarding the consultation process.		Adults' Services  Alwyn Jones Director of Social Services  Cllr Llinos Medi	Partnerships and Regeneration Scrutiny Committee 24 October 2019	The Executive  28 October 2019	
7	<b>Lowering the admission age to Ysgol Llandegfan</b>  Authority to go to consultation.		Learning  Rhys Hughes Director of Education, Skills and Young People  Cllr R Meirion Jones		The Executive  28 October 2019	
<b>November 2019</b>						
8	<b>2020/21 Budget (S)</b>  To finalise the Executive's initial draft budget proposals for consultation.	This is a matter for the Executive as it falls within the Council's Budget Framework.	Council Business  Marc Jones Director of Function – Resources / Section 151 Officer  Cllr Robin Wyn Williams	Finance Scrutiny Panel 3 & 5 Sept 2019 Corporate Scrutiny Committee 23 October 2019	The Executive  11 November 2019	

\* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2019 – May 2020

Updated: 3 September 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)
9 <b>The Executive's Forward Work Programme (S)</b>  Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services  Cllr Llinos Medi		The Executive  25 November 2019	
10 <b>Corporate Scorecard – Quarter 2, 2019/20 (S)</b>  Quarterly performance monitoring report.	This is a matter for the full Executive as it provides assurance of current performance across the Council.	Corporate Transformation	Carys Edwards Head of Profession – HR and Transformation  Cllr Dafydd Rhys Thomas	Corporate Scrutiny Committee 4 November 2019 (date to be confirmed)	The Executive  25 November 2019	
11 <b>2019/20 Revenue Budget Monitoring Report – Quarter 2 (S)</b>  Quarterly financial monitoring report.	This is a matter for the full Executive as it provides assurance of current financial position across the Council.	Resources	Marc Jones Director of Function – Resources / Section 151 Officer  Cllr Robin Wyn Williams	Finance Scrutiny Panel 12 November 2019	The Executive  25 November 2019	
12 <b>2019/20 Capital Budget Monitoring Report – Quarter 2 (S)</b>  Quarterly financial monitoring report.	This is a matter for the full Executive as it provides assurance of current financial position across the Council.	Resources	Marc Jones Director of Function – Resources / Section 151 Officer  Cllr Robin Wyn Williams	Finance Scrutiny Panel 12 November 2019	The Executive  25 November 2019	

\* Key:

S = Strategic – key corporate plans or initiatives

O =Operational – service delivery

FI = For information

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2019 – May 2020

Updated: 3 September 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)
13	<b>2019/20 HRA Budget Monitoring Report – Quarter 2 (S)</b>  Quarterly financial monitoring report.	This is a matter for the full Executive as it provides assurance of current financial position across the Council.	Resources	Marc Jones Director of Function – Resources / Section 151 Officer  Cllr Robin Wyn Williams	Finance Scrutiny Panel 12 November 2019	The Executive 25 November 2019	
14	<b>2020/21 Council Tax Base (S)</b>  To determine the tax base for 2020/21	This is a delegated matter for the Executive as it falls within the Council's Budget and Council Tax setting framework.	Resources	Marc Jones Director of Function – Resources / Section 151 Officer  Cllr Robin Wyn Williams	Finance Scrutiny Panel 23 September and 12 November 2019	The Executive 25 November 2019	
15	<b>North Wales Growth Deal</b>		Regulation and Economic Development	Dylan Williams Director of Place and Community Well-being  Cllr Carwyn Jones		The Executive 25 November 2019	
<b>December 2019</b>							
16	<b>The Executive's Forward Work Programme (S)</b>  Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services  Cllr Llinos Medi		The Executive 16 December 2019	

\* Key:

S = Strategic – key corporate plans or initiatives

O =Operational – service delivery

FI = For information



## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2019 – May 2020

Updated: 3 September 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)
17	<b>CIW Inspection of Children's Services in Anglesey – Improvement Plan – Quarterly Progress Report</b>	Children's Services	Fôn Roberts Head of Children and Families Services  Cllr Llinos Medi	Social Services Improvement Panel 18 November 2019  Corporate Scrutiny Committee TBC	The Executive  16 December 2019	
<b>January 2020</b>						
18	<b>The Executive's Forward Work Programme (S)</b>  Approval of monthly update.	Council Business	Huw Jones Head of Democratic Services  Cllr Llinos Medi		The Executive  27 January 2020	
<b>February 2020</b>						
19	<b>Revenue Budget Monitoring Report – Quarter 3, 2019/20 (S)</b>  Quarterly financial monitoring report.	Resources	Marc Jones Director of Function – Resources / Section 151 Officer  Cllr Robin Wyn Williams	Finance Scrutiny Panel 6 February 2020	The Executive  17 February 2020	

\* Key:

S = Strategic – key corporate plans or initiatives

O =Operational – service delivery

FI = For information

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2019 – May 2020

Updated: 3 September 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)
20 <b>Capital Budget Monitoring Report – Quarter 3, 2019/20 (S)</b>  Quarterly financial monitoring report.	This is a matter for the full Executive as it provides assurance of current financial position across the Council.	Resources	Marc Jones Director of Function – Resources / Section 151 Officer  Cllr Robin Wyn Williams	Finance Scrutiny Panel 6 February 2020	The Executive 17 February 2020	
21 <b>Housing Revenue Account Budget Monitoring Report – Quarter 3, 2019/20 (S)</b>  Quarterly financial monitoring report.	This is a matter for the full Executive as it provides assurance of current financial position across the Council.	Resources	Marc Jones Director of Function – Resources / Section 151 Officer  Cllr Robin Wyn Williams	Finance Scrutiny Panel 6 February 2020	The Executive 17 February 2020	
22 <b>Discretionary Business Rate Relief Policy (O)</b>  Approve new policy following public consultation.	A collective decision is required detailing additional business rates relief to be awarded to charities and non-profit making organisations.	Resources	Marc Jones Director of Function – Resources / Section 151 Officer  Cllr Robin Wyn Williams		The Executive 17 February 2020	

Page 18

\* Key:

S = Strategic – key corporate plans or initiatives

O =Operational – service delivery

FI = For information

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2019 – May 2020

Updated: 3 September 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 <b>Fees and Charges 2020/21</b>  Approval.	This is a matter for the Executive as it falls within the Council's Budget Framework.	Resources	Marc Jones Director of Function – Resources / Section 151 Officer  Cllr Robin Wyn Williams		The Executive  17 February 2020	
24 <b>Charges for non-residential services 2020/21</b>  Approval.	A collective decision is required as the matter involves material financial considerations.	Adults' Services	Alwyn Jones Director of Social Services  Cllr Llinos Medi		The Executive  17 February 2020	
25 <b>Standard Charge for Council Care Homes 2020/21</b>  Approval.	A collective decision is required as the matter involves material financial considerations.	Adults' Services	Alwyn Jones Director of Social Services  Cllr Llinos Medi		The Executive  17 February 2020	
26 <b>Independent Sector Care Home Fees 2020/21</b>  Approval.	A collective decision is required as the matter involves material financial considerations.	Adults' Services	Alwyn Jones Director of Social Services  Cllr Llinos Medi		The Executive  17 February 2020	
27 <b>Housing Rents and Housing Services Charges 2020/21</b>		Housing Services	Ned Michael Head of Housing Services  Cllr Alun Mummery		The Executive  17 February 2020	

\* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2019 – May 2020

Updated: 3 September 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)
28	<b>Financial Reserves</b>  To provide an update on the situation relating to financial reserves.	Resources	Marc Jones Director of Function – Resources / Section 151 Officer  Cllr Robin Wyn Williams		The Executive  17 February 2020	
29	<b>Medium Term Financial Strategy and Budget 2020/21 (S)</b>  Adoption of final proposals for recommendation to the County Council.	Resources	Marc Jones Director of Function – Resources / Section 151 Officer  Cllr Robin Wyn Williams	Finance Scrutiny Panel Date to be confirmed  Corporate Scrutiny Committee 3 February 2020	The Executive  17 February 2020	25 February 2020
30	<b>Capital Strategy and Capital Programme</b>	Resources	Marc Jones Director of Function – Resources / Section 151 Officer  Cllr Robin Wyn Williams		The Executive  17 February 2020	25 February 2020
31	<b>Treasury Management Strategy 2020/21</b>  Adoption of strategy for the new financial year.	Resources	Marc Jones Director of Function – Resources / Section 151 Officer  Cllr Robin Wyn Williams		The Executive  17 February 2020	25 February 2020

\* Key:

S = Strategic – key corporate plans or initiatives

O =Operational – service delivery

FI = For information

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2019 – May 2020

Updated: 3 September 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)	
32	<b>Capital Budget 2020/21</b>	This is a matter for the Executive as it falls within the Council's Budget Framework.	Resources	Marc Jones Director of Function – Resources / Section 151 Officer  Cllr Robin Wyn Williams		The Executive 17 February 2020	25 February 2020
33	<b>The Executive's Forward Work Programme (S)</b>  Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services  Cllr Llinos Medi		The Executive 17 February 2020	
34	<b>Strategic Equality Plan 2020-2024</b>  Approval of Plan and recommendation to full Council.		Council Business	Huw Jones Head of Democratic Services  Cllr Llinos Medi	Partnership and Regeneration Scrutiny Committee 4 February 2020	The Executive 17 February 2020	25 February 2020
<b>March 2020</b>							
35	<b>The Executive's Forward Work Programme (S)</b>  Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Council Business	Huw Jones Head of Democratic Services  Cllr Llinos Medi		The Executive 23 March 2020	

\* Key:

*S = Strategic – key corporate plans or initiatives*

*O =Operational – service delivery*

*FI = For information*

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: October 2019 – May 2020

Updated: 3 September 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)
36	<b>Corporate Scorecard – Q3, 2019/20</b>	Corporate Transformation	Carys Edwards Head of Profession – HR and Transformation  Cllr Dafydd Rhys Thomas	Corporate Scrutiny Committee 9 March 2020	The Executive  23 March 2020	
<b>April 2020</b>						
37	<b>The Executive's Forward Work Programme (S)</b>  Approval of monthly update.	Council Business	Huw Jones Head of Democratic Services  Cllr Llinos Medi		The Executive  27 April 2020	
<b>May 2020</b>						
38	<b>The Executive's Forward Work Programme (S)</b>  Approval of monthly update.	Council Business	Huw Jones Head of Democratic Services  Cllr Llinos Medi		The Executive  May 2020	

Page 22

\* Key:

S = Strategic – key corporate plans or initiatives

O =Operational – service delivery

FI = For information

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to:</b>	<b>THE EXECUTIVE</b>
<b>Date:</b>	<b>16/09/2019</b>
<b>Subject:</b>	<b>ANNUAL PERFORMANCE REPORT 2018/19</b>
<b>Portfolio Holder(s):</b>	<b>CLLR DAFYDD RHYS THOMAS</b>
<b>Head of Service:</b>	<b>CARYS EDWARDS</b>
<b>Report Author:</b>	<b>GETHIN MORGAN</b>
Tel:	01248 752111
E-mail:	GethinMorgan@anglesey.gov.uk
<b>Local Members:</b>	<b>n/a</b>

<b>A –Recommendation/s and reason/s</b>
<p>1.1. The council is required to produce and publish its Annual Performance Report by 31 October each year - a statutory document that analyzes performance over the previous financial year against the improvements and priorities outlined by the Council in the Annual Delivery Document and Council Plan.</p> <p>1.2. This paper outlines our Performance Report that looks back on the Council's performance for 2018/19.</p> <p>1.3. The report looks at the council's progress against our Annual Delivery Document 18/19 objectives for 2018/19 as outlined through our 3 specific objectives –</p> <ul style="list-style-type: none"> <li>• Ensure that the people of Anglesey can thrive and realise their long-term potential</li> <li>• Support vulnerable adults and families and keep them safe, healthy and as independent as possible</li> <li>• Work in partnership with our communities to ensure that they can cope effectively with change and developments whilst protecting our natural environment</li> </ul> <p>1.4 This draft looks at the outputs and outcomes against what we said we would achieve under the above objectives.</p> <p>1.5 A key part of the final Performance Report will be an assessment of the Council's performance against its key performance indicators, which look at year on year performance. The report highlights our achievements and areas where further improvement is needed.</p>

1.6 The Committee is therefore asked to agree:

- that the final version of the 2018/19 Performance Report should be published by the statutory date at the end of October and that officers complete this in consultation with the Portfolio Holder so that it can be published as part of the Council's papers (7.10.19)

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

n/a

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

This matter is delegated to the Executive.

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

Yes

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

Yes

<b>DD – Who did you consult?</b>		<b>What did they say?</b>
<b>1</b>	<b>Chief Executive / Senior Leadership Team (SLT)</b> (mandatory)	Comments have been incorporated following consultation as part of the SLT Meeting on the 27 <sup>th</sup> August
<b>2</b>	<b>Finance / Section 151</b> (mandatory)	Comments have been incorporated following consultation as part of the SLT Meeting on the 27 <sup>th</sup> August
<b>3</b>	<b>Legal / Monitoring Officer</b> (mandatory)	Comments have been incorporated following consultation as part of the SLT Meeting on the 27 <sup>th</sup> August
<b>4</b>	<b>Human Resources (HR)</b>	
<b>5</b>	<b>Property</b>	
<b>6</b>	<b>Information Communication Technology (ICT)</b>	
<b>7</b>	<b>Procurement</b>	
<b>8</b>	<b>Scrutiny</b>	Comments following the Corporate Scrutiny Committee held on the 11/9 will



		be presented to the Executive at this meeting
<b>9</b>	<b>Local Members</b>	
<b>10</b>	<b>Any external bodies / other/s</b>	

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

<b>F - Appendices:</b>	
Appendix A – Annual Performance Report 2018/19	

<b>FF - Background papers (please contact the author of the Report for any further information):</b>	
<ul style="list-style-type: none"> <li>• Annual Delivery Document 18/19</li> <li>• Council Plan 2017-22</li> </ul>	

## Contents

Foreword.....	2
Introduction .....	2
How we measure and analyse our performance.....	3
Performance indicators and analysis .....	5
Objective 1: Ensure That The People Of Anglesey Can Thrive And Realise Their Long-Term Potential.....	8
Objective 2: Support Vulnerable Adults And Families To Keep Them Safe, Healthy And As Independent As Possible.....	16
Objective 3: Work In Partnership With Our Communities To Ensure That They Can Cope Effectively With Change And Developments Whilst Protecting Our Natural Environment .....	25
Financial Performance 2018/19.....	30
Conclusion.....	32
Further Information .....	33

DRAFT

## Foreword

TBC

## Introduction

Our aim for the 2017-2022 period as stated in our Council Plan is that –

**“We will be working towards an Anglesey that is healthy and prosperous where families can thrive”**

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

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

- Ensure that the people of Anglesey can thrive and realise their long-term potential
- Support vulnerable adults and families and keep them safe, healthy and as independent as possible
- Work in partnership with our communities to ensure that they can cope effectively with change and developments whilst protecting our natural environment

We outlined what we would do to deliver our Council Plan in our Annual Delivery Document for 2018/19. This Annual Performance Report will review the progress of our actions in relation to our objectives and compare our performance to key measures.

We also noted that we will do our very best to ensure that our work aligns with the goals and the principle of sustainable development embodied in the Wellbeing of Future Generations Act. Our objectives have been aligned to these as can be seen in table 1 below.

Council Objectives & Link to National Goals	Prosperous	Resilient	Healthier	More Equal	Cohesive Communities	Welsh language / Culture	Globally Responsive
1. Ensure that the people of Anglesey can thrive and realise their long-term potential	✓	✓	✓	✓	✓	✓	✓
2. Support vulnerable adults and families to keep them safe, healthy and as independent as possible		✓	✓	✓	✓	✓	
3. Work in partnership with our communities to ensure that they can cope effectively with change and developments whilst protecting our natural environment	✓	✓	✓	✓	✓	✓	✓

Table 1

## How we measure and analyse our performance

### **What is Performance Management?**

Performance Management is a process in which the council and its staff work together to plan, monitor and review our corporate priorities through corporate objectives, service objectives and individual objectives, within allocated resources.

### **The Council Plan**

The Council Plan sets out the Council's strategic Aims and Objectives for the electoral term. It informs the decision making process at all levels in the Council and:

- sets the framework we use to plan, drive and deliver our services
- influences how way we shape our budget annually, and
- helps to monitor progress and assess what we achieve annually

### **How and when is it monitored?**

The delivery of the Council Plan is delivered through the realisation of the Annual Delivery Document (ADD). The ADD is created at the beginning of each financial year and identifies the key priority areas, as outlined in the Council Plan, which the council will focus on realising during the forthcoming 12 months. At the end of the financial year the Annual Performance Report (this document) is written to report on progress made, against this Annual Delivery Document over the last 12 months.

The Council Plan is monitored through a variety of different channels, these include:

- Quarterly Transformation Programme Boards;
- Quarterly Corporate Scorecard Report; and
- Annual Service Reviews

Reports using intelligence and information from these sources are thereafter considered by our corporate scrutiny function followed by the Executive. This ensures all members are aware of the progress we are making against our priorities.

### **Transformation Programme Boards**

The Transformation Programme Boards, which sit every quarter, are chaired by the Chief Executive and the Deputy Chief Executive and consists of a membership of, Heads of Service, Senior Managers, Executive Members and Scrutiny Members.

The Programme Boards have a remit to monitor and drive progress on related Change Programmes and Projects giving confidence to elected Members & Senior Leaders that anticipated benefits to the Council and communities are realised and ensuring pace of change is key.

### **Service Reviews**

Each Service is expected to undertake two Service Reviews per year which are undertaken and managed corporately:

1. Financial Service Review

Undertaken to forecast service savings and transformation work which can be used to assist the process of setting the annual Council budget.

2. Performance and risk Service Review

Requests that services complete a service self-assessment to identify how the Services are performing against key objectives. It is used to provide assurance to the Senior Leadership Team and The Executive that service direction is aligned to that of the wider Council direction and that resources are used effectively.

**Corporate Scorecard**

The corporate scorecard identifies and informs Council leaders of progress against National and local indicators which explicitly demonstrates the successful implementation of the Council's day to day activities. It assists in providing the evidential indicator base from which the annual performance report is drafted. It portrays the position of the Council against its operational objectives as outlined and agreed collaboratively between the Senior Leadership Team / Executive and Shadow Executive.

The quarterly scorecard monitoring report outlines mitigating actions the Senior Leadership Team have identified to drive and secure improvements. This report is scrutinised by the Scrutiny Committee and the Executive where assurance can be gained that performance across services is being managed effectively.

DRAFT

### Performance indicators and analysis

The council monitors its performance through the corporate scorecard, the indicators within the scorecard reports on both national and local indicators.

National indicators, known as Performance Accountability Measures (PAM) are published and historically have been used to compare Local Authorities against the same indicators.

Each year the PAM indicators are reviewed and new performance indicators are introduced to monitor performance on a national basis. As well as including new performance indicators in the dataset some are also removed and are no longer relevant or no longer monitored.

Chart 1 below demonstrates what our performance was for the last 3 years when comparing the current set of PAM indicators, i.e. the PAM indicators which were previously monitored for 2016 to 2018, and the currently published PAM performance indicators for 2018/19 which includes 3 new additional indicators. The chart demonstrates that 4 additional performance indicator was added to the Upper Quartile, 1 was added to the Upper Medium Quartile, 1 fewer indicators in the Lower Median Quartile and 2 remain in the Lower Quartile.

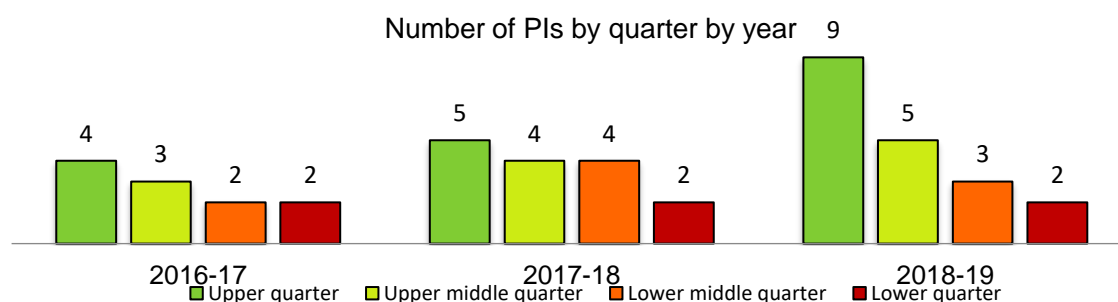


Chart 1

The pie chart below (chart 2) shows that during 2018/19, 54% of our indicators either improved or maintained performance and 40% declined in performance when compared to the performance of 2017/18.

7% of the indicators are new PAM indicators for the year and do not therefore have performance data for 2017/18 to be compared to.

Summary of area performance 2018-19

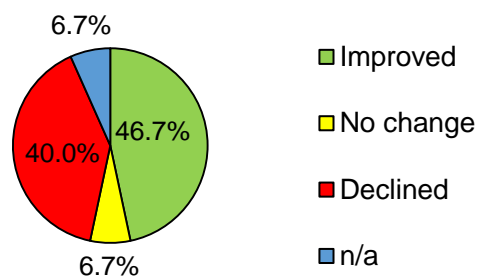


Chart 2

We are pleased to report that of the published indicators, our national standing has improved once again this year. We believe that the majority of the currently unpublished PAM indicators should also perform well if performance stays in line with the performance in 2017/18. All PAM indicators will be published by December 2019 and the currently published indicators can be seen in Appendix 1.

To improve our national performance in 2019/20, as part of a review into performance which included a workshop with representation from the Senior Leadership Team and Elected Members, all PAM indicators will be monitored through the Corporate Scorecard, the majority on a quarterly basis and the remaining indicators on an annual basis, so that improvements can be identified and undertaken sooner in the year. For the first time the Corporate Scorecard will also be monitored to demonstrate performance against our council objectives during 2019/20.

This change will ensure the council objectives are the focus of performance reporting rather than only RAYG status (definition below). This process gives our Senior Officers, Elected Members and members of the public a regular assessment of our performance and can be used to instigate corrective / mitigation measures.

As well as the PAM indicators, we have been monitoring local Key Performance Indicators identified by The Executive, Shadow Executive and the Senior Leadership Team within the Corporate Scorecard during the year. Our analysis of the comparable performance indicators note that 59% of our indicators have improved, 10% have maintained the performance, and 31% have declined in performance compared to 2017/18.

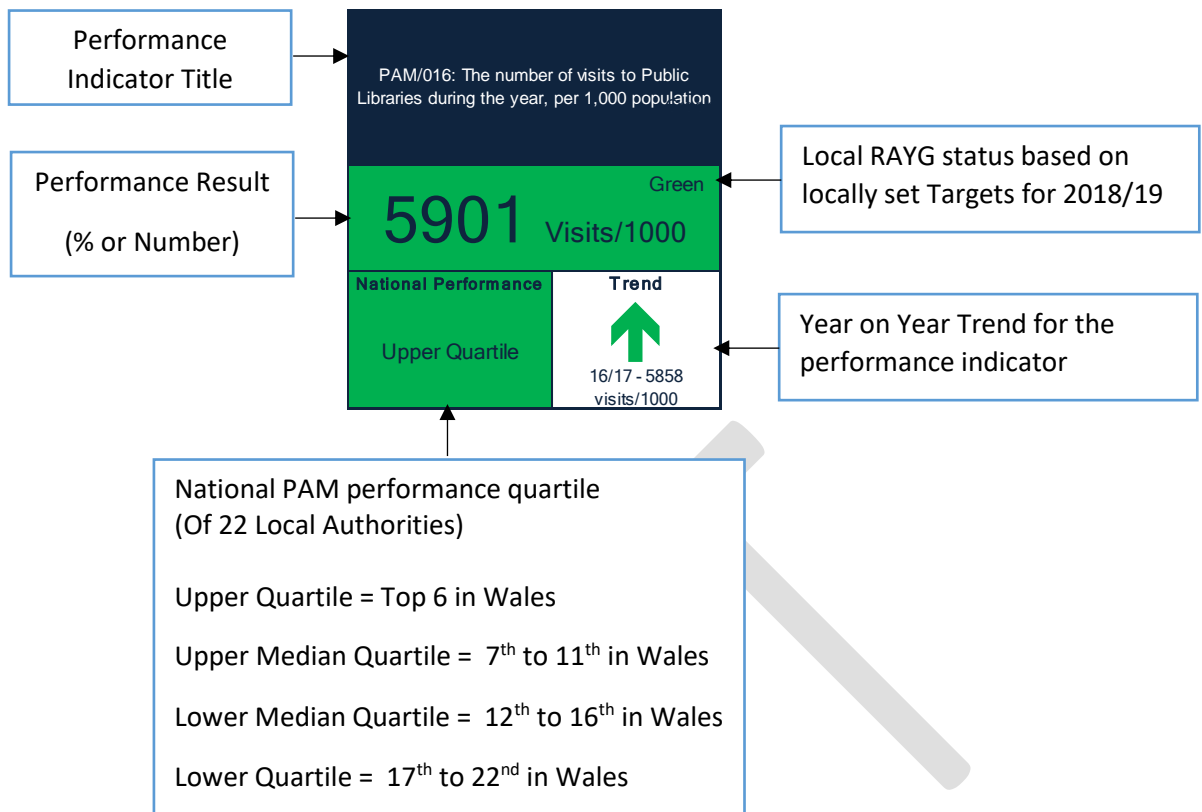
It should also be noted that 69% of the indicators performed above their targets for the year, 22% were within tolerances of the target, and the remaining 8% were below target.

#### **How we present our performance:**

The image below explains how we present our performance trends within the scorecard and throughout this document. The progress in relation to objectives during 2018/19 is presented as text within a chart and is colour coded to represent a progress status, referred to as a RAYG status:

Red = 10% or more behind target  
Amber = between 5% and 10%  
Yellow = within 5% of target  
Green = on target

The RAYG status is brought together with relevant Performance Indicators at the end of each section. The Performance Indicators are displayed as the example below, which consists of the local RAYG status our national PAM performance quartile and our year on year trend.



DRAFT



Objective 1: Ensure That The People Of Anglesey Can Thrive And Realise Their Long-Term Potential	
Jobs And Work Opportunities	
What we may do	What we have done
As part of the North Wales Growth Bid we will work with others to ensure investment from the UK Government and Welsh Government to ensure that powers are devolved to North Wales so that 5,000 jobs can be created, to support the local economy and to improve transport links and communication	<p>Our officers participated in the successful North Wales Economic Ambition Board Growth Bid to the Welsh and UK Government where a total of £240M was committed.</p> <p>The Council and other members of the board are all working together to create jobs, improve skills and training, enhance infrastructure and develop North Wales as a world leader in smart energy, technology, digital innovation and connectivity, and more.</p> <p>We expect the final Growth Deal to be in place later in 2019 and for work to begin on priority projects from 2020 onwards.</p>
<p>We will support the local economy by building a total of 15 new business units in</p> <ul style="list-style-type: none"> <li>○ Llangefni and</li> <li>○ Holyhead</li> </ul> <p>by also extending the Anglesey Business Centre in Bryn Cefni in order to expand the space which is available for local businesses</p>	<p>7 new business units were built and leased at Llangefni during the year. Building work on an extension to the Anglesey Business Centre in Bryn Cefni, Llangefni was also completed and can now be utilised by local businesses.</p> <p>We were unable to complete the 8 new business units in Holyhead during the year but we did gain planning permission to enable these to be built during 2019/20. This will remain a priority for us.</p>
We will complete the Llangefni Link Road to enable a better link between the A55 and Coleg Menai which, as a result, will create the opportunity for skills development and further training while also opening new industrial land.	We completed the Llangefni Link Road which has enabled a better link between the A55 and Coleg Menai. This will help enable better opportunities for training and skills development on the Coleg Menai campus through greater accessibility as well as better access to the industrial park which creates more opportunities for new businesses to be located here.
We will complete the work of regenerating the Market Hall in Holyhead for the purpose of housing local businesses and re-locating the current library.	Whilst a lot of work has been undertaken at Market Hall in Holyhead throughout the year it was not possible to complete on time due to not being able to access further EU funding in a timely manner. This together with complications with the building process meant it did not open until the summer of 2019 when the Holyhead Library was relocated there.

<b>Objective 1: Ensure That The People Of Anglesey Can Thrive And Realise Their Long-Term Potential.</b>	
<b>Education And Skills</b>	
What we may do	What we have done
<p>We will draft, consult and adopt the new school modernisation strategy which will highlight the importance of developing new learning environments in order to improve the provision and raise standards and the achievement of our children over the coming years with the early focus on creating an educational model in the Amlwch catchment area</p>	<p>We adopted, following an extensive period of consultation, a new School Modernisation Strategy (SMS) during the year that highlights the way forward for Education on Anglesey.</p> <p>The decrease in numbers and the increase in empty places, together with the cuts faced has resulted in significant budgetary challenges across the sector and this will probably continue or be even worse over the next few years.</p> <p>This challenge will need to be met head-on over future years in order to secure a sustainable efficient school footprint across Anglesey. It is envisaged this will be realised using the adopted SMS which notes that we will –</p> <ul style="list-style-type: none"> <li>• establish a school system that is suitable for the next thirty years to ensure the best opportunities for our children and young people to flourish and take advantage of the world of work opportunities that are on the horizon</li> <li>• continue to operate relentlessly to ensure that our school standards and provision are nationally amongst the best</li> <li>• ensure that the Council's resources are used efficiently and effectively by developing a more equal cost-based organization across schools and establishing a suitable pattern for post-16 education</li> <li>• ensure that all schools lay firm foundations to ensure that all learners reach a level of proficiency in both languages that are relevant to their ability</li> <li>• create the circumstances for Headteachers to succeed by ensuring that they have sufficient time and support for leadership and management</li> <li>• establish a system so that the school system ensures an appropriate succession</li> </ul>

	<ul style="list-style-type: none"> <li>ensure that the strategy contributes to the aims of the Future Generations &amp; Wellbeing Act and contributes to “Place Shaping”.</li> </ul> <p>Further information on the Strategy can be found on our website <a href="#">link</a></p>
<p>We will work on completing the new school in Newborough – Ysgol Santes Dwynwen, so that it is a sustainable resource for the future</p>	<p>We completed the build of Ysgol Santes Dwynwen and officially opened the school on the 29<sup>th</sup> April 2019. The new 21<sup>st</sup> Century school has all the necessary resources to meet the needs of the new curriculum, which will be rolled out in schools in 2022, and provide the best possible environment for learning.</p> <p>The school will be voluntary controlled by the Church of Wales and the school has been designed for 180 pupils and 25 nursery places.</p> <p>The new school meets the global standard BREEAM ‘Excellent’ status which evaluates best practice for environmental performance of a building through design, specification, construction and operation. It aims to reduce the negative effects of construction and development on the environment. The BREEAM Excellent status puts the building in the top 10% of new non-domestic buildings in the UK for sustainability.</p> <p>The school replaces the four schools of Ysgol Bodorgan, Ysgol Dwyran, Ysgol Llangaffo and Ysgol Niwbwrch. Initial responses have been encouraging and the children have enjoyed making new friends as well as undertaking new experiences and opportunities such as coming to school on the bus and taking part in sports teams.</p>
<p>We will make decisions on the future of the primary schools in Llangefni and the surrounding area, ensuring that we work with Welsh Government to realise and start on the building work</p>	<p>Following an internal review of the Llangefni and Seiriol School Modernisation Projects, the Executive rescinded its previous decisions made in July 2018 on the future of education provision.</p>
<p>We will also decide on the future of education in the Seiriol area by considering the future of Llandegfan, Beaumaris and Llangoed Schools</p>	<p>The internal review highlighted concerns regarding the compliance with the School Organisational Code (Welsh Government) 2013.</p> <p>It was agreed to look afresh at the various options in relation to schools modernisation with the requirement to follow the updated Schools’ Organisation Code (Welsh Government) 2018 in</p>

	the Llangefni and Seiriol areas and to bring an appropriate report back to the Executive in early 2019/20.
We will continue to work with new Head Teachers in the County (13) by offering them regular support and also by developing temporary Head Teachers (3) and recognise the Heads of the future and support them by offering them experiences and opportunities to develop	During the year we provided regular support and advice to our newly qualified Head Teachers whilst they developed in their roles. Six potential heads of the future also completed their courses during the year enabling us to help secure that suitably qualified staff are in place for the future.
We will be launching the new <b>Denu Talent Môn</b> (Attracting Anglesey Talent) this year which will be an opportunity for 9 or 10 people 16 years old and over to have up to 12 weeks of paid work experience with the Council over the Summer. This will be a valuable opportunity for them to get a flavour of the work of a modern local authority by completing specific projects and tasks	Denu Talent Môn was successfully launched in the summer of 2018 where 10 young people were employed over a 12 week period in work placements throughout the Council Services. The Scheme provided an opportunity for young people to gain new skills, confidence and get an insight into the diverse range of careers that working in local government can offer. Following the scheme, one young person was successful in gaining employment with the Council while the others continued on to further education.

**Objective 1: Ensure That The People Of Anglesey Can Thrive And Realise Their Long-Term Potential.**

**Health And Well-Being**

What we may do	What we have done
We will work to increase the contribution made by our residents (with the emphasis on young people) in sport and leisure activities	<p>We continue to try and increase the contribution made by our residents, emphasising on young people, in sport and leisure activities.</p> <p>During the year we saw that 67% of participants of our NERS programme (National Exercise Referral Scheme) completed the full course. 85% of participants felt that the exercise programme had led to an improvement in health.</p> <p>During the spring and summer of 2018, with the support of local authorities and schools across Wales, over 120,000 sessions children and young people took the opportunity to have a say on sport and their wellbeing.</p> <p>The results show that on Anglesey 56% of children are taking part in sports at least three times a week, compared to 50% in 2015 and the current national average of 48%.</p>

	<p>The survey also showed that:</p> <ul style="list-style-type: none"> <li>• 67% of pupils are members of a sports club</li> <li>• 71% of pupils enjoy sports outside of school a lot</li> <li>• 77% of pupils took part in sports at a club outside of school in the last year</li> <li>• 86% of pupils are confident in trying a new activity</li> <li>• 38% of pupils feel their opinions about sport and PE are always listened to</li> </ul> <p>This is encouraging and provides a good base from which to generate a greater interest in sport and leisure amongst our young people into the future.</p>
<p>We will work with others and use capital funds to establish the first 3G pitch at Plas Arthur Leisure Centre in Llangefni and will also invest in new fitness equipment at Holyhead Leisure Centre</p>	<p>Wales Football Manager Ryan Giggs and his Assistant Manager and former Anglesey resident Osian Roberts officially opened the first 3G pitch on Anglesey at Plas Arthur, Llangefni, during the year thanks to a £200k investment by the Council and the Wales Collaborative Sports Facilities Group.</p> <p>During the year the fitness room at Holyhead undertook a refit including all new equipment.</p> <p>These changes amongst others led to a total of 553,000 visits to our leisure centres where physical activity was undertaken during the year. This is an improvement on the 508,000 visits the previous year.</p>
<p>We will work with others to bring 75 new houses back into use and will increase the number of affordable homes that are built</p>	<p>Over the year we helped bring 78 houses back into use as well as create 9 new homes so that they become homes for individuals, couples and families.</p> <p><b>The Electoral Wards which have seen properties being brought back into use are as follows</b></p> <p>Aethwy - 7          Bro Aberffraw - 7          Bro Rhosyr - 6          Caergybi - 29          Canolbarth Mon - 5          Llifon - 6          Lligwy - 2          Seiriol - 6          Talybolion - 6</p>

	Twrcelyn - 13 Ynys Cybi - 2
--	--------------------------------

A Case Study which demonstrates success under this Objective and demonstrates that we're doing our utmost to ensure each individual reaches his or her potential can be read as follows –

Family A was referred by the primary school in relation to concerns they had in regards to child A's emotional wellbeing and attendance. The Family wanted to be sure that the child would be supported in the transition between primary and secondary school.

The Team around the Family (TAF) coordinated a family meeting and developed a family plan that included the family, child and agencies such as the school, NSPCC Family Therapist / Play Therapist, Mental Health Service, Local Authority Housing, Housing Association and the education welfare officer.

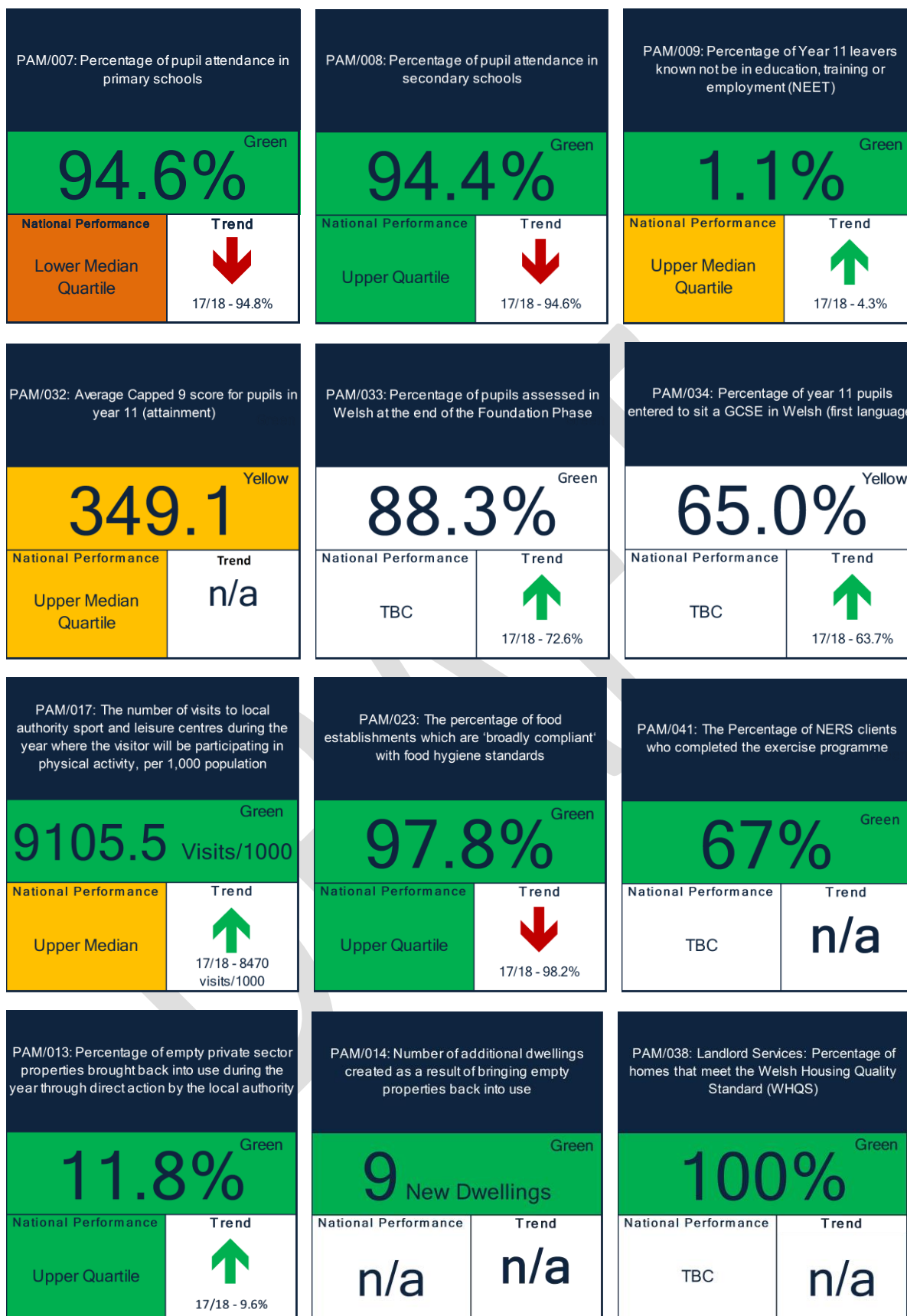
Child A no longer requires support as they have successfully settled in secondary school and they are implementing coping strategies they have learnt to deal with coping in the near future. Transition of child A to secondary school has been successful removing the need for agencies to be intervene and improving the child's attendance, confidence and emotional wellbeing.

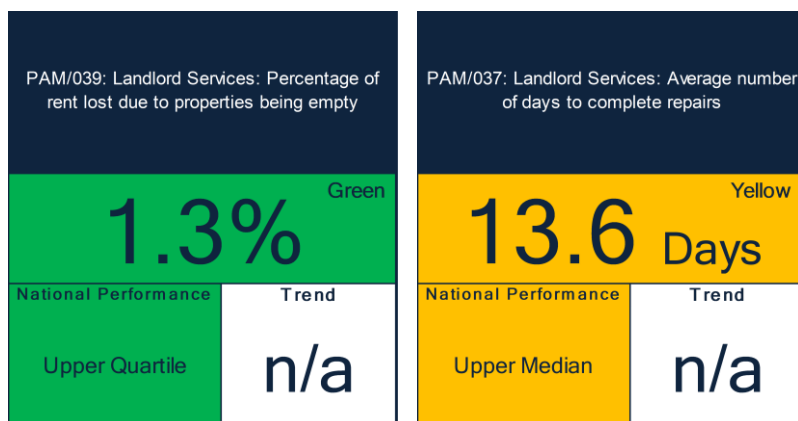
To measure how successful the council is aligned to the Future Generations of Wales Act, as part of this annual performance analysis, we undertook a Future Generation self-reflection (self-assessment) exercise using a tool specifically designed by the Future Generations Commissioner for Wales Office.

For this objective our Council Managers believe that we are currently '**Being More Adventurous**' with the work completed during the year. We believe this because we are undertaking work in this objective that is not of a 'business as usual' mind-set, is pushing boundaries by taking a proactive approach to the prevention agenda, developing talent and providing work-based opportunities, working collaboratively with partners with a view of ensuring immediate success whilst keeping an eye on the long term and integrating people's views into the decision making process which is much more evident than we have in the past.

Further work needs to be undertaken under this objective and our focus will be placed on achieving our revised Annual Delivery Document 2019/20.

## Performance Indicators & Analysis





All of the identified indicators for Objective 1 have performed well during the year compared to their targets with the exception of 2 indicators which were within 5% of their set targets for the year. 5 of the indicators improved upon their performance from 2017/18 while 3 of the comparable indicators declined ever so slightly (less than 0.4% points) compared to 2017/18.

6 of the indicators however do not have any data to be compared to so it's deemed important that we use any benchmarking results to ensure that targets for the coming year are realistic and ensure good performance.

Attendance at our schools (PAM/007+008), although demonstrating a slight decline, have performed well in comparison with other local authorities and attendance at secondary schools have seen an improvement in national performance to the Upper Quartile whilst the primary schools also maintained their performance in the upper quartile.

One indicator which has seen a very good improvement during the year is the number of year 11 leavers that are not in employment, education or training (NEET). The 2017/18 performance for this indicator resulted in Anglesey having the highest percentage of year 11 leavers who were NEET in Wales. This led to an increased scrutiny of the indicator both within the Service and by our Elected Members and prompted a change in process to improve on the result. We are pleased to see that this indicator is now performing well, joint 6<sup>th</sup> in Wales, and that our young people leaving year 11 are capitalising on opportunities available to them locally, be that in further education, training or employment.

Our Empty Homes project has once again ensured that we managed to get 11.8% of the total number of empty homes back into use (PAM/013+014). This drive had ensured that another 78 empty properties are available to our residents improving their opportunities within local communities.



Objective 2: Support Vulnerable Adults and Families to Keep Them Safe, Healthy and As Independent As Possible

**SUPPORT FOR OLDER AND VULNERABLE ADULTS**

What we may do	What we have done
<p>We will complete the development of extra care housing in Llangefni – Hafan Cefni, which will enable 63 people to live independently within a supportive environment</p>	<p>We completed and officially opened the new state of the art extra care housing facility, Hafan Cefni, in Llangefni during the year. Hafan Cefni is a development which offers a home for life for people over 60 years of age who wish to live independently in a safe and welcoming community with care and support services available on site.</p>
<p>We will begin the work of planning for extra care housing in the Seiriol area – Beaumaris</p>	<p>Whilst planning work has been undertaken for the extra care facility in Beaumaris, the decision to rescind the previous decision on the future of Ysgol Gynradd Beaumaris has seen a delay in the project.</p> <p>Whilst this is disappointing we are keen to ensure that the development will be the best it can be. The delay will allow us to revisit the south of the Island as an area and consider further proposals which may be available to us.</p>
<p>We will work with the Health Board at Garreglwyd to provide better dementia care with the aim of preventing non-essential transfers to alternative and unsuitable care locations e.g. hospitals or out of county residential care</p>	<p>We continued to work with Betsi Cadwaladr Health Board to ensure that 15 beds are available for dementia care at Garreglwyd.</p>
<p>We will complete the work of re-tendering the home care contract, in partnership with the Health Board, into smaller areas so that there is a better provision</p>	<p>We successfully re-tendered, in partnership with Betsi Cadwaladr Health Board, the home care contract and we now have 3 providers responsible for home care provision sharing a third of the Island each.</p> <p>The contract ensures that the highest service is provided to users and will ensure that older people who have been admitted into hospital and are waiting to go home are able to go home quicker than under the previous provision provided by the Council.</p> <p>This will also ensure that hospital beds are available quicker and in turn reduce the demand on the local hospitals.</p>

<p>Increase the number of community hubs across the Island in areas such as</p> <ul style="list-style-type: none"> <li>o Amlwch,</li> <li>o Llangefni,</li> <li>o Cemaes,</li> <li>o Menai Bridge,</li> <li>o Newborough and</li> <li>o Benllech</li> </ul> <p>which will help the preventative agenda and keep individuals active and busy within their communities</p>	<p>The community hub model has successfully worked in many areas on the Island and there are approximately 1,100 people accessing community hub activities on a weekly basis.</p> <p>Some of the developments over the year include:</p> <ul style="list-style-type: none"> <li>• Amlwch Agewell have relocated to the Leisure Centre and there are extra days available at the newly transformed community hub at Maes William Williams</li> <li>• Agewell Llangefni now operate from within Hafan Cefni and is seen as an innovative model</li> <li>• ICF capital investment has been completed to upgrade and improve access to hubs at Bryngwran, Llanfaelog and Llanfairpwll</li> <li>• Eglwys Fach in Newborough have improved their facilities and provide an increased number of activities</li> <li>• Work has started on transforming two community lounges into community hubs at Cae Gwyn, Holyhead, and Tan y Foel in Llanerchymedd</li> </ul> <p>Progress in Cemaes and Benllech was not to the same degree due to the focus in other areas where the greater level of interest was displayed this year.</p> <p>Other areas, including these two areas will follow in the future.</p>
<p>Revise and change the day care arrangements which are provided by the Council and other providers so that more emphasis is placed on achieving personal aspirations</p>	<p>We wanted to revise and change the way that day care arrangements are provided by us during the year however this has unfortunately not been possible due to other activities taking priority and the need to draft and engage on a revised day opportunities strategy with end users.</p> <p>This activity will now be undertaken during 2019/20 under the direction of our Social Services Programme Board.</p>

<p>Complete the Llawr y Dref development in Llangefni which will provide the opportunity for those with learning difficulties to move to temporary flats so that they can be assessed and supported in preparation for independent living</p>	<p>The scheme, which has enabled us to fully refurbish the 29 flats, has benefited from significant financial investment, and the flats have been transformed to provide comfortable, modern living accommodation.</p> <p>We will be offering the chance for individuals and couples over the age of 60 to apply for social housing at the newly refurbished Llawr y Dref flats in Llangefni.</p> <p>Some flats have been put aside to provide the opportunity for those with learning difficulties to move to temporary flats so that they can be assessed and supported for independent living.</p> <p>These flats will be up and running during 2019/20.</p>
---	---

**Objective 2: Support Vulnerable Adults And Families To Keep Them Safe, Healthy And As Independent As Possible**

**SUPPORT FOR FAMILIES AND CHILDREN**

What we may do	What we have done
<p>We will look at ways of strengthening our preventative and wellbeing services for children, young people and vulnerable people in society, with the aim of developing the resilience of individuals, families and communities</p>	<p>During the year we strengthened our preventative and wellbeing services for children, young people and vulnerable people in society by implementing the Children &amp; Families Services Prevention Strategy that focuses on building resilience, de-escalating the need for statutory services and protecting children and young people from significant harm.</p> <p>We also created new posts in the service such as the Healthy Relationships Worker post which allows us to respond earlier with children and young people who are at risk of exploitation.</p> <p>The service participated in the Early Action Together Programme in conjunction with North Wales Police. This is a Home Office funded programme which seeks to formulate a response from the Police and their key partner agencies which is Adverse Childhood Experiences (ACE) aware and trauma informed. The benefits of the programme is a reduction in the Police referrals to the service and increase in the number of Early Help referrals. This supports the strategic</p>

	<p>objectives and statutory requirements for us to intervene earlier and focus on prevention.</p> <p>The Resilient Families Team continued to support families under the core aims of to <i>Prevent, Return, Reduce, and Review</i>. The team supported families with children at the edge of care, supporting them to not having to enter the care system and support families for their children to return home to them if they have been in care. Currently we co-working with approximately 60 children in this way.</p>
<p>We will work with others to build approximately 60 new social houses on the Island this year in the following areas –</p> <ul style="list-style-type: none"> <li>o Llanddeusant</li> <li>o Cemaes</li> <li>o Holyhead</li> <li>o Dwyran</li> <li>o Penysarn</li> <li>o Newborough</li> </ul>	<p>We have worked collaboratively with Housing Associations throughout the year to provide more affordable housing on the Island.</p> <p>A total of 48 new houses were completed during the year in the following areas:</p> <ul style="list-style-type: none"> <li>• Llanddeusant – 10 new units completed</li> <li>• Cemaes – 14 new units completed</li> <li>• Dwyran – 2 new units completed</li> <li>• Penysarn – 9 new units completed</li> <li>• Newborough – 5 new units completed</li> <li>• Holyhead – 8 new units completed</li> </ul> <p>Work has also started on a further 25 new units in Holyhead.</p> <p>For the first time since the 1980s we agreed on plans to build our own council stock in order to provide suitable accommodation and meet the needs of our tenants and future residents.</p>
<p>We will continue with the work of promoting Teulu Môn so that all families on Anglesey have a specific place where they can access information, advice and support in relation to children and families who have children between 0 and 25 years old</p>	<p>Our Teulu Môn service is now well-established and has continued to provide information, advice and support to members of the public, partners, and families on enquiries in relation to children and families. We continued to promote Teulu Môn by attending open days, parent evenings and community events.</p> <p>We worked to develop the Early Help Hub. The hub is a multi-agency meeting that includes key partner agencies including the third sector. The purpose of the Hub is to make an offer of a service to those families who may benefit from early intervention and support. The families discussed are referred to the service from agencies and by self-referral.</p>

	<p>There is insufficient support for LGBT young people and their parents on Ynys Môn. In response, we started on the process of establishing a LGBT club and a support group for parents on the Island. The young people are central to the development of this project and they are members of the development group. This is a piece of work which is essential for us to develop further during 2019/20.</p>
<p>We will continue to safeguard the children and young people of the Island</p>	<p>We continued to safeguard the children and young people of the Island. We increased the number of Independent Reviewing and Safeguarding Officers within the service which has increased capacity.</p> <p>The timelines of responses within the Children &amp; Families service remains good with assessments being completed on time and families having the right Social Work support at the right time.</p> <p>We contribute fully to the North Wales Safeguarding Board.</p> <p>We assist in training events and in raising agencies' awareness of a cross section of Safeguarding issues, making sure that Safeguarding remains high on partner agencies' agenda but also it remains everybody's business.</p>
<p>We will trial a wider choice of placements for some of our looked after children either by offering more services, increasing the available foster placements or by providing care in a different (alternative) way</p>	<p>We started to increase the number of Local Authority Foster Carers and placements by introducing an enhanced foster carer package.</p> <p>This includes a 50% discount in Council Tax; free parking in all of council run car parks; a 10% increase in fostering allowance and a free leisure services membership card.</p> <p>Following the announcement of the new fostering package in January 2019, we received several enquiries and assessments were started.</p> <p>We also started the process of developing the first Small Group Homes provision on the Island- Cartref Clyd Môn. This involves two children living together in 'homely' surroundings and functioning in a similar way to children at home i.e. going out to school, living in the community, having neighbours and friends and so on.</p>

### Case Study –

P lives with her family in Llangefni and has a learning disability and attends Canolfan Addysg Y Bont. P was referred to Specialist Children's Services when they were 17 years old for Community LD paediatric Nursing service to support the school to manage her behaviour. P's family had not requested any support or involvement from services prior to this.

As part of the Partneriaeth - Y Bont – Partnership Transition Project (Based in the Special School), P and her family were able to have the additional support from the service Transition Co-ordinator without having to be open to a social worker. The Transition Coordinator was able to work in partnership with other multi agency professionals who were working with P, to support in planning the Transition Process to adult learning disability services.

As part of the transition process to adult services it was felt that it would be positive for P to widen her range of interests and activities to help her to become more independent, and also support her parents in their caring role by enabling her to have short breaks.

It was agreed with the family that it was the right time to introduce a social worker from SCS, to look at the types of support that would help P and support the family through the Transition to Adult Services. As part of P's Care and Support Plan, the family used direct payments to enable her to take part in a range of activities in the community and this has provided the opportunity for P to develop her independence and social skills with the support of 2 personal assistants, on a weekly basis. This was the first time the family have had social work support and this relationship meant that the social worker was able to get to know the family and ensure that links were made with the social work team within the adult learning disability service.

Later in the year, the Social Workers visited the family so that the link with Adult LD would provide a seamless service for P and that the family were able to be confident that the Direct Payment service could continue and that where necessary the transfer of health services would be co-ordinated by the professionals that were part of the original MDT.

Both social workers will work together to support P until she is 18 years old and the Transition Coordinator will continue to be involved as part of Adult Learning Disability Services, looking at day activities and other options for further education opportunities.






















P's mother has shared with the social worker that she feels that the Transition Service has been "good" and she has especially valued the role of the Transition Coordinator and Social Worker from Specialist Children's Services in supporting P and the family at this point in the transition process.

























For this objective under the Future Generations & Wellbeing Act we believe that we are currently '**Being More Adventurous**' with the work already undertaken during the year. We believe this because of we are undertaking work in this objective that is not of a 'business as usual' mind-set.

Our Managers believe this due to our outstanding work at community hubs with projects such as 'falls prevention' and the Night Owls service. These community hubs are a good example of how we also integrate and involve people in our decisions and that is also evidenced in the good practice we

have with regards to Older People’s Council, peer mentors within our homes, our Learning Disabilities referral group and also the tenants participation team.

**Performance Indicators & Analysis**

<p>PAM/028: The percentage of assessments completed for children within statutory timescales</p> <p><b>86.2%</b> <span style="float: right;">Yellow</span></p> <table border="1"> <thead> <tr> <th>National Performance</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>TBC</td> <td> 17/18 - 67.6%</td> </tr> </tbody> </table>	National Performance	Trend	TBC	 17/18 - 67.6%	<p>PAM/029: The percentage of looked after children on 31 March who have had three or more placements during the year</p> <p><b>9.5%</b> <span style="float: right;">Green</span></p> <table border="1"> <thead> <tr> <th>National Performance</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>TBC</td> <td> 17/18 - 9%</td> </tr> </tbody> </table>	National Performance	Trend	TBC	 17/18 - 9%	<p>SCC/025: The % of statutory visits to looked after children due in the year that took place in accordance with regulations</p> <p><b>81%</b> <span style="float: right;">Yellow</span></p> <table border="1"> <thead> <tr> <th>National Performance</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>n/a</td> <td> 17/18 - 63.3%</td> </tr> </tbody> </table>	National Performance	Trend	n/a	 17/18 - 63.3%
National Performance	Trend													
TBC	 17/18 - 67.6%													
National Performance	Trend													
TBC	 17/18 - 9%													
National Performance	Trend													
n/a	 17/18 - 63.3%													
<p>PM28 - The average length of time for all children who were on the CPR during the year, and who were de-registered during the year (days)</p> <p><b>241 Days</b> <span style="float: right;">Yellow</span></p> <table border="1"> <thead> <tr> <th>National Performance</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>n/a</td> <td> 17/18 - 326.5 Days</td> </tr> </tbody> </table>	National Performance	Trend	n/a	 17/18 - 326.5 Days	<p>SCC/010 - The percentage of referrals that are re-referrals within 12 months</p> <p><b>16.9%</b> <span style="float: right;">Yellow</span></p> <table border="1"> <thead> <tr> <th>National Performance</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>n/a</td> <td>n/a</td> </tr> </tbody> </table>	National Performance	Trend	n/a	n/a	<p>SCC/006 - The percentage of referrals during the year on which a decision was made within 1 working day</p> <p><b>98%</b> <span style="float: right;">Green</span></p> <table border="1"> <thead> <tr> <th>National Performance</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>n/a</td> <td>n/a</td> </tr> </tbody> </table>	National Performance	Trend	n/a	n/a
National Performance	Trend													
n/a	 17/18 - 326.5 Days													
National Performance	Trend													
n/a	n/a													
National Performance	Trend													
n/a	n/a													
<p>PAM/025: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over</p> <p><b>7.78</b> <span style="float: right;">Red</span></p> <table border="1"> <thead> <tr> <th>National Performance</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>TBC</td> <td> 17/18 - 6.58</td> </tr> </tbody> </table>	National Performance	Trend	TBC	 17/18 - 6.58	<p>SCA/18b: The percentage of carers of adults who requested an assessment or review that had an assessment or review in their own right during the year</p> <p><b>96%</b> <span style="float: right;">Green</span></p> <table border="1"> <thead> <tr> <th>National Performance</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>n/a</td> <td> 17/18 - 96%</td> </tr> </tbody> </table>	National Performance	Trend	n/a	 17/18 - 96%	<p>SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March</p> <p><b>17.35</b> <span style="float: right;">Green</span></p> <table border="1"> <thead> <tr> <th>National Performance</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>n/a</td> <td> 17/18 - 17.44</td> </tr> </tbody> </table>	National Performance	Trend	n/a	 17/18 - 17.44
National Performance	Trend													
TBC	 17/18 - 6.58													
National Performance	Trend													
n/a	 17/18 - 96%													
National Performance	Trend													
n/a	 17/18 - 17.44													

<p>PM18 - The percentage of adult protection enquiries completed within statutory timescales</p> <p style="text-align: right;">Green</p> <h1 style="text-align: center;">90.9%</h1> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">National Performance</td> <td style="width: 50%;">Trend</td> </tr> <tr> <td style="text-align: center;">n/a</td> <td style="text-align: center;">                       17/18 - 93.25%                 </td> </tr> </table>	National Performance	Trend	n/a	 17/18 - 93.25%	<p>PM20a - The percentage of adults who completed a period of reablement and have a reduced package of care and support 6 months later</p> <p style="text-align: right;">Red</p> <h1 style="text-align: center;">30.9%</h1> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">National Performance</td> <td style="width: 50%;">Trend</td> </tr> <tr> <td style="text-align: center;">n/a</td> <td style="text-align: center;">                       17/18 - 59.26%                 </td> </tr> </table>	National Performance	Trend	n/a	 17/18 - 59.26%	<p>PM20b - The percentage of adults who completed a period of reablement and have no package of care and support 6 months later</p> <p style="text-align: right;">Green</p> <h1 style="text-align: center;">62.8%</h1> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">National Performance</td> <td style="width: 50%;">Trend</td> </tr> <tr> <td style="text-align: center;">n/a</td> <td style="text-align: center;">                       17/18 - 62.5%                 </td> </tr> </table>	National Performance	Trend	n/a	 17/18 - 62.5%
National Performance	Trend													
n/a	 17/18 - 93.25%													
National Performance	Trend													
n/a	 17/18 - 59.26%													
National Performance	Trend													
n/a	 17/18 - 62.5%													
<p>PAM/012: Percentage of households threatened with homelessness successfully prevented from becoming homeless</p> <p style="text-align: right;">Yellow</p> <h1 style="text-align: center;">55.1%</h1> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">National Performance</td> <td style="width: 50%;">Trend</td> </tr> <tr> <td style="text-align: center;">Lower Quartile</td> <td style="text-align: center;">                       17/18 - 65.2%                 </td> </tr> </table>	National Performance	Trend	Lower Quartile	 17/18 - 65.2%	<p>PAM/015: The average number of calendar days taken to deliver a Disabled Facilities Grant</p> <p style="text-align: right;">Green</p> <h1 style="text-align: center;">162 Days</h1> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">National Performance</td> <td style="width: 50%;">Trend</td> </tr> <tr> <td style="text-align: center;">Upper Quartile</td> <td style="text-align: center;">                       17/18 - 177 Days                 </td> </tr> </table>	National Performance	Trend	Upper Quartile	 17/18 - 177 Days	<p>PAM/041: The Percentage of NERS clients who completed the exercise programme</p> <p style="text-align: right;">Green</p> <h1 style="text-align: center;">67%</h1> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">National Performance</td> <td style="width: 50%;">Trend</td> </tr> <tr> <td style="text-align: center;">TBC</td> <td style="text-align: center;">n/a</td> </tr> </table>	National Performance	Trend	TBC	n/a
National Performance	Trend													
Lower Quartile	 17/18 - 65.2%													
National Performance	Trend													
Upper Quartile	 17/18 - 177 Days													
National Performance	Trend													
TBC	n/a													
<p>PAM/042: The Percentage of NERS clients whose health had improved on completion of the exercise programme</p> <p style="text-align: right;">Green</p> <h1 style="text-align: center;">85%</h1> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">National Performance</td> <td style="width: 50%;">Trend</td> </tr> <tr> <td style="text-align: center;">TBC</td> <td style="text-align: center;">n/a</td> </tr> </table>	National Performance	Trend	TBC	n/a	<p>PAM/024: Percentage of adults who are satisfied with the care and support that they received</p> <p style="text-align: right;">Green</p> <h1 style="text-align: center;">97%</h1> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">National Performance</td> <td style="width: 50%;">Trend</td> </tr> <tr> <td style="text-align: center;">n/a</td> <td style="text-align: center;">                       17/18 - 92%                 </td> </tr> </table>	National Performance	Trend	n/a	 17/18 - 92%	<p>PAM/026: Percentage of carers reporting they feel supported to continue in their caring role</p> <p style="text-align: right;">Green</p> <h1 style="text-align: center;">94%</h1> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">National Performance</td> <td style="width: 50%;">Trend</td> </tr> <tr> <td style="text-align: center;">n/a</td> <td style="text-align: center;">                       17/18 - 90%                 </td> </tr> </table>	National Performance	Trend	n/a	 17/18 - 90%
National Performance	Trend													
TBC	n/a													
National Performance	Trend													
n/a	 17/18 - 92%													
National Performance	Trend													
n/a	 17/18 - 90%													
<p>PAM/027: Percentage of children who are satisfied with the care and support that they received</p> <p style="text-align: right;">Green</p> <h1 style="text-align: center;">89%</h1> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">National Performance</td> <td style="width: 50%;">Trend</td> </tr> <tr> <td style="text-align: center;">n/a</td> <td style="text-align: center;">                       17/18 - 82%                 </td> </tr> </table>	National Performance	Trend	n/a	 17/18 - 82%										
National Performance	Trend													
n/a	 17/18 - 82%													



The performance of the indicators within this objective have performed relatively well against their targets for the year with the exception of 2 indicators which were red. 68% of the indicators were above target, 21% of the indicators were within 5% of their targets and the remaining 11% were red against their targets.

The indicators within the Children & Family Service (PAM/028+29, SCC/006+010+025, and PM28) have all performed well against their targets for the year and are above target or within tolerances of 5%. The good work in the service culminated in an inspection by CIW in October 2018 that tells us we are making good progress but must continue to strengthen services and practices. The service will continue on the good work already undertaken and develop a new Service Development Plan which will include the areas for development identified by the CIW following the re-inspection.

There were three positive results from surveys undertaken by adults, carers, children and young people during the year (PAM/24+26+27), all of which improved on the results in 2017/18. The positive feedback helps inform us that the work we are undertaking with our clients is working and that they are receiving good care and support from us.

We are also pleased with the number of adults who have completed the NERS exercise programme (PAM/041) as these clients have been referred to the service by Betsi Cadwaladr Health Board and Medical Doctors due to the health conditions of their clients. The programme is designed to help improve their health condition and it's positive to see that 85% of the clients believed their health was better after completing the course (PAM/042).

The two indicators which were red against targets were both from Adult Services. Whilst the performance was disappointing with these two indicators we have been managing the performance of these throughout the year as part of the Scorecard Monitoring reports.

The percentage of adults who completed a period of reablement who had a reduced package of care 6 months later (PM20a) involves a relatively small number of individuals and the performance can fluctuate from year to year because of this. All that could have been done for our clients had been done and their health conditions are first and foremost the most important factor for us and the performance of this indicator reflects the nature of their presenting illnesses. We will however be reviewing the current reablement service and considering methods of data collection that provides more detailed outcomes and rationale for ongoing interventions into 2019/20.

The second indicator was the rate of people aged over 75 that were kept in hospital while waiting for Social Care (PAM/25). It is acknowledged that there was a high rate of Delayed Transfer of Care (DTC) particularly during the first two quarters of the year before the new contracts were awarded. It was anticipated that the newly commissioned patch based Domiciliary Care contract would make a positive impact in the figures, and it did make an impact but not as much as we believed it would make. For 2019/20, we will work together with our three area providers towards ensuring that we have sufficient reablement capacity to meet increasing demands as well as working collaboratively with our Betsi Cadwaladr Health Board colleagues to secure a more robust data coding process.

### Objective 3: Work In Partnership With Our Communities To Ensure That They Can Cope Effectively With Change And Developments Whilst Protecting Our Natural Environment

#### DEVELOPMENT AND PROMOTION

What we may do	What we have done
Realise the destination management plan by mainly concentrating on marketing the Island in collaboration with the annual Visit Wales campaign – ‘Year of the Sea’	We supported Visit Wales with the ‘Year of the Sea’ campaign which celebrated Wales’ outstanding coastline, and invited visitors to discover new epic experiences all around our shores, with special events and attractions throughout the year.
Welcome 52 cruise ships and over 32,000 visitors to Holyhead and encourage visitors to visit local tourist attractions and to receive a typical Welsh welcome	We welcomed 46 Cruise Ships into Holyhead Port over the year, slightly less than planned as 3 ships had to cancel because of the weather and the other 3 ships had to cancel due to issues with the ships. The 46 Cruise ships that did dock resulted in approx. 29,000 visitors to the island and North Wales.
Continue with our intention and achievement of ensuring that over 70% of all household waste is recycled which in turn, prevents waste from going to landfill sites	Our recycling levels continued to be above Welsh Government’s expectations where 70% was recycled, reused or composted during the year. This figure would have been higher for the year but unfortunately there was a fire at our contractors recycling plant which led to a loss of recyclable materials. We are confident that recycling rates will be higher during 2019/20.
Invest £250,000 in a number of energy efficiency projects across the Council estate, concentrating on our schools and leisure centres	A total of £287k was invested across the Council estate with investments ranging from LED lighting in our schools to the introduction of pool chemical dosing system at our leisure centres. We also had boiler room pipework undertaken and we commissioned Re:fit Cymru to advise us on where further energy efficiencies could be realised over the forthcoming years.
Also, complete the work of researching into those areas of the estate where further investment can create more energy efficiency savings and prepare plans for future years	
Co-ordinate the Energy Island programme to mitigate the effects and improve the benefits which result from large energy projects	This year saw the suspension of Wylfa Newydd by Horizon Nuclear Power and the suspension has highlighted the importance of the development to the Island, North Wales and the UK. Despite this a number of key milestones have been reached, primarily through a formal Section 106 Agreement which we believe safeguards the island’s interests, with no major disputes or disagreements between Horizon Nuclear Power and the Council.
Ensure that the County Council influences the DCO processes and the Horizon Nuclear Power and National Grid plans	We continued to engage with other major energy developers via the Energy Island Programme with a view of creating jobs and increasing prosperity by

	capitalising on a number of transformational projects.
Concentrate on developing flood defence plans at Pentraeth, Beaumaris and Bodffordd this year and research options for funding applications for plans in Menai Bridge and Llanfairpwll in 2019/20 (in order to defend them in future from the effects of various environmental issues)	<p>Engineering works to alleviate surface water at Beaumaris was started during the year but completing the scheme was delayed as our contractor, Dawnus, went into Administration. A new contractor has since been appointed, Alun Griffiths, and the work has commenced and will be completed during 2019/20.</p> <p>We successfully completed flood defence works at Bodffordd although we were unable to commence work at Pentraeth as planned and it is anticipated that work should start before the end of 2019.</p> <p>A drop in session was held in Menai Bridge to discuss future plans for flood defences and an application for funding to the Welsh Government was made. An outline business plan was also submitted to the Welsh Government for works at Llanfairpwll, Valley and Llansadwrn.</p>

**Objective 3: work in partnership with our communities to ensure that they can cope effectively with change and developments whilst protecting our natural environment**

**TRANSFORMATION**

What we may do	What we have done
Continue to work with communities regarding the shaping of place with the aim of enabling them to take more responsibility and ownership for their own communities	Work continues with the wards of Twrcelyn, Llifon, Rhosyr, Aethwy and Canolbarth Môn with a view of securing ownership over the local agenda and priorities. Some wards have developed further along the journey than others but we hope through collaborating that each of the wards outlined will have progressed further during the forthcoming year.
Work with Beaumaris Town Council to outsource the management of the Court and Gaol for the purpose of maintaining a historical tourist attraction in the town	<p>An agreement with Beaumaris Town Council to outsource the management of the Court and Goal was put in place during the year. The agreement will allow the historical tourist attractions to remain open for the public and continue to provide a historical picture of court proceedings and prison life in the late 18th and 19<sup>th</sup> Centuries. We wish Beaumaris Town Council our best wishes for the future.</p> <p>We also outsourced the running of Melin Llynon Mill and Roundhouses during the year to local chef Richard Hill for whom we also give our best wishes.</p>

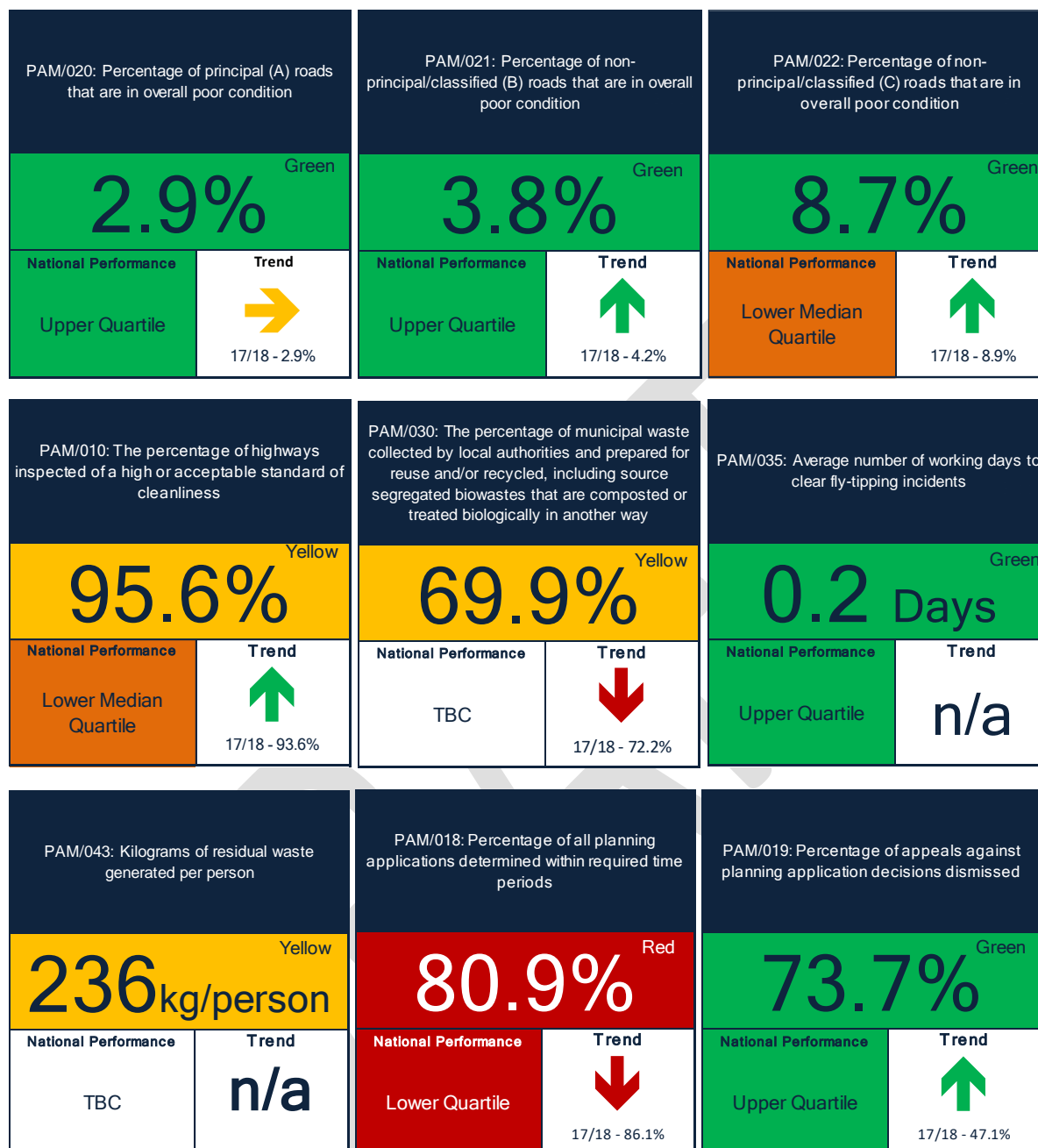
<p>Pilot an extension of our Cyswllt Môn service in the community in libraries in order promote access to information, advice and support more extensively</p>	<p>Our plans to pilot an extension of our Cyswllt Môn service into the community libraries did not happen during the year.</p> <p>We have however bought the equipment ready for the pilot and will start the pilot in Menai Bridge and Amlwch libraries in 2019. Technical issues kept us back, which have since been overcome.</p>
<p>Motivate and support the Public Protection and Leisure departments to increase the use of Welsh amongst the workforce by working intensely and proactively on successful interventions</p>	<p>As part of the Welsh Language Strategy action plan, the Council committed to a 6 year rolling programme to provide intensive support to the Council's Services to increase the use of the Welsh language internally.</p> <p>Language champions within Public Protection and Leisure services have actively promoted the use of Welsh during the year. Welsh learners in the services have been working with mentors and attending 'paned a sgwrs' sessions to improve their Welsh skills.</p>
<p>Re-design the corporate website to make it easier for the residents of the Island to be able to receive / search for and provide essential information in a new and meaningful way</p>	<p>We successfully re-designed our website which now has a fresh new look which supports all platforms from PC to Mobile.</p> <p>This will enable all users to get the best possible experience no matter which device they are on as well as enable us to implement our digital strategy and in turn help us reduce costs.</p>

For this objective under the Future Generations and Wellbeing Act we believe that we are currently 'Making Simple Changes' with the work already undertaken during the year. We believe this because of we are undertaking work in this objective that is relatively easy to achieve and many of the changes have already successfully been proved by other organisations similar to ourselves.

For example, we have worked tirelessly to collaborate and outsource some of our heritage assets to a local businessman / town council, we've delivered what we can from an Universal Credit perspective whilst understanding the greater national frustrations and have been proactive in our approach to homelessness by working with developers and ensuring that each under-represented group has a voice.

Our language strategy and associated workstreams also continue to bear fruit with a greater degree of Welsh being spoken in the targeted services.

### Performance Indicators & Analysis



Similar to the first 2 objectives, the performance indicators associated with the objective have performed well against targets. 78% of the indicators were above target for the year, 11% were within tolerance of 5% of the target and the remaining 11% were red against target.

We are happy to report that our A, B, and C roads (PAM/021+022+023) have once again met the targets for the year. The performance of both A and B roads in particular put us in the top quartile on a national basis whilst our C roads improved on 2017/18 but remained in the lower median quartile.

Despite our recycling, reusing and composting indicator (PAM/030) not quite hitting the same levels of recycling as in 2017/18, we continue to be years ahead of the Welsh Governments target of 70% recycling by 2025. The reason for not hitting the 72% achieved in 2017/18 was due to circumstances

beyond our control after a fire broke out at our external provider's factory resulting in some of our waste not being available to recycle.

One indicator which did not meet its target for the year was the percentage of planning applications determined within 8 weeks (PAM/018). This indicator and mitigating action to remedy the performance was monitored in the quarterly scorecard during the year. The main reasons for this performance was due to long term sickness during a substantial proportion of the year and the impact of preparing a new electronic planning system. A new process is now in place which we anticipate will result in a better performance in 2019/20.

DRAFT

## Financial Performance 2018/19

**Revenue Budget**

Prior to the start of each financial year, the Council is required to set a budget for its day to-day expenditure. This is called the Revenue Budget and is the amount of money the Council requires to provide its services during the year, taking into account grants it receives from the Government.

During 2017/18, the Council's revenue budget was set at £130.9 million (£126.2m in 2017/18).

The council manages its budgets and measures its financial performance through a management account, this enables us to track expenditure against planned activity over the year.

In 2018/19, the Revenue Account spent £131.5 million, overspending by £633 thousand against the planned expenditure of £130.9 million. During the same period, through transformation of services and improved ways of working, the council generated £2.1 million worth of savings. The impact of an overspend meant that the Council reduced its General reserves by the £633 thousand.

The table below reflects the final budget for 2018/19 and actual income and expenditure against it:

<b>Services</b>	<b>Annual Budget £'000</b>	<b>Outturn £'000</b>	<b>Variance £'000</b>
Lifelong Learning	48,959	49,183	224
Adult Services	24,921	26,094	1,173
Childrens & Families Services	8,729	10,565	1,836
Housing	1,091	802	(289)
Highways, Waste & Property	14,884	14,690	(194)
Regulation	3,820	3,646	(174)
Transformation	4,431	4,322	(109)
Resources	2,840	2,886	46
Council Business & Corporate Finance	21,225	19,345	(1,880)
<b>Total Council Fund</b>	<b>130,900</b>	<b>131,533</b>	<b>633</b>

### **Capital Expenditure**

The capital programme supports the Council's wider objective to deliver services and to support economic growth. Capital expenditure is usually spending of a "one-off" nature and results in the construction or improvement of our asset, such as our properties.

In 2018/19, the Council approved a Capital Programme for non-housing services of £37.017 million and approved a Capital Programme for the HRA (Housing Management Account) of £12.417m. In addition, Capital commitments were brought forward from 2017/18 of £9.348m.

During the financial year, a further £5.058 million worth of Schemes were added to the programme, mostly funded by extra Capital Grants, and a revision of budgets amounting to a reduction of £0.959 million. This brings the capital budget for 2018/19 to £62.881 million.

The programme achieved a delivery rate of 48.78% and it is expected that the remaining schemes will be delivered over the coming few years. However one scheme 'the New Highway to Wylfa Newydd' is on hold, and one scheme 'the Extra Care in Seiriol' will now be funded through a different funding source.

This resulted in a total spend of £30.678 million, £19.307 million was added to the value of assets. The remainder is either in support of assets that are not in direct Council ownership (£1.954 million) or did not increase the value to the capital assets (£9.417 million).

DRAFT



## Conclusion

The Isle of Anglesey County Council are proud to present our Annual Performance Report 2018/19 to our community. The council remain committed to providing a quality and valued service across the island and do our utmost to maintain or improve our performance to ensure that our residents and visitors receive the best value services.

Overall, our performance for 2018/19 has been very good, especially in a period where a further £2.5m was cut from the budget. It is encouraging that we continue to improve our services across the board, as is demonstrated throughout the report, as well as completing some important work during the year. Whilst this is positive, challenges still remain.

Recent news regarding the suspension of the Wylfa Newydd development has highlighted the importance of the development. Despite this news, we continue to work for the benefit of Anglesey with regard to the planning process and have presented evidence in order to safeguard the island's interests and the section 106 agreement is testament to our efforts to mitigate the impacts.

Looking forward into 2019/20, the Energy Island Programme remains a priority to maximise benefits from proposed major projects, as well as influence the draft Energy White Paper as a 'route map' to deliver a new nuclear development at Wylfa.

We will draft, consult and adopt a North Anglesey Economic Regeneration Plan to improve the prosperity of Amlwch and North Anglesey and secure funding to implement the plan, £495k has already been secured thanks to the NDA.

We will continue to implement our strategy to develop the Welsh language within our schools as well as motivating and supporting our staff in Housing, Leisure and Public Protection sections to increase the use of the Welsh language. We will also assist 20 local businesses to increase the use of the Welsh language through our Arfor project.

We will explore the options available to us regarding school modernisation in the Llangefni, Seiriol and Amlwch catchment areas and thereafter consult on the best way forward.

In Children's Services we will continue to focus on supporting the safety and wellbeing of children and have ambitious plans to develop 3 small group homes on Anglesey - Cartrefi Clud Mon in 2019/20. This will allow us to support children who have high needs within their local area and not in expensive out of county placements.

Adult Services aim to focus on a model of day support for individuals with a Learning Disability in a way that meets their goals and supports their progression. In partnership with our health and third sector partners we also aim to establish Community Resource Teams within 3 areas of Anglesey to provide the best support for people to remain independent delivered by integrated teams.

We will also provide opportunities for people to work with us by working in partnership with Medrwn Môn and the wards of Twrcelyn, Llifon, Rhosyr, Aethwy and Canolbarth Môn regarding the shaping of place with the aim of enabling them to take more responsibility and ownership for their own communities.

All of the above will be needed to be realised at a time when it is anticipated further budgetary cuts will be required. This challenge will be met head-on through our annual budget setting process.

For further information please see our Annual Delivery Document for 2019/20 at:

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

## Further Information

For more information on any element of this document or if you have any comments, please contact:

Human Resources and Transformation

Anglesey County Council

Council Offices

Llangefni, Anglesey

LL77 7TW

Phone - 01248 752111

E-mail:–

CarysEdwards@ynysmon.gov.uk

[GethinMorgan@ynysmon.gov.uk](mailto:GethinMorgan@ynysmon.gov.uk)

This document is available in Welsh and can be made available on disk, in braille and is available on the Council's website along with the Council Plan for 2017-22:

<http://www.anglesey.gov.uk/councilplan>

Further information may also be obtained as follows: Policies, plans and strategies published by the Council and can be accessed at: [www.anglesey.gov.uk](http://www.anglesey.gov.uk)

Audit and Inspection Reports produced by the Council's Regulators are available from their respective websites, as follows:

- Wales Audit Office: [www.wao.wales](http://www.wao.wales)
- Care Inspectorate Wales: <https://careinspectorate.wales>
- Estyn: [www.estyn.wales](http://www.estyn.wales)

If you do not have access to the internet, or would like to obtain a document that is not listed above, please contact the Council via the contact details outlined at the top of this page.

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>REPORT TO:</b>	<b>EXECUTIVE COMMITTEE</b>
<b>DATE:</b>	<b>SEPTEMBER 16<sup>th</sup> 2019</b>
<b>SUBJECT:</b>	<b>SCORECARD MONITORING REPORT - QUARTER 1 (2019/20)</b>
<b>PORTFOLIO HOLDER(S):</b>	<b>COUNCILLOR DAFYDD RHYS THOMAS</b>
<b>HEAD OF SERVICE:</b>	<b>CARYS EDWARDS</b>
<b>REPORT AUTHOR:</b> TEL: E-MAIL:	<b>GETHIN MORGAN</b> 01248 752111 <a href="mailto:GethinMorgan@anglesey.gov.uk">GethinMorgan@anglesey.gov.uk</a>
<b>LOCAL MEMBERS:</b>	<b>n/a</b>

<b>A - Recommendation/s and reason/s</b>	
<b>1.1</b>	This is the first scorecard of the financial year 2019/20.
<b>1.2</b>	It portrays the position of the Council against its operational objectives as outlined and agreed collaboratively between the Senior Leadership Team / Executive and in consultation with the Shadow Executive.
<b>1.3</b>	The Committee is requested to scrutinise the scorecard and note the areas which the Senior Leadership Team are managing to secure improvements into the future.  These can be summarised as follows –  <b>1.3.1</b> Underperformance is recognised and managed with mitigation measures completed to aide improvement during Q2 and that continuous scrutiny of financial performance is undertaken with particular emphasis and support given to the services under pressure due to the increasing demand so that their management of performance does not decline or underperform into Q2
<b>1.4</b>	The Committee is asked to accept the mitigation measures outlined above.
<b>B - What other options did you consider and why did you reject them and/or opt for this option?</b>	
n/a	

<b>C - Why is this a decision for the Executive?</b>		
This matter is delegated to the Executive		
<b>CH - Is this decision consistent with policy approved by the full Council?</b>		
Yes		
<b>D - Is this decision within the budget approved by the Council?</b>		
Yes		
<b>DD - Who did you consult?</b>		<b>What did they say?</b>
1	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	This was considered by the SLT at their meeting on the 27 <sup>th</sup> August and their comments are reflected in the report
2	<b>Finance / Section 151</b> (mandatory)	No comment
3	<b>Legal / Monitoring Officer</b> (mandatory)	No comment
4	<b>Human Resources (HR)</b>	
5	<b>Property</b>	
6	<b>Information Communication Technology (ICT)</b>	
7	<b>Scrutiny</b>	
8	<b>Local Members</b>	
9	<b>Any external bodies / other/s</b>	
<b>E - Risks and any mitigation (if relevant)</b>		
1	<b>Economic</b>	
2	<b>Anti-poverty</b>	
3	<b>Crime and Disorder</b>	
4	<b>Environmental</b>	
5	<b>Equalities</b>	
6	<b>Outcome Agreements</b>	
7	<b>Other</b>	
<b>F - Appendices:</b>		
Appendix A - Scorecard Quarter 1		
<b>FF - Background papers (please contact the author of the Report for any further information):</b>		
<ul style="list-style-type: none"> <li>2018/19 Scorecard monitoring report - Quarter 4 (as presented to, and accepted by, the Executive Committee in June 2019).</li> </ul>		

## SCORECARD MONITORING REPORT – QUARTER 1 (2019/20)

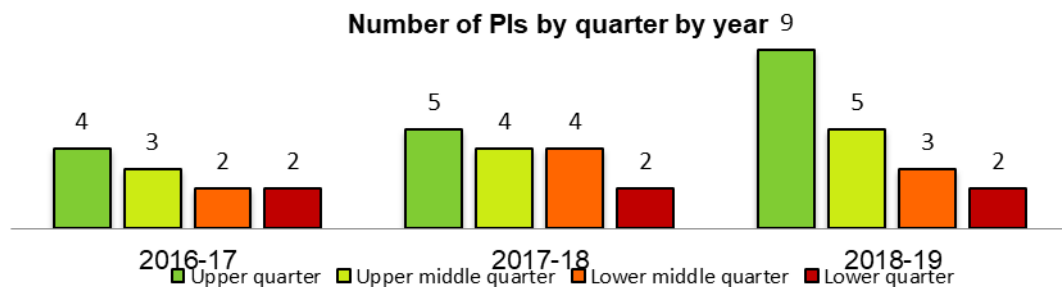
### 1. INTRODUCTION

- 1.1. One of the Council's duties under the Wales Programme for Improvement is to make arrangements to secure continuous improvement in the exercise of our services. We are required to put in place arrangements which allow us effectively to understand local needs and priorities, and to make the best use of our resources and capacity to meet them and evaluate the impact of our actions.
- 1.2. Our Council Plan for 2017 to 2022 identifies the local needs and priorities and sets out our aims for the period. The delivery of the Council Plan is delivered through the realization of the Annual Delivery Document (ADD). The ADD is created at the beginning of each financial year and identifies the key priority areas, as outlined in the Council Plan, which the council will focus on during the forthcoming 12 months. At the end of the financial year the Annual Performance Report is written to report on progress made, against this Annual Delivery Document over the last 12 months, and is published before the end of October.
- 1.3. This scorecard monitoring report is used as part of this process to monitor the success of our identified Key Performance Indicators (KPIs), a combination of local and nationally set indicators, in delivering the Councils day to day activities. The report also identifies any mitigating actions identified by the Senior Leadership Team (SLT) to drive and secure improvements.
- 1.4. This year's indicators included within the scorecard (similar to previous years) have been decided via a workshop held on the 3<sup>rd</sup> July, 2019 with members of the SLT, the Executive and Shadow Executive following guidance from Heads of Service as to which indicators they identified as key indicators and important.
- 1.5. The scorecard (appendix 1) portrays the current end of Q1 position and will (together with this report) be considered further by the Corporate Scrutiny Committee and the Executive during September.

### 2. CONTEXT

- 2.1. It was agreed as part of the previously noted workshop that some changes were required of the Scorecard this year to ensure a greater strategic approach. To that end, the performance monitoring KPIs have been aligned to the Councils' three strategic objectives:
  - Objective 1 - Ensure that the people of Anglesey can thrive and realise their long-term potential
  - Objective 2 - Support vulnerable adults and families to keep them safe, healthy and as independent as possible
  - Objective 3 - Work in partnership with our communities to ensure that they can cope effectively with change and developments whilst protecting our natural environment
- 2.2. There are also some KPIs which have been removed as they were deemed too operational for the Scorecard.

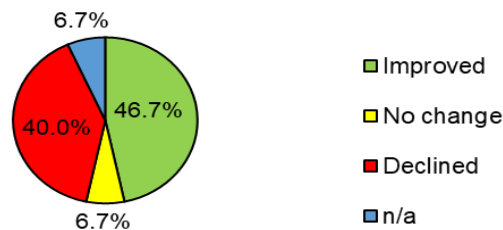
- 2.3. This report will also bring together the Customer Service, People Management and Financial Management sections of the report into one section instead of the three used previously so that a greater in-depth analysis can be undertaken of related indicators to provide assurances to the Executive that our performance management achievements are robust and sustainable. This change will ensure a greater strategic emphasis is placed upon this report.
- 2.4. Since the 2018/19 Q4 Scorecard report was discussed in June 2019, the Public Accountability Measures (PAMs) have been published by Data Cymru.
- 2.5. The bar chart below (Chart 2) demonstrates our performance over the last 3 years for comparable PAM indicators, i.e. the PAM indicators which were previously monitored for 2016 to 2018. The chart demonstrates that 4 additional performance indicators were added to the Upper Quartile (Top 6), 1 was added to the Upper Medium Quartile (7th to 11th), 1 fewer indicators in the Lower Median Quartile (12th to 16th) and 2 remain in the Lower Quartile (17th to 22nd).



*Chart 1*

- 2.6. This performance associated with our published indicators, notes that our national standing has improved once again this year as we currently have the most amount of indicators in the upper quartile throughout Wales. This is encouraging to note and one could argue that such a performance is due to the increased challenge placed upon the scorecard and its monitoring over the past 3 years.
- 2.7. The pie chart below (chart 2) also shows that during 2018/19, 54% of our indicators either improved or maintained performance and 40% declined in performance when compared to the performance of 2017/18. 7% of the indicators are new PAM indicators for the year and do not therefore have performance data for 2017/18 which can be compared.

Summary of area performance 2018-19



*Chart 2*

- 2.8. Further analysis of the overall annual performance will be gained through the Annual Performance Report to be adopted by the Council during the autumn.

### 3. CORPORATE HEALTH PERFORMANCE

- 3.1. It is encouraging to note that the majority of the indicators monitored are performing well against targets. Some of the highlights are noted below.
- 3.2. Attendance at work is an area which is reported on monthly and is analysed to ensure improvement. At the end of Q1 the Council is GREEN against its target with 2.24 days lost to absence per FTE in the period. This is an improvement on the levels seen during Q1 2018/19 where 2.69 days were lost to absence per FTE. It is also the same as the 2.23 days lost to absence per FTE seen in Q1 2017/18 which was the best performing year for absence since we began monitoring in this way.
- 3.3. The digital strategy continues to see fruition during Q1 where the majority of indicators under the digital service shift subheading sees an upward trend compared to Q4. This is positive as the transaction costs are theorised to be lower than face to face contact.
- 3.4. Currently there is no cause for concern with the customer service charter sub heading where the majority of indicators are performing well against targets. These indicators are being considered by the Transforming Business Processes Board in the development of the Customer Strategy which will be completed by the end of Q2.
- 3.5. The financial management section demonstrates at the end of Q1 an initial projection that the budget will be overspent by £1.6m for the year ending 31 March 2020. The service budgets are expected to overspend by £1.481m and corporate finance is forecast to overspend by £0.265m. An underachievement of £0.158m is expected on the standard Council Tax. Surplus income of £0.304m is forecast on the Council Tax Premium. The net surplus on Council Tax overall is £0.146m.
- 3.6. The Adults Service budgets continue to be under pressure due to increasing demand and the transition of a costly placement from Children's Services. It is the normal pattern for the final out-turn position to be better than the first quarter estimate. However, if the projected overspend transpires it would be funded from the Council's general balances which would reduce to £4.791m. This reduction weakens the Council's financial position but vindicates the decision not to use general balances to fund part of the 2019/20 budget.
- 3.7. Further information on financial management can be seen in the 'Revenue Budget Monitoring Report for Q1' which will be discussed in The Executive meeting on the 16th September.
- 3.8. What this demonstrates therefore is the reasonable assurance which can be provided through the use of the scorecards analysis that the Council's day to day activities in managing its people, its finances and serving its customers are delivering against their expectation to a standard which is appropriate and agreed by Members. This is also reflected in the fact that the majority of indicators from a performance management perspective are also performing well.

## 4. PERFORMANCE MANAGEMENT

- 4.1. At the end of Q1 it is encouraging to note that the majority of performance indicators are performing well against their targets. This compares favourably to the position we were in during Q1 in 2018/19. Having said this, we do note that five indicators have started the year as underperforming against their targets and are highlighted as being Red or Amber in the Scorecard.
- 4.2. Performance for **Objective 1** at the end of Q1 has been good and no indicators that are monitored quarterly against the objective are currently underperforming and all bar one are GREEN against targets for the quarter.
- 4.3. Performance against the indicators for **Objective 2** have also performed well with only three indicators of the 17 monitored in Q1 (18%) currently underperforming for the objective.

- 4.3.1. Indicator 25 – Percentage of child assessments completed in time – which is AMBER with a performance of 85.32% against a target of 90%. This is down from the 96.39% seen in Q1 2018/19 and slightly below the result seen at the end of 2018/19 of 86.17%.

The reason for the lateness in completing assessments was due to the lack of management in one practice group, which has since been addressed. Moving on a new process has been introduced where the data will be collated in a different manner that should lead to an improvement in Q2.

- 4.3.2. Indicator 34 - The average number of calendar days to let lettable units of accommodation (excluding DTLs) – which is RED with average of 25.6 days to let units against a target of 21 days.

During the quarter 62 units of accommodation were let and of these 43 (69% in total) were let outside of the target of 21 days. 17 of the 43 units (40%) also took more than 42 days to let during the period.

To improve the situation into Q2 onwards, a new streamlined process has been introduced within the Housing Service. It is hoped that the new process should result in units being let in a timelier manner.

- 4.3.3. Indicator 35 - Landlord Services: Percentage of rent lost due to properties being empty is RED on the scorecard with 1.6% lost against a target of 1.15%

This indicator is directly linked with the indicator discussed above. As it has taken more time to let lettable units of accommodation then the rent lost is higher.

- 4.4. The indicators to monitor **Objective 3** have also performed well in Q1 where only one indicator of the seven (14%) monitored for the objective has underperformed against target.



- 4.4.1. Indicator 43 - Percentage of planning enforcement cases investigated within 84 days – which is RED with a performance of 55% against a target of 80%. This is a new indicator for the Scorecard this year, however performance of this indicator was 17% during Q4 2018/19.

There is good progress being made given the historic backlog and current performance demonstrates a significant increase over every quarter result for 2018/19 as new processes are embedded and the backlog is cleared. It is anticipated that this improvement will continue into the year ahead.

## **5. RECOMMENDATIONS**

- 5.1. The Committee is requested to scrutinise the scorecard and note the areas which the Senior Leadership Team are managing to secure improvements into the future. These can be summarised as follows –

- 5.1.1. Underperformance is recognised and managed with mitigation measures completed to aide improvement during Q2 and that continuous scrutiny of financial performance is undertaken with particular emphasis and support given to the services under pressure due to the increasing demand so that their management of performance does not decline or underperform into Q2.

- 5.2. The committee is asked to accept the mitigation measures outlined above.

Appendix A - Cerdyn Sgorio Corfforaethol - Corporate Scorecard Ch-Q1 2019/20

Rheoli Perfformiad / Performance Management	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Targed BI / Yr Target	Canlyniad 18/19 Result	Canlyniad 17/18 Result	Canlyniad 16/17 Result
<b>Objective 1 - Ensure that the people of Anglesey can thrive and realise their long-term potential</b>								
1) Percentage of pupil attendance in primary schools	Gwyrdd / Green	-	94.70%	93.90%	93.90%	-	93.90%	94.60%
2) Percentage of pupil attendance in secondary schools	Gwyrdd / Green	-	93.50%	93.30%	93.30%	-	93.30%	94.80%
3) Percentage of Year 11 leavers not in Education, Training or Employment [NEET] (annual)	-	-	-	-	-	1.10%	4.20%	2.30%
4) Average Capped 9 score for pupils in year 11 (annual)	-	-	-	-	-	349.1	335.9	-
5) Percentage of pupils assessed in Welsh at the end of the Foundation Phase (annual)	-	-	-	-	-	88.30%	72.60%	-
6) Percentage of year 11 pupils studying Welsh [first language] (annual)	-	-	-	-	-	65%	63.70%	-
7) Percentage of Quality Indicators (with targets) achieved by the library service (annual)	-	-	-	-	-	82%	-	-
8) Number of visits to leisure centres	Gwyrdd / Green	-	122k	120k	-	553k	508k	464k
9) Percentage of food establishments that meet food hygiene standards	Gwyrdd / Green	-	98%	95%	95%	98%	98%	98%
10) Percentage of high risk businesses that were subject to planned inspections that were inspected to ensure compliance with Food Hygiene Legislation	Gwyrdd / Green	-	100%	90%	90%	-	-	-
11) Percentage of NERS clients who completed the exercise programme	Gwyrdd / Green	-	78%	50%	50%	70%	-	-
12) Percentage of NERS clients whose health had improved on completion of the exercise programme	Gwyrdd / Green	-	85%	80%	80%	83%	-	-
13) Number of empty private properties brought back into use	Gwyrdd / Green	-	40	19	75	78	75	-
14) Number of new homes created as a result of bringing empty properties back into use	Gwyrdd / Green	-	2	1	4	9	4	-
15) Number of additional affordable housing units delivered per 10,000 households (annual)	-	-	-	-	-	-	-	-
16) Landlord Services: Percentage of homes that meet the Welsh Housing Quality Standard (WHQS)	Gwyrdd / Green	-	100%	100%	100%	100%	-	-
17) Landlord Services: Average number of days to complete repairs	Melyn / Yellow	-	12.33	12	12	13.63	-	-
18) Percentage of tenants satisfied with responsive repairs (Ch4/Q4)	-	-	-	-	-	-	-	-
<b>Objective 2 - Support vulnerable adults and families to keep them safe, healthy and as independent as possible</b>								
19) Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	Gwyrdd / Green	-	1.66	3	3	7.78	6.58	6.05
20) The percentage of adult protection enquiries completed within statutory timescales	Melyn / Yellow	-	87.80%	90%	90%	90.91%	93.25%	90.48%
21) The percentage of adults who completed a period of reablement and have a reduced package of care and support 6 months later	Gwyrdd / Green	-	80%	35%	35%	30.87%	59.26%	62.60%
22) The percentage of adults who completed a period of reablement and have no package of care and support 6 months later	Gwyrdd / Green	-	61.80%	62%	62%	62.84%	62.65%	33.30%
23) The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	Gwyrdd / Green	-	17.4	19	19	17.35	17.44	20.51
24) The percentage of carers of adults who requested an assessment or review that had an assessment or review in their own right during the year	Gwyrdd / Green	-	98.20%	93%	93%	93.30%	96%	94.40%
25) Percentage of child assessments completed in time	Ambr / Amber	-	85.32%	90%	90%	86.17%	67.57%	89.17%
26) Percentage of children in care who had to move 3 or more times	Gwyrdd / Green	-	1.88%	2.50%	10%	9.52%	9%	5%
27) The percentage of re-registrations of children on local authority Child Protection Registers	Melyn / Yellow	-	10.53%	10%	10%	16.87%	-	-
28) The average length of time for all children who were on the CPR during the year, and who were de-registered during the year (days)	Gwyrdd / Green	-	220	270	270	241	326.5	266
29) The percentage of referrals during the year on which a decision was made within 1 working day	Gwyrdd / Green	-	98.27%	95%	95%	98%	-	-
30) The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	Melyn / Yellow	-	85.32%	90%	90%	86.17%	63.32%	79.35%
31) Percentage of households successfully prevented from becoming homeless	Gwyrdd / Green	-	69.00%	60%	60%	-	-	-
32) Percentage of households (with children) successfully prevented from becoming homeless	Gwyrdd / Green	-	83.30%	60%	60%	55.10%	65.20%	-
33) Average number of calendar days taken to deliver a Disabled Facilities Grant	Melyn / Yellow	-	173	170	170	161.9	177	-
34) Decision Made on Homeless Cases within 56 days (annual)	-	-	-	-	-	-	-	-
35) The average number of calendar days to let lettable units of accommodation (excluding DTLs)	Coch / Red	-	25.6	21	21	-	-	-
36) Landlord Services: Percentage of rent lost due to properties being empty	Coch / Red	-	1.60%	1.15%	-	1.30%	-	-
<b>Objective 3 - Work in partnership with our communities to ensure that they can cope effectively with change and developments whilst protecting our natural environment</b>								
37) Percentage of streets that are clean	Gwyrdd / Green	-	100.00%	95%	95%	95.60%	93.60%	93.40%
38) Percentage of waste reused, recycled or composted	Gwyrdd / Green	-	72.79%	70%	70%	69.86%	72.20%	65.80%
39) Average number of working days taken to clear fly-tipping incidents	Melyn / Yellow	-	1.13	1	1	0.2	-	-
40) Kilograms of residual waste generated per person	Gwyrdd / Green	-	58.31kg	60kg	240kg	240kg	236kg	263kg
41) Percentage of all planning applications determined in time	Melyn / Yellow	-	86%	90%	90%	80%	86%	-
42) Percentage of planning appeals dismissed	Melyn / Yellow	-	50%	65%	65%	74%	47%	-
43) Percentage of planning enforcement cases investigated within 84 days	Coch / Red	-	55%	80%	80%	-	-	-
44) Percentage of A roads in poor condition (annual)	-	-	-	-	2.90%	2.90%	2.90%	2.30%
45) Percentage of B roads in poor condition (annual)	-	-	-	-	3.80%	3.80%	4.20%	3.20%
46) Percentage of C roads in poor condition (annual)	-	-	-	-	8.70%	8.70%	8.90%	10.10%

Appendix A - Cerdyn Sgorio Corfforaethol - Corporate Scorecard Ch-Q1 2019/20

Gofal Cwsmer / Customer Service	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Canlyniad 18/19 Result	Canlyniad 17/18 Result
<b>Siarter Gofal Cwsmer / Customer Service Charter</b>						
01) No of Complaints received (excluding Social Services)	Gwyrdd / Green	↑	10	19	76	71
02) No of Stage 2 Complaints received for Social Services	-	-	2	-	8	9
03) Total number of complaints upheld / partially upheld	-	-	4	-	27	28
04a) Total % of written responses to complaints within 20 days (Corporate)	Gwyrdd / Green	↑	100%	80%	93%	92%
04b) Total % of written responses to complaints within 15 days (Social Services)	Ambr / Amber	↓	67%	80%	57%	-
05) Number of Stage 1 Complaints for Social Services	-	-	15	-	44	51
06) Number of concerns (excluding Social Services)	-	-	19	-	62	112
07) Number of Compliments	-	-	147	-	513	753
08) % of FOI requests responded to within timescale	Gwyrdd / Green	↑	85%	80%	81%	78%
09) Number of FOI requests received	-	-	205	-	1052	919
<b>Newid Cyfrwng Digidol / Digital Service Shift</b>						
10) No of Registered Users on AppMôn / Website	-	↑	9.6k	-	8.2k	-
11) No of reports received by AppMôn / Website	-	↑	1.9k	-	4.7k	2k
12) No of web payments	-	↑	3.8k	-	-	-
13) No of telephone payments	-	↑	2k	-	-	-
14) No of 'followers' of IOACC Social Media	-	↑	30k	29.5k	29.5k	25k
15) No of visitors to the Council Website	-	↓	194k	-	-	-

Rheoli Pobl / People Management	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Canlyniad 18/19 Result	Canlyniad 17/18 Result
01) Number of staff authority wide, including teachers and school based staff (FTE)	-	-	2180	-	-	-
02) Number of staff authority wide, excluding teachers and school based staff(FTE)	-	-	1227	-	-	-
03a) Sickness absence - average working days/shifts lost	Gwyrdd / Green	↑	2.24	2.45	-	-
03b) Short Term sickness - average working days/shifts lost per FTE	-	-	0.87	-	-	-
03c) Long Term sickness - average working days/shifts lost per FTE	-	-	1.37	-	-	-
04a) Primary Schools - Sickness absence - average working days/shifts lost	Gwyrdd / Green	↑	2.49	2.75	-	-
04b) Primary Schools - Short Term sickness - average working days/shifts lost per FTE	-	-	0.88	-	-	-
04c) Primary Schools - Long Term sickness - average working days/shifts lost per FTE	-	-	1.61	-	-	-
05a) Secondary Schools - Sickness absence - average working days/shifts lost	Ambr / Amber	↓	2.11	1.92	-	-
05b) Secondary Schools - Short Term sickness - average working days/shifts lost per FTE	-	-	0.66	-	-	-
05c) Secondary Schools - Long Term sickness - average working days/shifts lost per FTE	-	-	1.44	-	-	-
06) Local Authority employees leaving (%) (Turnover) (Annual)	-	-	-	11%	11%	-
07) % of PDR's completed within timeframe (Q4)	-	-	-	80%	84%	90.50%

Rheolaeth Ariannol / Financial Management	CAG / RAG	Tuedd / Trend	Cyllideb / Budget	Canlyniad / Actual	Amrywiad / Variance (%)	Rhagolygon o'r Gwariant / Forecasted Actual	Amrywiad a Ragwellr / Forecasted Variance (%)
01) Budget v Actuals	Melyn / Yellow	-	£36,078,971	£36,230,418	0.42%	-	-
02) Forecasted end of year outturn (Revenue)	Coch / Red	-	£135,210,190	-	-	£136,809,905	1.18%
03) Forecasted end of year outturn (Capital)	-	-	£23,279,000	-	-	£18,481,000	-20.61%
04) Achievement against efficiencies	Melyn / Yellow	-	£2,735,000	-	-	£2,380,000	-12.98%
05) Income v Targets (excluding grants)	Gwyrdd / Green	-	-£2,723,899	-£3,115,152	14.36%	-	-
06) Amount borrowed	-	-	£2,184,000	-	-	£0	0.00%
07) Cost of borrowing	Gwyrdd / Green	-	£4,262,730	-	-	£4,260,516	-0.05%
08) % invoices paid within 30 days	Gwyrdd / Green	-	-	85.33%	-	-	-
09) % of Council Tax collected (for last 3 years)	Gwyrdd / Green	-	-	98.70%	-	-	-
10) % of Business Rates collected (for last 3 years)	Gwyrdd / Green	-	-	98.60%	-	-	-
11) % of Sundry Debtors collected (for last 3 years)	Melyn / Yellow	-	-	95.20%	-	-	-
12) % Housing Rent collected (for the last 3 years)	Melyn / Yellow	-	-	99.36%	-	-	-
13) % Housing Rent collected excl benefit payments (for the last 3 years)	-	-	-	98.65%	-	-	-

This page is intentionally left blank

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to:</b>	<b>Executive Committee</b>
<b>Date:</b>	<b>16 September, 2019</b>
<b>Subject:</b>	<b>Federalization of Ysgol Goronwy Owen and Ysgol Moelfre</b>
<b>Portfolio Holder(s):</b>	<b>Councillor R. Meirion Jones</b>
<b>Head of Service:</b>	<b>Mr Rhys Howard Hughes</b>
<b>Report Author:</b> Tel: E-mail:	<b>Meinir Hughes</b> <b>01248752947</b> <a href="mailto:MeinirHughes@ynysmon.gov.uk">MeinirHughes@ynysmon.gov.uk</a>
<b>Local Members:</b>	<b>Councillor Margaret M Roberts</b> <b>Councillor Ieuan Williams</b> <b>Councillor Vaughan Hughes</b>

<b>A – Recommendation/s and reason/s</b>
<p><b>Background</b></p> <p>Anglesey Council’s Education Department received a request from the Governing Body of Ysgol Goronwy Owen and Ysgol Moelfre on 12 March, 2019 to conduct a consultation on establishing a federation arrangement between both schools by January 2020. Following this, a request was received from the Chairs of both bodies to receive further guidance on the options and the consultation process. These meetings were held on 30 April [Goronwy Owen] and 7 May [Moelfre]. After considering a number of options, it was concluded that federalization was the best option for both schools. In their meeting on 20 May, 2019, members of the Executive approved the request and officers were authorized to begin the process of consultation.</p> <p><b>Action</b></p> <p>The Authority published a consultation document on the County Council’s website and sent hard copies to a number of consultees. In line with the list of stakeholders in the School Organisation Code 2018, a link to the proposal was shared on the Council’s website. Stakeholders were notified that hard copies were available at both schools and in Benllech Library.</p> <p>A joint consultation and information presentation meeting was held for both Governing Bodies, Key Stage 2 pupils and the School Council. In addition to this, drop in sessions were held on both sites on 18 and 20 June, 2019 to discuss the implications of the proposal on the organisation of both schools.</p>

No objections were received during the consultation period. The responses received from parents of both schools were complimentary of the leadership, staff and ethos at both schools. In addition to this, questions regarding federalization implications were received. This is given consideration in the attached report.

**It is recommended that the Executive authorizes officers to proceed with the federalization process between Ysgol Goronwy Owen and Ysgol Moelfre.**

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

The other option is to proceed with the current arrangements, however, the schools and the Governing Bodies are eager to proceed to consultation on this proposal due to the advantages of federalization. Federalization will mainly enable the schools to collaborate through a formal structured process whilst sharing one governing body, who will make decisions for the benefit of both schools, staff and pupils within that federation.

Alternative options	Advantages	Disadvantages
Multi-site school	<ul style="list-style-type: none"> <li>• One budget</li> <li>• One school uniform</li> <li>• One name</li> <li>• One school on two sites</li> </ul>	<ul style="list-style-type: none"> <li>• Closing both schools</li> <li>• Loss of identity</li> <li>• Local objections</li> </ul>
Remain in partnership, with two governing bodies.	<ul style="list-style-type: none"> <li>• Keeps the constitution of the Governing Body local</li> </ul>	<ul style="list-style-type: none"> <li>• Unsustainable for the headteacher, time requirements are high</li> <li>• Isn't an attractive situation for candidates</li> <li>• Cannot coordinate the best use of resources</li> <li>• Difficult to recruit members for two governing bodies</li> </ul>

In light of this, the Authority supports the request to federalize.

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

Federalization is a “regulated modification” within the process of re-structuring schools and within the requirements of the School Organisation Code, 011/2018. This is a decision for the Executive Committee and it must issue proposals on the change and consider the responses.

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

Yes, although this is the first federalization proposal in Anglesey, it matches the modernisation vision which aims to ensure best quality education for each pupil alongside maintaining and raising standards further.

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

Yes

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

**E – Risks and any mitigation (if relevant)**

1	<b>Economic</b>	
2	<b>Anti-poverty</b>	
3	<b>Crime and Disorder</b>	
4	<b>Environmental</b>	
5	<b>Equalities</b>	
6	<b>Outcome Agreements</b>	
7	<b>Other</b>	

**F - Appendices:**

**Appendix 1** – Governing Body Presentation - Federalization

**Appendix 2** – Responses/views of Key Stage 2 pupils and School Councils of both schools

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

None





CYNGOR SIR  
YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL

# REPORT ON THE CONSULTATION REGARDING FEDERISATION OF YSGOL GORONWY OWEN AND YSGOL GYMUNED MOELFRE

Active from  
6 January, 2020



**A. BACKGROUND**

On the 12<sup>th</sup> of March, 2019, correspondence was received from the chairs of both schools’ governing bodies outlining an interest in federalizing Ysgol Gymuned Moelfre and Ysgol Goronwy Owen by the 6<sup>th</sup> of January 2020. Currently, both schools work in voluntary partnership under the care and management of one headteacher and one assisting head [Ysgol Moelfre]. Formalizing this partnership would mean continuing with the successful collaboration that already exists under the current headteacher’s leadership.

In their meeting on 20 May, 2019, Anglesey Council’s Executive Committee supported the recommendation to conduct a period of statutory consultation on the proposal to establish a federation between Ysgol Moelfre and Ysgol Goronwy Owen.

**B. THE CONSULTATION PROCESS**

The consultation process on federalizing Ysgol Goronwy Owen and Ysgol Gymuned Moelfre ran for a course of 6 weeks, i.e. between 3 June and 15 July 2017.

The proposal was issued as part of the consultation process, which is one of the proposer’s responsibilities in accordance with the statutory process set out in the Federalization Regulations 2014 and School Organisation Code 2018.

A joint consultation and information presentation meeting was held for both Governing Bodies on 21 May, and for Key Stage 2 and the School Council on 4 June. In addition to this, drop in sessions were arranged on both sites on 18 and 20 June, 2019 in order to discuss the implications of the proposal on the organisation of both schools.

No objections were received during the consultation process. The very positive responses received from the parents of both schools were complimentary of the leadership, staff and ethos at both schools. In addition to this, questions were received regarding the implications of federalization. These are fully considered in this report.

**C. RESPONSES**

**GOVERNING BODY**

Meeting on 21/5/19 [Presentation Appendix 1]

The members of both bodies were in agreement of supporting the request to consult on the proposal.

No written comments were received by members of the bodies.

**PARENTS**

Only one parent attended the drop in session in Ysgol Gymuned Moelfre. One positive response received from another parent requested answers to some of the following questions.

Main concerns:

- More workload for the headteacher
- Ysgol Moelfre receives less resources
- Will Ysgol Moelfre become gradually smaller and be forced to close?

## RESPONSE

It was emphasised that the new arrangement would mean:

- a reduced workload for the headteacher
- a fair balance of members from both schools on the body
- both schools' finance will be separate which would mean no change but Ysgol Moelfre could benefit from sharing resources with Ysgol Goronwy Owen.
- it was explained that there are currently no plans in the works to look at the Lligwy area as part of the modernisation programme.

Following this, a written response from one parent was received:

*'Do you agree with the proposal? Yes, It sounds beneficial to both schools. Thank you for the drop in session it was very helpful and informative.'*

## PARENTS

Five written responses were received via email.

3 Goronwy Owen parents and 2 Moelfre parents.

All three responses were very positive and complementary of the headteacher and staff's work *'..a sense of team spirit and clear direction, which I can only assume stems from the strong and supportive leadership of the current headteacher.'*

*'I have not personally seen any change at all in terms of standards dropping since the head has been covering both schools and see no reason why this would change, should this become a permanent arrangement.'*

*'in the trial period of our headmistress covering both schools over the past year I have seen benefits already. ....I am looking forward to seeing what further benefits the federation will have on our school.'*

*'Moelfre school in my opinion has gone from strength to strength over the last 18 months under the leadership of the current headteacher and I believe that this partnership would enhance the progression of Moelfre school to enable it to become more efficient and effective.'*

## PUPILS

The comments of Key Stage 2 pupils were gathered through a questionnaire during February, 2019. [Appendix 2]

Main findings:

98 responses were received from the schools. 76 were completely happy with the arrangements, 20 weren't sure and 2 weren't happy.

In addition to this, an education officer spent time at both schools to discuss federalization with the School Councils on 4 June.

Main concerns:

- having to share resources
- worried that both schools will turn into one
- concerns that the headteacher would spend less time in Ysgol Goronwy Owen

Main hopes:

- Sharing trips
- Positive impact on sports, competitions and games
- Changing schools and teachers for a day
- Meeting other children and making new friends
- Sharing educational trips, various resources, extra-curricular activities e.g. discos and parties
- Arranging joint Welsh activities, sharing collective worship.

Following these practices, it is clear that pupils support formalizing the partnership that already exists.

## **ESTYN**

### **Estyn's response to Anglesey County Council's proposal to: Federalize Ysgol Gymuned Moelfre and Ysgol Goronwy Owen.**

This report was prepared by Her Majesty's Inspectors for Education and Training in Wales. In accordance with the terms of the School Standards and Organisation Act (Wales) 2013 and its associated Code, proposers are required to send consultation documents to Estyn. However, Estyn isn't a body which is required to act in accordance with the Code, nor does the Act place any statutory requirements on Estyn in terms of school organisation matters. Therefore, as a consulted body, Estyn will only provide its views on the general qualities of school organisation proposals.

Estyn has considered the educational aspects of the proposal and has constructed the following response to the information provided by the proposer.

#### **Introduction**

This proposal is presented by the Isle of Anglesey County Council to federalise Ysgol Gymunedol Moelfre and Ysgol Goronwy Owen.

#### **Summary/Conclusion**

The proposer has provided a comprehensive proposal, including useful information which clearly explains the reasoning behind the proposal.

Estyn is of the judgement that the proposal is likely to maintain or improve the current standards in terms of education, provision, leadership and management.

#### **Description and advantages**

The proposer has provided a clear and organized rationale for this proposal. The purpose of the proposal is to formalize a partnership that already exists between both schools. This means that both schools will keep their identity in terms of name, school uniform and maintaining separate

budgets, but they would have the same headteacher and the same governing body. The proposer has carefully looked at the impact of this proposal and the advantages and disadvantages are fairly noted. For example, federalizing will mean stability in terms of the schools' leadership by sharing a governing body and a headteacher, and it will be possible to coordinate the best use of the schools' resources and budgets.

The risks are fully considered in the proposal alongside managerial measures to mitigate the risk. For example, the biggest risk before federalization is a lack of clear communication and misunderstanding. This is mitigated by holding meetings, communication via letters and ensuring that senior members of staff at both schools are in regular contact with parents.

The proposal has considered appropriate alternative options and has fairly listed the advantages and disadvantages. No schools will close, move catchment area nor change in size because of the federalization, therefore it is reasonable to accept that there will be no change in terms of learners' travel arrangements as a result of the proposal. It is also reasonable to accept that surplus places won't be impacted whatsoever by the proposal.

### **Educational aspects of the proposal**

The proposer has appropriately considered the proposal based on the quality of outcomes, provision, leadership and management. For example, the potential to enable both schools to collaborate on further maintaining and raising standards through the opportunities given to pupils. The proposer has completed an Equality Risk Assessment and it's reasonable to believe that the proposal won't have a negative impact on the current provision offered to pupils with additional learning needs, nor to individual groups of pupils such as those eligible for free school meals or any protected groups.

The proposer has provided a fair comparison of both schools and considered Estyn's most recent inspection reports in addition to the local authority's views on the quality of leadership and management. They haven't provided an analysis of the school's performance.

### **Response to Estyn's claim**

***'They haven't provided an analysis of the school's performance.'***

Looking at the performance of both schools in terms of outcomes/expected levels at the end of key stage, it's clear that pupils at both schools successfully meet their targets. This means that the standards are maintained at both schools despite the fact that a higher number of additional learning needs pupils now attend.

Looking at the progress of pupils between the Foundation Assessment on admission and performance at the end of the Foundation Phase in 2019, the progress of the corresponding pupils was higher than expected. 67.7% passed the foundation assessment and 94.1% of corresponding pupils passed in the Foundation Phase Indicator. This means that 26.4% of the corresponding pupils had made more progress during this period than what was expected.

By the end of Key Stage 2, the number of corresponding pupils once again made the appropriate progress between both key stages.

This means that the provision and standards at both schools meet the needs of pupils.

## **LEA**

The EA supports the request to federalize both schools because:

- A successful partnership and collaboration has already been established
- Standards in both schools are good
- Parents and pupils support the proposal
- Clear advantages to the pupils and staff of both schools

'This is an exciting evolution in terms of developing our schools in Anglesey to meet the expectations of the Curriculum and the National Vision. Maintaining a partnership between both schools has clearly proven to be successful under very strong leadership. By maintaining these conditions and sharing the very good practice that already exists, it is expected that both schools will aim for excellence in future.'

## **D. MAIN MATTERS TO CONSIDER**

Consideration will have to be given to how Ysgol Goronwy Owen and Moelfre will fit into Anglesey's school modernisation programme.

Ensuring that the Governing Body's constitution and members have been selected in accordance with the National guidelines.

That the organisation, action programme and timetable of the new body has been established before January 2020.

## **E. CONCLUSIONS**

1. The Council should proceed to issue a proposal in the form of a statutory notice to federalize Ysgol Goronwy Owen and Ysgol Gymuned Moelfre to take effect from 6 January, 2020.
2. In proceeding to issue a statutory proposal, the Council should consider permitting officers to move forward with the proposal immediately if no objections are received during the period of 28 days to submit objections. This would facilitate arrangements for the schools. This will be followed up by a report to the Council.

## APPENDIX 1

**FEDERALIZATION OF  
YSGOL GORONWY OWEN  
AND  
YSGOL MOELFRE**

CONSULTATION PERIOD  
3th June to 15<sup>th</sup> July

YSGOL GORONWY OWEN  
YSGOL MOELFRE

CYNGHOR SIR  
YNYYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL

Presentation 21/05/19

### WHAT IS A FEDERATION ?

The term 'federation' describes a formal and legal agreement where more than one school share governing arrangements and a single governing body.

Federalization is an opportunity for schools to work together closely whilst keeping their individual ethos and characters.

Here is a summary of the main characteristics of formal federalization:

- One governing body is established, which has an overview of both schools
- Although both schools will continue to be separately funded in accordance with Anglesey Council's formula, a federation's governing body has the flexibility to use budgets by means which best meet the needs of both schools;
- Staff appointments, including any leadership and management posts, will be jointly agreed by the Federalized Governing Body;
- The federalized schools keep their individual identities;
- The schools are individually inspected by Estyn, and the timings of both schools' inspections are likely to run concurrently.

#### **A SUCCESSFUL FEDERATION HAS:**

- A feeling of shared identity and an inclusive community in geographically close areas;
- A strong feeling of common purpose and joint vision to improve the attainment, achievement and progress of children;
- A strong managerial structure which enables the governing body and the headteacher(s) to look strategically at improving schools and being creative in considering development and change for the benefit of the children and their communities;
- Leaders and managers who trust each other, are open, are sincere and are prepared to act together for the benefit of everyone in the federation;
- Schools that are prepared to dedicate time and resources;
- A strong commitment to raising standards and achievements, and continuously takes action to improve the progress of its children.

#### **WHAT WILL FEDERALIZATION MEAN FOR YOUR SCHOOL?**

- Federalization is a way of supporting the pupils, staff and communities of the schools associated with the proposal in the long term;
- Stability in terms of the schools' leadership as they share one governing body and one headteacher;
- The ability to coordinate the use of school resources and budgets;
- Federalizing the schools won't mean any significant changes for parents nor for children;
- Although both schools will share a governing body, they will continue as two separate schools and will keep their personal names;
- Children will continue to be educated at the same schools by the same staff;
- There will be no change in the school uniforms.



## **THE FEDERALIZATION PROCESS**

In order to establish a Federation, certain specific steps must be followed:

### **Step 1: Considering the potential of the Federation**

- An agreement between the governing bodies of two schools and the Local Authority that they wish to consider the options in terms of establishing a Federation
- A request to the Council's Executive Committee to go to consultation
- Co-creation of a formal proposal which will be subject to consultation with all stakeholders, including parents and pupils
- Construction of a report on the responses for the Executive Committee
- Informing staff and any other key stakeholders at both schools of the process and progress
- A statutory notice on the proposed change and the action timetable
- A period of 28 days for objections
- Issue of final intentions.

### **Step 2: Preparing the Proposal Consultation**

The Governing Bodies will fulfil the proposal with the support of the Local Authority.

Announce the consultation on the proposal to all stakeholders including pupils, staff, parents, the community and the wider community

The proposal must include:

- The reasons for federalization and the benefits of doing so
- The size and constitution of the single Governing Body
- Senior Staff Arrangements
- Admissions
- Closing date for submitting comments
- The proposed date for establishing the federation
- Consultation arrangements

### **Step 3: After the consultation ends**

- A meeting between the Governing Body and the Local Authority to consider the responses from the consultation process
- Preparation of a concise report for the Executive Committee and consideration/approval from stakeholders

### **Step 4: Deciding and Taking Action**

- Executive decides whether to continue with establishing the Federation or not
- Inform stakeholders of the decision
- 28 days for further objections
- If relevant, the Local Authority will work with the Governing Bodies to form and appoint the new single Governing Body

### **Step 5: Development**

- The governing body will meet to elect a Chair and Vice-chair for the Federation
- Consider any new sub-panel structures, and form them where required
- Confirm Senior Leadership Teams
- Review systems, policies and practices

### **Step 6: Moving Forward**

- Establish and root any new policies, practices and systems
- Put monitoring and evaluating systems in place

## PROPOSED GOVERNING BODY CONSTITUTION

Regulation 25 of the Regulations for Federation of Maintained Schools in Wales (2014) declare that “The instrument of government for a federation must specify the size of the membership of the governing body of the federation being no fewer than 15 and no more than 27 governors.”

Governor Category	Number allowable
Parent (elected)	2 - 4
Teacher (elected)	1 - 2
Staff (elected)	1 - 2
Local Authority	2 - 4
Community	2 - 4
Additional community governors	1
Headteacher	1-2

### FEDERATION PROCESS OF MAINTAINED SCHOOLS IN WALES




This document is available on the Welsh Government’s website:

[www.cymru.gov.uk/addysgasgiliau](http://www.cymru.gov.uk/addysgasgiliau)

## APPENDIX 2

### The response of the schools' KS2 pupils

35 responses were received from the pupils of Ysgol Gymuned Moelfre and 63 from the pupils of Ysgol Goronwy Owen. Here is a summary of the comments/responses of Ysgol Gymuned Moelfre and Ysgol Goronwy Owen's pupils.

School	1. How do you feel?		
			
Ysgol Gymuned Moelfre	26	7	2
Ysgol Goronwy Owen	50	13	0
<b>Total</b>	<b>76</b>	<b>20</b>	<b>2</b>
2. Does anything worry you about this?			
Ysgol Gymuned Moelfre	<ul style="list-style-type: none"> <li>• 30 responses were received noting that they didn't have any concerns, and 5 responded noting that they had concerns.</li> <li>• 1 responded that they had some concerns but didn't go into detail.</li> <li>• 2 responders noted that they were worried that they would have to share too much.</li> <li>• 2 responders noted their concerns that Ysgol Moelfre and Goronwy Owen would become one school but on two sites.</li> </ul>		
Ysgol Goronwy Owen	<ul style="list-style-type: none"> <li>• 62 responses were received noting that they didn't have concerns and 1 responded noting that they were concerned.</li> <li>• 2 responders noted the concern that the Headteacher would spend less time in Ysgol Goronwy Owen.</li> </ul>		
3. What would you like to see happen as part of this change?			
Ysgol Gymuned Moelfre	<ul style="list-style-type: none"> <li>• Many responses were received noting the hope for joint school trips.</li> <li>• In addition to this, some responders hoped that the change would have a positive impact on activities such as sports, football games, gymnastic competitions and rounder games.</li> <li>• One response was received noting that changing schools for one day would be a good idea and one response proposed changing teachers for a day.</li> <li>• One response noted that the change would give an opportunity to meet different pupils and make new friends.</li> </ul>		
Ysgol Goronwy Owen	<ul style="list-style-type: none"> <li>• Many responses were received noting the hope for joint school trips.</li> <li>• Many noted the desire to share more with Ysgol Moelfre such as educational trips, various resources, extra-curricular activities e.g. discos and parties.</li> <li>• One response was received noting that arranging joint Welsh activities would be a change they would like to see.</li> <li>• One responded that they would like joint collective worship sessions which would give pupils the opportunity to share presentations with each other.</li> <li>• One responder proposed their wish for both schools to build a joint school.</li> <li>• In addition to this, it was noted that seeing more of the Headteacher would be a change they would like to see.</li> </ul>		

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to:</b>	The Executive
<b>Date:</b>	16 September 2019
<b>Subject:</b>	Children and Families Services Progress Report
<b>Portfolio Holder(s):</b>	Councillor Llinos Medi
<b>Head of Service:</b>	Fôn Roberts, Head of Children and Families Services
<b>Report Author:</b>	Elin Williams, Children & Families Services Transformation Programme Manager
Tel:	01248 751813
E-mail:	<a href="mailto:ElinWilliams@ynysmon.gov.uk">ElinWilliams@ynysmon.gov.uk</a>
<b>Local Members:</b>	Relevant to all Members

<b>A –Recommendation/s and reason/s</b>
<p><b><u>RECOMMENDATIONS</u></b></p> <ul style="list-style-type: none"> <li>➤ <b>To confirm that the Executive Committee is satisfied with the pace of progress and improvements made to date within Children &amp; Families Services.</b></li> </ul> <p><b><u>Background</u></b></p> <p>As Elected Members you are fully aware of the background regarding the Service Improvement Plan and that this was regularly reviewed by the Children’s Services Improvement Panel. Following the recent re-inspection of the service by Care Inspectorate Wales (CIW), the service is now working to a new Service Development Plan that is replacing the previous Service Improvement Plan.</p> <p>Since the last report the focus of the work within the Children &amp; Families Services has been:</p> <p><b>1. <u>Resilient Families</u></b></p> <p>The Resilient Families Team has been operational since October 2017 and consists of a Practice Leader; two Social Workers; two Support Workers; a Parenting Development Officer and a Reflect Worker. The Reflect Worker post is part of a national project aimed at increasing the resilience of women who have had one or more children permanently removed from their care, to reduce the amount of repeat pregnancies which result in further removal of children into the care system.</p> <p>The team intervenes with families who present a high level of need to provide intensive</p>

support and interventions around Prevent, Return, Reduce and Review principles to families in crisis. This is to support family breakdowns; preventing children from becoming looked after and the reunification of children with families from care.

The team provides structured face-to-face intensive intervention around parental change, developing strategies to manage behaviours and developing attachment-focused parenting skills. The team also provides consultation, training, advice, and guidance to the wider workforce.

Through the Resilient Families Team, Anglesey is developing an increased national profile for actively contributing to the landscape and knowledge in the social care field and related professions. Anglesey is involved in creating, shaping and disseminating research and is involved in work around Personal Outcomes Approach in collaboration with Social Care Wales.

Sian Morgan, a Support Worker within the team, was honoured at this year's National Eisteddfod for the use of Welsh in the workplace. Sian received the 'Caring in Welsh' award at the National Eisteddfod in Llanrwst. Sian was one of six finalists for the award, and was chosen as the winner by a public vote.

The impact of the Resilient Families Team since October 2017 has been significant and has now become a part of the core service. A thorough report on the work of the Resilient Families Team will be presented to the Corporate Parenting Panel on the 9<sup>th</sup> September 2019.

## **2. Voices from Care Cymru Project**

The Local Authority and its partners have a responsibility for the Corporate Parenting of local children in care and for young people who have left care. This group is amongst the most vulnerable in our society and we have a joint responsibility to ensure that we do our very best to improve their personal circumstances.

In this regard, we are keen to listen more to their experiences in order to try and improve services on their behalf by developing a Participation Group for children and young people who receive care and who have left care. The purpose of establishing the group is in order to co-produce a Strategy for Children in Care and Care Leavers in Anglesey and a Corporate Parenting Charter.

Following presenting the matter to the Anglesey Corporate Parenting Panel on the 10<sup>th</sup> of December 2018 and securing agreement in principle for the plan, both the Housing Service and Learning Services have made a contribution towards this work. North Wales Police and Betsi Cadwaladr University Health Board declined to contribute towards this project.

Activities with children and young people aged 11-17 will begin in August 2019 with a 'start up group' under the Change Makers Project which creates a space for care experienced

children and young people to come together and become leaders for positive change for children looked after and care leavers in Ynys Môn. This one off workshop is to discuss and agree 10 key areas for change. Young people will choose their 'Top 3' over the coming months, with the Change Makers Project working in detail on these top 3 over the next year. Voices from Care Cymru will also attend the STAR Awards and Fun Day in September to engage with care experienced children and young people.

Voices from Care Cymru are also in the process of recruiting a local officer that will be working on the project and will be co-ordinating the Participation Group meetings and taking forward what is important locally.

### **3. Fostering Fortnight 2019**

Fostering Fortnight took place in June. The aim of the fortnight is to raise the profile of Foster Carers and to ultimately encourage more members of the public to sign up and become Foster Carers.

This year the Ynys Môn Child Placement Team held two main events. The first was an ambitious relay style walk around the whole of the island using the Coastal Path footpaths. Elected Members; Head of Service; various panel members; social work staff and managers; independent agency professionals; health workers; education workers; Mistar Urdd and many more participated. Not only did the walk receive a positive response from the public in terms of support, but it also raised money for the Anglesey Foster Care Association. The sum of £836.52 was raised.

The second event that took place was the very popular Bake Off. Officers and officials of the Council baked cakes that were subsequently judged by Ynys Môn's very own celebrity chef, Richard Holt. After the judging, the cakes were sold to all who were present and raised another £440.

By holding these events, the profile of the Anglesey Foster Carers was raised and positive responses were received in terms of public relations and recruiting, with a total of £1,478.34 being raised for the Anglesey Foster Care Association. This will be presented formally to the association at the group's next meeting.

### **4. Foster Care Recruitment**

Since the announcement of the new fostering package in January 2019; 18 foster carer households have enquired and have shown an interest in becoming foster carers for the Isle of Anglesey Borough Council.

12 have started on the assessment process with a further 2 imminent.

6 have already been approved as Foster Carers by the Fostering & Permanency Panel to date and a other foster carers will be presented to the Fostering in the coming months.

The recruitment campaign has been succesfull with the potential of up to 24 new foster

care beds being available to Ynys Môn children by October 2019.

## **5. Service Development Plan**

The Service Development Plan is a 3 year plan and consists of the following 5 themes:

1. A confident and competent workforce to provide a consistent and effective service;
2. Quality and timely assessments, care planning, interventions and decision making to protect, support and manage the risks for children: good quality chronologies, record keeping and research evidence and tools;
3. Quality assurance and performance framework that supports the local authority in effectively managing its responsibilities towards children;
4. Appropriate social work intervention 'at the right time' in order to enhance family life and support families at times of trauma;
5. Improve outcomes for children in care.

There have been encouraging developments in all the above areas and the service continues to work through the 3 year Service Development Plan.

Area's which have progressed are:

1. A confident and competent workforce to provide a consistent and effective service

Workforce Strategy is now in place for the Children and Families Service. Whilst the Service has seen some staffing changes recently these have been in the main due to either internal or external progression by some staff and also maternity leave.

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

Internal audits continue to take place which shows positive progress in Social Work practice, continued work need to be undertaken in order to assure Social Work practice is consistently good across all cases.

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

A thorough report in relation to the above was presented in June 2019 Committee.

4. Appropriate social work intervention 'at the right time' in order to enhance family life and support families at times of trauma;

Internal Audits continue to take place and children and their families are now offered appropriate intervention at the right time. The development of the Ynys Môn Early Help Hub also assures that families and children are offered advice, support and assistance at a



much earlier stage on a Multi Agency basis.

5. Improve outcomes for children in care.

Several new policies are now operational which allow staff to support and improve outcomes for children in the care of the Local Authority:

- Joint Protocol for the Young People and Care Leavers of Anglesey between Housing Services and Children & Families Services;
- Leaving Care Policy;
- Young Person's Guide to Financial Help & Support.
- Pocket Money, Bank Account and Savings Policy for Looked After Children

The service is enthusiastic about its Service Development Plan moving forward.

**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 service needs confirmation by the Executive Committee that it is satisfied with the pace of progress and improvements made to date within Children & 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.

<b>DD – Who did you consult?</b>		<b>What did they say?</b>
<b>1</b>	<b>Chief Executive / Senior Leadership Team (SLT)</b> (mandatory)	27.08.19  The report was discussed in detail and agreed.
<b>2</b>	<b>Finance / Section 151</b> (mandatory)	As above
<b>3</b>	<b>Legal / Monitoring Officer</b> (mandatory)	As above
<b>4</b>	<b>Human Resources (HR)</b>	N/A
<b>5</b>	<b>Property</b>	N/A
<b>6</b>	<b>Information Communication</b>	N/A

	<b>Technology (ICT)</b>	
<b>7</b>	<b>Procurement</b>	N/A
<b>8</b>	<b>Scrutiny</b>	The report is due to be presented to the Corporate Scrutiny Committee on the 11 <sup>th</sup> September 2019.
<b>9</b>	<b>Local Members</b>	N/A
<b>10</b>	<b>Any external bodies / other/s</b>	N/A

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

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

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to:</b>	<b>Executive Committee</b>
<b>Date:</b>	<b>16 September 2019</b>
<b>Subject:</b>	<b>Croeso Menai's bid to the Home Office to become Community Sponsors to resettle a family of refugees from Syria</b>
<b>Portfolio Holder(s):</b>	<b>Councillor Alun Mummery</b>
<b>Head of Service:</b>	<b>Ned Michael</b>
<b>Report Author:</b> Tel: E-mail:	<b>Ned Michael, Head of Service</b> 01248 752289 nedmichael@ynysmon.gov.uk
<b>Local Members:</b>	<b>Councillor Alun Mummery, Councillor Robin Williams and Councillor Meirion Jones</b>

<b>A –Recommendation/s and reason/s</b>
<p>It is recommended that the Executive Committee approves:</p> <p><b>A1</b> Moving forward to support Croeso Menai's bid to the Home Office to become Community Sponsors to resettle a family of refugees from Syria should they be placed in Anglesey.</p> <p><b>Reasons</b></p> <p><b>1.0 Background</b></p> <p>In April 2016, the Executive Committee agreed to receive 30 individuals or 5 families as part of a scheme to resettle vulnerable people from Syria.</p> <p>Since then, we have welcomed 5 vulnerable families from Syria and we continue to provide them with support through our Programme Co-ordinator.</p> <p>By now, the Croeso Menai Group has been established which includes 12 members with expertise in various areas who are working hard to put together an application to the Home Offices in order to become a Community Sponsor so that another vulnerable family from Syria may be resettled in the Menai area.</p> <p>As the Group has not identified a suitable home for the family and that the property could be</p>

either side of the Menai Straits, the Group requires the support of the Isle of Anglesey County Council and Cyngor Gwynedd in order to present their application to the Home Office.

As part of the process of identifying a suitable property, the group will work closely with the Police in order to ensure that the location is suitable for a vulnerable family and that there are no risks with regard to dangerous or racist individuals who could create problems for the family. The Council will also be expected to ensure that the property meets the required standards for any rented property which is offered to the family.

Croeso Menai are sponsored by Citizens Cymru which is part of Citizens UK and Citizens Cymru will act as a guarantor for Croeso Menai should the group fail to deliver in the future.

## **2.0 Home Office Requirements with regard to Community Sponsors**

As part of the process of preparing a bid to become community sponsors, any group must have £9,000 available to support a vulnerable family from Syria during their first year.

The community sponsor will be expected to provide support for the family for at least one year following their arrival in the UK and to provide a home for at least two years following their arrival in the UK.

Croeso Menai have provided evidence that they have this money and they have also provided Financial Forecasts regarding the action they will take in order to support the family.

Any group will be expected to have a Safeguarding Policy and a Complaints Policy and every volunteer must have a current DBS check in place.

As part of their bid, Croeso Menai have also provided evidence that they have everything in place to satisfy the Home Office's requirements.

Croeso Menai will be responsible for:-

- i. Finding a suitable property for the family
- ii. Providing the family with intensive support during their first weeks
- iii. Providing the family with money during their first weeks until they receive any benefits for which they are eligible
- iv. Registering children with a school
- v. Registering with a GP
- vi. Providing translators
- vii. Protecting the family from any media coverage

## **3.0 The Role of Citizens Cymru as a Guarantor**

We are aware that Citizens Cymru is supporting another group of Community Sponsors in Wales and that two families have been resettled in Caernarfon by a group of community sponsors.

Should the community group for whatever reason be unable to operate in the future, Citizens Cymru would take over the role of supporting any families which were receiving support from the community sponsors.

#### **4.0 The Role of the Local Authorities**

The Local Authority must support any bid to the Home Office to become Community Sponsors.

Local Authorities can refuse to support a bid on the following grounds:-

- Lack of capacity to provide vital local services in the area in which they intend to resettle a family, for example, shortage of places in local schools
- Concerns regarding community tensions in the area in which they intend to resettle the family
- Concerns regarding the ability of the community sponsors to provide the support required by the family

Following approval by the Home Office for the group to become community sponsors, the Home Office would provide information to the Group and the Local Authority regarding the family they intend to resettle, including the family's medical notes and details regarding any specific needs.

Before the commencement of the arrangement, the Local Authority and the Group would have to agree to accept the family based on the information received from the Home Office. Key partners such as the Health Service, the Social Services, the Education Service would have to be consulted in order to ensure that the needs of the family can be met.

Local Authorities can refuse to accept a family on the following grounds:-

- Medical conditions which require specific treatment which is not available within a reasonable distance
- Shortage of places in schools within a reasonable distance
- Other specific needs which cannot be met within the local area

#### **5.0 Funding Package**

The Sponsor Group would be expected to fund all the support required during the first year.

Local Authorities may bid for available funding for years 2-5 and bids will be approved on an individual basis by the Home Office should the community sponsors be unable to provide funding after the first year or during the first year should the community sponsors be unable to provide the required support.

Local Authorities may apply for funding during the first year to cover Education costs: £4,500 for children aged 5 – 18 and £2,250 for children aged 3 – 4.

After the first year, the Local Authority would have to apply to the Home Office for funding towards education costs which is agreed on a case by case basis.

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

Irrelevant

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

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

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

<b>E – Who did you consult?</b>		<b>What did they say?</b>
<b>1</b>	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	Supportive to the application.
<b>2</b>	<b>Finance / Section 151</b> (mandatory)	Supportive to the application.
<b>3</b>	<b>Legal / Monitoring Officer</b> (mandatory)	Supportive to the application.
<b>5</b>	<b>Human Resources (HR)</b>	N/A

6	Property	N/A
7	Information Communication Technology (ICT)	N/A
8	Scrutiny	
9	Local Members	
10	Any external bodies / other/s	

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:
Community Sponsorship Guide for Local Authorities

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

This page is intentionally left blank



ISLE OF ANGLESEY COUNTY COUNCIL	
<b>Report to:</b>	Executive Committee
<b>Date:</b>	16/09/2019
<b>Subject:</b>	The North Anglesey Economic Regeneration Plan
<b>Portfolio Holder(s):</b>	Cllr. Carwyn Jones
<b>Corporate Director:</b>	Dylan Williams
<b>Report Author:</b>	Tudur Jones
<b>Tel:</b>	01248 752 146
<b>E-mail:</b>	<a href="mailto:TudurJones@ynysmon.gov.uk">TudurJones@ynysmon.gov.uk</a>
<b>Local Members:</b>	North Anglesey Area Members

A – Recommendation/s and reason/s
<p><b><u>Recommendations</u></b></p> <ol style="list-style-type: none"> <li><b>1. Endorse and support the North Anglesey Economic Regeneration Plan</b></li> <li><b>2. Delegate to the Director of Place &amp; Community Well-being and Portfolio Holder the authority to:</b> <ol style="list-style-type: none"> <li><b>a) update the plan accordingly;</b></li> <li><b>b) make funding bids, accept funding offers, and award funding for projects that will support the delivery of the plan, subject to agreement by the Head of Finance.</b></li> </ol> </li> <li><b>3. Report on progress to the Executive Committee and the Partnership and Regeneration Scrutiny Committee on an annual basis.</b></li> </ol> <p><b>1.0 A Plan for North Anglesey</b></p> <p>The North Anglesey Place Plan has been created as a direct result of the responses received from members of the public based on their priorities for regenerating the area. The objectives of the plan is to provide a clear direction of travel and provide a platform to bring about sustainable jobs, investment and opportunities for the North Anglesey area.</p> <p>An initial public and stakeholder consultation process was carried out over the summer of 2018 to identify views, issues, ideas, and priorities. This process drew over 600 responses which indicated that local people were concerned about the future of their area, and were keen to see something done to improve it. A report has been prepared summarising these responses.</p> <p>The draft plan was published in April 2019 and a public and stakeholder consultation process took place during May/ June 2019. This process resulted in 48 responses, which</p>

were overwhelmingly supportive of the plan and its contents. A report summarizing these responses has also been prepared, and a number of changes undertaken to the draft in response. The County Council is also in the process of undertaking its own Place Shaping activities and there is recognition between the synergies and complementarities between the two activities especially in regards the Twrcelyn Ward.

County Council Officers, in collaboration with partners and stakeholders, will now begin to prioritise the immediate key activities to bring about opportunities for jobs, growth and investment in North Anglesey.

## **2.0 Background**

The news regarding Hitachi's suspension of Wylfa Newydd and Rehau's Amlwch factory closure have been severe blows to the immediate economic prospects and communities of North Anglesey which add to the expected major impacts of the Wylfa power station decommissioning phase. A Welsh Government led Task Group has been created to address the immediate aftermath of these announcements, including special redundancy response activities.

An economic impact assessment of Magnox Sites prepared for the NDA in 2018 indicated that Wylfa Power Station contributed 503 jobs and made a GVA contribution of circa £37M to the economy of Anglesey ([Magnox Sites](#)). The report clearly shows Wylfa as the Magnox site closure which will have the most adverse local economic impact of any site in the UK, and these impacts will clearly be most heavily felt in North Anglesey.

As part of the planning for Wylfa Newydd, a special North Anglesey Topic Paper was prepared, and this was approved by the Full Council as part of the Wylfa Newydd Supplementary Planning Guidance. North Anglesey is defined in the Topic Paper (and therefore replicated in the Plan) as including the communities of Llanbadrig, Amlwch, Mechell, Llaneilian, Moelfre, Llanerchymedd and Llanfaethlu. The Topic Paper includes considerable background information about the area.

## **3.0 Funding to Deliver the Plan**

Despite the severe impacts, the County Council's available resources remain limited. An external funding application was developed to secure additional external support from the NDAs socio-economic fund. Recognising the impact of both the Hitachi and Rehau announcements, the NDA announced funding support of £495,000 to help progress the County Council's North Anglesey Economic Regeneration Plan and support the creation of new economic opportunities on the island ([NDA](#)). The scale and significance of the investment from the NDA and their readiness and enthusiasm to collaborate quickly and efficiently fully deserves recognition and appreciation.

The purpose of this funding will be to further develop and advance to the next stage some

OFFICIAL

of the concepts and ideas within the Plan. The NDA funding does not include officer employment costs, and some core revenue funded Regeneration staff time is required to manage the North Anglesey Plan and NDA funding activities, and this is to be counted as match funding.

Officers will ensure that the funding secured from the NDA is not delivered in isolation and adds value and supplements other activities to create a critical mass of investment in and for the North Anglesey area.

This work will be aligned with other activities in the area which will complement and add value to the Plan. These include the Arfor scheme, proposals for environmental projects through Enraw / SMS funding, and work being delivered on the ground by such groups as Caru Amlwch and Cemaes CIC.

Opportunities to secure funding from other sources are being/ will also be explored, including in particular the possibility of funding from the Welsh Government for key projects in the area.

At the time of writing this report the Regulation & Economic Development Service has been approached by a number of groups and individuals requesting funding for their projects/ ideas. These approaches are for significant sums of money. A clear risk is that the County Council will be inundated with funding applications which do not align with the core objectives of the NDA and that a number of groups will be disappointed and angry at the rejection. Steps will be taken where possible to advise external organisations of how and where they can seek funding support from other sources.

It must also be noted that the Plan itself should form only one small part of an overall homogenous strategy to regenerate and redevelop the North Anglesey area in collaboration with partners and stakeholders.

**B – What other options did you consider and why did you reject them?**

That the Plan is not endorsed by the Executive. However we are of the opinion that the Plan warrants recognition especially in the current socio-economic climate and that the Regulation & Economic Development Service has recently secured substantial funding.

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

The matter warrants endorsement and approval by the Executive as the regeneration of North Anglesey is of a critical importance to the County Council. This will also provide consistency and full transparency with previous decisions.

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

Yes.

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

Yes.

<b>F – Who did you consult?</b>		<b>What did they say?</b>
1	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	Comments in relation to ensuring Twrcelyn Ward place planning is recognised and complimentary between the activities; ensure spread of projects across North Anglesey area is impartial and objective.
2	<b>Finance / Section 151</b> (mandatory)	No specific comments other than above.
3	<b>Legal / Monitoring Officer</b> (mandatory)	Risks – too many applications could overwhelm fund; need to ensure ‘spread’ of funding is fair and consistent across area.
4	<b>Human Resources (HR)</b>	
5	<b>Property</b>	
6	<b>Information Communication Technology (ICT)</b>	
7	<b>Scrutiny</b>	
8	<b>Local Members</b>	
9	<b>Any external bodies / other/s</b>	
<b>G – Risks and any mitigation (if applicable)</b>		
1	<b>Economic</b>	
2	<b>Anti-poverty</b>	
3	<b>Crime and Disorder</b>	
4	<b>Environmental</b>	
5	<b>Equalities</b>	
6	<b>Outcome Agreements</b>	
7	<b>Other</b>	

<b>H - Appendices:</b>
North Anglesey Economic Regeneration Plan (September 2019)

<b>I - Background papers (please contact the author of the Report for any further information):</b>
North Anglesey Economic Regeneration Plan Consultation Survey Response Reports (September 2018)



# North Anglesey Economic Regeneration Plan



Revised version  
July 2019



# Contents

1. Foreword	3
2. A challenging time for North Anglesey	4
3. The aim of the Regeneration Plan	5
4. Consultation: What you told us	6
5. What is North Anglesey like now?	7
6. Links to other plans and policies	9
7. Strengths, challenges and opportunities	10
8. Regeneration Plan - Priority Themes	12
9. Delivering the Regeneration Plan	18

Page 104

**wood.**

Prepared by Wood on behalf of  
Isle of Anglesey County Council

July 2019

Harbour at Amlwch Port





Llinos Medi  
Leader of the Isle of  
Anglesey  
County Council

## Foreword

The recent news regarding Hitachi's suspension of Wylfa Newydd and Rehau's potential Amlwch factory closure have been severe blows to the immediate economic prospects and communities of North Anglesey, adding to the expected major impacts of the Wylfa power station decommissioning phase. A Task Group has now been created to address the immediate aftermath of these announcements, including special redundancy response activities.

These announcements have reinforced the need for a programme of action to address the needs of North Anglesey. The first public consultation in 2018 drew over 600 responses which indicated that local people were concerned about the future of their area, and were keen to see something done to improve it. Following recent developments, the level of need and concern is much more acute.

This revised version of the plan reflects the comments of around 50 responses received in our consultation, which asked for comments on the draft plan.

The document identifies a wide range of proposed and potential measures that could benefit the area in the short, medium, and long-term. Some of these are ideas which require further work, and may ultimately not be feasible. Most rely on securing public and / or private investment funding, and this will not always be realised. The document is not perfect, but provides a starting point and a statement of intent to address

the needs and opportunities that exist, and should help in the process of seeking grants and investment.

Anglesey County Council has prepared the plan, but delivery of the plan's aims and proposals will require buy-in and action from a wide range of partners. These need to include other public bodies, funders, local organisations, community groups, businesses, developers and others.

**Cllr. Llinos Medi**

**Leader, Isle of Anglesey County Council  
Talybolion ward member**



# I. A challenging time for North Anglesey

## A challenging time for North Anglesey

The existing Wylfa Power Station has been the main employer in North Anglesey for several decades, employing hundreds of people directly and indirectly. The station is now entering the decommissioning phase, and it is expected that the numbers employed will reduce significantly over time.

It was estimated in June 2018 that Wylfa supported 630 jobs on Anglesey and contributed £32m to Anglesey's annual GVA. The loss of these over time will have a major local impact.

Much work has taken place to plan a new replacement power station, Wylfa Newydd, which could provide much-needed long-term employment for the area to replace those lost at the existing power station. Unfortunately, there was an announcement by Hitachi in January 2019 that work on progressing this project has been suspended,



The former Magnox power station and the site for Wylfa Newydd

Wylfa Newydd was to produce C.850 quality jobs at operation for a period of 60 years, a 100 year project through construction, operation and decommissioning.

January 2019 also saw an announcement that North Anglesey's second largest employer, Rehau, was consulting on a proposal to close its manufacturing factory at Amlwch and approximately 100 jobs will be lost by 2019. The County Council, Welsh Government and other local stakeholders as a result of the recent announcements are taking immediate, responsive action to address what is clearly a critical situation. We will continue to collaborate and be pro-active to counter any potential loss of employment.

## A plan of action for North Anglesey

There is clearly a need to address the economic challenges facing the area and ensure the long-term prosperity and well-being of the North Anglesey area. The County Council recognises that a coherent strategy is required to help create opportunities for sustainable jobs and investment and has therefore prepared this draft North Anglesey Economic Regeneration Plan.

The Regeneration Plan identifies a number of proposals for action and investment in North Anglesey to help the area respond to the recent announcements, and to drive economic revitalisation across the area up to 2026. This coincides with the



Rehau factory, Amlwch - subject to potential closure

life-time of the Statutory Anglesey and Gwynedd Joint Local Development Plan (JLDP), to which this plan is aligned.

The aim of the Regeneration Plan is to provide a clear strategy that – following implementation and further progression over the coming years – will deliver significant improvements to the wellbeing of the area and deliver lasting benefits.



## 2. The aim of the Regeneration Plan

The Regeneration Plan identifies:

- The **key issues** affecting North Anglesey as identified by the community;
- A **Vision** for North Anglesey;
- Five **Priority Themes** for regeneration; and
- A range of identified **regeneration projects**.

The Regeneration Plan sets out a Vision for the North Anglesey area and identifies five Priority Themes for investment by the County Council and its partners. The Regeneration Plan will inform partnership working in the area by focusing on tangible projects that could bring economic benefits to North Anglesey; to help meet the challenges posed by decommissioning of Wylfa A, the potential closure of Rehav, and maximise the potential of the Wylfa Site. The Regeneration Plan provides a framework to help guide investment decisions and direct partners to the priorities for the area up to 2026. The Regeneration Plan is supported by an Implementation Plan (separate Appendix) which sets out the specific projects to be delivered and will be regularly updated

to ensure that the progress of projects, and any new projects that deliver against the Priority Themes, can be reported. This plan is aligned and will contribute to the economic development of Anglesey and the North Wales Growth Vision.

### The vision for North Anglesey

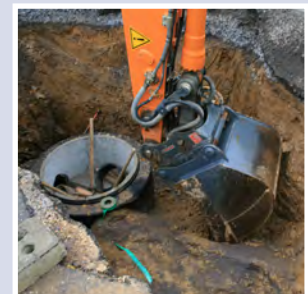
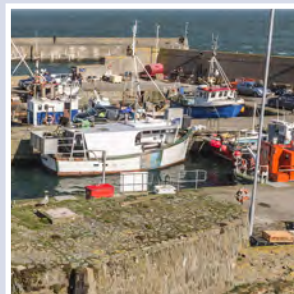
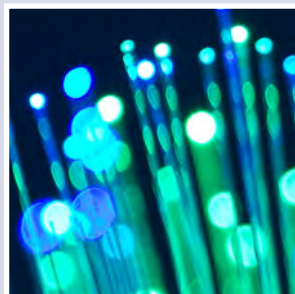
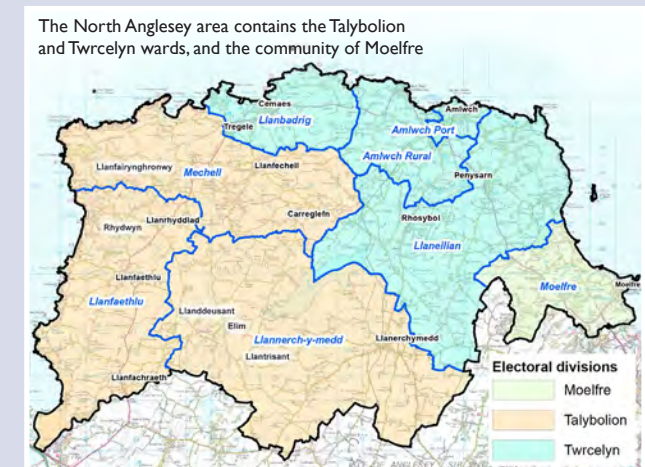
By 2026:

**North Anglesey** will have developed improved employment opportunities and supporting infrastructure that make the most of its natural, historic and built environment, complements the area's character and promotes wellbeing, community cohesion, Welsh language and quality of life. The area **will be an attractive place to live, work and visit.**

As the main urban area, **Amlwch** will have improved its role as a **key location for commerce and employment opportunities in North Anglesey** and its role as a **visitor destination will have been enhanced.**

### Consultation on this plan

The draft Regeneration Plan was the subject of consultation between April - June 2019 with stakeholders and the public consultation. A report on the consultation process has been prepared, and this is the finalised version of the Regeneration Plan which needs to be adopted.



### 3. Consultation: What you told us



“Amlwch could do with a general spruce up”

“Beautiful area, good sense of community. Friendly people”

“Strong community spirit”

“The area needs high quality jobs to encourage talent to remain / move to area”

“Develop tourist areas to draw more people into the area”

“Unique industrial heritage”



The Regeneration Plan has been informed by consultation with the community and key stakeholders. Initial consultation was undertaken during June and July 2018 alongside the County Council’s ‘Place shaping’ exercise for the Twrcelyn Ward. The consultation and the responses received are reported in the Amlwch and North Anglesey Regeneration Plan – Consultation Survey Results Report. Among the findings:

Page 108

<p>Many respondents felt that the strong sense of community was a key strength of North Anglesey.</p>	<p>The coastal area, beaches and the coastal path are strong environmental and recreational features of the North Anglesey area.</p>	<p>Developing tourism attractions and visitor accommodation, the retail offer and reinstating Amlwch rail line were recognised as opportunities to help the area thrive. Schemes that could benefit from investment included Parys Mountain and Amlwch Port.</p>	<p>Poor road infrastructure and transport links, unattractive areas and lack of suitable employment units were recognised as hindering investment whilst many thought that the County Council and Welsh Government could do more to support the area.</p>	<p>Amlwch town centre, the former Octel site, the former Shell site at Rhosgoch, and Amlwch industrial estate provide opportunities for economic investment within the Amlwch area.</p>	<p>The responses suggested that boosting tourism and retail opportunities, increasing employment opportunities, supporting new and existing businesses, and redeveloping Amlwch town centre were top priorities for the area.</p>
---	--	--	---	---	---

Following consultation, five Priority Themes for investment in the North Anglesey area have been developed and a number of projects have been identified for inclusion in this Regeneration Plan.

## 4. What is North Anglesey like now?

### Population

- The total resident population of North Anglesey is 13,474\*
- Amlwch is the largest settlement in the area with a population of 3,789\*
- Cemaes is second largest, with 1,357\*
- There are a number of other villages, clusters and individual isolated properties.
- The population is relatively aged. The 45 to 74-year age range which makes up 43.4% of the population, higher than both the Anglesey and Welsh averages.

### Relatively aged

- Background information about the area is included in the Wylfa Newydd SPG Topic Paper for North Anglesey



60%

### The Welsh Language

- 60% of people can speak Welsh (57% for Anglesey as a whole)\*
- 69% of people have one or more skills in Welsh (70% for Anglesey as a whole)\*
- The western and central areas have a higher percentage of Welsh speakers when compared with the eastern wards.

### Employment

- 71% of population economically active (75% for Anglesey as a whole)\*
- 66% of population in employment (69% for Anglesey)\*
- 4% of population unemployed\*\*
- Median household incomes across North Anglesey are comparable with Anglesey as a whole at around £25,000.
- Decommissioning of North Anglesey's main employer at Wylfa power station impacting on C.630 Jobs.
- Wylfa Newydd development suspended by Hitachi. Opportunity to create 850 quality jobs at risk.
- Closure of major employer Rehaul and a loss of C.100 jobs.

<£25k pa  
incomes



### Natural and Built Environment

- Most of coastline designated Area of Outstanding Natural Beauty (AONB) and part is a Heritage Coast.
- There are four conservation areas: Amlwch (Central), Amlwch Port, Cemaes, and Llanfechell.
- There are several sites designated for nature conservation including:
- Cemlyn Bay Special Area of Conservation (SAC)
- Anglesey Terns Special Protection Areas (SPA)
- 19 Sites of Special Scientific Interest (SSSIs)

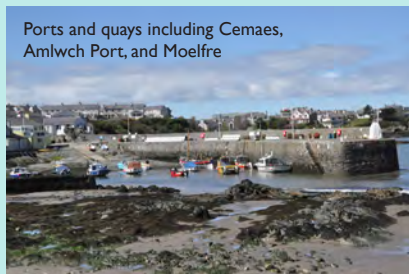
\* Census 2011

\*\* Nomis 2017-2018 data for Anglesey as a whole



## Tourism

North Anglesey is a popular tourism destination. Some of North Anglesey's highlights include:



Ports and quays including Cemaes, Amlwch Port, and Moelfre



Industrial heritage attractions including Parys Mountain – the site of an 18th century the copper mine and Porth Wen Brickworks Cemaes



Point Lynas Lighthouse – a landmark coastal feature



The Anglesey Coastal Path



The coastal area landscape has many beaches and picturesque views



Llynnon Mill – the only working windmill in Wales at Llanddeusant



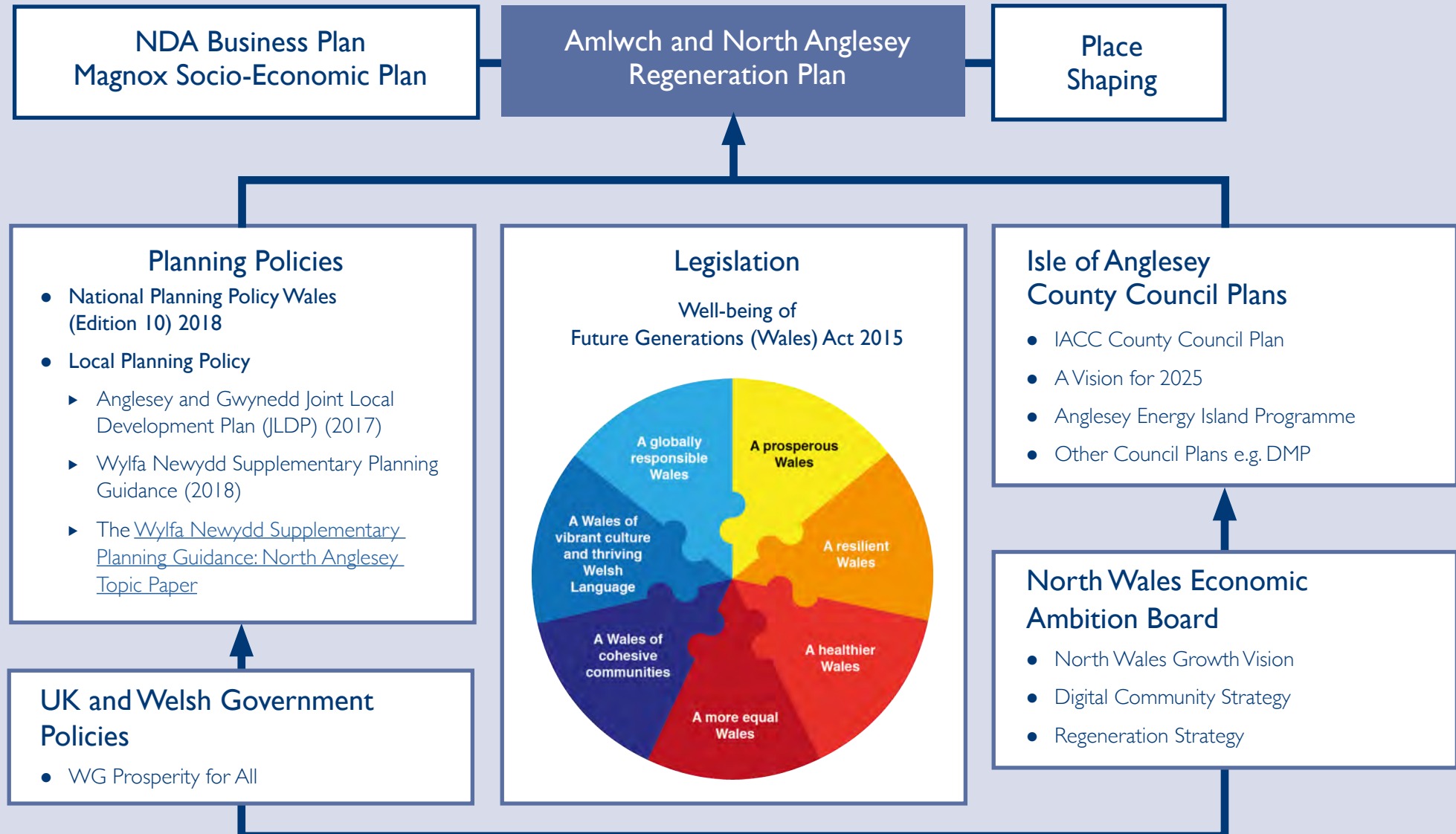
Llyn Alaw – man made reservoir that is Anglesey's largest lake



Din Lligwy – Remains of Celtic settlement near Moelfre

## 5. Links to other plans and policies

The Regeneration Plan does not sit in isolation. It reflects, and is informed by, several plans and policies at the national and local level.





## 6. Strengths, challenges and opportunities

The Regeneration Plan is based on an understanding of the strengths, challenges and opportunities in North Anglesey. The identification of strengths, challenges and opportunities has been informed by consultation with local communities and stakeholders and analysis of the existing baseline, evidence, strategies and policies.

### North Anglesey generally:

#### Strengths

- An outstanding natural environment including coastal path, beaches and good coastal views
- Growing population relative to other Anglesey communities
- A high proportion of the local communities speak Welsh
- An area with vibrant history, culture and heritage and a strong sense of community
- The local natural environment is strong with designated sites, including the coastal AONB
- There are sites available for employment uses

#### Challenges

- Decommissioning of main employer Wylfa Power Station
- Uncertainty regarding Wylfa Newydd
- The closure of Rehu by end of 2019
- There is a generally poor retail offer
- Transport connections to the area
- Relatively limited broadband speeds
- The population is relatively aged with young people moving away
- Retaining and improving the percentage of the population who speak Welsh
- Rationalisation of services and facilities
- Sustaining rural communities and farms
- Peripheral location
- Lack of indoor attractions

#### Opportunities

- Wylfa Newydd power station proposal
- The decommissioning of Wylfa A may provide opportunities
- Benefit from the North Wales Growth Deal
- Capitalising on the tourism potential of the area
- Making the most of the sense of community and place



## Specific to Amlwch:

### Strengths

- Amlwch is identified in the JLDP as one of the main locations for new development in Anglesey
- There are a number of services and facilities within the town
- There are a range of sites identified for new housing in Amlwch in the JLDP
- There is a strong sense of community
- The leisure centre is a key facility
- Amlwch Port
- Parys Mountain is a strong heritage/ tourism asset

### Challenges

- Closure of Rehau – the town's main employer
- Loss of services and facilities such as banks
- The town centre has limited vitality and vibrancy
- Relatively remote from the main transport networks with limiting road links
- An ageing population with younger people moving away
- Employment unit provision does not meet needs of the area
- High School in need of modernisation
- No Enterprise Zone status (apart from Rhosgoch)

### Opportunities

- The redevelopment of underutilised / brownfield land and premises
- Investment in the tourism and hospitality sector
- Reinvigoration of the high street and addressing empty shops/frontages
- Development of affordable housing to meet local needs
- Reuse of the disused rail line to Amlwch

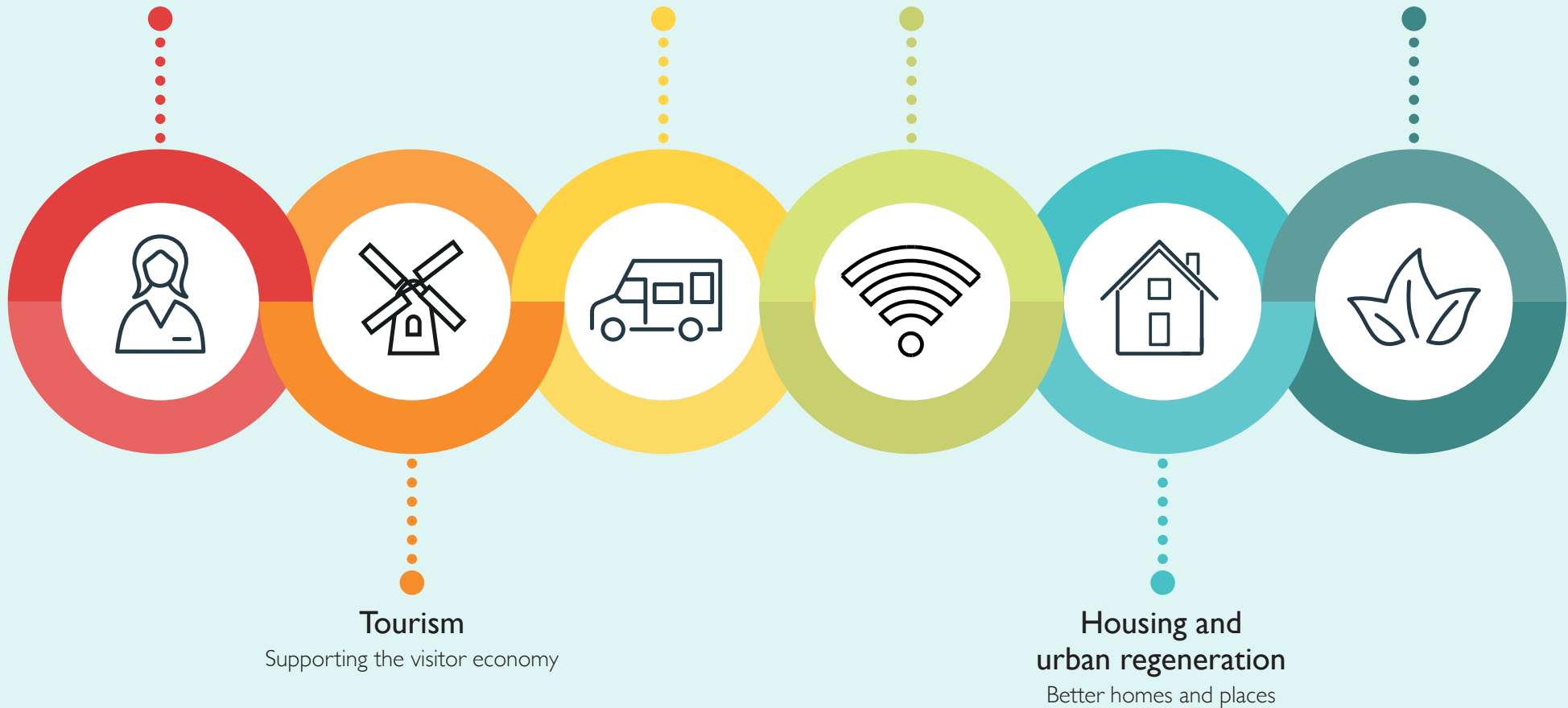


# 7. Regeneration Plan – Priority Themes

**Employment/jobs**  
Growing North Anglesey's economy

**Transport and connectivity**  
Connecting North Anglesey

**The environment, culture and well-being**  
Making the most of North Anglesey's assets







## Employment / jobs

### Growing North Anglesey's economy

#### Existing position

Employment rates in North Anglesey are generally higher than across Wales but average incomes are lower. The impacts from the end of power generation at Wylfa A are long lasting with a major reduction in direct and indirect investment in the area. The development of Wylfa Newydd gives major opportunities for economic development, but the future of the project is now uncertain. The recent announcement of the closure of Rehau in Amlwch is another major blow.



Major opportunity at former Octel/Great Lakes site in Amlwch

### Opportunities for investment

The creation of jobs is key to ensuring a sustainable economic base for North Anglesey in the short, medium and long term. Delivering suitable employment infrastructure is key to enabling employment growth.

Opportunities exist to revitalise key sites in the area and bring forward new land for investment. Bringing forward additional land and premises for incubator and 'grow on' spaces would enable small to medium enterprises and businesses to develop. The former Octel/Great Lakes and Shell sites provide major opportunity areas for investment and re-use for employment, as does the Rehau site.

There is a need to work with local employers to establish needs, encourage broader partnerships to deliver training opportunities and skills development, and work to support business development. Increasing the number and quality of employment opportunities can help to retain young people, support sustainable communities and thereby indirectly benefit the use of the Welsh Language.

Amlwch has the same status as Holyhead and Llangefni in the JLDP but does not benefit from Enterprise Zone (EZ) status except the old Shell site near Rhosgoch, which can impact on investment.

There are opportunities to explore commercial branding to ensure that the area is promoted as 'Open for Business', especially linked to the many potential opportunities presented through the proximity to Wylfa. Whilst the main opportunities to support economic development are within

Amlwch, the wider rural area does have potential for further small-scale investment and for low carbon opportunities and JLDP policies would support appropriate schemes.

### Top priorities

- Contribute to and benefit from the North Wales Growth Deal
- Create new employment at the Rehau factory site
- Bring forward additional employment sites and units for small/medium businesses
- Assist existing businesses to fulfil their potential
- Explore best re-use of the former Octel/Great Lakes site,
- Explore Enterprise Zone status for other sites with Welsh Government
- Maximise opportunities to capitalise on Wylfa site
- Support wider 'rural economic development opportunities
- Address skills, qualifications and employability needs
- Assist those impacted by job losses to retrain, find alternative work or start a business



## Tourism

Supporting the visitor economy

### Existing position

Tourism plays an important role in providing jobs across North Anglesey. Tourism assets are numerous and include the 18th century Llynnon Mill and Parys Mountain whilst the Anglesey Coastal Path provides a key tourism route through the area. The Llyn Alaw reservoir is the largest lake on the Island and is used by visitors for bird watching and walking.



### Opportunities for investment

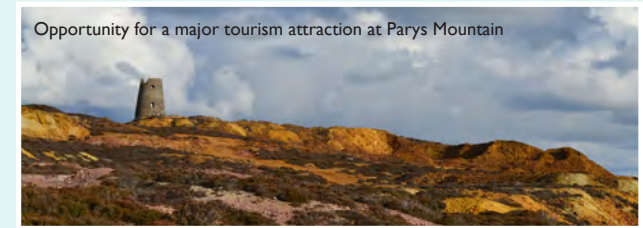
The area benefits from many tourism assets and the sector could deliver wider benefits to North Anglesey. Whilst there are several visitor attractions in the area none are among the most visited ones in North Wales.

The public consultation responses indicated a desire for a new and exciting attraction to draw more visitors to the area, and partners should explore opportunities for a viable scheme. Potential opportunity areas include Amlwch Port Harbour, Cemaes Harbour and the dramatic industrial landscape at Parys Mountain.

Opportunities also exist to support closer links between tourism assets to deliver a more joined up visitor offer and more co-ordinated branding should be explored, including through social media. The Welsh language is integral to the tourism offer. The links between the strength of the Welsh language and visitor experience is central to delivery within this Priority Theme.

Improvements to the quality and quantity of visitor accommodation and hospitality in North Anglesey are key to the development of a vibrant tourism offer. The re-use of existing vacant buildings for tourism use, such as the planned redevelopment of Capel Bethlehem, Cemaes is also supported.

Coastal and water-based leisure activities also provide opportunities for the area.



### Top priorities

- Review opportunities for new viable market-led tourism attractions
- Enhance tourism assets, attractions and infrastructure
- Support better visitor accommodation and hospitality provision
- Capitalise on the cultural and historic assets of the area
- Improve visitor interpretation for the area
- Address marketing and events opportunities
- Encourage investment in Amlwch Port and Cemaes Harbour



## Transport and connectivity

### Connecting North Anglesey

#### Existing position

The North Anglesey area is largely rural and not on the main east-west A55/rail corridor which stretches from the Britannia Bridge to Holyhead. The main route through North Anglesey is the A5025 whilst the rail line from Gaerwen to Amlwch (Lein Amlwch) lies disused. Superfast broadband has been rolled out across North Anglesey, but issues remain with regards to connectivity.

The provision of reliable and fast fibre broadband is key to North Anglesey's connectivity



#### Opportunities for investment

There are plans to improve the A5025 between Valley and Cemaes, but these plans may be affected by the current uncertainties over Wylfa Newydd. Improvements to the A5025 between Cemaes and Amlwch would help support connectivity across the area and support development potential in Amlwch.

Consultation responses support the re-use of the now disused and partly-overgrown rail line to Amlwch. This could see substantial benefits for connectivity in North Anglesey with associated economic and tourism benefits.

More broadly, public transport connectivity is crucial to ensuring the population of North Anglesey is connected both within the area and to the settlements of Holyhead, Llangefni and Bangor. The Regeneration Plan supports seeking investment to sustain these services. Improvements to cycling provision and to the Coastal Path would also be compatible with the Plan's support for the visitor economy.

Broadband connectivity is important for enabling businesses development and supports flexible working, it is increasingly important for community connectivity enabling people to come together online, supporting cohesion and the use of the Welsh Language.

Media communication also enables business to expand and market. Community radio and social media also have a key role.

#### Top priorities

- Deliver improvements to the A5025 from Valley to Amlwch
- Reuse Lein Amlwch
- Promote public transport provision as well as improvements to cycle routes and footpaths
- Ensure that good IT and telecomms links are available for all communities in the North Anglesey area



# Housing and physical regeneration

## Better homes and places

### Existing position

The JLDP sets out the number of houses required in North Anglesey up to 2026 with specific requirements for Amlwch, Cemaes and Llannerchymedd. Amlwch town centre was identified in the consultation as suffering from a lack of investment and needing revitalisation.



## Opportunities for investment

Ensuring good quality housing options for existing residents, young people and those who may relocate to the area is central to economic revitalisation. Delivering the JLDP housing requirements will help meet housing need whilst also enabling further investment through the construction industries. The County Council should help to address the barriers to housing development whilst actively supporting the delivery of affordable housing through the application of the JLDP's housing policies and implementing the Council's Housing Strategy.

There were 165 empty residential properties in North Anglesey in 2017 and there are several brownfield sites. Making use of empty homes and the re-development of brownfield land, consistent with JLDP policy, would help meet housing needs whilst also bringing broader environmental improvement.

The number of empty units in Amlwch town centre has increased in recent years, including the loss of bank branches. This has impacted on the attractiveness of the place as an area to visit and invest, and on communities. Opportunities exist to revitalise the Amlwch high street and potential interventions (subject to funding) could range from 'facelifts' of properties, providing 'pop up shop' spaces and physical regeneration measures.

The consultation responses highlighted that the North Anglesey area suffers from a lack of retail competition. Improving Amlwch, as the main investment location, should help to encourage retail growth via the private sector.

The North Wales Regeneration Strategy supports aims which are similar to those in this plan and it may be possible to secure funds through it. Amlwch is already eligible to benefit from Town Centre Loans.

Some of the area's school buildings are in need of improvement and a schools modernisation programme is planned.

### Top priorities

- Support housing delivery to meet the requirements of the JLDP, including delivering the affordable housing required
- The capability of brownfield land to deliver housing and/or employment should be explored and maximised
- Support interventions that bring empty buildings into suitable reuse
- Encourage investment in Amlwch town centre, Amlwch port and Cemaes harbour
- Explore opportunities for financial incentives to support investment
- 21st Century Schools Programme





## The environment, culture and well-being

Making the most of North Anglesey's assets

### Existing position

The area has significant natural and heritage assets, but it also has some localised pollution issues. The majority of the resident population is Welsh speaking.



### Opportunities for investment

The quality of the environment is central to the well-being of local communities and contributes towards making the area attractive for residents, visitors, and inward investment. The Welsh language is central to the culture of North Anglesey.

Measures should be implemented to address environmental issues such as poor water quality and land contamination, whilst opportunities for enhancements must be seized.

There are four conservation areas across North Anglesey (Amlwch (Central), Amlwch Port, Cemaes, and Llanfechell). It is vitally important that these conservation areas are positively supported through development management and opportunities for positive change explored.

Investment aimed at developing the use of the Welsh language will help support its vibrancy across North Anglesey; thereby sustaining and enhancing the area's cultural well-being. Priorities should complement the Council's Welsh Language Strategy and focus upon its use by children and young people, in the workplace and at community level.

Amlwch leisure centre is a key facility that is used by the residents across North Anglesey and by visitors to the area. Opportunities for supporting the development of further facilities should be maximised to improve health and well-being.

Addressing environmental issues, such as improving water quality at Cemaes Bay, will support regeneration



### Top priorities

- Protect and enhance the natural environment (beaches, coast line, coastal path, and rural landscapes) recognising their intrinsic and economic value
- Protect and enhance the area's heritage assets
- Invest in opportunities to support a thriving and vibrant Welsh language and culture in the area
- Invest in leisure services at Amlwch Leisure Centre as a key facility for the North Anglesey area
- Address pollution issues impacting on the area's environment
- Develop an Environment Action Plan for North Anglesey and apply for funding to deliver it

## 8. Delivering the Regeneration Plan

### Partners

The delivery of the Regeneration Plan is dependent on a range of partners working together to bring forward schemes and provide a joined-up approach to secure the funding and investment required. The partners include:

- Magnox / Nuclear Decommission Authority (NDA)
- Welsh Government (including Visit Wales, NRW, Cadw, WEFO)
- Anglesey County Council
- Town and Community Councils
- Menter Môn
- Medrwn Môn
- Private businesses
- Utility Companies
- Property Owners
- Tourism Groups
- Community Groups
- National Lottery

Other partners are also likely to be involved for specific projects

### How will the Regeneration Plan be implemented?

The Regeneration Plan is supported by an Implementation Plan, which is a separate Appendix to this document. The Implementation Plan sets out quantifiable projects under each Priority Theme that will support the delivery of the Regeneration Plan Vision for North Anglesey.

The Implementation Plan will be updated to reflect the delivery timeframes of projects and identify any new projects. It will also provide the mechanism for monitoring the progress of the Plan.

### Resources and Capacity

Progression of the plan and its projects will require financial and human resources over several years. This will require input by partners from their own resources, as well as seeking and securing external funding. This will be addressed as part of the Implementation Plan.

### Communications and Publicity

It is essential that partners and other stakeholders including businesses and residents are kept informed, and this will also be a role for the Implementation Plan.

### Governance

Appropriate governance for the plan will be developed in conjunction with key stakeholders, funders and community representatives and this will be addressed through the Implementation Plan.

# North Anglesey Regeneration Plan

## Appendix: Implementation Plan

For the purposes of this document, activities are identified under their principal Regeneration Plan Priority Theme, although several projects listed will deliver against more than one Priority Theme.



All proposals are subject to statutory compliance and resource constraints.

Proposals will be reviewed and amended over time.

Employment / Jobs - Growing North Anglesey's economy			
Proposal	Key actions / milestones	Potential lead / delivery partners	Potential funding sources
Wylfa – continue to support and plan to maximise economic benefits to North Anglesey	<ul style="list-style-type: none"> <li>Collaborate to influence and attract investment and ensure local needs and opportunities are reflected in this</li> </ul>	<ul style="list-style-type: none"> <li>IACC</li> <li>NACP</li> <li>Other</li> </ul>	
Rehau – respond effectively to the closure announcement	Co-ordinated response to assist employees to retain/find work if there are job losses. If factory closes seek alternative use that creates jobs	<ul style="list-style-type: none"> <li>Rehau</li> <li>IACC</li> <li>WG</li> <li>Others</li> </ul>	<ul style="list-style-type: none"> <li>Private</li> </ul>
Redundancy Response – respond effectively to any redundancy events	Co-ordinated response to assist employees to reskill and find new work	<ul style="list-style-type: none"> <li>JCP</li> <li>Careers Wales</li> <li>Grŵp Llandrillo Menai</li> <li>PS</li> <li>IACC</li> </ul>	<ul style="list-style-type: none"> <li>PS</li> <li>REACT</li> </ul>
Magnox – defueling and decommissioning impacts and opportunities	Work to maximise benefits & minimise / mitigate any disbenefits	<ul style="list-style-type: none"> <li>Magnox</li> <li>PS</li> <li>IACC</li> </ul>	<ul style="list-style-type: none"> <li>NDA</li> </ul>
New Business Units - Provision of business units on suitable sites in Amlwch (location & funding tbc) and other suitable locations as opportunities arise	<ul style="list-style-type: none"> <li>Identify location options</li> <li>Identify delivery/ funding options</li> <li>Secure relevant consents</li> </ul>	<ul style="list-style-type: none"> <li>IACC</li> <li>PS</li> <li>Private Sector</li> </ul>	<ul style="list-style-type: none"> <li>NDA / PS</li> <li>ERDF</li> <li>Private</li> </ul>
Enterprise Zone Status – make case to WG for EZ status for other suitable sites (as well as Rhosgoch)	Identify suitable site(s) with priority to designated employment sites	<ul style="list-style-type: none"> <li>AEZ</li> <li>PS</li> <li>IACC</li> </ul>	<ul style="list-style-type: none"> <li>PS</li> </ul>
Promote Private Investment – promote and support new investments in the area	Discuss with AEZ / WG Investigate opportunities for investment	<ul style="list-style-type: none"> <li>IACC AEZB</li> <li>Welsh Government</li> </ul>	<ul style="list-style-type: none"> <li>NDA</li> <li>PS</li> <li>DBW</li> </ul>
Business Support – ensure to publicise support and advice for business starts and expansion	Raise awareness of existing support schemes and explore scope for new schemes. Maximise uptake of proposed Arfor business support	<ul style="list-style-type: none"> <li>WG Business Wales</li> <li>Menter Mon Hub</li> </ul>	<ul style="list-style-type: none"> <li>WG / Arfor</li> <li>DBW</li> </ul>
Education, Skills and Employability – develop skills and work experience for local people	<ul style="list-style-type: none"> <li>Identify gaps in provision</li> <li>Consider new Rural Lottery funding scheme</li> <li>21st Century Schools Programme</li> </ul>	<ul style="list-style-type: none"> <li>IACC</li> <li>Grŵp Llandrillo Menai</li> <li>Môn CF</li> <li>Parys Training</li> </ul>	<ul style="list-style-type: none"> <li>ESF/ WG</li> <li>Big Lottery</li> <li>NDA</li> </ul>
Rhosgoch EZ Site – development for suitable employment use	Dialogue with site owners, potential occupiers and planning officers for designated EZ employment site	<ul style="list-style-type: none"> <li>Conygar</li> </ul>	<ul style="list-style-type: none"> <li>Private</li> <li>PS</li> </ul>
Octel / Great Lakes Site – remediation and redevelopment for suitable employment use	Dialogue with site owners, potential occupiers and planning officers for designated employment site	<ul style="list-style-type: none"> <li>Private</li> </ul>	<ul style="list-style-type: none"> <li>Private</li> <li>PS</li> </ul>

Tourism - Supporting the Visitor Economy			
Proposal	Key actions / milestones	Potential lead / delivery partners	Potential funding sources
North Anglesey Coastal Path – improve and promote coastal path, links to/from it, and local benefits from it	Discuss with Coastal Path officer to Identify needs/ options to improve / better promote	• IACC	• PS
Mynydd Parys – further develop potential of site as tourist attraction, and linkages to/from it	Visitor car park upgrade underway (IACT)  Discuss issues and options with owners and other stakeholders	• AIHT • Private	• VW • ENRAW • Private • NDA • ENRaW
Destination North Anglesey – increase priority to area within Anglesey DMP and related activities	Discuss with DAP	• IACC	• DMP • HNP • VVTAIS
Accommodation - improve the quality and provision of visitor accommodation in line with demand	Discuss with VW/ DAP  Ensure providers are aware of VW support	• Private	• Private • VW
Attractions – consider and support opportunities to improve existing viable attractions or create new viable ones that provide added value / attract more visitors	Discuss with VW/ DAP  Ensure providers are aware of VW support	• Private	• Private • VW
Local Tourism Infrastructure and Events – further develop role of host communities in local tourism	Discuss with T&CC's/ Local groups	• T&CC's • Local volunteers • Private	• T&CC's • Private • VW



Transport and Connectivity – Connecting North Anglesey			
Proposal	Key actions / milestones	Potential lead/ delivery partners	Potential funding sources
Highway Improvements : See Below:			
Improvements to A5025 between Valley and Cemaes	Progress to implementation if funds available from Wylfa Newydd project – see alternative funds if not	• IACC	• HNP • WG
Improvements to A5025 between Cemaes and Amlwch	Develop proposals & seek funds	• IACC	• HNP • PS
Improvements to Class 3 road Cemaes  (Llanfechell/Rhosgoch) to B5111 Llanerch-y-medd to Rhosybol Road) (LTP priority)	Long term LTP road improvement scheme (2020-2030) to be designed and consents to be secured	• IACC  • PS	• WG LTF
Junction capacity, sustainability and safety improvements, where necessary, to facilitate specific development sites	Ongoing delivery of improvements, dependent on development scheme and locations being brought forward	• Through planning application process	• Private • S106 agreements
Walking and Cycling Routes – seek to promote walking and cycling activities and new/ improved routes	Establish baseline and priorities for improvements	• IACC, T&CC's	• PS
Disused Railway – support to reopen / reuse asset, to include consideration of rail and other suitable uses	Support reuse of railway	• IACC • WG/TFW • Network Rail • Anglesey Central Railway group	• PS
ICT - Broadband implementation to support business and community development overcome local disadvantages	Ongoing support for provision of superfast broadband across North Anglesey  Address digital exclusion and Digital skills	• BT • PS • Private developers • Menter Môn	• PS • RCDF



Housing and Physical Regeneration – better homes and places			
Proposal	Key actions/ milestones	Potential lead/ delivery partners	Potential funding sources
Empty Homes - Bringing empty homes back into residential use.	Ongoing reduction in the number of empty homes in the North Anglesey area.	<ul style="list-style-type: none"> <li>• Property owners</li> <li>• IACC</li> </ul>	<ul style="list-style-type: none"> <li>• PS</li> <li>• Private</li> </ul>
Build New Homes - Delivery of JLDP residential allocations to help meet the housing requirements:	Delivery of the allocations in line with the JLDP housing delivery projections: <ul style="list-style-type: none"> <li>• Amlwch – 373 units across five allocated sites</li> <li>• Cemaes – 60 units at one site (RSL has planning permission for 14 dwellings)</li> <li>• Llannerch-y-medd – 17 units at one site</li> </ul>	<ul style="list-style-type: none"> <li>• Private developer</li> <li>• IACC</li> <li>• RSL</li> </ul>	<ul style="list-style-type: none"> <li>• Private</li> </ul>
Affordable Housing (social rented and intermediate) - Development of affordable homes to meet local need directly through new development or from offsite contributions.	<ul style="list-style-type: none"> <li>• Ongoing provision reflecting the affordable housing contribution requirements in the JLDP.</li> <li>• New council housing programme for 2018/19 includes Maes William Williams – 4 bungalows.</li> <li>• Ffordd Lligwy – 3 bungalows.</li> <li>• Rhosybol - Mix of 10 houses / flats</li> </ul>	<ul style="list-style-type: none"> <li>• IACC</li> <li>• Private developer</li> <li>• RSLs</li> </ul>	<ul style="list-style-type: none"> <li>• Private</li> <li>• RSLs</li> <li>• SHG</li> <li>• HRA</li> </ul>
Empty Buildings - Seek conversion of vacant buildings / redevelopment of eyesore sites within development boundaries for suitable use.	Investigation of potential for re-use of and conversion of existing buildings. Currently identified schemes below. (Other schemes to be determined). <ul style="list-style-type: none"> <li>• Chapel on Wesley Street, Amlwch – 6 residential units</li> <li>• Bull Inn, Amlwch – 6 residential units</li> </ul>	<ul style="list-style-type: none"> <li>• IACC</li> <li>• Private developers</li> </ul>	<ul style="list-style-type: none"> <li>• Private</li> <li>• PS</li> </ul>
Amlwch Town Centre – identify and pursue opportunities to improve the attractiveness and vibrancy of the town centre	Scope programme for investment in the town centre, ideally to include facelifts and re-use of vacant space, and seek funding	<ul style="list-style-type: none"> <li>• IACC</li> <li>• TC</li> <li>• Local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Private</li> <li>• HLF</li> <li>• PS</li> </ul>
Amlwch Harbour Area - identify and pursue opportunities to improve the attractiveness and economic value of the area	Develop programme for investment in the harbour area Investigate potential to support fishing sector; marine / offshore supply chain opportunities	<ul style="list-style-type: none"> <li>• IACC</li> <li>• TC</li> <li>• Local stakeholders</li> <li>• Menter Môn</li> </ul>	<ul style="list-style-type: none"> <li>• Lottery</li> <li>• FLAG</li> </ul>
Cemaes Harbour Area- identify and pursue opportunities to improve the attractiveness and economic value of the area	Develop programme for investment in the harbour area. Key project is re-use of Capel Bethlehem as new attraction / restaurant/ centre – need to support & assist CIC to develop & fund robust & viable project	<ul style="list-style-type: none"> <li>• IACC</li> <li>• Llanbadrig CC</li> <li>• Cemaes CIC + Others</li> </ul>	<ul style="list-style-type: none"> <li>• NDA</li> <li>• Cronfa Padrig</li> <li>• HLF</li> </ul>
Heritage Assets - identify and pursue opportunities to improve and capitalise on heritage buildings and features	Consider HLF / other heritage funding opportunities	<ul style="list-style-type: none"> <li>• IACC</li> <li>• Owners</li> </ul>	<ul style="list-style-type: none"> <li>• HLF</li> <li>• Cadw</li> </ul>
Play Areas & Facilities – ensure adequate & quality provision & maintenance	Improve play areas & facilities. Lottery funding secured for two schemes in Amlwch	<ul style="list-style-type: none"> <li>• T&amp;CC's</li> <li>• Local Groups inc Caru Amlwch</li> </ul>	<ul style="list-style-type: none"> <li>• Lottery</li> <li>• T&amp;CC's</li> </ul>
Schools modernisation	Improve education infrastructure and make fit for 21st Century  (This is a separate programme with separate consultation arrangements)	<ul style="list-style-type: none"> <li>• IACC</li> <li>• Schools modernisation programme</li> </ul>	<ul style="list-style-type: none"> <li>• PS</li> </ul>

## Environment, Culture and Well-Being – Making the most of North Anglesey's assets

Proposal	Key actions/ Milestones	Potential lead/ delivery partners	Potential funding sources
Cemaes Water Quality – Seek to improve bathing water quality at Cemaes beach to achieve 'good' status	SMS bid for capacity to plan	<ul style="list-style-type: none"> <li>• IACC</li> <li>• NRW</li> <li>• Menter Môn</li> </ul>	<ul style="list-style-type: none"> <li>• WG ENRaW</li> <li>• NRW</li> <li>• Land owners</li> <li>• SMS</li> </ul>
Amlwch / Mynydd Parys Water Quality – Seek to address minewater pollution	As above	<ul style="list-style-type: none"> <li>• IACC</li> <li>• NRW</li> <li>• Menter Môn</li> </ul>	<ul style="list-style-type: none"> <li>• WG ENRaW</li> <li>• NRW</li> <li>• Land owners</li> </ul>
Contaminated and Derelict Land – minimising any risks from past chemical industry/ removal of eyesores	As above	<ul style="list-style-type: none"> <li>• IACC</li> <li>• NRW</li> <li>• Menter Môn</li> </ul>	<ul style="list-style-type: none"> <li>• WG ENRaW</li> <li>• NRW</li> <li>• Land owners</li> </ul>
Llyn Alaw – consider potential to generate greater benefits to locality	Investigate with Dwr Cymru and Visit Wales	<ul style="list-style-type: none"> <li>• Dwr Cymru</li> </ul>	<ul style="list-style-type: none"> <li>• Dwr Cymru</li> <li>• VW</li> </ul>
Environmental Improvements in suitable urban and rural locations	Investigate potential scheme including tree planting	<ul style="list-style-type: none"> <li>• Landowners</li> <li>• Menter Môn</li> </ul>	<ul style="list-style-type: none"> <li>• NRW / Farming Grants</li> <li>• ENRaW</li> </ul>
Amlwch Leisure Centre Improvements	Development of studio	<ul style="list-style-type: none"> <li>• IACC</li> </ul>	
	Development of 3G 5-aside pitch	<ul style="list-style-type: none"> <li>• IACC</li> </ul>	
	Refurbish existing wet changing rooms	<ul style="list-style-type: none"> <li>• IACC</li> </ul>	

## Planning and Delivering

Proposal	Key actions/ Milestones	Potential lead/ delivery partners	Potential funding sources
Economic Regeneration Summit	Arrange event to highlight area issues / needs and launch plan	<ul style="list-style-type: none"> <li>• IACC</li> </ul>	
'Place Shaping' – integrate regeneration plan with community planning programme for electoral wards	Integrate with work at electoral ward level	<ul style="list-style-type: none"> <li>• Medrwn Môn</li> <li>• Menter Môn</li> <li>• IACC</li> </ul>	<ul style="list-style-type: none"> <li>• Various</li> </ul>
Capacity – provide capacity to plan and make bids for identified proposals / actions/ projects	Prepare and make funding bids for capacity to support plan programmes/ projects	<ul style="list-style-type: none"> <li>• IACC</li> <li>• Menter Môn</li> </ul>	<ul style="list-style-type: none"> <li>• WG, NDA</li> <li>• S106, Big Lottery</li> </ul>
Funding – plan and seek funding to deliver regeneration plan	Review potential funding sources and make relevant funding bids, including the following	<ul style="list-style-type: none"> <li>• IACC</li> </ul>	<ul style="list-style-type: none"> <li>• Linked to above</li> </ul>
Funding Bid to NDA	Engage with NDA and prepare funding bid to Socio-Economic fund	<ul style="list-style-type: none"> <li>• IACC</li> </ul>	<ul style="list-style-type: none"> <li>• NDA Socio-Economic fund</li> </ul>
Funding Bid to WG	Engage with WG and prepare funding bid to relevant minister / department	<ul style="list-style-type: none"> <li>• IACC</li> </ul>	<ul style="list-style-type: none"> <li>• PS</li> </ul>
Funding bid to Big Lottery	Engage with BL and prepare funding bid to new Rural Programme by October 2019 round	<ul style="list-style-type: none"> <li>• IACC</li> </ul>	<ul style="list-style-type: none"> <li>• Big Lottery Rural fund</li> </ul>
Partnership and Communications – establish and maintain effective partnerships and communications	Review existing stakeholder partnerships and communications arrangements	<ul style="list-style-type: none"> <li>• All</li> </ul>	
Ways of Working – reflect the 5 ways of working in the Well-Being of Future Generations Act	Cross-cutting activity	<ul style="list-style-type: none"> <li>• All</li> </ul>	
Welsh Language – reflect and support the Welsh speaking character of North Anglesey	Cross-cutting activity TIM Bach and other MIM Projects Establish Arfor programme and maximise benefit to North Anglesey	<ul style="list-style-type: none"> <li>• MIM</li> <li>• IACC</li> <li>• T&amp;CC's</li> <li>• Private</li> </ul>	<ul style="list-style-type: none"> <li>• WG Arfor</li> </ul>
Rural and Farming Needs – support the specifically rural needs of North Anglesey, and seek to ensure continued support from government to farmers	Maximise benefits from remaining EU rural funding schemes under RDP Sustainable management scheme bid Lobby to ensure government support for family farms continues	<ul style="list-style-type: none"> <li>• MM</li> <li>• IACC</li> <li>• Others</li> <li>• Farm Unions and WLGA</li> </ul>	<ul style="list-style-type: none"> <li>• EU Leader/ RDP via Menter Môn</li> <li>• WG</li> </ul>
Third Sector Role	Support and develop third sector role in local regeneration and well-being eg Caru Amlwch, Cemaes CIC, Menter Mechell, Agewell	<ul style="list-style-type: none"> <li>• Medrwn Môn</li> <li>• Menter Môn</li> <li>• IACC</li> </ul>	<ul style="list-style-type: none"> <li>• Various</li> <li>• Leader</li> </ul>
Governance	Develop appropriate governance for the plan	<ul style="list-style-type: none"> <li>• IACC</li> </ul>	<ul style="list-style-type: none"> <li>• PS</li> </ul>

## Glossary

AIHT	Amlwch Industrial Heritage Trust
CIC	Community Interest Company
DAP	Destination Anglesey Partnership
DBW	Development Bank of Wales
ENRaW	Enabling Natural Resources and Well-Being (Welsh Government programme)
ERDF	European Regional Development Fund
ESF	European Social Fund
IACC	Isle of Anglesey County Council
IACT	Isle of Anglesey Charitable Trust
HLF	Heritage Lottery Fund
NAP	North Anglesey Partnership
NDA	Nuclear Decommissioning Authority
NRW	Natural Resources Wales
PS	Public Sector
RDP	Rural Development Programme
T&CCs	Town and Community Councils
TC	Amlwch Town Council
VW	Visit Wales







## Regulation and Economic Development

### Amlwch and North Anglesey Regeneration Plan – Consultation Survey Results Report



**20<sup>th</sup> September 2018**

**Prepared by:  
Regeneration Function**

## 1.0 Purpose of the Survey

1.1 Between 20th June and 16th July 2018, Regulation & Economic Development Service undertook a survey of North Anglesey. The purpose of the survey was to inform the preparation of a regeneration plan for the area. This report outlines the objectives and context, the survey process, and main conclusions, and is part of the evidence base for the North Anglesey Regeneration Plan. The detailed survey results can be found in Appendix (A). The work of preparing the North Anglesey regeneration plan is funded through the NDA / Magnox Socio-Economic Fund.

## 2.0 Objectives

- 2.1 Based on engagement with local communities about their views on conditions affecting the area and investment needs for Amlwch and the North Anglesey area, the aim is to draw up result as a starting point towards an agreed set of local priorities, coordinating actions and informing decisions.
- 2.2 Help provide evidence of locally identified investment needs and priorities in the Amlwch and North Anglesey area to support attempts to secure funding from relevant organisations at a later stage.
- 2.3 Potential benefits for North Anglesey having developing the Regeneration Plan include;
- Clarification of local needs, issues and priorities
  - Identification of opportunities, ideas and help develop suitable projects
  - Create higher area profile
  - Work towards more investment
  - Opportunities to include more local spend
  - Ideas to develop more and better jobs
  - Improve well-being



### 3.0 Context

- 3.1 With the closure and decommissioning of Wylfa A and development proposals for Wylfa Newydd, IoACC have identified the requirement to develop a Regeneration Plan for North Anglesey, with a focus on Amlwch as the main town. Through funding from Nuclear Decommissioning Authority (NDA) and Magnox, the aim is to produce a Regeneration Plan following consultation with the North Anglesey community. Throughout the consultation, the community's views were highly important with the intention of creating a sense of community ownerships with the finalised Regeneration Plan.
- 3.2 Conditions affecting the area currently and reasons for developing a plan are;
- Loss of industry
  - Wylfa power station decommissioning
  - Rationalisation' of public and private facilities
  - Rural issues and needs
  - Lack of new investment
  - Wylfa Newydd – impact and opportunities
  - Plan helps access funding
- 3.3 Anticipated benefits of a regeneration plan include providing:-
- a) A focus for IACC, delivery partners and the community to target service delivery and resources;
  - b) A tool to inform local partnership working – ensuring an agreed set of priorities for the area;
  - c) Supporting attempts to secure funding.

## 4.0 The Amlwch and North Anglesey Context

4.1 The geographic area covered within the consultation and the Regeneration Plan development stage corresponds with the communities covered by IoACC's recently adopted Supplementary Planning Guidance (SPG) Topic Paper for North Anglesey. A map of the area is shown below.

4.2 Amlwch and North Anglesey area map:





## 5.0 Consultation Process

- 5.1 During the consultation (which ran from 20<sup>th</sup> June until 16<sup>th</sup> July 2018) the Amlwch and North Anglesey Regeneration Plan Survey was available by following the link;

<https://www.smartsurvey.co.uk/s/AD0JZ/>

Paper copies of the Survey were also distributed to various centres and establishment within the North Anglesey area, including rural villages across the North of the Island. This was done to maximise distribution too hard to reach groups. Locations included schools, surgeries, libraries, cafes, leisure centre, public houses, local shops and convenient stores etc.

- 5.2 Relevant documents and correspondence were sent to Local Members on June 20<sup>th</sup> 2018. We were eager to receive their comments as Members who know their areas well, and also to spread the word for the opportunity to respond. Local County Council members for this area include;

Talybolion ward – Llinos Medi Huws / John Griffith / Kenneth P Hughes

Twrcelyn ward – Richard Griffiths / Aled Morris Jones / Richard Owain Jones

Lligwy ward – Vaughan Hughes / Margaret Murley Roberts / Ieuan Williams (only the Moelfre part of the ward is in the Plan area)

- 5.3 Amlwch and North Anglesey Regeneration Plan Survey on-line link and copies of consultation documents were sent to a total of 9 Town and Community Councils on June 20<sup>th</sup> 2018 including those for;

Amlwch	Llanfaethlu
Llanbadrig	Moelfre
Mechell	Llannerchymedd
Cylch y Garn	Rhosybol
Llaneilian	

## 6.0 Conclusion

- 6.0 The views of local people and the communities of North Anglesey were very important to us. We received 190 full completed on-line surveys, 497 partially filled on-line surveys and 23 completed paper copy versions.

- 6.1 Every feedback received was recorded and analysed, and the results are reflected in the Amlwch and North Anglesey Regeneration Plan – Consultation Survey Result Report Appendix (A). There were 10 questions within the survey.
- 6.2 Through analysis of the feedback received, the following key themes have emerged:-
- a) Support jobs & business
  - b) Develop tourism / new exciting attraction / accommodation
  - c) Improve high street / retail offer / tackle empty buildings
  - d) Improve transport / road infrastructure
  - e) Make use of the area's coastal / heritage / culture assets
  - f) Make use of the disused railway line & old industrial sites



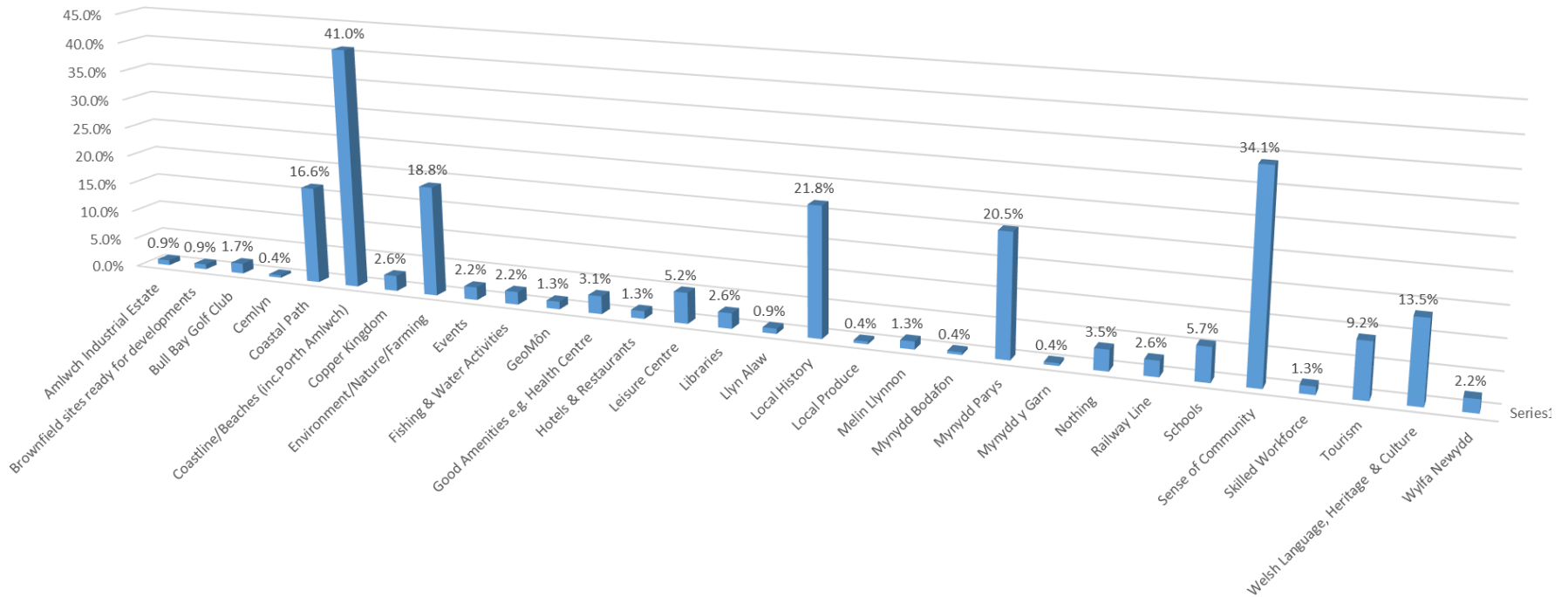
## 7.0 Proposed Nest Steps

- 7.1 Further work is now needed to consider and address the needs and ideas put forward by stakeholders. This will include scoping the identified priority themes for potential projects and assessing their viability.
- 7.2 There is also a need to identify other needs and proposals for the area which have not been highlighted by the public consultation process to date. Engagement is needed with relevant agencies to identify these e.g. housing, utilities, environmental, leisure, highways, schools needs or capital projects under consideration.
- 7.3 Local members and key stakeholders need to be briefed on the survey results and the proposed next steps, and be involved in these. Further 'Place planning' meetings for the Twrcelyn ward are being arranged by Medrwn Môn and the relationship between this activity and the regeneration plan process needs to be clarified.
- 7.4 Work on drafting the Regeneration Plan should now take place, utilising the information in the SPG Topic Paper and Survey response, but the content in terms of specific projects and proposals will need to await the outcome of the further work identified above. Several of the issues will clearly not be resolved for some time and suitable wording will be needed to cover the issue.
- 7.5 A potential format for the Plan could be a visually engaging high level multi-year strategic document, accompanied by a more detailed annually updated action plan.
- 7.6 Once an agreed draft Regeneration Plan is in place, further engagement consultation will be needed with local members and local stakeholders to ensure its soundness and acceptance before the plan is finalised and adopted.

**Appendix (A)**

Below are the questions outlined in the survey with the consultation responses for each question. Listed also are few examples of the responses given. There were 10 questions within the survey. Graphs have been created for each question showing the percentage following the numbers of responses.

**Question 1: What are the strengths of the Amlwch and North Anglesey area?**



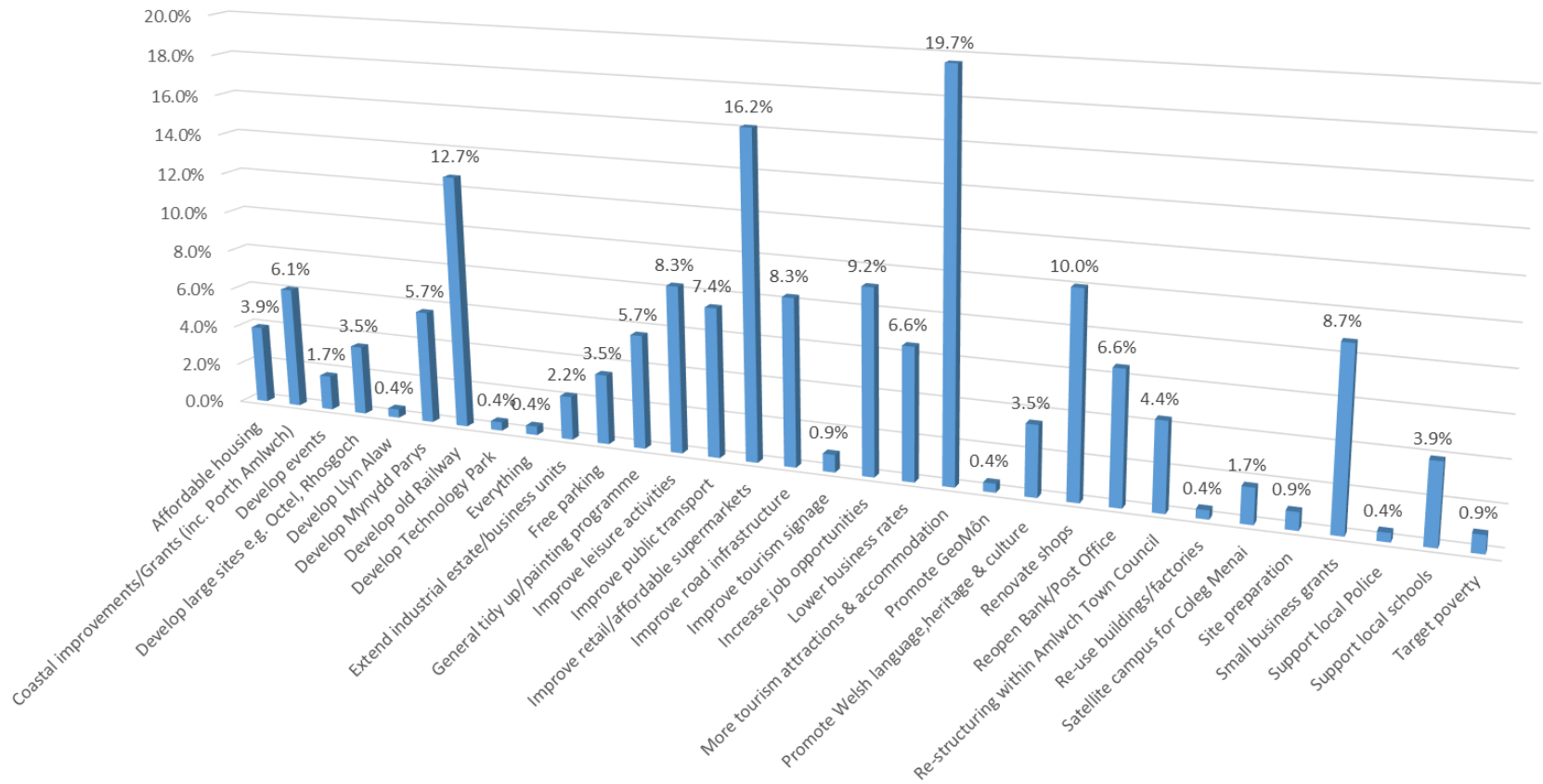
**Top 4 answers:** 1. Coastline & Beaches 2. Sense of Community 3. Local History 4. Coastal Path

**Examples of Responses to Question 1: What are the strengths of the Amlwch and North Anglesey area?**

- “Natural beauty, heritage, costal path, scenery, community, amenities, historical elements”.
- “The costal paths and good views. Nice walks especially Parys Mountain. People who live in the community. Strong presence of the Welsh language”.
- “Outstanding natural beauty”.
- “Close knit communities, strong Welsh background, natural beauty, and coastline”.
- “Historical, cultural and scenic attributes”.
- “Beaches and coastline, language, history and culture, communities, villages and friendly residents”.
- “Beautiful area, friendly people”.
- “The opportunity to build on tourism”.
- “Heritage / history. Coastal Path. Welsh Language. Opportunity for further tourism. Strong sense of belonging in smaller villages. Mynydd Parys”.
- “Potential rail access. Beautiful coastline, coves, bays and fishing ports. An appetite for regeneration”.

**Question 2: What changes do you think are needed to make Amlwch and North of Anglesey a more thriving area?**

2. In your opinion, what change do you think are needed to make Amlwch and North Anglesey a more thriving area?

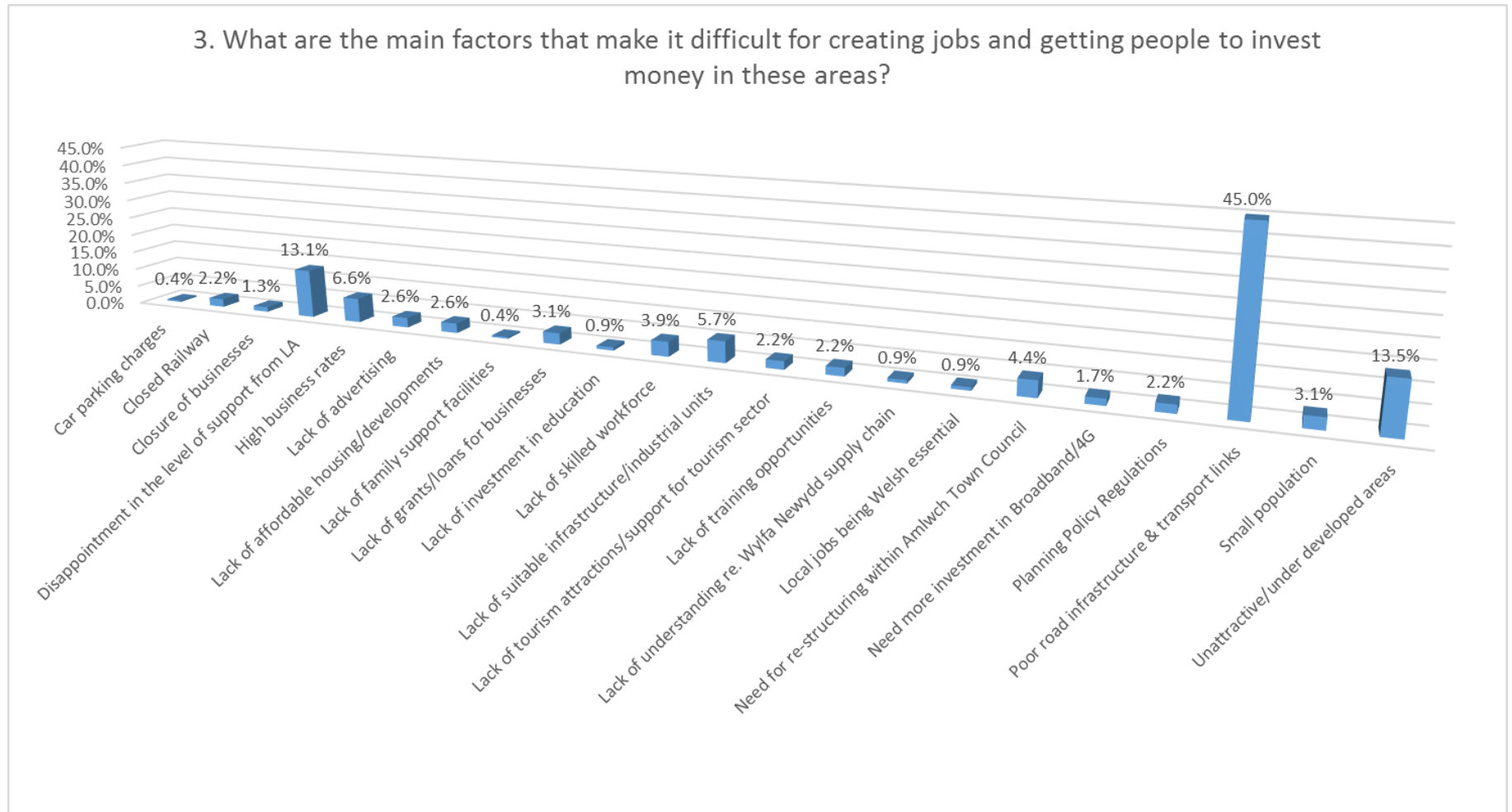


**Top 4 answers:** 1. Tourism Attractions/ Accommodation 2. Improve Retail 3. Develop old Railway 4. Renovate Shops

**Examples of responses to Question 2:** What change do you think are needed to make Amlwch and North of Anglesey a more thriving area?

- “Improving tourism support and developing necessary infrastructure. More marketing and promotion. Economic studies of other areas in Europe and USA indicate the importance of cultural factors – music and so forth – Anglesey hopeless at promoting culture alongside economic promotion”.
- “More businesses. More tourism. Equality for bilingualism and more power given to the people”.
- “Help create, or attract, new visitor attractions appropriate to the area”.
- “Invest more in small villages (Penyarn/Rhosybol). Cemaes is a good example of what can be done. Make sure to keep small primary schools, they are the life of the small villages”.
- “Ensuring the Welsh language is sold as a USP for our area – positive bi-lingual marketing and brands”.
- “Restore the train line. Develop tourist attractions like Mynydd Parys and open access to other coastal heritage sites. A decent supermarket. Money to regenerate the main shopping areas and the port. Private investors taking over Llyn Alaw. Vastly improved road links”.

**Question 3: What are the main factors making it difficult to create jobs and getting people to invest money in the area?**



Page 138

**Top 4 answers:** 1. Poor infrastructure / transport links 2. Unattractive / under-developed area 3. Lack of support  
4. High business rates

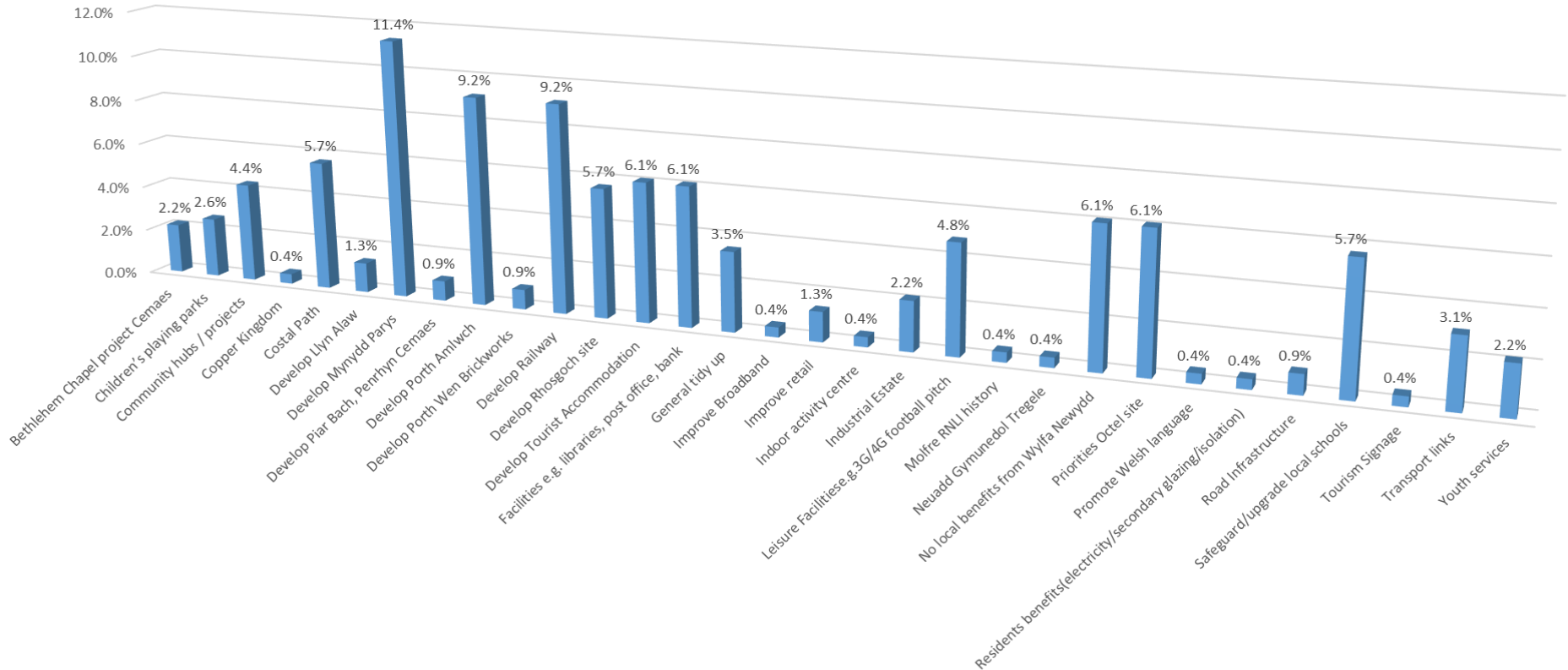


**Examples of responses to Question 3:** What are the main factors that make it difficult for creating jobs and getting people to invest money in these areas?

- “No industrial units of various sizes available”.
- “Lack of funding from County Council”.
- “Poor road infrastructure and lack of rail link”.
- “Lack of suitable premises, public transport, road network in very poor condition and general run down appearance”.
- “Remote area”.
- “Poor rail link”.
- “Accessibility – it’s off the beaten track and we have no rail service and the Port’s under-utilised”.
- “High business rates and no support for new businesses”.
- “Perception. Lack of innovative marketing. Area needs high quality jobs to encourage talent to remain / move to area”.
- “Lack of youth employment and opportunities within the area. Lack of training”.
- “It’s a farming and tourist area not appropriate for the building of large factory units. We should be encouraging local developments - not looking for outside investment all the time”.

**Question 4: What sites or schemes in Amlwch and North Anglesey should benefit from investments and developments such as Wylfa Newydd?**

Page 140

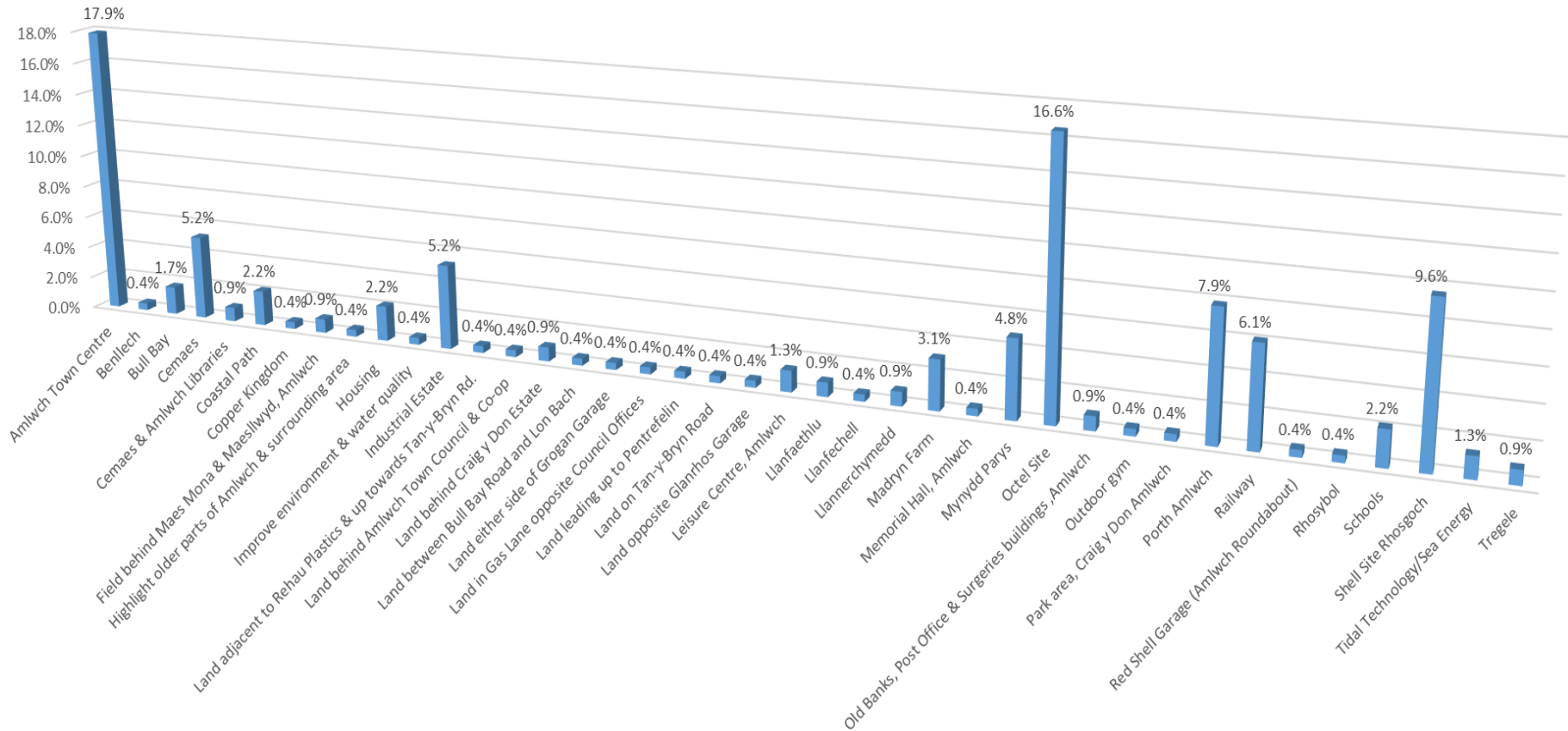


**Top 4 answers:** 1. Develop Mynydd Parys 2. Develop Porth Amlwch 3. Develop Railway  
 4. Develop Octel Site 4. Tourist Accommodation 4. Facilities & Services 4. No local benefits

**Examples of responses to Question 4:** What sites or schemes in Amlwch and North Anglesey should benefit from investments and developments such as Wylfa Newydd?

- “The old Shell Terminal Building would be an ideal Community Asset Building for Water based activities – such as Diving School, Hostel for the Coastal Path, Rowing Club, Marine watch etc.”
- “Amlwch Port should be re-developed to make it look like other colourful ‘fishing villages’.”
- “Maintenance work on Ysgol Syr Thomas Jones (to get it upgraded etc.) taking into account that it’s a listed building”.
- “The Old Railway Line - for local transportation and a tourist attraction”.
- “Develop Mynydd Parys – Climbing centre, Mountain Biking track, Trips underground or Mill as Visitor Centre”.
- “Re-develop Octel Site with something like Surf Snowdonia”.
- “Re-develop old unused buildings in Amlwch town centre (e.g. surgery / bank / old school) and create a community hub with meeting rooms, café, tourist information with local crafts etc.”
- “Re-develop the old Antique shop in Porth Amlwch as s tourist attraction / restaurant”.
- “Re-develop the old Bull Bay Hotel as a Hotel with a view / Holiday Flats”.

**Question 5: What sites in the Amlwch and North Anglesey area are the most important for developing new services, housing and employment?**

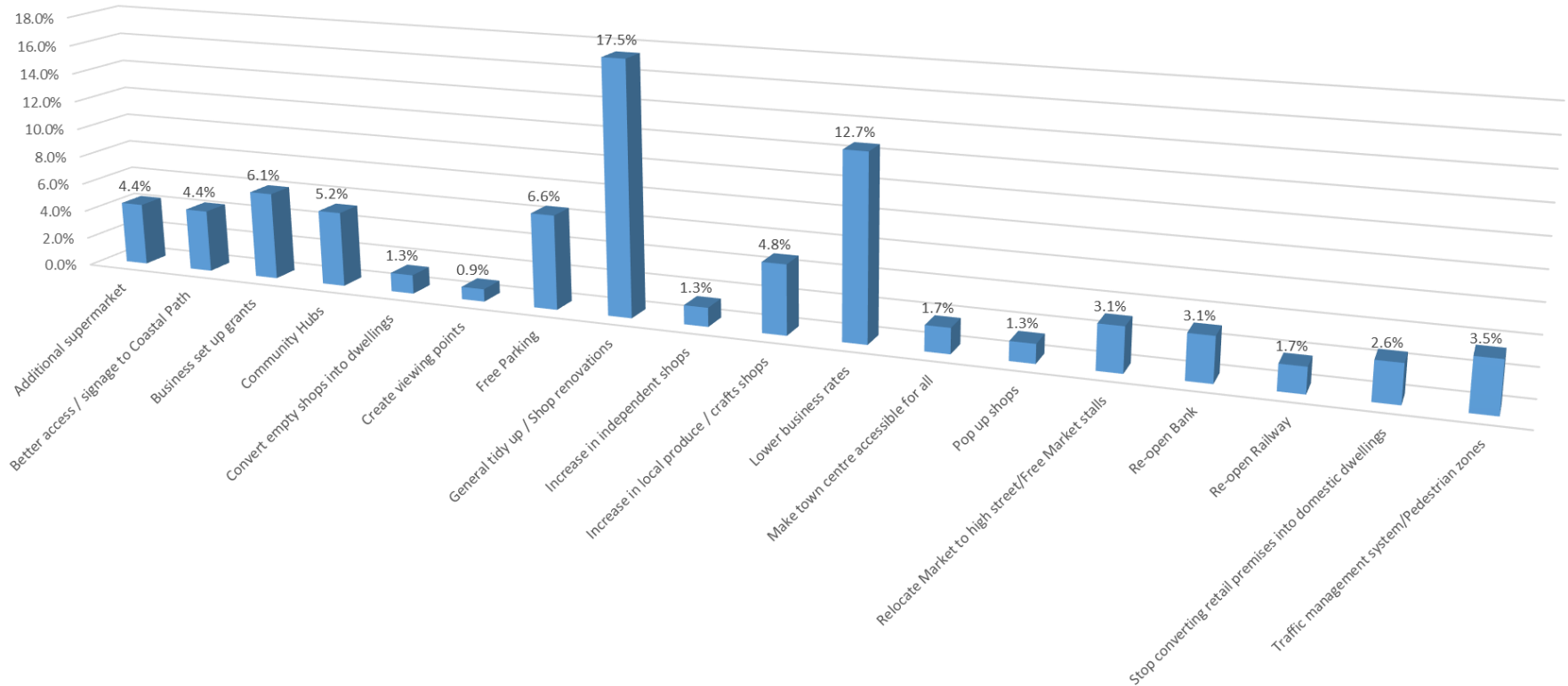


**Top 4 answers:** 1. Amlwch Town Centre 2. Octel Site 3. Old Shell Site Rhosgoch 4. Porth Amlwch

**Examples of responses to Question 5:** What sites in the Amlwch and North Anglesey area are the most important for developing new services, housing and employment?

- “Amlwch town needs more shops and facelift”.
- “The industrial estate could do with some new light units”.
- “Rhosgoch Site (e.g. Caravan site)”
- “Amlwch Industrial Estate to expand the jobs and Cemaes to expand the Tourism”.
- “The former Octel site for industrial units or larger scale developments. It also has a railway connection. Let’s get the railway open now, it’s a life line that would enhance Amlwch’s future, both for tourism and industry”.
- “Amlwch should be treated as a base for regeneration as the investment and regeneration would affect places such as Cemaes, Rhosybol, Llanfechell, Llannerchymedd and places close to the area”.
- “More social housing in Amlwch and budget supermarkets”.
- “Do we really need more houses and industrial estate? Too much of that will reduce farmland and open space and reduce tourism”.
- “In my opinion it is not the site, but the links that lead people into the region that would be most important. So not just improvements on the roads between Fali and Wylfa, but improvements in the local villages, to help them become less of a ‘place to drive quickly past”.

**Question 6: In what ways would it be possible to make more use of the High Street and also make best use of the local environment?**



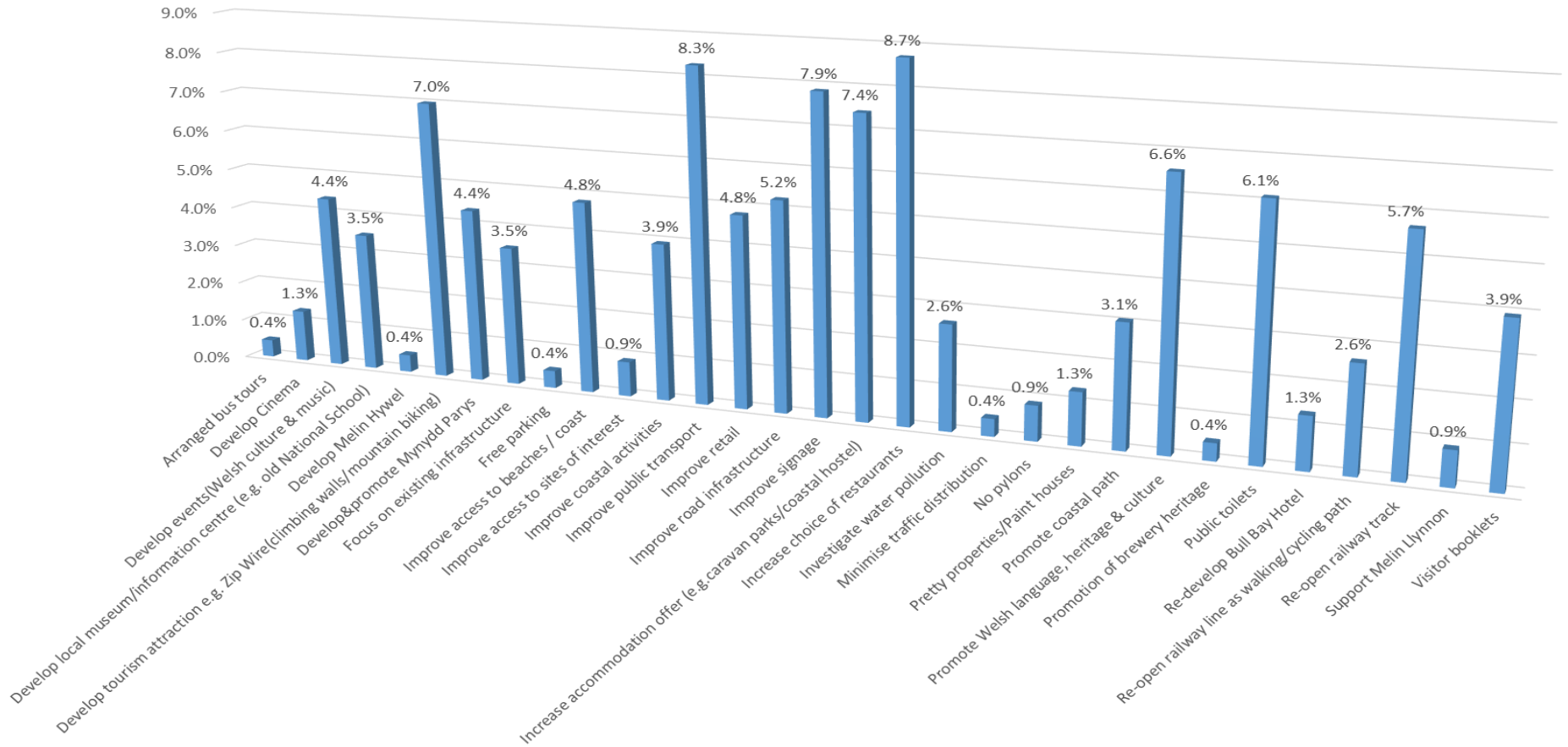
**Top 4 answers:** 1. General tidy up 2. Lower Business Rates 3. Free Parking 4. Business set up grants

**Examples of responses to Question 6:** In what ways would it be possible to make more use of the High Street and make best use of the local environment?

- “Advertise local attractions in the windows of closed shops”.
- “Let the weekly market be held in the street, provided the stalls do not include meat and flowers so not to effect butchers and florists in the High St. The Dinorben Hotel could set outside tables for those days”.
- “Financial incentives to attract new business’ using rate reduction, grants, and employment grants to incentivise start-ups”.
- “Accept the days of the High Street are gone. Turn the empty shops into housing”.
- “Lower High Street rates and stop the development of former shops into flats”.
- “Reduce shop rents, allow craft shops to open, reduce number of charity shops. Promote walking and sea based activities. Consider extending the railway...but only after there is something at the end of the line to draw people to the area”.
- “IACC collate property available list and seek users. Pedestrian zones like Bangor. Tourist, Heritage and Local History Hub”.
- “It certainly needs smartening up, which could encourage people to invest in small businesses”.
- “Free parking”.

**Question 7: How could we improve or add value to the experience of those visiting North Anglesey?**

Page 146



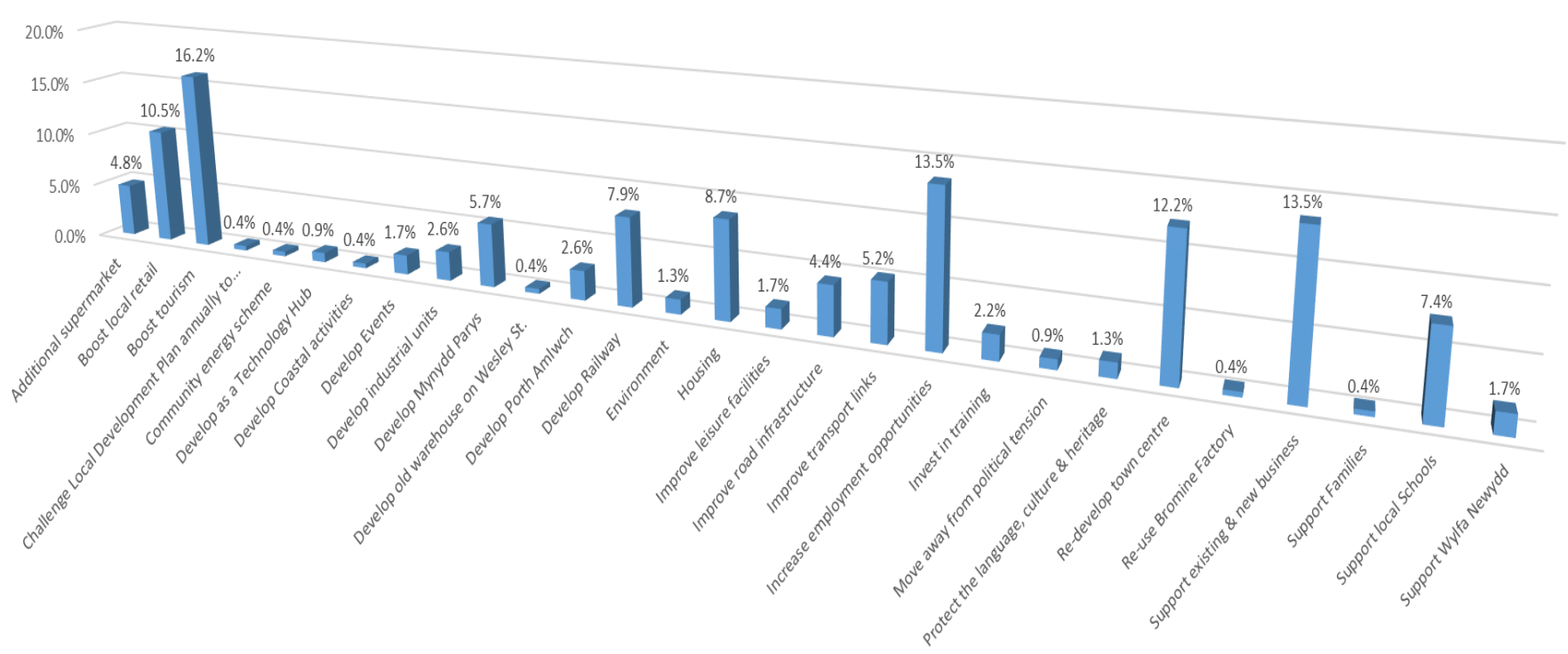
**Top 4 answers:** 1. More restaurants 2. Improve public transport 3. Improve signage 4. Visitor accommodation



**Examples of responses to Question 7:** How could we improve or add value to the experience of those visiting North Anglesey?

- “Better touristy destinations. People come, see no boats at Porth Amlwch, no decent cafes, no green space to sit in, no activity on the water e.g. fishing boats, and then they leave”.
- “Wider range of quality attractions, pubs, restaurants and water based activities”.
- “A wide safe road into the area from all directions for cars, lorries and caravans”.
- “While we do need to join modern civilisation with businesses etc...the old village feel and quaintness is also important to keep...look after the Welsh heritage”.
- “Investigate water pollution in Cemaes to eradicate it and thus promote tourism. Also improve transport both bus and trains”.
- “We need a lively web site that draws things / activities together. Some resources are already available but are not up to date – information are scattered and not easy to find”.
- “Tidy up the ‘grotty’ industrial parts. Stop pylons and further energy industrialisation of the landscape (wind farms and other large structures that blight the island)”.
- “A good painting scheme, where all the houses are different colours, instead of drab grey pebbledash”.
- “Offer them traditional and local Wales. Promote Welsh, local produce and services”.
- “More music and other cultural activities. Also, make it much easier to find scenic and historical sites – many are not signposted at all”.

**Question 8: What are the top 3 priorities for developing the economy in Amlwch in the short, medium and long-term?**



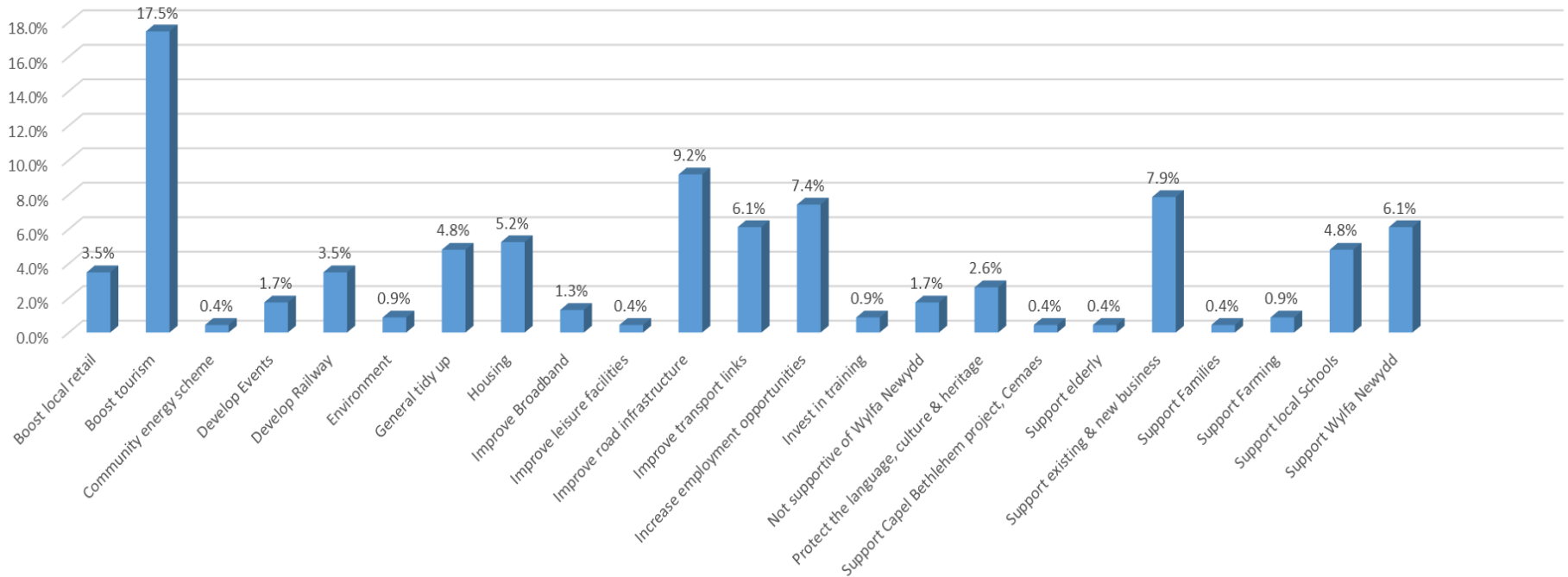
**Top 4 answers:** 1. Boost Tourism    2. Increase employment    3. Support businesses    4. Re-develop town centre

**Examples of responses to Question 8:** In your opinion, what are the top 3 priorities for developing the economy in Amlwch in the short, medium and long-term?

- “Tourism, Education and attracting more business and supporting local development”.
- “Improving the state of the High Street, possible development of the Port and lastly make it financially attractive for industry / retailers to relocate here”.
- “Pavement from Amlwch to Mynydd Parys, Open the railway line as a cycle path, and decontaminate and find a business to take over the Octel”.
- “Improve the High Street, attend to Council owned buildings (National School), and improve access / travel to Amlwch”.
- “Draw people to Amlwch through redeveloping the railway line from Llangefni into cycle / footpath, key employment sites delivered and brought into use, and finally, a complete overhaul of the town centre”.
- “Housing, Tourism and environmental clean-up”.
- “Rail links and cafes for walkers who love coming here, road improvements and improve social housing, business and local facilities in the long-term”.
- “Lowering high street premises, invest in making an area “traditional” Wales to promote tourism, and lastly develop recreational opportunities for the children and young people”.

**Question 9: What are the top 3 priorities for developing the economy in North Anglesey in the short, medium and long-term?**

Page 150

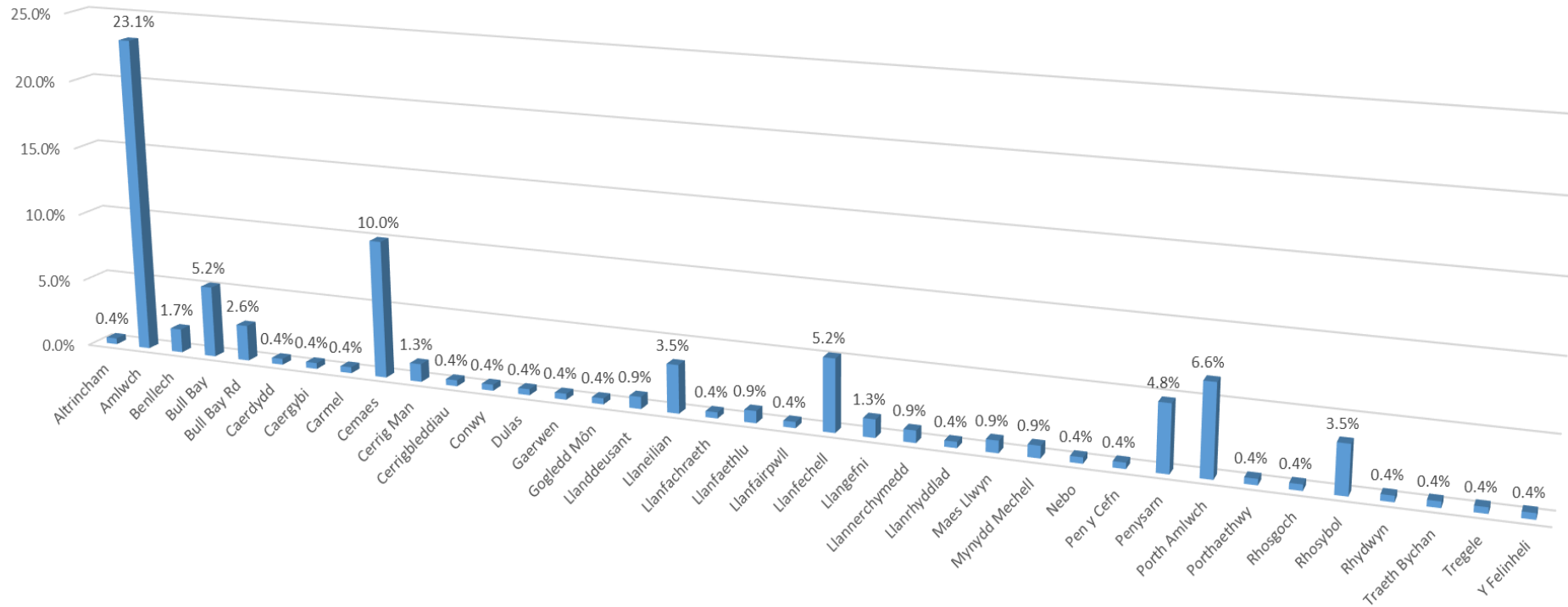


**Top 4 answers:** 1. Boost Tourism 2. Improve road infrastructure 3. Support existing and new business 4. Increase employment

**Typical Responses to Question 9:** In your opinion, what are the top 3 priorities for developing the economy in North Anglesey in the short, medium long-term?

- “Retaining the beauty of the island, supporting farming and tourism”.
- “Industry (small businesses linked to Wylfa Newydd), Tourism (Cemaes, Llaneilian, Mynydd Parys) and lastly offer incentives to bring new business here”.
- “Develop tourist areas to draw more people into the area, turn old railway into cycle path and long term to improve A5025 for better access”.
- “Ensure Cemaes gets its Blue Flag Beach, Ensure Wylfa Newydd benefits all of Anglesey, and long-term make sure investment are brought to Anglesey to develop good jobs”.
- “Transport, housing and health / education”.
- “Infrastructure, improve image and modernise tourism”.
- “Jobs to meet locals’ needs, ensure that the natural areas of beauty are protected, and quality education for all pupils”.
- “Fast and reliable connection for the web, jobs and improve infrastructure”.
- “Partnership working between businesses/attractions to promote area, support to businesses to develop and try new ideas, and long term for IACC to increase maintenance to improve outlook of area”.

**Question 10: Where do you live?**



Page 152

**Top 4 Answers:** 1. Amlwch 2. Cemaes 3. Porth Amlwch 4. Llanfechell

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>REPORT TO:</b>	<b>EXECUTIVE COMMITTEE</b>
<b>DATE:</b>	<b>16 SEPTEMBER 2019</b>
<b>SUBJECT:</b>	<b>REVENUE BUDGET MONITORING, QUARTER 1 2019/20</b>
<b>PORTFOLIO HOLDER(S):</b>	<b>COUNCILLOR ROBIN WYN WILLIAMS</b>
<b>HEAD OF SERVICE:</b>	<b>MARC JONES</b>
<b>REPORT AUTHOR:</b>	<b>BETHAN HUGHES-OWEN</b>
TEL:	01248 752663
E-MAIL:	<a href="mailto:bethanowen2@anglesey.gov.uk">bethanowen2@anglesey.gov.uk</a>
<b>LOCAL MEMBERS:</b>	<b>n/a</b>
<b>A - Recommendation/s and reason/s</b>	
<ol style="list-style-type: none"> <li>1. In February 2019, the Council set a net budget for 2019/20 with net service expenditure of £133.324m to be funded from Council Tax income, NDR and general grants. The total for general and other contingencies amounted to £1.886m. The budget for the Council Tax Premium was increased to £1.444m. The total budget for 2019/20 is, therefore, £135.210m.</li>   <li>2. The budget for 2019/20 included required savings of £2.561m. These have been incorporated into the individual service budgets and achievement or non-achievement of these is reflected in the net (under)/overspends shown. Whilst significant savings were once more required to balance the budget, £0.277m of additional budget was included in the budget and held centrally. This additional funding will be allocated to meet additional budget pressures as and when necessary. In addition, £479k of funding (50%) in respect of additional teachers pension costs was retained centrally, as the cost of the teachers' pensions had been fully funded in the Delegated School's Budget. This additional funding has been allocated to the Council's general reserves.</li>   <li>3. This report sets out the financial performance of the Council's services at the end of Quarter 1, 30 June 2019. The projected position for the year as a whole is also summarised. It should be noted that predicting the final year end position at the end of Quarter 1 is difficult and the position can change considerably as we move through the remainder of the financial year.</li>   <li>4. The overall projected financial position for 2019/20, including Corporate Finance and the Council Tax fund, is an overspend of £1.60m. This is 1.18% of the Council's net budget for 2019/20. This is due to similar pressures experienced in 2018/19, the most significant of which is the cost of Adult Services.</li>   <li>5. It is recommended that:-               <ol style="list-style-type: none"> <li>(i) To note the position set out in appendices A and B in respect of the Authority's financial performance to date and expected outturn for 2019/20;</li> <li>(ii) To note the summary of Contingency budgets for 2019/20 detailed in Appendix C;</li> <li>(iii) To note the position of the invest to save programmes in Appendix CH. Members are asked to approve the use of any remaining balance on the capital/development of the new automated planning and charges systems to fund scanning and digitisation of historic files. This will help optimise the new system and maximise use of the system;</li> <li>(iv) To note the position of the efficiency savings for 2019/20 in Appendix D;</li> <li>(v) To note the monitoring of agency and consultancy costs for 2019/20 in Appendices DD, E and F;</li> <li>(vi) To approve the new Fees and Charges for the Anglesey Business Centre in Appendix FF.</li> </ol> </li> </ol>	

<b>B - What other options did you consider and why did you reject them and/or opt for this option?</b>		
n/a		
<b>C - Why is this a decision for the Executive?</b>		
This matter is delegated to the Executive.		
<b>CH - Is this decision consistent with policy approved by the full Council?</b>		
Yes		
<b>D - Is this decision within the budget approved by the Council?</b>		
Yes		
<b>DD - Who did you consult?</b>		<b>What did they say?</b>
1	<b>Chief Executive / Strategic Leadership Team (SLT) (mandatory)</b>	The report has been considered by the SLT and the points raised have been incorporated into the final report.
2	<b>Finance / Section 151 (mandatory)</b>	n/a – this is the Section 151 Officer’s report
3	<b>Legal / Monitoring Officer (mandatory)</b>	The Monitoring Officer is a member of the SLT and the Monitoring Officer’s comments were considered by the SLT.
4	<b>Human Resources (HR)</b>	
5	<b>Property</b>	
6	<b>Information Communication Technology (ICT)</b>	
7	<b>Scrutiny</b>	
8	<b>Local Members</b>	
9	<b>Any external bodies / other/s</b>	
<b>E - Risks and any mitigation (if relevant)</b>		
1	<b>Economic</b>	
2	<b>Anti-poverty</b>	
3	<b>Crime and Disorder</b>	
4	<b>Environmental</b>	
5	<b>Equalities</b>	
6	<b>Outcome Agreements</b>	
7	<b>Other</b>	
<b>F - Appendices:</b>		
<ul style="list-style-type: none"> <li>• Appendix A - Revenue Budget Monitoring Report – Quarter 1, 2019/20</li> <li>• Appendix B – Table of Projected Outturn 2019/20</li> <li>• Appendix C – Summary of Contingency Budgets 2019/20</li> <li>• Appendix CH – Review of the Invest-to-Save projects 2019/20</li> <li>• Appendix D - Review of Efficiency Savings 2019/20</li> <li>• Appendix DD - Information regarding monitoring of Agency Staff 2019/20</li> <li>• Appendix E - Information regarding monitoring of Consultants</li> <li>• Appendix F – Detailed information regarding the expenditure on Consultants</li> <li>• Appendix FF – New Fees &amp; Charges for the Anglesey Business Centre</li> </ul>		
<b>FF - Background papers (please contact the author of the Report for any further information):</b>		
<ul style="list-style-type: none"> <li>• 2019/20 Revenue Budget (as recommended by this Committee on 18 February 2019 and adopted by the County Council on 27 February 2019).</li> </ul>		



## REVENUE BUDGET MONITORING – QUARTER 1 2019/20

## 1. General Balance

The Council held £8.728m of earmarked reserves and school reserves amounting to £0.631m at the start of the financial year. The draft outturn for 2018/19 resulted in a general balance at the start of the current financial year of £5.912m. This may be subject to change with any post-audit adjustments.

The Executive approved the following items to be funded in 2019/20 from the General Reserve:-

Executive Meeting	Amount £m	Purpose
Draft opening balance	-5.912	Draft audited general reserve at 31 March 2019
Full Council 27 February 2019	-0.479	Funding (50%) in respect of additional teachers pension costs is returned to the general reserve as the cost of the teachers' pensions had been fully funded in the Delegated School's Budget.
<b>Revised Council Fund General Balance</b>	<b>-6,391</b>	<b>As mentioned above, this may change following any post-audit adjustments.</b>

The current predicated outturn for 2019/20 is an estimated overspend of £1.60m. If this trend continues, the Council's general reserve is likely to reduce to £4.791m by the year end. This is well below the minimum balance of the general reserve which has been set at £6.7m as approved by full Council on 27<sup>th</sup> February 2019.

## 2. Financial Performance by Service

**2.1** The details of the financial performance by service for the period and the projected out-turn position for each is set out in Appendix B. An overspend of £1.481m on services is predicted as at 31 March 2020. An overspend of £265k is estimated on Corporate Finance. In addition, a surplus of £146k is predicted on the Collection of Council Tax, of which £304k is due to a surplus on the Council Tax Premium. The current total revenue forecast for 2019/20 is an overspend of £1.600m, which is 1.18% of the Council's total net revenue budget.

**2.2** The table below summarises the significant variances (circa £100k or higher). Please note that these figures relate to the position in respect of the controllable budgets within each service.

**Summary of projected variances at 31 March 2020  
Based upon financial information as at 30 June 2019**

	<b>(Under) / Overspend £000</b>
Learning	355
Adults	983
Corporate Transformation	97
Benefits Granted	324
Uncontrollable Costs – bad debt, insurances and pension capital costs	200
Council Tax, including Council Tax Premium	(146)
Other (total of variances less than £100k)	(213)
<b>Total Variance over/(under)spend</b>	<b>1,600</b>

### 3. Explanation of Significant Variances

#### 3.1 Lifelong Learning

##### 3.1.1 Central Education

**3.1.1.1** This service was overspent by £53k (5.71%) at the end of Quarter 1. The forecast for the year-end is and overspend of £390k (7.88%).

**3.1.1.2** There are a number of over and underspends across the Service which are listed below:-

- The most significant budgetary pressures are: School Transport – Taxis which is predicted to overspend by £320k. The implementation of the 'One Transport System' took place during the previous financial year, this and the re-tendering exercise that was undertaken has meant that overall overspend has been reduced by around £230k from what it would have been otherwise.
- The Anglesey and Gwynedd Joint SEN Strategy is expecting to overspend by £171k. A further review of this budget and the expenditure will take place during Quarter 2 and this will provide a more accurate forecast.
- Secondary integration's statutory costs are forecast to overspend by £73k, this is the result of decreased budget and the savings being unable to be fully met.
- The Out of County Placements budget is currently forecast to underspend £208k. This is due to reduced demand for these placements, including the ending of education provision for one complex case where the client has moved on to become the responsibility of Adult Services as noted below. It is important to note that this is a demand led budget and the situation can change very quickly.
- The early year provision is forecast to be underspent to the sum of £100k. This budget has historically been underspending as a result of lower than budgeted payments to nurseries.

##### 3.1.2 Culture

**3.1.2.1** This service was £42k (8.90%) overspent during the period and the forecast outturn for the year is an underspend of £35k (2.87%). There are vacant posts within the Library Service which are expected to give rise to a £55k underspend at year end. However, there were remedial works which were required to be completed before the new tenants of the Oriol Café moved in which will place pressure on the budgets to the sum of £20k at year end.

## 3.2 Adults Social Care

**3.2.1** This service was £472k (8.04%) overspent for the period and the forecast outturn for the year as a whole is a predicted overspend of £983k (3.91%). This figure allows for the full use of the Social Care Pressure Grant of £670k and the remaining balance of the Corporate Vulnerable Persons reserve of £276k.

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

- Services for the Elderly: Forecast overspend of £345k - there are various over and underspends within the Service, however, the largest forecasted overspend is within Homecare which is the result of additional costs within Hafan Cefni and Penucheldre as well as an increase in demand. There are similar demand pressures for residential and nursing placements which are showing large overspend positions.
- Physical Disabilities (PD): Forecasted overspend of £179k. The main areas of concern here is in Home Support where the budget is currently overspending at Quarter 1 by £89k and is again a demand-led budget.
- Learning Disabilities (LD): Forecasted overspend of £599k. The reasons behind this are (i) the Service has a small number of clients with complex care needs. This includes a complex high cost placement which has transitioned from Children's Services and (ii) an increase in Supported Living Fees.
- Mental Health (MH): Forecast overspend of £243k. This is due to a small number of expensive clients and an increase in a placement cost.
- Provider Unit: Forecast underspend of £370k. This is mainly due to the underspends within the residential homes section.

**3.2.3** The Quarter 1 figures indicate significant demand pressures within the quarter. In order to fully investigate the issues, the department will be considering each specific individual line which has led to the significant projected overspend. Namely these are Nursing Placements, Residential Placements and Home Care costs within Older People and Physical Disability Services, and supported living and Home Care costs within the Learning Disabilities areas. Within each, the following will be considered:-

- Nature of cyclical trend (year by year and month by month trend);
- Reasons behind the trend;
- Further steps that can be taken to manage demand.

Any feedback will be reported to the Executive and Finance Scrutiny Panel.

## 3.3 Children's Services

**3.3.1** The service was overspent by £39k (1.49%) during the period but is projected to be underspent by £22k (0.22%) at year end. This is a significant achievement compared to the overspend of £1.8m for the financial year 2018/19. The improved budget position of the service is, in the main, as a result of the additional funding of £1.4m in the 2019/20 budget and the fact that one child, where the cost of the placement was significant, has now transferred to be the responsibility of Adult Services.

**3.3.2** The number of children being looked after has continued to increase during the first quarter, with 12 additional children added to the register. However, the number of children in formal foster care or specialised placements outside the county only rose by 3. The recruitment of more Council employed foster carers has increased the number of children placed with them by 10 in the quarter, whilst the numbers placed outside the County fell by two and the number of children placed with private foster carers fell by 5. This reduced the average placement cost and contributed to bringing the projected costs within budget.

### **3.4 Housing (Council Fund)**

**3.4.1** This service was underspent by £56k (11.92%) during the period and forecasted to be £20k (1.65%) underspent at year end. Homelessness (B and B) costs continue as budgetary pressures with an overspend of £60k forecasted at year end. However, due to staff vacancies and delays in recruiting, it is anticipated that there will be an underspend here to the sum of £80k.

### **3.5 Regulation and Economic Development**

#### **3.5.1 Economic and Community (includes Destination and Leisure)**

**3.5.1.1** The service, overall, was underspent by £6k (1.06%) for the period with a projected outturn being £24k (1.38%) overspent.

**3.5.1.2** The Economic Development element of the service was underspent by £29k for the period, however, it is forecast to be within budget at year-end.

**3.5.1.3** The Destination Section was underspent by £40k for the period, however, the projected year end position is a reduced underspend of £25k due to receipt of moorings income early in the financial year.

**3.5.1.4** The Leisure Section was £62k overspent for the period with a forecast of the year end position being £49k overspent. There are budgetary pressures within the café provision at Plas Arthur and the vending machines at the other centres. Issues in relation to staffing budgets continue from 2018/19.

#### **3.5.2 Planning and Public Protection**

**3.5.2.1** This service was £80k underspent (21.54%) for the period. The forecast outturn for the year is an underspend of £49k (2.40%).

**3.5.2.2** The Public Protection Section was overspent by £6k for the period and the forecasted outturn position is £2k underspend. Dog and pest control income targets are not expected to be achieved by £5k as well as the markets and fair income by £7k. However, there is a vacant post within the corporate health and safety team which is forecasted to provide a £14k underspend at year end.

**3.5.2.3** The Planning Section was underspent by £86k for the period and is forecasted to underspend by £47k at year end. All sections within the planning department are expected to underspend, with planning administration £20k and Building Control £15k forecasting the largest underspends. These are the results of a vacant post in administration and income being ahead of profile.

## **3.6 Highways, Waste and Property**

### **3.6.1 Highways**

**3.6.1.1** This service was £56k (3.15%) overspent for the period. The forecasted position at year end is £122k underspent (2.02%) The majority of the sections within Highways are predicted to be underspent at year end. The most notable are departmental Support £40k which will have arisen from staffing cost savings, street works income is expected to overachieve against the income budget by £80k. Additional grant income is expected on Public Transport which will contribute to the forecast of a £50k underspend. However, the works budget is expected to overspend to the sum of £100k by year end. This forecast excludes winter maintenance costs as it is too early in the year to predict the outturn on these costs. Any significant winter costs could worsen the outturn estimated this quarter.

### **3.6.2 Waste**

**3.6.2.1** The Waste service was £47k (2.83%) underspent for the period, the service is predicted to have an outturn position of a £35k underspend (0.45%).

**3.6.2.2** The forecast for the year end includes underspends and compensating overspends within different sections of the department. The most notable of the variances include a £70k underspend on the Penhesgyn Transfer Station due to staffing and income generation above budget. The recycling section is also forecasting a £70k underspend position at year end due to excess income which will reduce the overspend on the Waste Collection budget, which is currently £80k overspent.

### **3.6.3 Property**

**3.6.3.1** The Service's position for the period is a £5k (0.60%) underspend with a forecast for the year end position being £125k (14.65%) overspent.

**3.6.3.2** The main reason for the projected overspend within the Property Service is a forecast underachievement on professional fees. A delay in capital projects within the 21<sup>st</sup> Century Schools programme has reduced the fee earning work within Property in this financial year. However, this work is expected to increase in future financial years when the 21<sup>st</sup> Century Schools Band B projects are progressed.

## **3.7 Transformation**

**3.7.1** The Transformation function overspent by £405k (35.62%) for the period. The projected year end position is an overspend of £97k (2.17%).

**3.7.1.1** The ICT Section was overspent by £384k (61.50%) for the period and is expected to be £140k (5.87%) overspent at year end. All software and hardware budgets across the Council, excluding schools, have been centralised and are now managed within the ICT Section, time has been taken to identify each of the services' needs and requirements in order to get a hold of the budget. The projected year end position for the centralised software budget currently is an overspend of £100k. With the usage of Anglesey Connected decreasing, the cost of maintaining the provision sits with ICT and it is, therefore, expected that the ICT Section will not be able to fully achieve its recharged income target by £40k.

**3.7.1.2** The HR function was overspent by £29k (8.19%) for the period and projected to be £13k (1.03%) overspent at year end.

**3.7.1.3** The Corporate Transformation Section was underspent by £8k (5.06%) for the period and expected to be underpent at the year end by £56k (6.77%), this the result of savings in salary expenses within both the Corporate Transformation team and Cyswilt Môn.

### **3.8 Resources (excluding Benefits Granted)**

**3.8.1** The Resources function budget is £95k (12.21%) underspent for the period with the projection for the outturn being an underspend of £79k (2.59%).

**3.8.2** Revenues and Benefits are expected to be £5k underspent for the year and the Accountancy Section is looking at an overspend of £34k due to bank charges and system consultancy costs. Internal Audit is expected to have a balanced budget, whereas the Procurement Section is expected to be £89k underspent due to initiatives in purchasing, i.e centralised purchasing budgets and procurement card rebates.

### **3.9 Council Business**

**3.9.1** The function was £34k (7.80%) underspent for the period with the forecast for the year end position being a £55k (3.38%) overspend.

**3.9.2** Legal Services are expected to be overspent by £87k at year end, in large part due to Legal agency staff to cover staff vacancies/absences. Democratic Services are forecasted to underspend in each of its functions, with the largest underspend being within the Translation Unit (£14k) due to savings on staffing expenses and the use of consultants.

### **3.10 Corporate and Democratic Costs**

**3.10.1** The function was underspent by £1k (0.12%) for the period and the forecast year end position is an underspend of £11k (0.33%).

**3.10.2** There are sections within the department that are forecasting to overspend at year end whilst there are compensating underspends in other areas. The main areas of concern are within the Civic Section where the Armed forces day is expected to be a £20k budgetary pressure and staff counselling is expected to overspend to the sum of £23k. However, the expectation in terms of the historic pension contribution costs is an underspend of £49k, which will fund these overspends.

### **3.11 Corporate Management**

**3.11.1** The function was £31k (18.37%) underspent for the period with the forecast at year end being an underspend of £20k (2.92%).

## **4. Corporate Finance (including Benefits Granted)**

**4.1** Corporate Finance, including Benefits Granted, is expected to overspend by £265k at year end. Based on the 2018/19 expenditure and previous trends, it was anticipated that the caseload under the Council Tax Reduction Scheme would fall and, despite the overall increase in the level of council tax, the budget was reduced in 2019/20. Based on the current position, the caseload has not fallen as anticipated and the current projection is that the budget will overspend by £324k. However, this may change during the second quarter, as the level of seasonal work increases and some claimants end their claim over the summer months.

**4.2** The budget for 2019/20 included some items retained centrally as contingency budgets, these include £202k of additional funding for Education out-of-county fees; £235k as a general contingency to cover budget pressures; £400k to cover the cost of redundancy and termination costs; and £400k as a general contingency. At this early stage in the financial year, it is difficult to determine how much of these contingencies will actually be required, therefore, the year end projected figure is a small underspend of £66k, which is currently forecast due to the fact that Children's Services do not require to use the full amount of the contingency in order to balance the budget. The position will become clearer as the financial year moves forward and it may be possible to release some of these contingencies which would then further reduce the overall overspend position.

## **5. Collection of Council Tax**

**5.1** The Council Tax Fund budget is determined using the estimated collectable debt for the current year only, based on the tax base figure set in November 2018. It does not provide for arrears collected from previous years, adjustments to liabilities arising from previous years (exemptions, single person discounts etc.), changes to the current year's tax-base or the provision for bad and doubtful debts. These changes cannot be estimated and, invariably, lead to a difference between the final balance on the Council Tax Collection Fund and the original budget. The current projection is that the Council Tax Fund will underachieve the target by £158k. In addition, the Council Tax Premium budget, which is additional council tax charge on second homes on Anglesey (since 1 April 2017), may potentially overachieve its budget by £304k. In total, therefore, a surplus of £146k is forecast on the collection of Council Tax.

## **6. Budget Savings 2019/20**

**6.1** Budget savings of £2.561m were removed from service budgets for 2019/20. £2.206m of the savings have been achieved and are expected to be achieved; however, £355k is not expected to be delivered. The most significant shortfall will be within Adult Services, where the service is expected to underachieve the target by £276k, due to increasing demand pressures. A full detailed analysis can be seen for each Service in Appendix D.

## **7. Invest-to-Save**

**7.1** An invest to save programme was undertaken in 2016/17 with an allocation of £983k for individual projects. To date, £571k has been spent or committed from this allocation of funding up to and including 2019/20. All projects are at various stages of development, with some closer to completion than others. The full detail of the expenditure and progress on each of the projects can be seen in Appendix CH. Where the projects are not completed at year-end, they will continue into 2020/21 and the funding will still be available within the invest-to-save reserve.

## **8. Agency and Consultancy Costs**

**8.1** During the year to date, £147k was spent on Agency staff. These were, in the main, part-funded from staffing budgets as they related to staff vacancies, while £69k related to staff cover within Children's Services, while the service undergoes a restructure. The Waste Service spent £40k for site agents at the recycling centres. The full details can be seen at Appendix DD.

**8.2** Expenditure on consultancy services in Quarter 1 was £159k, with £52k of this funded externally from grants or contributions. This compares to £440k spent on consultancy services in the first quarter of 2018/19. The reduction is due to the suspension of the Wylfa Newydd project. The full summary of expenditure per service and additional details of the expenditure can be seen at Appendix E.

## 9. Conclusion

9.1 The initial projection at the end of the first quarter is that the budget will be overspent by £1.6m for the year ending 31 March 2020. The service budgets are expected to overspend by £1.481m and corporate finance is forecast to overspend by £0.265m. An underachievement of £0.158m is expected on the standard Council Tax. Surplus income of £0.304m is forecast on the Council Tax Premium. The net surplus on Council Tax overall is £0.146m. The Adults Service budgets are under pressure due to increasing demand and the transition of a costly placement from Children's Services. It is the normal pattern for the final outturn position to be better than the first quarter estimate, however, if the projected overspend transpires it would be funded from the Council's general balances, which would reduce to £4.791m. This reduction weakens the Council's financial position but vindicates the decision not to use general balances to fund part of the 2019/20 budget.



**Projected Revenue Outturn for the Financial Year Ending 31 March 2020 – Quarter 1**

Service/Function	2019/20 Annual Budget	Q1 2019/20 Budget Year to Date	Q1 Actual & Committed spend	Q1 2019/20 Variance	Q1 Actual & Committed Spend	Estimated Expenditure to 31 March 2020 at Q1	Estimated Outturn 31 March 2020 over/(under) at Q1	2019/20 Projected Over/(Under)spend as a % of Total Budget	Draft Over/(underspend) Last Year 2018/19 (Subject to Audit)
	£'000	£'000	£'000	£'000	%	£'000	£'000	%	£'000
<b>Lifelong Learning</b>									
Delegated Schools Budget	44,302	11,182	11,182	(0)	0.00%	44,302	0	0.00%	0
Central Education	4,949	922	974	53	5.71%	5,339	390	7.88%	327
Culture	1,218	468	509	42	8.90%	1,183	(35)	-2.87%	(124)
<b>Adult Services</b>	25,145	5,870	6,342	472	8.04%	26,128	983	3.91%	1,178
<b>Children's Services</b>	9,831	2,586	2,625	39	1.49%	9,809	(22)	-0.22%	1,830
<b>Housing</b>	1,211	466	411	(56)	-11.92%	1,191	(20)	-1.65%	(304)
<b>Highways, Waste &amp; Property</b>									
Highways	6,044	1,763	1,818	56	3.15%	5,922	(122)	-2.02%	(322)
Property	853	835	830	(5)	-0.60%	978	125	14.65%	35
Waste	7,717	1,650	1,603	(47)	-2.83%	7,682	(35)	-0.45%	(328)
<b>Regulation &amp; Economic Development</b>									
Economic Development	1,734	601	595	(6)	-1.06%	1,758	24	1.38%	(107)
Planning and Public Protection	2,045	371	291	(80)	-21.54%	1,996	(49)	-2.40%	(121)
<b>Transformation</b>									
Human Resources	1,258	353	382	29	8.19%	1,271	13	1.03%	(54)
ICT	2,386	624	1,008	384	61.50%	2,526	140	5.87%	135
Corporate Transformation	827	160	152	(8)	-5.06%	771	(56)	-6.77%	(183)
<b>Resources</b>	3,051	781	686	(95)	-12.21%	2,972	(79)	-2.59%	(39)
<b>Council Business</b>	1,626	436	402	(34)	-7.80%	1,681	55	3.38%	(53)

Service/Function	2019/20 Annual Budget	Q1 2019/20 Budget Year to Date	Q1 Actual & Committed spend	Q1 2019/20 Variance	Q1 Actual & Committed Spend	Estimated Expenditure to 31 March 2020 at Q1	Estimated Outturn 31 March 2020 over/(under) at Q1	2019/20 Projected Over/(Under)spend as a % of Total Budget	Draft Over/(underspend) Last Year 2018/19 (Subject to Audit)
	£'000	£'000	£'000	£'000	%	£'000	£'000	%	£'000
<b>Corporate &amp; Democratic costs</b>	3,352	782	781	(1)	-0.12%	3,341	(11)	-0.33%	(181)
<b>Corporate Management</b>	686	171	139	(31)	-18.37%	666	(20)	-2.92%	2
<b>Estimated Impact of Uncontrollable Costs</b>						200	200		596
<b>Total Service Budgets</b>	118,235	30,021	30,731	710	2.36%	119,716	1,481	1.25%	2,287
Levies	3,528	3,528	3,528	(0)	0.00%	3,528	0	0.00%	0
Discretionary Rate Reliefe	85	0	0	0	0.00%	92	7	7.75%	0
Capital Financing	7,052	207	195	(12)	-5.61%	7,052	0	0.00%	(1,185)
General & Other Contingencies	1,582	1,582	1,083	(499)	-31.52%	1,516	(66)	-4.17%	0
Support Services contribution HRA	(773)	0	0	0	0.00%	(773)	0	0.00%	(152)
Benefits Granted	5,501	741	694	(48)	-6.44%	5,825	324	5.89%	(48)
<b>Total Corporate Finance</b>	16,975	6,058	5,500	(558)	-9.21%	17,240	265	1.56%	(1,385)
<b>Total 2019/20</b>	<b>135,210</b>	<b>36,079</b>	<b>36,230</b>	<b>151</b>	<b>0.42%</b>	<b>136,956</b>	<b>1,746</b>	<b>1,731</b>	<b>902</b>
<b>Funding</b>									
NDR	(22,754)	(7,001)	(7,001)	0	0.00%	(22,754)	0	0	0
Council Tax	(37,975)	0	0	0	0.00%	(37,817)	158	(72)	(269)
Council Tax Premium	(1,444)	0	0	0	0.00%	(1,749)	(304)	0	0
Revenue Support Grant	(73,037)	(22,473)	(22,473)	0	0.00%	(73,037)	0	0	0
<b>Total Funding 2019/20</b>	<b>(135,210)</b>	<b>(29,474)</b>	<b>(29,474)</b>	<b>0</b>	<b>0.00%</b>	<b>(135,356)</b>	<b>(146)</b>	<b>(72)</b>	<b>(269)</b>
<b>Total outturn including impact of Funding</b>	<b>0</b>	<b>6,605</b>	<b>6,756</b>	<b>152</b>	<b>2.29%</b>	<b>1,600</b>	<b>1,600</b>	<b>1,659</b>	<b>633</b>

**Summary of the Outturn Position on Contingency Budgets 2019/20**

	Original Budget	Virements	Amended Budget to date	Committed to date (30/06/2019)	Currently Uncommitted Budgets	Outturn forecast 31/03/2020
	£	£	£		£	£
General Contingency	399,350	63,950	463,300	127,120	336,180	-
Salary and Grading	400,000	(20,750)	379,250	216,702	162,548	-
Earmarked Contingency	1,091,710	(352,230)	739,480	739,480		(65,950)
<b>Total General and other Contingencies</b>	<b>1,891,060</b>	<b>(309,030)</b>	<b>1,582,030</b>	<b>1,083,300</b>	<b>498,728</b>	<b>(65,950)</b>

Review of Invest-to-Save Projects 2019/20

Service	Title	Description	Amount Approved £	Sum Allocated (in total - not just Yr 1) £	Total Spend to 31 March 2019 £	Balance at 1 April 2019 £	Allocation for 2019/20 £	Spend to date 2019/20 £	Remaining budget 2019/20 £	Project Update
Resources Page 166	Electronic Document Management System for Revenues and Benefits	Provide scanning solution and workflow for Revenues and Benefits	170,000	170,000	169,945	0	0	0	0	The project has now been successfully completed, within budget. The project successfully delivered the critical success factors - supporting the need for good document management, improving customer service, reducing storage requirements, meeting legal requirements, modernising administrative processes & making data a corporate asset.
I.T	Local Land and Property Gazetteer	Implement a LLPG system across the Council	10,800	10,800	15,261	0	0	0	0	Project completed in 2017/18. The project overspent by £4.5k which was funded by revenue.
I.T / Transformation	Customer Relationship Management System	Purchase and implementation of a CRM system	255,000	255,000	102,712	152,288	152,288	0	152,288	The CRM is now well established with over 9,000 registered customers and 4,025 service requests since January 2019. IT are working with services under the direction of the Business Process Transformation Board to drive more forms online and available via the CRM in order to improve back end processes, enable efficiencies and improve customer experience.

Service	Title	Description	Amount Approved £	Sum Allocated (in total - not just Yr 1) £	Total Spend to 31 March 2019 £	Balance at 1 April 2019 £	Allocation for 2019/20 £	Spend to date 2019/20 £	Remaining budget 2019/20 £	Project Update
I.T. / Resources	Payment Gateway	Purchase and implement a payment gateway which will enable payments to be received via the App	27,000	27,000	13,417	13,583	13,583	0	13,583	Payment Gateway is complete and in the process of being deployed via the Council website and My Account Portal. A number of Public Protection forms are being developed and will be published in the next few weeks. The plan is to work as a team with Revenues to drive further payments through the solution. The next step is to build and test the payment gateway to enable payments through AppMON.
Page 167 Regulation & Economic Development	Improve the Resilience of the Planning Systems	New automated planning systems	118,000	118,000	79,548	57,122	57,122	17,200	39,922	The upgrade to the new Planning back office system went live in November 2018 and will be live to external users in the next month. Work on the Building Control aspect of the project is progressing well and went live in July 2019. Upgrades and testing especially of mobile technology for site visits is ongoing. There is a substantial amount of historic planning files which still need to be digitised. If there is a remaining balance unspent once all development work is completed, it is recommended that this be used to fund digitising historic files. This would help optimise the use of the new developments.

Service	Title	Description	Amount Approved	Sum Allocated (in total - not just Yr 1)	Total Spend to 31 March 2019	Balance at 1 April 2019	Allocation for 2019/20	Spend to date 2019/20	Remaining budget 2019/20	Project Update
			£	£	£	£	£	£	£	
Resources	Improving Income Collection Systems	Purchase & implement a new income management system which links to the current income streams and allows new income collection methods (AppMon etc.) to link into the cash management system	150,000	150,000	90,481	59,519	59,519	7,284	52,235	The project continues to progress. There are a number of key tasks which need to be completed in relation to: the income reconciliation module; e-returns; import routines; the payment gateway; and the upgrade of the website and AppMon income collection functionality. The remaining balance of £52k will be needed to progress the project to completion. Some aspects of the project will not be implemented due to lack of funding, that is, the Call Secure Module and the implementation of Capital Wallet Module.
Lifelong Learning	Modernisation of business and performance processes	Implement unused modules in the ONE Management Information system	72,000	72,000	75,526	3,000	3,000	0	6,526	The project has been completed, with one final instalment due to be paid of £3k. The £11k overspend was funded from the Oriel Invest to Save budget.
Lifelong Learning	Modernisation of business	Website for the Oriel	15,000	15,000	0	8,474	8,474	0	4,948	The project is underway and due for completion during 2019/20. Funding is forecast to be fully utilised within the financial year.
I.T. / Transformation	Digital First / Digital By Default	Employ a Digital Lead Officer and Digital Services Analyst	£70,000 in year 1 and £50,000 in year 2	120,000	0	120,000	70,000	0	70,000	The Temporary Digital Services Analyst Post is currently being advertised with a closing date of the 2/8/2019. The Temporary Digital First lead JD has been written and is currently with the Job Evaluation Team.

Service	Title	Description	Amount Approved £	Sum Allocated (in total - not just Yr 1) £	Total Spend to 31 March 2019 £	Balance at 1 April 2019 £	Allocation for 2019/20 £	Spend to date 2019/20 £	Remaining budget 2019/20 £	Project Update
Public Protection	Improved Digital Connectivity within the Public Protection Service	Implementation of a cloud based system to record inspection visits. The software is an all Wales solution and has been procured via a framework agreement supported by 19 out of the 22 Councils in Wales.	£10,000 per year for 4.5 years	45,000	0	45,000	10,000	0	10,000	Ongoing collaborative work with Corporate CRM Team. Identifying High Value/Volume work streams to enable a 'channel shift' and improve performance capability and customer experience. Pace of work dictated by Transformation Board approving and prioritising work streams for scoping and implementation. Once this project is completed, the focus and aim is to market test a revised user spec and software system which integrates and compliments the CRM system.
<b>Total</b>				<b>982,800</b>	<b>546,889</b>	<b>458,986</b>	<b>373,986</b>	<b>24,484</b>	<b>349,502</b>	

**Review of Efficiency Savings 2019/20**

<b>Service/Function</b>	<b>Budget Savings 2019/20 £'000</b>	<b>Achievable 2019/20 £'000</b>	<b>Unachievable 2019/20 £'000</b>	<b>Comments</b>
Lifelong Learning	967	908	59	<p>£50k was proposed as efficiency savings through reviewing the delivery of integration services for a more efficient use of resources. It has not yet been identified how the saving will be delivered in 2019/20, causing a potential unachievement on this proposal.</p> <p>A proposal of £15k was made to reduce arts grants. This saving will be £9k short of being fully achieved in 2019/20. A further £5k can be achieved in 2020/21. Further consultation required for the last £4k to be achieved.</p> <p>All other saving proposals, amounting to £908k, are either already realised in full or are forecast to be on track to be fully achieved during 2019/20.</p>
Regulation and Economic Development	171	171	0	All saving proposals amounting to £171k are either already realised in full or are forecast to be on track to be fully achieved during 2019/20.
Highways, Waste and Property	600	580	20	<p>A savings proposal of £10k was made for transferring the responsibility of public conveniences to communities. The ownership of 2 PC's in Benllech have been transferred to the community council from April 2019, however, one off costs were incurred as part of the transfer causing this target to be unachievable for this financial year.</p> <p>£20k was proposed through the reduction of building and running costs following the disposal of Shire Hall building. To date, the RBDM team are currently still occupying the building causing this proposal to potentially fall short of the target by £10k.</p> <p>The achievement of efficiency saving proposals of £25k in relation to ceasing the use of Safecote is currently unknown and will remain unknown until the conditions of the winter months are seen.</p> <p>All other saving proposals amounting to £555k are either already realised in full or are forecast to be on track to be fully achieved during 2019/20.</p>



Service/Function	Budget Savings 2019/20 £'000	Achievable 2019/20 £'000	Unachievable 2019/20 £'000	Comments
Adults' Services	586	310	276	<p>Efficiency Savings were proposed amounting to £195k through the reduction of demand for residential and nursing placements, through the use of Hafan Cefni, the reduction of demand for homecare services and through managing the demand for supported living. However, early indications show that demand continues to increase, resulting in this target potentially being unachievable. Further work will be done on all specific lines affected to investigate reasons for current growth in demand.</p> <p>Following the closure of Plas Penlan, £70k was proposed to be saved as full year saving. This is unlikely to be achieved as demand continues to increase for alternative provision e.g. Home Care.</p> <p>£11k of efficiency savings were proposed through the outsourcing of more homecare packages to the private providers. Work-in -progress to consider how to improve efficiency of service without reducing staff numbers. Consideration to be given to whether or not savings can be produced elsewhere.</p> <p>All other saving proposals amounting to £310k are either already realised in full or are forecast to be on track to be fully achieved during 2019/20.</p>
Housing	54	54	0	Efficiency saving has been achieved in full.
Transformation	43	43	0	<p>Savings proposed of £20k through the reduction of the 'Denu Talent' budget can only be confirmed once placements have taken place over summer and will be clarified in Q2.</p> <p>Of the £19.5k efficiency savings proposed through the removal of unused phone lines, £10.5k have been identified, and it is hoped that the remaining £9k will be possible through more recent disconnections.</p> <p>Other savings of £3.5k are on track to be fully achieved during 2019/20.</p>
Corporate	110	110	0	All savings proposals are on track to be fully achieved during 2019/20.
Resources	30	30	0	All savings proposals are on track to be fully achieved during 2019/20.
<b>Total</b>	<b>2,561</b>	<b>2,206</b>	<b>355</b>	

**Agency Costs April to June 2019**

	Amount £	Source of Funding (Specific Core Budget / Un-utilised staffing budget / Grant / External Contribution)	Reason for Cover
Economic & Regeneration	3,946	Core	Achieving food hygiene inspections requirements
	<b>3,946</b>	Core	
Waste	15,577	Specific Core Budget	Additional tasks required short term. Staff not available via HR Matrix
	14,567	Specific Core Budget/Grant/External Contribution	Additional tasks required short term. Staff not available via HR Matrix
	10,154	Specific Core Budget/Grant/External Contribution	Additional tasks required short term. Staff not available via HR Matrix
	<b>40,298</b>		
Children's Services	2,085	Core Budget/ Agency staff Reserve	Chairing and Reviewing Children's Safeguarding conferences
	38,420	Core Budget/ Agency staff Reserve	To cover vacant posts
	27,240	Core Budget/ Agency staff Reserve	To cover vacant posts
	921	Core Budget/ Agency staff Reserve	To cover vacant posts
	<b>68,666</b>		
Adult Services	5,115	Core Budget	To cover vacant posts
	25,588	Core Budget	Specific work on DOLS project
	<b>30,703</b>		
Transformation	3,459	Staff budget	To cover vacant post, since filled
	<b>3,459</b>		
<b>Total</b>	<b>147,072</b>		

**Summary Consultancy Expenditure Q1**

<b>Department</b>	<b>Quarter 1 £</b>	<b>Total YTD £</b>
Central Education	8,950	<b>8,950</b>
Culture	690	<b>690</b>
Economic & Regeneration	58,760	<b>58,760</b>
Property	0	<b>0</b>
Highways	423	<b>423</b>
Schools	0	<b>0</b>
Waste	54,582	<b>54,582</b>
Housing	0	<b>0</b>
HRA	8,500	<b>8,500</b>
Corporate & Democratic	3,275	<b>3,275</b>
Adult Services	850	<b>850</b>
Children's Services	0	<b>0</b>
Transformation	2,452	<b>2,452</b>
Council Business	3,996	<b>3,996</b>
Resources	16,424	<b>16,424</b>
<b>Total</b>	<b>158,901</b>	<b>158,901</b>
Funded by:		
Core Budget	55,252	<b>55,252</b>
Grant	7,523	<b>7,523</b>
External Contribution	45,790	<b>45,790</b>
Reserves	50,337	<b>50,337</b>
<b>Total</b>	<b>158,901</b>	<b>158,901</b>

A more detailed breakdown of this is provided below.

**Breakdown of consultancy Costs Quarter 1 2019/20**

Department	Amount Q1 £	Category - Reason Appointed			Source of Funding (Specific Core Budget / Unutilised staffing budget / Grant / External Contribution / Reserves)	Description of work undertaken
		Ongoing to cover specific skill set that doesn't require Permanent Post	Volume of Work	Specific Work / One Off Project		
Central Education	200			✓	Grant	Workshop for Youth Workers
	7,000	✓		✓	Core	Professional departmental support
	175			✓	Core	Evaluation Report
	1,575			✓	Core	Review work of Secondary Schools
<b>Total Central Education</b>	<b>8,950</b>					
Culture	440			✓	Core	Professional Charges - South Stack Lighthouse
	250			✓	Core	Criw Celf Workshop
<b>Total Culture</b>	<b>690</b>					
Economic & Regeneration	1,899			✓	External Contribution	Scrutiny of Section 106 & SoCG
	5,244	✓			External Contribution	Advice re Horizon Nuclear Power Wylfa Newydd Project
	579	✓			External Contribution	North Anglesey Partnership
	1,926			✓	External Contribution	Welsh Language Schedule advice

Department	Amount Q1 £	Category - Reason Appointed			Source of Funding (Specific Core Budget / Unutilised staffing budget / Grant / External Contribution / Reserves)	Description of work undertaken
		Ongoing to cover specific skill set that doesn't require Permanent Post	Volume of Work	Specific Work / One Off Project		
	28,423	✓			External Contribution	Development Consent Order
	7,719			✓	External Contribution	London Plan Expert Engagement & Small Sites Project
	1,000			✓	Grant	Professional fees - Llangefni Business Units
	600			✓	Grant	Officer visits re HLF
	2,134			✓	Core	ICT Project Management costs - Planning
	710	✓			Core	Development Management Support – April 2019
	175	✓			Core	Professional Services - 10 Pant Y Briallu, Benllech
	4,655			✓	Core	ICT Project Management costs Build Cont
	78	✓			Core	Professional Services - Macros Cables Llangefni
	200			✓	Core	Structural checking services April 2019
	10	✓			Core	Credit Report Agency Service
	3,000			✓	Reserves	Court Case Services
	408			✓	Grant	Silver Young Ambassador Training
<b>Total Economic &amp; Regen.</b>	<b>58,760</b>					
Highways	172			✓	Core Budget	Penalty Charge Notice Issued
	66			✓	Core Budget	PCN Charge
	185			✓	Core Budget	Traffic Speed and Flow Survey - Longford Rd, Holyhead

Department	Amount Q1 £	Category - Reason Appointed			Source of Funding (Specific Core Budget / Unutilised staffing budget / Grant / External Contribution / Reserves)	Description of work undertaken
		Ongoing to cover specific skill set that doesn't require Permanent Post	Volume of Work	Specific Work / One Off Project		
<b>Total Highways</b>	<b>423</b>					
Waste	42,753	✓		Specific Work	Earmarked Reserves	Provision of External Technical Support in connection with the Procurement of a new contract
	42	✓		Specific Work	Specific Core Budget	Duos Offtake
	1,854	✓		Specific Work	Specific Core Budget	Landfill Site Quaterly Gas Monitoring, Technical Support
	9,751	✓		Specific Work	Specific Core Budget	Penhesgyn Landfill
	183	✓		Specific Work	Specific Core Budget	Annual review of assessments carried out at Penhesgyn Centre
<b>Total Waste</b>	<b>54,582</b>					
HRA	5,700			✓	Specific Core Budget	Server Migration 2008 to 2016 - Technical Services
	2,800			✓	Specific Core Budget	Keystone Advice and Guidance tokens
<b>Total HRA</b>	<b>8,500</b>					
Corporate & Democratic	3,275			✓	Grant	Write and deliver Event safety plan
<b>Total Corporate and Democratic</b>	<b>3,275</b>					

Department	Amount Q1 £	Category - Reason Appointed			Source of Funding (Specific Core Budget / Unutilised staffing budget / Grant / External Contribution / Reserves)	Description of work undertaken
		Ongoing to cover specific skill set that doesn't require Permanent Post	Volume of Work	Specific Work / One Off Project		
Adult Services	850			✓		2 days project management WCCIS workshops
<b>Total Adult Services</b>	<b>850</b>					
Transformation	412			✓	Specific core budget	Consultancy Services for ICT Security Solutions
	2,040	✓			Grant	Assesor - Trainee Social Workers
<b>Total Transformation</b>	<b>2,452</b>					
Council Business	3,996			✓	Unutilised staffing budget	Cover for temporary staff absence
<b>Total Council Business</b>	<b>3,996</b>					
Resources	2,500			✓	General contingency	Review of Anglesey Island Games Bid
	2,065	✓			Specific core budget	Tax advice & consultancy service
	7,275	✓			Specific core budget	Treasury Services Retainer Contract
	4,584			✓	Invest to save reserve	ICT Project Management costs
<b>Total Resources</b>	<b>16,424</b>					
<b>Total Q1 April - June</b>	<b>158,901</b>					



# **Fees and Charges**

## **2019-20**

1<sup>st</sup> April



## **NOTES**

### **1. Applicable Period**

**1.1** All fees and charges are from the specified date to the 31<sup>st</sup> March 2020 (inclusive), unless otherwise stated.

### **2. VAT**

**2.1** All fees and charges are inclusive of VAT (VAT subject to change), unless otherwise stated.

**2.2** Key to VAT Indicators:-

<b>S</b>	-	Inclusive of Standard Rated VAT (20%, subject to change)
<b>Z</b>	-	Zero rated
<b>E</b>	-	Exempt from VAT
<b>N</b>	-	Charge net of VAT (VAT should be added to the fee/charge)
<b>O/S</b>	-	Outside the scope of VAT / Non-business
<b>N/A</b>	-	Not applicable

**2.3** VAT status may be subject to change in year.

**2.4** Recharges between the Isle of Anglesey County Council services are exclusive of VAT.

## Anglesey Business Centre

Service	Fee / Charge	VAT	
<b>Anglesey Business Centre Meeting Room Hire (excluding VAT)</b>			
<b>Llynnon</b> (seating capacity 25)			
Cost per hour	£26.00	Subject to VAT where applicable, i.e.  S – for external clients,  No VAT on internal hires	
Cost per half day	£57.00		
Cost per full day	£98.00		
<b>Rhosyr</b> (seating capacity 10)			
Cost per hour	£21.00		
Cost per half day	£53.00		
Cost per full day	£72.00		
<b>Cemlyn</b> (seating capacity 10)			
Cost per hour	£21.00		
Cost per half day	£53.00		
Cost per full day	£72.00		
<b>Cybi</b> (seating capacity 10)			
Cost per hour	£21.00		
Cost per half day	£53.00		
Cost per full day	£72.00		
<b>Parys</b> (seating capacity 6)			
Cost per hour	£15.00		
Cost per half day	£40.00		
Cost per full day	£59.00		
<b>Penmon</b> (seating capacity 24)			
Cost per hour	£26.00		
Cost per half day	£57.00		
Cost per full day	£98.00		
<b>Aberlleiniog</b> (seating capacity 16)			
Cost per hour	£24.00		
Cost per half day	£55.00		
Cost per full day	£80.00		
<b>PwllfanogI</b> (seating capacity 8)			
Cost per hour	£18.00		
Cost per half day	£47.00		
Cost per full day	£65.00		
<b>Abermenai</b> (seating capacity 6)			
Cost per hour	£15.00		
Cost per half day	£40.00		
Cost per full day	£59.00		
<b>There is a removable wall between Penmon &amp; Aberlleiniog if required</b> (seating capacity 36)			
Cost per hour	£40.00		
Cost per half day	£100.00		
Cost per full day	£160.00		
Refreshments	£1.45 per cup	S	
Hire of translation equipment	£39.60	S	

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>		
<b>REPORT TO:</b>	<b>EXECUTIVE COMMITTEE</b>	
<b>DATE:</b>	<b>16 SEPTEMBER 2019</b>	
<b>SUBJECT:</b>	<b>BUDGET MONITORING REPORT FIRST QUARTER 2019/20 - CAPITAL</b>	
<b>PORTFOLIO HOLDER(S):</b>	<b>COUNCILLOR R WILLIAMS</b>	
<b>HEAD OF SERVICE:</b>	<b>MARC JONES (EXT. 2601)</b>	
<b>REPORT AUTHOR:</b>	<b>GARETH ROBERTS</b>	
<b>TEL:</b>	<b>01248 752675</b>	
<b>E-MAIL:</b>	<b>GarethRoberts@ynysmon.gov.uk</b>	
<b>LOCAL MEMBERS:</b>	<b>n/a</b>	
<b>A - Recommendation/s and reason/s</b>		
<ul style="list-style-type: none"> <li>It is recommended that the Executive note the progress of expenditure and receipts against the capital budget 2019/20 at Quarter 1.</li> <li>As stated in paragraph 3.1, it is recommended to reallocate match funding of £200k from the Red Wharf Bay Flood Alleviation scheme to the Beaumaris Flood Alleviation scheme.</li> </ul>		
<b>B - What other options did you consider and why did you reject them and/or opt for this option?</b>		
n/a		
<b>C - Why is this a decision for the Executive?</b>		
<ul style="list-style-type: none"> <li>This report sets out the financial performance of the Capital budget for the first quarter of the financial year.</li> <li>Budget monitoring is a designated Executive function.</li> </ul>		
<b>CH - Is this decision consistent with policy approved by the full Council?</b>		
Yes		
<b>D - Is this decision within the budget approved by the Council?</b>		
Setting of the annual Capital Budget.		
<b>DD - Who did you consult?</b>		<b>What did they say?</b>
1	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	The report has been considered by the SLT and the points raised have been incorporated into the final report.
2	<b>Finance / Section 151</b> (mandatory)	n/a – this is the Section 151 Officer’s report.
3	<b>Legal / Monitoring Officer</b> (mandatory)	The Monitoring Officer is a member of the SLT and the Monitoring Officer’s comments were considered by the SLT.
4	<b>Human Resources (HR)</b>	
5	<b>Property</b>	
6	<b>Information Communication Technology (ICT)</b>	
7	<b>Scrutiny</b>	
8	<b>Local Members</b>	
9	<b>Any external bodies / other/s</b>	

<b>E - Risks and any mitigation (if relevant)</b>		
<b>1</b>	<b>Economic</b>	
<b>2</b>	<b>Anti-poverty</b>	
<b>3</b>	<b>Crime and Disorder</b>	
<b>4</b>	<b>Environmental</b>	
<b>5</b>	<b>Equalities</b>	
<b>6</b>	<b>Outcome Agreements</b>	
<b>7</b>	<b>Other</b>	
<b>F - Appendices:</b>		
<p>Appendix A - Capital Budget Monitoring Report – Quarter 1 2019/20  Appendix B - Summary of the Capital Projects' Expenditure to date against the Capital Budget and the Projected Expenditure at Year-End</p>		
<b>FF - Background papers (please contact the author of the Report for any further information):</b>		
<ul style="list-style-type: none"> <li>• 2019/20 Capital Budget, as recommended by the full Council on 27 February 2019;</li> <li>• 2019/20 Treasury Management Strategy Statement, approved by the full Council on 27 February 2019; and</li> <li>• 2018/19 Capital Outturn Report, presented to this Committee on 17 June 2019.</li> </ul>		

## 1. INTRODUCTION

- 1.1 This is the Capital Budget monitoring report for the first quarter of the financial year, and allows Members to note the progress of Capital Expenditure and Capital Receipts against the Capital Budget.
- 1.2 In February 2019, the Council approved a Capital Programme for non-housing services of £17.282m for 2019/20 and a Capital Programme of £13.110m for the HRA. In addition, in June 2019, the Executive Committee approved Capital Slippage of £3.065m to be brought forward from 2018/19. Since the budget setting process, there have been additional schemes added onto the programme, most of which are grant funded which amounted to £3.839m. This brings the total Capital budget for 2019/20 to £37.296m.

## 2. PROGRESS ON EXPENDITURE 2019/20

- 2.1 Below is a summary table of the Capital expenditure to 30 June 2019, the profiled budget to 30 June 2019 and the proposed funding of the Capital Programme for 2019/20.

Service	Annual Budget £'000	Profiled Budget £'000	Actual Expenditure £'000	Committed Expenditure £'000	Total Expenditure £'000	% Profiled Budget Spend	% Annual Budget Spent
Housing General Fund	2,026	148	143	1	143	97	7
Housing HRA	14,017	2,336	1,932	352	2,285	98	16
Lifelong Learning	7,079	240	203	83	286	119	4
Economic and Regeneration	5,237	89	13	66	79	89	2
Highways	5,737	1,301	461	769	1,230	95	21
Waste Management	180	-	-	-	-	-	-
Property	847	75	60	-	60	80	7
Transformation	629	211	128	74	201	96	32
Planning	650	175	88	-	88	50	14
Adult Services	894	50	48	-	48	97	5
<b>Total</b>	<b>37,296</b>	<b>4,623</b>	<b>3,076</b>	<b>1,345</b>	<b>4,421</b>	<b>96</b>	<b>12</b>
<b>Funded By:</b>							
Capital Grant	20,132						
Capital Receipts	774						
Supported Borrowing	5,973						
Unsupported Borrowing	402						
Revenue Contribution	9,825						
Reserves	186						
Loan	4						
<b>Total Funding</b>	<b>37,296</b>						

- 2.2 The Profiled budget spent to the end of the first quarter for the general fund is 93%, however, only 9% of the annual budget has been spent to date. The reason for this is that a number of the capital schemes are weighted towards the latter part of the financial year. Some capital schemes are well underway, with the majority of the profiled budget for quarter 1 being spent, schemes such as Beaumaris Flood Alleviation scheme, Highways Refurbishment Grant and ICT Core Infrastructure. Some capital schemes have yet to commence, but their budget is profiled towards the latter part of the financial year, such as School Safety, Disabled access to education buildings, Pentraeth Flood Alleviation Scheme, Road Safety Capital Grant and the purchase of a new Loading Shovel. These schemes and their profiles can be seen in Appendix B. There are a number of Capital Grants schemes in 2019/20 and an update on these is provided in section 3.1 of this report.

**2.3** The Housing Revenue Account has spent 98% of its profiled budget, and 16% of the annual budget. It is currently estimated that the budget will be spent in its entirety come the end of the financial year. During quarter 1, expenditure has predominantly been in connection with contracts procured during 2018/19 i.e. carried forward commitment. It is anticipated that new planned maintenance contracts procured during quarter 1 and anticipated tender results expected during quarter 2 and quarter 3 will fully commit the budget for 2019/20. During the quarter, the Council purchased a number of Council Dwellings and is on track to fully commit the budget for Acquisition of Existing Properties and Development of new properties.

### **3. FUNDING**

#### **3.1 Capital Grants**

**3.1.1** There are a number of Capital Grant schemes in the Capital Programme for 2019/20, most of which are underway and progressing, with a brief update on the schemes provided below:-

- **Llangefni Strategic Infrastructure** – The scheme involves the construction of 5 (five) new industrial units on the old Môn Training site and an extension to the Business Centre for letting to the private sector. The new industrial units have now been completed, and all five have been let. Work at the Business Centre has been now completed and Building Control sign off is imminent.
- **21<sup>st</sup> Century Schools** - From the Band A Projects, new schools at Rhyd y Llan, Ysgol Cybi and Ysgol Santes Dwynwen have all been completed, together with an extension to Ysgol Parc y Bont and a refurbishment at Ysgol Brynsiencyn. The final Band A scheme – a new build school in Llangefni, is currently ‘on-hold’.
- **Childcare Capital Grant** - £2.718m of grant funding has been secured for the period 2019 to 2021 to adapt a number of primary schools to enable the Council to provide sufficient childcare places to meet demand generated by the childcare offer. Additional facilities will be created at Ysgol Santes Dwynwen £0.400m, Ysgol Morswyn £0.413m, Ysgol Llandegfan £0.450m, Ysgol Pencairnisiog £0.340m, Ysgol Esceifiog £0.364m, Ysgol Henblas £0.370m, Ysgol y Tywyn £0.216m and to deliver a Small Grants Scheme and Project Management £0.165m. Work has already started on Morswyn and Pencairnisiog with the bulk of the work taking place over the Summer Holidays. The budget for 2019/20 is £1.256m.
- **Market Hall** - The Practical Completion certificate for the Phase II construction contract was issued on Friday 2nd August. Final fit out is underway to facilitate the ground floor Library opening in the next few weeks, leaving only the heritage interpretation to be elements to be inserted during October / November, immediately prior to the formal opening of the whole building.

- **Beumaris Flood Alleviation** – Following Alun Griffiths being appointed as the new contractor after Dawnus going into administration, they have now submitted a revised tender on the new works information. This figure was included in a new bid to WG to cover all new costs and costs associated with Dawnus going into administration. This has been approved, but the Council's match funding has increased by £0.222m. Works are progressing well and should be complete before the end of the 2019/20 financial year. Due to the increased cost of the scheme, a request is made to the Executive to reallocate £0.200m of match funding allocated to the Red Wharf Bay Flood defence scheme to the Beumaris Flood scheme as the Council is not in a position to move ahead with the Red Wharf Bay scheme within the current financial year. The Red Wharf Bay scheme is at a very early stage with the design being developed and match funding towards the construction of this scheme may be sought at a future date. The additional £0.022m will be funded by the service from existing budgets.
  
- **Holyhead Strategic Infrastructure** – This scheme is to construct 10 (ten) new industrial units at Penrhos, Holyhead. A contractor has now been appointed and work will start end of August 2019 with an expected completion in June 2020. European Regional Development Funding has been secured and a Joint Venture has been entered into with Welsh Government, which will provide the match funding for the scheme.
  
- **Tourism Gateway** – The Holy Island Visitor Gateway TAD (Tourism Attractor Destination) Project is a mainly European Regional Development Fund, Welsh Government and Heritage Lottery Fund funded package of projects taking place over several years. Preparation Works for the Phase 1 signage within the port have now been completed, with Phase 1 signage now being installed within the port. The Specification is currently being developed for the demolition of the dilapidated building within the Port, and the clearance works within St Cybi's Church is now complete. The Heritage Information Centre and Warden Building plans are currently with planning and a decision is expected during Quarter 2. The Holy Island Landscape Partnership application has now been approved by Heritage Lottery Fund, which provides grant funding of £1.146m, and permission to start is expected during Quarter 2.
  
- Funding has been approved by Welsh Government for the **Targeted Regeneration Investment Programme (TRIP)**. The purpose of the funding is to bring 108 empty properties back into use through four schemes, being First Time Buyers Support, Vacant Homes Landlord Assistance, Empty Homes Direct Intervention and Town Centre Living. These schemes will be delivered by both the Isle of Anglesey County Council, as the lead authority, and Gwynedd Council as their joint delivery partner. The total funding will be £3.250m, with Anglesey's share being £1.800m over three years. In 2019/20, the budget for Anglesey is £0.751m. During Quarter 1, in total, £0.220m was spent across Anglesey and Gwynedd.

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

- **Pentraeth Flood Alleviation** - Welsh Government has allocated funding for the Nant y Felin, Pentraeth Flood Alleviation scheme within their programme for 2019/20 financial year. However, a formal offer is subject to an application being made by the Authority once all consents and tender prices are in place to begin works. The works tender went out in June however due to land negotiations, works will not start on site until late November and also due to be complete before the end of the 2019/20 financial year. We will know exactly how much matchfunding will be required once we get tenders in.

- **Enable** - £0.093m of Welsh Government Grant has been secured for the delivery of adaptations to support independent living. It is expected that this grant will be fully drawn down by the end of the year.
- **Road Safety Capital** – This scheme will involve capital works on the A4080 road from Llanfair PG to Aberffraw. Work will commence later on in the financial year, with the budget for the scheme being £0.231m.
- **Active Travel** - £0.158m of Welsh Government Grant has been secured for minor infrastructure improvements including installation of signage, cycle parking, removal of access barriers and path widening. The purpose of the grant is to increase levels of active travel, improve health & wellbeing, reduce carbon emissions and improve active travel for employment, education and key services, destinations and public transport.

### 3.2 Capital Receipts

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

	Budget 2019/20 £'000	Received to 30-Jun-19 £'000	Projection to 31-Mar-20 £'000
<b>Council Fund:</b>			
Smallholdings	0	0	0
General	699	0	699
Industrial	0	120	0
Schools	873	171	873
<b>Total</b>	<b>1,572</b>	<b>291</b>	<b>1,572</b>

3.2.2 The projected Capital Receipts at 31 March 2020 is £1.572m, with £0.291m being received at 30 June 2019 (18.5%), which was from the sales of a former school (£0.171m) and a plot at an Industrial Park (£0.120m).

3.2.3 Although the Budgeted Capital Receipts is £1.572m, there is £2.758m of Capital Receipts available to fund the Capital Programme as £1.186m of Capital Receipts were brought forward from 2018/19 in the Capital Receipt Reserve. £1.885m of this can be used to fund the general capital programme, with the other £0.873m available to fund the 21<sup>st</sup> Century Schools programme as part of the Isle of Anglesey County Council's match funding.



#### 4. PROJECTED ACTUAL EXPENDITURE 2019/20

4.1 Below is a table with projected Expenditure at 31 March 2020 and the revised funding:-

Service	Annual Budget £'000	Projected Expenditure £'000	Projected Under / Over Expenditure £'000	% Variance
Housing General Fund	2,026	2,041	15	1
Housing HRA	14,017	14,159	142	1
Lifelong Learning	7,079	2,528	- 4,551	- 64
Economic and Regeneration	5,237	5,237	-	-
Highways	5,737	5,737	-	-
Waste Management	180	180	-	-
Property	847	847	-	-
Transformation	629	629	-	-
Planning	650	545	- 105	- 16
Adult Services	894	737	- 157	- 18
<b>Total</b>	<b>37,296</b>	<b>32,639</b>	<b>- 4,657</b>	<b>- 12</b>
<b>Funded By:</b>	<b>Annual Budget £'000</b>	<b>Projected Funding £'000</b>	<b>Variance</b>	<b>% Variance</b>
Capital Grant	20,132	17,261	- 2,871	- 14
Capital Receipts	774	789	15	2
Supported Borrowing	5,973	4,175	- 1,798	- 30
Unsupported Borrowing	402	258	- 144	- 36
Revenue Contribution	9,825	9,967	142	1
Reserves	186	186	-	-
Loan	4	4	-	-
<b>Total Funding</b>	<b>37,296</b>	<b>32,639</b>	<b>- 4,657</b>	<b>- 12</b>

4.2 As can be seen from table 4.1 (above), the forecast underspend on the Capital Programme for 2019/20 is £4.657m, with this being potential slippage into the 2020/21 Capital Programme. The funding for this slippage will also slip into 2020/21, and will be factored in when producing the Treasury Management Strategy Statement and Capital Programme for 2020/21. The main project that is forecast to be underspent is the 21<sup>st</sup> Century Schools Programme which is currently 'on-hold' and is dependent on the outcome of the further consultation on the modernisation of the school provision in the Llangefni area. However, if the outcome of the consultation and the further decision from the Executive is to continue with the new schools in the Llangefni area, the forecast underspend may be reduced, depending on when the work commences.

4.3 The Capital Finance Requirement forecasted at 31 March 2020 is £139.797m, which is the underlying need for the Authority to borrow to be able to fund its Capital Programme. The external borrowing currently stands at £127.475m, meaning the Authority essentially needs to borrow £12.322m to fund the current Capital Programme. If this borrowing is undertaken externally, the Authority will still be within its authorised borrowing limits as per the 2019/20 Treasury Management Strategy Statement (Appendix 11).

#### 5. FUTURE YEARS

5.1 The Capital Strategy recommended that the 2019/20 Capital Programme funding will be limited to the total of the general capital grant and supported borrowing (as determined by Welsh Government) and estimated value of any capital receipts that will be received. It is expected that the 2020/21 Capital Programme will follow the same principles, with the General Capital Grant and Supported Borrowing used to fund the annual replacement of Vehicles, Investment in ICT, Refurbishing existing assets and an annual allocation to meet the cost of statutory Disabled Facilities Grants. There will also be funding available for the resurfacing of roads and capital projects that attract external grants, and these will be evaluated on a case by case basis.

Once the above projects have been funded, there may be some funding available to fund new capital schemes with priority given to projects which contribute to the Council's objectives as set out in the Council Plan 2017 – 2022 and any schemes which can generate future revenue savings or generate additional income.

## **6. CONCLUSION**

- 6.1** The results at the end of Quarter 1 and the associated projected expenditure shows that the majority of projects are on target to be completed within budget. Due to the 21st Century School Programme being on hold and being dependent on the outcome of the further consultation on the modernisation of the school provision, there is a risk of significant underspend against this project. The Council has secured many different external grants and work is progressing well on most of these schemes. The Council is also expecting to receive £1.5m of Capital Receipts in 2019/20 to contribute towards the funding of the Capital Programme.

APPENDIX B

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

Service	Annual Budget (£)	Profiled Budget (£)	Actual Expenditure (£)	Committed Expenditure (£)	Total Expenditure (£)	Variance to profile (£)	% Profiled Budget Spent	% Annual Budget Spent	Projected Expenditure (£)	Projected Under / Over (£)	% Variance
<b>Housing General Fund</b>											
Disabled Facilities Grants	900,000	50,000	34,471	0	34,471	-15,529	69	4	900,000	0	0
Residential Site for Gypsies and Travellers	779,000	50,000	47,050	0	47,050	-2,950	94	6	779,000	0	0
Compulsory Purchase Scheme	22,740	22,740	37,652	894	38,546	15,806	170	170	37,652	14,912	66
Enable Grant	93,200	0	352	0	352	352	0	0	93,200	0	0
TRIP First Time Buyer Grant	200,000	25,000	22,979	0	22,979	-2,021	92	11	200,000	0	0
Affordable Housing	30,650	0	0	0	0	0	0	0	30,650	0	0
<b>Total</b>	<b>2,025,590</b>	<b>147,740</b>	<b>142,503</b>	<b>894</b>	<b>143,397</b>	<b>-4,343</b>	<b>97</b>	<b>7</b>	<b>2,040,502</b>	<b>14,912</b>	<b>1</b>
<b>Housing HRA</b>											
Central Heating Contract	400,000	30,000	13,993	8,508	22,501	-7,499	75	6	400,000	0	0
Planned Maintenance Contract	4,850,000	750,000	508,043	19,422	527,464	-222,536	70	11	4,850,000	0	0
Energy Performance Improvement	400,000	10,000	6,784	675	7,459	-2,541	75	2	400,000	0	0
Environmental Works	450,000	25,000	390	11,938	12,328	-12,672	49	3	450,000	0	0
Acquisition of Existing Properties and Development of new properties	6,371,000	1,000,000	884,627	111,050	995,677	-4,323	100	16	6,512,540	141,540	2
Remodelling Llaur y Dref	16,000	16,000	15,667	280	15,947	-53	100	100	16,000	0	0
Public Sector Adaptations	350,000	87,500	66,783	23,398	90,181	2,681	103	26	350,000	0	0
Fire Risk	200,000	0	0	31,900	31,900	31,900	0	16	200,000	0	0
Contaminated Land	230,000	230,000	226,257	3,260	229,517	-483	100	100	230,000	0	0
WHQS	750,000	187,500	209,724	142,046	351,770	164,270	188	47	750,000	0	0
<b>Totals</b>	<b>14,017,000</b>	<b>2,336,000</b>	<b>1,932,268</b>	<b>352,477</b>	<b>2,284,744</b>	<b>-51,256</b>	<b>98</b>	<b>16</b>	<b>14,158,540</b>	<b>141,540</b>	<b>1</b>
<b>Lifelong Learning</b>											
Disabled Access in Education Building	300,000	0	0	0	0	0	0	0	300,000	0	0
Refurbish Education Building	500,000	0	16,301	0	16,301	16,301	0	3	500,000	0	0
School Safety	200,000	0	0	0	0	0	0	0	200,000	0	0
21st Century Schools - Ysgol y Graig	666,000	0	0	0	0	0	0	0	0	-666,000	-100
21st Century Schools - Ysgol Rhyd Y Llan	37,000	0	0	0	0	0	0	0	37,000	0	0
21st Century Schools - Ardal Seiriol	400,000	0	0	0	0	0	0	0	0	-400,000	-100
21st Century Schools - Ysgol Santes Dwynwen	85,000	200,000	164,899	55,757	220,655	20,655	110	260	220,655	135,655	160
21st Century Schools - Ardal Amlwch	100,000	0	0	0	0	0	0	0	0	-100,000	-100
21st Century Schools - Llangefni New Build	3,521,000	0	7,035	3,608	10,644	10,644	0	0	0	-3,521,000	-100
Flying Start Capital Grant	14,500	10,000	10,224	0	10,224	224	102	71	14,500	0	0
Grant Unedau Ysgolion	1,255,985	30,000	4,683	23,876	28,559	-1,441	95	2	1,255,985	0	0
<b>Total</b>	<b>7,079,485</b>	<b>240,000</b>	<b>203,142</b>	<b>83,241</b>	<b>286,383</b>	<b>46,383</b>	<b>119</b>	<b>4</b>	<b>2,528,140</b>	<b>-4,551,345</b>	<b>-64</b>
<b>Economic and Regeneration</b>											
Tourism Gateway	1,280,000	60,000	1,515	58,531	60,046	46	100	5	1,280,000	0	0
Holyhead Strategic Infrastructure	3,499,000	0	1,377	0	1,377	1,377	0	0	3,499,000	0	0
Llangefni Strategic Infrastructure	306,000	0	0	0	0	0	0	0	306,000	0	0
Planning System Invest to Save	57,000	28,500	10,200	7,000	17,200	-11,300	60	30	57,000	0	0
Economic Development - To seek Match Fund	95,000	0	0	0	0	0	0	0	95,000	0	0
<b>Total</b>	<b>5,237,000</b>	<b>88,500</b>	<b>13,092</b>	<b>65,531</b>	<b>78,623</b>	<b>-9,877</b>	<b>89</b>	<b>2</b>	<b>5,237,000</b>	<b>0</b>	<b>0</b>

Service	Annual Budget (£)	Profiled Budget (£)	Actual Expenditure (£)	Committed Expenditure (£)	Total Expenditure (£)	Variance to profile (£)	% Profiled Budget Spent	% Annual Budget Spent	Projected Expenditure (£)	Projected Under / Over (£)	% Variance
<b>Highways and Transportation</b>											
Upgrade Pay and Display Machines in Car Parks	30,000	0	0	0	0	0	0	0	30,000	0	0
Vehicles	181,960	45,000	20,381	45,859	66,240	21,240	147	36	181,960	0	0
Highways Resurfacing	1,359,000	339,750	55,457	0	55,457	-284,293	16	4	1,359,000	0	0
Highways Refurbishment Grant	602,180	150,545	168,289	0	168,289	17,744	112	28	602,180	0	0
Beaumaris Flood Alleviation Works (WG)	1,439,530	719,765	171,803	723,404	895,207	175,442	124	62	1,439,530	0	0
Pentraeth Flood Alleviation Works (WG)	200,000	0	0	0	0	0	0	0	200,000	0	0
Invest to Save - Vehicles	150,000	0	0	0	0	0	0	0	150,000	0	0
Match Funding for Drainage Works	200,000	0	0	0	0	0	0	0	200,000	0	0
Drainage Studies and Design Work	166,000	0	0	0	0	0	0	0	166,000	0	0
Flood Defence Traeth Coch	850,000	0	0	0	0	0	0	0	850,000	0	0
Llangefni Link Road	97,000	24,250	22,583	0	22,583	-1,667	93	23	97,000	0	0
Active Travel	158,000	0	3,060	0	3,060	3,060	0	2	158,000	0	0
A545 Beaumaris	68,800	17,200	15,408	0	15,408	-1,792	90	22	68,800	0	0
Road Safety Capital	231,000	0	0	0	0	0	0	0	231,000	0	0
Salix Phase 3 - Street Lights	4,000	4,000	3,564	0	3,564	-436	89	89	4,000	0	0
<b>Total</b>	<b>5,737,470</b>	<b>1,300,510</b>	<b>460,545</b>	<b>769,263</b>	<b>1,229,808</b>	<b>-70,702</b>	<b>95</b>	<b>21</b>	<b>5,737,470</b>	<b>0</b>	<b>0</b>
<b>Waste Management</b>											
Purchase New Loading Shovel	180,000	0	0	0	0	0	0	0	180,000	0	0
<b>Total</b>	<b>180,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>180,000</b>	<b>0</b>	<b>0</b>
<b>Property</b>											
Refurbish Existing Assets	572,540	50,000	48,650	0	48,650	-1,350	97	8	572,540	0	0
Invest To Save Property	274,320	25,000	11,555	0	11,555	-13,445	46	4	274,320	0	0
<b>Total</b>	<b>846,860</b>	<b>75,000</b>	<b>60,205</b>	<b>0</b>	<b>60,205</b>	<b>-14,795</b>	<b>0</b>	<b>7</b>	<b>846,860</b>	<b>0</b>	<b>0</b>
<b>Transformation</b>											
ICT- Core Infrastructure	171,000	150,000	127,883	15,000	142,883	-7,117	95	84	171,000	0	0
ICT - Desktop Refresh	121,000	60,500	0	58,500	58,500	-2,000	97	48	121,000	0	0
ICT - Legacy System Migration	20,000	0	0	0	0	0	0	0	20,000	0	0
ICT - MS Licensing	127,000	0	0	0	0	0	0	0	127,000	0	0
ICT - Anglesey Connected (AC) to PSBA transition	60,000	0	0	0	0	0	0	0	60,000	0	0
ICT - Kit out the meeting rooms	25,000	0	0	0	0	0	0	0	25,000	0	0
CRM System Invest to Save	105,000	0	0	0	0	0	0	0	105,000	0	0
<b>Total</b>	<b>629,000</b>	<b>210,500</b>	<b>127,883</b>	<b>73,500</b>	<b>201,383</b>	<b>-9,117</b>	<b>0</b>	<b>32</b>	<b>629,000</b>	<b>0</b>	<b>0</b>
<b>Planning</b>											
Holyhead Market Hall Hub Project	650,000	175,000	87,783	0	87,783	-87,217	50	14	545,000	-105,000	-16
<b>Total</b>	<b>650,000</b>	<b>175,000</b>	<b>87,783</b>	<b>0</b>	<b>87,783</b>	<b>-87,217</b>	<b>50</b>	<b>14</b>	<b>545,000</b>	<b>-105,000</b>	<b>-16</b>
<b>Adult Services</b>											
ICF	773,770	50,000	48,377	0	48,377	-1,623	97	6	616,666	-157,104	-20
Plas Crigyll Refurbishment	85,000	0	0	0	0	0	0	0	85,000	0	0
Plas Mona Refurbishment	35,000	0	0	0	0	0	0	0	35,000	0	0
<b>Total</b>	<b>893,770</b>	<b>50,000</b>	<b>48,377</b>	<b>0</b>	<b>48,377</b>	<b>-1,623</b>	<b>97</b>	<b>5</b>	<b>736,666</b>	<b>-157,104</b>	<b>-18</b>
<b>Total</b>	<b>37,296,175</b>	<b>4,623,250</b>	<b>3,075,797</b>	<b>1,344,906</b>	<b>4,420,703</b>	<b>-202,547</b>	<b>96</b>	<b>12</b>	<b>32,639,179</b>	<b>-4,656,996</b>	<b>-12</b>

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>REPORT TO:</b>	<b>THE EXECUTIVE</b>
<b>DATE:</b>	<b>16 SEPTEMBER 2019</b>
<b>SUBJECT:</b>	<b>HOUSING REVENUE ACCOUNT BUDGET MONITORING, QUARTER 1 2019/20</b>
<b>PORTFOLIO HOLDER(S):</b>	<b>COUNCILLOR ROBIN WILLIAMS</b>
<b>HEAD OF SERVICE:</b>	<b>MARC JONES</b>
<b>REPORT AUTHOR:</b>	<b>STEPHEN MOORE</b>
TEL:	01248 752634
E-MAIL:	StephenMoore@ynysmon.gov.uk
<b>LOCAL MEMBERS:</b>	<b>n/a</b>
<b>A - Recommendation/s and reason/s</b>	
<p><b>1. The Executive is requested to note the following:-</b></p> <ul style="list-style-type: none"> <li>(i) The position set out in respect of the financial performance of the Housing Revenue Account (HRA) for Quarter 1 2019/20.</li> <li>(ii) The forecast outturn for 2019/20.</li> </ul> <p><b>2. Background</b></p> <ul style="list-style-type: none"> <li>(i) In March 2019, the Council agreed a revenue budget for 2019/20 that showed a planned surplus of £7.8m.</li> <li>(ii) The capital budget for 2019/20 is £14.0m, including allowance for expenditure that was not completed from the 2018/19 capital budget.</li> <li>(iii) The combination of both the revenue budget and adjusted capital budget gave a planned budget deficit of £2.0m, which would be funded from the HRA reserve.</li> <li>(iv) The HRA is 'ringfenced', and its reserves cannot be transferred to the General Fund, nor can General Fund reserves be used to fund the HRA.</li> </ul> <p><b>3.</b> This report sets out the financial performance of the HRA for the period from 1<sup>st</sup> April 2019 to 30<sup>th</sup> June 2019.</p> <p><b>4. Overview</b></p> <ul style="list-style-type: none"> <li>(i) The revenue financial position for Q1 shows an overspend of £4k. The income forecast is now £75k better than the original budget, and expenditure is forecast to be on budget as explained below. More detail is shown in Appendix A.</li> <li>(ii) The Capital expenditure is £342k above the profiled budget. The forecast expenditure is £142k higher than budget as explained below. More detail is shown in Appendix B.</li> <li>(iii) The forecast deficit (combining both revenue and capital) is £67k higher than the budget, largely the result of higher than budgeted capital expenditure.</li> </ul>	

## **5. Income**

- (i) At the end of the first quarter, the level of income received was £41k higher than the profiled budget as noted below.
- (ii) Income from tenant rents was £14k below budget. The budget and forecast have been reviewed to take account of the commissioning of new and purchased properties, so the forecast is that the budget will be achieved.
- (iii) Service Charges, which are based on the actual costs incurred, are now £20k above the profiled budget at the end of Quarter 1. The forecast income has been increased by £75k as this trend is expected to continue.
- (iv) Other income was £35k above the budget (mostly due to earlier than expected receipt of the income from the Feed In Tariff scheme that is generated from solar panels) but is expected to return to the budget figure by the end of the financial year.
- (v) Therefore the overall forecast for income is an improvement of £75k by the end of the year.

## **6. Non Repairs and Maintenance Expenditure**

- (i) At the end of the first quarter, non repairs and maintenance expenditure was £78k above the profiled budget. Primarily, this is due to the raising of purchase orders to cover the full year's expected expenditure on the Housing IT system. Expenditure is expected to be on budget by the end of the year.

## **7. Repairs and Maintenance**

- (i) The Housing Maintenance Unit (HMU) shows an underspend of £40k. This is the first full year of the outsourcing of the HMU stores, and savings are expected and included in the budget. At this stage, however, there is no ready indication of the trend, so the forecast remains unchanged.
- (ii) Expenditure on non HMU building maintenance staff is £8k below the profiled budget due to staff vacancies. The forecast is that expenditure should be on budget at year end.
- (iii) Other Repairs and Maintenance costs are overspent by £14k compared to the profiled budget. The main variances are grounds maintenance where more work has been concentrated in the summer period and receipt of a full year's charges early in the year for the sewage treatment works. Expenditure is expected to be on budget at year end.

## **8. Year End Adjustments**

- (i) This heading covers items of expenditure (capital financing costs and recharges from the General Fund) that form part of the year end accounting process. At this stage, no changes are envisaged.

<b>9. Capital Expenditure</b>		
<p>(i) The original capital programme approved by the Council in March 2019 totalled £14,017k, which was to be funded by the Major Repairs Allowance £2,660k, other capital grants £1,532k and contribution from the HRA reserve £9,825k. This includes expenditure carried forward from the 2018/19 capital programme . Based on the current information, it is forecast that the actual expenditure will be £14,159k, which is £142k above the budget.</p> <p>(ii) At this time, it is expected that capital expenditure will be on budget at the end of the year, with the exception of expenditure on the acquisition and development of new properties where the forecast is for an overspend of £142k. This, however, is dependent on factors such as planning consent, and will continue to be closely monitored.</p>		
<b>10. HRA balance</b>		
<p>(i) The opening balance of the HRA Reserve stood at £8,387k. The budget allowed for the use of £2,007k of this balance. However, the forecast overspend on the capital budget combined with the forecast underspend on the revenue budget will result in £2,074k being used. This will give a reserve balance of £6,313k by the end of the financial year. This balance is ringfenced, so is available to fund future HRA expenditure only.</p>		
<b>B - What other options did you consider and why did you reject them and/or opt for this option?</b>		
n/a		
<b>C - Why is this a decision for the Executive?</b>		
This matter is delegated to the Executive.		
<b>CH - Is this decision consistent with policy approved by the full Council?</b>		
Yes		
<b>D - Is this decision within the budget approved by the Council?</b>		
Yes		
<b>DD - Who did you consult? What did they say?</b>		
<b>1</b>	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	
<b>2</b>	<b>Finance / Section 151</b> (mandatory)	n/a – this is the Section 151 Officer’s report
<b>3</b>	<b>Legal / Monitoring Officer</b> (mandatory)	Will be consulted as part of SLT
<b>4</b>	<b>Human Resources (HR)</b>	
<b>5</b>	<b>Property</b>	
<b>6</b>	<b>Information Communication Technology (ICT)</b>	
<b>7</b>	<b>Scrutiny</b>	
<b>8</b>	<b>Local Members</b>	
<b>9</b>	<b>Any external bodies / other/s</b>	

<b>E - Risks and any mitigation (if relevant)</b>		
<b>1</b>	<b>Economic</b>	
<b>2</b>	<b>Anti-poverty</b>	
<b>3</b>	<b>Crime and Disorder</b>	
<b>4</b>	<b>Environmental</b>	
<b>5</b>	<b>Equalities</b>	
<b>6</b>	<b>Outcome Agreements</b>	
<b>7</b>	<b>Other</b>	
<b>F - Appendices:</b>		
Appendix A – Revenue expenditure and forecasts to end of Quarter 1. Appendix B – Capital expenditure and forecast to end of Quarter 1.		
<b>FF - Background papers (please contact the author of the Report for any further information):</b>		
<ul style="list-style-type: none"> <li>• 2019/20 HRA budget (as approved by this Committee in March 2019).</li> <li>• HRA 30 Year Business Plan 2019/49 (as approved by this Committee in March 2019).</li> </ul>		



## APPENDIX A

**HRA ACCOUNT 2019/20**

	Annual Budget 2019/20	Profiled Budget to Month 3	Actual to Month 3	Variance to Month 3	Year End Forecast	Year End Variance
	£	£	£	£	£	£
<b>REVENUE ACCOUNT</b>						
<b>Income</b>						
Dwellings	(17,970,000)	(4,492,500)	(4,478,047)	14,453	(17,970,000)	0
Garages	(219,000)	(54,750)	(55,741)	(991)	(219,000)	0
Service Charges	(133,000)	(33,250)	(52,985)	(19,735)	(208,000)	(75,000)
Other	(221,000)	(48,003)	(82,242)	(34,239)	(221,000)	0
Bad Debt Provision	274,000	0	0	0	274,000	0
<b>TOTAL INCOME</b>	<b>(18,269,000)</b>	<b>(4,628,503)</b>	<b>(4,669,015)</b>	<b>(40,512)</b>	<b>(18,344,000)</b>	<b>(75,000)</b>
<b>Non Repairs &amp; Maintenance Expenditure</b>						
Tenant Participation	117,930	29,428	28,844	(584)	117,930	0
Rent Administration	381,940	95,226	102,622	7,396	381,940	0
Estate Management	229,890	56,931	50,971	(5,960)	229,890	0
Other Revenue	693,090	171,312	248,864	77,552	693,090	0
Expenditure						
<b>Total Non R &amp; M Expenditure</b>	<b>1,422,850</b>	<b>352,897</b>	<b>431,301</b>	<b>78,404</b>	<b>1,422,850</b>	<b>0</b>
<b>Repairs and Maintenance</b>						
Housing Maintenance Unit (HMU)	3,252,750	813,270	773,727	(39,543)	3,252,750	0
Building Maintenance Staff (non HMU)	834,220	207,900	199,563	(8,337)	834,220	0
Other Repairs and Maintenance	461,110	115,296	129,568	14,272	461,110	0
<b>Total Repairs &amp; Maintenance</b>	<b>4,548,080</b>	<b>1,136,466</b>	<b>1,102,858</b>	<b>(33,608)</b>	<b>4,548,080</b>	<b>0</b>
<b>Year End Adjustments</b>						
Capital Financing Charges	3,015,080	0	0	0	3,015,080	0
Recharge from Housing Services	771,630	0	0	0	771,630	0
Recharge from Central Services	693,360	0	0	0	693,360	0
<b>Total Year End Adjustments</b>	<b>4,480,070</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,480,070</b>	<b>0</b>
<b>TOTAL REVENUE EXPENDITURE</b>	<b>10,451,000</b>	<b>1,489,363</b>	<b>1,534,159</b>	<b>44,796</b>	<b>10,451,000</b>	<b>0</b>

<b>TOTAL REVENUE (SURPLUS) / DEFICIT</b>	<b>(7,818,000)</b>	<b>(3,139,140)</b>	<b>(3,134,856)</b>	<b>4,284</b>	<b>(7,893,000)</b>	<b>(75,000)</b>
<b>CAPITAL EXPENDITURE ACCOUNT</b>						
2019/20 Expenditure	14,017,000	1,946,000	2,284,744	341,744	14,158,540	141,540
Major Repairs Allowance	(2,660,000)	0	0	0	(2,660,000)	0
<b>Other Grants</b>	<b>(1,532,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,532,000)</b>	<b>0</b>
<b>TOTAL CAPITAL (SURPLUS) / DEFICIT</b>	<b>9,825,000</b>	<b>1,946,000</b>	<b>2,284,744</b>	<b>341,744</b>	<b>9,966,540</b>	<b>141,540</b>
<b>NET (INCREASE) / DECREASE IN HRA RESERVE</b>	<b>2,007,000</b>	<b>(1,193,140)</b>	<b>(850,112)</b>	<b>346,028</b>	<b>2,073,540</b>	<b>66,540</b>
<b>Opening HRA Balance</b>	<b>(8,387,000)</b>				<b>(8,387,000)</b>	
<b>Net (Increase) / Decrease in HRA Reserve</b>	<b>2,007,000</b>				<b>2,073,540</b>	
<b>Closing HRA Balance</b>	<b>(6,380,000)</b>				<b>(6,313,460)</b>	

APPENDIX B

Service	Annual Budget (£)	Profiled Budget (£)	Total Expenditure (£)	Variance To Profile (£)	Projected Expenditure (£)	Projected Under / Over (£)
<b><u>Housing HRA</u></b>						
Central Heating Contract	400,000	15,000	22,501	7,501	400,000	0
Planned Maintenance Contract	4,850,000	500,000	527,464	8,043	4,850,000	0
Energy Performance Improvement	400,000	10,000	7,459	(2,541)	400,000	0
Environmental Works	450,000	0	12,328	12,328	450,000	0
Acquisition of Existing Properties/Development of New Properties	6,371,000	900,000	995,677	95,677	6,512,540	141,540
Premises Remodelling of Existing Stock	16,000	16,000	15,947	(53)	16,000	0
Public Sector Adaptations	350,000	65,000	90,181	25,181	350,000	0
Fire Risk	200,000	0	31,900	31,900	200,000	0
WHQS	750,000	210,000	351,770	141,770	750,000	0
Remediation Work	230,000	230,000	229,517	(483)	230,000	0
<b>Totals for Housing HRA</b>	<b>14,017,000</b>	<b>1,946,000</b>	<b>2,284,744</b>	<b>338,744</b>	<b>14,158,540</b>	<b>(141,540)</b>

This page is intentionally left blank

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>		
<b>REPORT TO:</b>	<b>EXECUTIVE COMMITTEE</b>	
<b>DATE:</b>	<b>16 SEPTEMBER 2019</b>	
<b>SUBJECT:</b>	<b>MEDIUM TERM FINANCIAL PLAN 2020/21 – 2022/23</b>	
<b>PORTFOLIO HOLDER(S):</b>	<b>COUNCILLOR R WILLIAMS</b>	
<b>HEAD OF SERVICE:</b>	<b>MARC JONES – DIRECTOR OF FUNCTION (RESOURCES) / SECTION 151 OFFICER</b>	
<b>REPORT AUTHOR:</b>	<b>MARC JONES</b>	
TEL:	<b>2601</b>	
E-MAIL:	<a href="mailto:rmjfi@ynysmon.gov.uk">rmjfi@ynysmon.gov.uk</a>	
<b>LOCAL MEMBERS:</b>	n/a	
<b>A - Recommendation/s and reason/s</b>		
<p>The Council is required to put in place a robust system to monitor and control its revenue budget and a key element of that system is a Medium Term Financial Plan. The plan sets out the Council's budget strategy over the next three year period and sets out the assumptions which will be taken forward to the annual budget setting process.</p> <p>The Executive is requested to note the contents of the plan, to approve the assumptions made and to consider how to bridge the funding gap identified in the report.</p>		
<b>B - What other options did you consider and why did you reject them and/or opt for this option?</b>		
N/A		
<b>C - Why is this decision for the Executive?</b>		
Paragraph 4.3.2.2.1 of the Council's Constitution requires the Executive to publish a pre-budget statement before 30 September each year.		
<b>CH - Is this decision consistent with policy approved by the full Council?</b>		
Yes		
<b>D - Is this decision within the budget approved by the Council?</b>		
N/A		
<b>DD - Who did you consult?</b>		<b>What did they say?</b>
1	<b>Chief Executive / Strategic Leadership Team (SLT) (mandatory)</b>	The final draft of the report was discussed and agreed at the SLT, which was attended by the Chief Executive
2	<b>Finance / Section 151 (mandatory)</b>	n/a – this is the Section 151 Officer's report
3	<b>Legal / Monitoring Officer (mandatory)</b>	The final draft of the report was discussed and agreed at the SLT, which was attended by the Monitoring Officer
4	<b>Human Resources (HR)</b>	
5	<b>Property</b>	
6	<b>Information Communication Technology (ICT)</b>	
7	<b>Scrutiny</b>	
8	<b>Local Members</b>	
9	<b>Any external bodies / other/s</b>	

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

<b>F - Appendices:</b>
<p>Appendix 1 - Medium Term Financial Plan  Appendix 2 - Resourcing Local Services 2020/21 – WLGA July 2019  Appendix 3 - Detailed 3 year estimate of Standstill Budget  Appendix 4 - Plan Assumptions</p>
<b>FF - Background papers (please contact the author of the Report for any further information):</b>

## MEDIUM TERM FINANCIAL PLAN 2020/21 – 2022/23

## 1. INTRODUCTION

- 1.1 The Medium Term Financial Plan sets out the Council's likely resource requirement for the next three financial years and details how the Council plans to balance the resource requirement with the funding available.
- 1.2 The Medium Term Financial Plan has been finalised during a period of uncertainty surrounding the UK economy and the impact on future levels of public expenditure. It was hoped that, by this point, the UK Government would have completed its Comprehensive Spending Review as planned, which would have provided the Welsh Government with some certainty over its funding over the next 3 years. This review has yet to take place and whether the UK leaves the European Union on 31 October 2019, with a deal or without a deal, will have an impact on public spending in 2020/21 and beyond.
- 1.3 The Welsh Government are currently planning to publish the draft settlement for Local Government on 10 December 2019, with the final settlement being published on 3 March 2020, which is significantly later than normal. However, the UK Chancellor has recently announced an interim spending review will take place in September 2019, and this may result in a change in the Welsh Government's timetable.
- 1.4 The Medium Term Financial Plan takes account of known changes and makes assumptions of the main factors that impact on the Council's revenue budget (pay costs, pensions, general inflation, Welsh Government funding, demographic and demand pressures). It also takes into account any budget pressures that result from the Council's Corporate Plan for 2017 – 2022.

## 2. THE COUNCIL'S CURRENT FINANCIAL POSITION

- 2.1 In February 2019, the Council set the following budget :-

**Table 1**  
**2019/20 Revenue Budget**

	£'m
<b>2018/19 Final Net Revenue Budget</b>	<b>130.945</b>
Contractual and Other Committed Changes	0.796
Pay and Price Inflation	3.898
Transfer of Grants and New Responsibilities into the Settlement	0.173
Budget Pressures	1.959
Budget Savings	(2.561)
<b>2019/20 Final Net Revenue Budget</b>	<b>135.210</b>
<b>Funded By</b>	
Aggregate External Finance	95.791
Council Tax (including Premium)	39.419
<b>Total Funding 2019/20</b>	<b>135.210</b>

- 2.2 The aggregate external finance decreased by 0.30% and the Council Tax debit increased by 12.3%. The Band D charge was increased by 9.5% and the remainder of the increase was as a result of a change in the taxbase and an increase in the second homes premium from 25% to 35% and an increase in the empty homes premium from 25% to 100%.

- 2.3** In 2018/19, the net revenue budget was overspent by £0.633m, with the majority of the overspending relating to Looked After Children (£1.8m), Adult Services (£1.17m), School Transport (£0.34m). These overspends were offset by underspending in other services, which followed a planned economy drive and one off savings on capital financing costs. It is unlikely that services will again be able to underspend to the same level and, as a result, there was an underlying budget shortfall of around £3m.
- 2.4** In order to try and address the underlying budget shortfall, the 2019/20 budget included an additional £1.6m for Children's Services and associated Education costs. The majority of the overspend on Adults Services was to be funded from an additional Social Care Workforce Pressure Grant of £0.67m which the Welsh Government provided in addition to the Aggregate External Finance (AEF).
- 2.5** Changes to the employer's contribution in respect of teacher's pensions, which came into effect on 1 September 2019, increased costs by £0.8m. This was fully funded in the Council's final budget prior to the Welsh Government announcing that this would be funded by means of an additional grant. The Executive resolved to pass 50% of the grant received to schools to reduce the planned reduction in the delegated schools budget, with the remaining 50% being held centrally. It is unclear at this time whether the Welsh Government will provide this grant again, either included in the AEF or as a separate grant once again. It is also unclear whether the grant will be increased to meet the full year cost of the increased contribution rate, which will be approximately £1.4m for Anglesey.
- 2.6** Early indications are projecting an overspend of around £1.6m for 2019/20, which is mainly due to increased demand for adult social care, school transport and the cost of the Council Tax Reduction scheme, where the caseload has not fallen as anticipated when the budget was set. If this level of overspending actually materialises at the end of the 2019/20 financial year, it would be funded from the Council's general reserves.
- 2.7** The opening balance of general reserves as at 1 April 2019 is £5.912m and, with the addition of the 50% of the Teacher's Pensions Grant, this increases to £6.355m. This figure is below the minimum value of £6.76m (5% of the Council's 2019/20 net revenue budget) which was approved by the Executive in February 2019. This figure will be revised as part of the 2020/21 budget setting process. Given the current projected overspend in 2019/20 of £1.6m, the expectation is that the actual level of general reserves will fall to £4.8m, which will be below the recommended minimum value.
- 2.8** It is possible for the Council to operate with a balance of reserves below the recommended value, but the longer this situation continues, the greater the risk is to the Council that it will not be in a position to fund any unexpected expenditure or future overspending should they arise. The reduction in the level of general reserves over the past two financial years also limits the Council's ability to use reserves as a source of short term funding to balance the budget. It may be necessary in future years to budget for a surplus in order that the level of the general reserves increases back to the recommended value over time. This will be a further financial pressure for the Council.
- 2.9** Earmarked reserves, which are maintained by the Council to fund one off committed projects, to fund anticipated future costs (e.g. uninsured losses) and unutilised grant funding stood at £9.88m at 31 March 2019, a fall of £0.028m during the year. Although it is possible to transfer some of these reserves back to the general balances e.g. from committed projects which are not progressing, the scope is limited and will not increase the level of general balances significantly.



**2.10** The level of school balances has fallen from a peak of £2.46m in 2015/16 to £0.63m at the end of the 2018/19 financial year, a reduction of 74% in 4 years. This reduction is a consequence of the financial difficulties facing the majority of the Council's schools. Schools are planning to use over half of these reserves during 2019/20 to balance their budget and it is likely that the number of schools in deficit will increase from the 16 schools which were in deficit at the end of 2018/19.

**2.11** The 2019/20 revenue budget included a further round of savings amounting to £2.561m. This takes the total value of savings identified by the Council since 2013/14 to £24.31m. Comparing the amount of savings each service has contributed is difficult as a number of other factors change the budgets for each service over time. These include: the transfer of service elements between 2 main services, grants and new responsibilities which transfer into or out of a service, the impact of job evaluation and any additional funding that has been allocated to a service to meet committed changes or budget pressures. However, a comparison of the total savings each service has contributed to the 2019/20 budget does indicate which services have borne the brunt of the budget reductions. This comparison is shown in Table 2 below:-

**Table 2**  
**Savings per Service 2013/14 to 2019/20 Compared to 2019/20 Net Revenue Budget**

<b>Service</b>	<b>Total Savings 2013/14 to 2019/20 £'000</b>	<b>2019/20 Budget £'000</b>	<b>2013/14 to 2019/20 Savings as % of 2019/20 Budget</b>
Schools	2,640	38,659	6.8%
Central Education and Youth	2,377	10,374	22.9%
Libraries, Culture & Heritage	551	1,213	45.4%
Adult Services	3,998	25,036	16.0%
Children's Services	862	9,856	8.7%
Leisure, Maritime & Economic Development	1,388	1,785	77.7%
Housing	513	1,211	42.4%
Highways, Waste & Property	6,757	14,603	46.3%
Regulation	924	2,042	45.2%
Council Business	327	1,625	20.1%
Resources	613	3,006	20.4%
Transformation	764	4,471	17.1%
Corporate Budgets	2,594	21,329	12.2%
<b>Total</b>	<b>24,308</b>	<b>135,210</b>	<b>18.0%</b>

**2.12** The table above shows that some level of protection has been given to Schools, Adult Services and Children's Services with the other front line services providing the greatest proportion of the savings in relation to their net budgets. During the 2019/20 budget process, it became increasingly more difficult to identify budget savings in the majority of services by means of efficiency savings alone. Budget savings resulted in the reduction or termination of some services and schools expected to contribute a higher level of savings than in previous years.

### **3 THE UK ECONOMIC OUTLOOK AND BUDGET**

**3.1** Although the Council's central funding comes from the Welsh Government, the UK Government provides the Welsh Government with its entire funding and what is happening with the UK economy and budget impacts directly on the Welsh Government and local government funding. An assessment of the UK situation is an important element of the Medium Term Financial Plan.

- 3.2** A large amount of uncertainty remains in respect of the UK economy and much will depend on the terms of the UK's departure from the European Union (Brexit). A no deal Brexit will almost certainly reduce economic growth in the short term, which will have an impact on tax revenues and levels of public sector borrowing. The UK Chancellor has stated that there is some headroom within the current fiscal policy, which would allow for an increase in public spending but some or all of this additional funding may be re-directed to support the economy if the UK leaves the EU on 31 October 2019, without a transitional agreement being in place.
- 3.3** The new Prime Minister made a number of statements during the Conservative leadership election and following his appointment as Prime Minister, that indicate a relaxation of the austerity programme and an increase in public spending in areas such as Health and Policing. The new Prime Minister has also indicated the intention to reduce individuals' tax burden by increasing personal allowances and changing when the higher rate of tax is payable. This would, on the face of it, reduce the Government's income generated through income tax, but it is argued by some economists that lowering the amount people pay in tax will stimulate the economy, increase people's income and generate more tax revenues. If this does not happen and public expenditure is increased, it will be necessary for the Government to increase borrowing.
- 3.4** The Spring Budget Statement did indicate that the Government has some scope to increase borrowing. The figures show that the level of borrowing has fallen to £22.8bn in 2018/19, compared to £25.5bn forecast in October 2018. The latest forecast is that annual borrowing will be £13.5bn by 2023/24. The Government has set a target for the structural budget deficit to be below 2% of GDP by 2020/21. The current forecast gives the Chancellor a £26.6bn headroom.
- 3.5** The overall Government debt still stands at around £1.8tn and is not expected to change over the period to 2023/24, but as a percentage of GDP, it is expected to fall from 83.7% of GDP in 2018/19 to 73.0% of GDP by 2023/24. This again gives the Chancellor some potential to increase public sector borrowing.
- 3.6** The UK economy has grown in each quarter since 2012 until the 2<sup>nd</sup> quarter of 2019, when GDP fell by 0.2%, compared to the previous quarter, which was unexpected. This may be due to stockpiling by businesses during quarter 1, prior to the initial Brexit exit date and forecasts still show that the economy is expected to grow during 2019.
- 3.7** Wage growth in the UK is currently running at 3.9%, although this is higher in the private sector than the public sector. The 2019/20 teacher's pay rise has been announced, with an increase of 2.75% from September 2019. For the remainder of local government employees, the pay rise was 2%. Clearly, there is a gap between pay rises in the public and private sector and this will probably lead to increased pay demands from public sector unions.
- 3.8** Inflation is currently around 2% and is not expected to change significantly, unless the UK leaves the EU without a deal. Leaving without a deal would invariably lead to price increases in the short term, which would push up inflation. The main underlying pressure to inflation is the fact that pay increases are now exceeding the inflation level. Other factors which could impact on inflation are oil prices, which could be influenced by the situation in the Middle East, and the value of sterling, which is at a very low level which increases the cost of imports.
- 3.9** Interest rates are currently at 0.75% and are forecast to rise slowly and gradually over the coming years. This is of course dependant on Brexit and whether the UK leaves the EU with or without a deal. Leaving without a deal would probably result in an increase in inflation in the short term but lower growth in the long term. As a result, interest rates may have to be lowered in order to provide some stimulus to the economy, although the scope for interest rate cuts is minimal, given the current low level of rates.

- 3.10** Clearly the economic situation has improved, with borrowing reduced and overall debt levels, as a percentage of GDP, falling. This gives the UK Chancellor some scope to increase public spending, but Brexit remains a massive uncertainty and what the UK Government would do in the event of a No Deal Brexit. The new Prime Minister has indicated some additional funding for the NHS and the Police, but whether this translates to additional funding to the public sector generally is unclear at this stage.

## **4 WELSH GOVERNMENT BUDGET**

- 4.1** Since 2009/10, the Welsh Government's budget has fallen by 4%, after adjusting for inflation. Despite this, funding on Health Services has increased by 20% over the period, whilst the funding for Local Government has fallen by 20% (after allowing for inflation and transfers) and this figure increases to 35% if you exclude funding for schools.
- 4.2** In 2019/20, the grant funding for Local Government in Wales increased by 0.2% in cash terms, which is a 1.8% reduction after allowing for inflation, compared to an increase in Welsh Government day to day spending of 2% in real terms. The majority of this increase was directed to Health and Social Care, which saw a 5% increase in real terms.
- 4.3** In 2019/20, the Welsh Government allocated 48% of its day to day spending to the NHS in Wales, compared to 41% at its lowest point in 2012/13.
- 4.4** It was the UK Government's intention to undertake a comprehensive spending review during the summer of 2019, which would have given an indication on the Welsh Government's funding for the next three years. However, this review has been postponed and a one year quick review will be undertaken during September 2019.
- 4.5** The last set of plans published by the Office for Budget Responsibility (OBR) assumed that the UK departmental budgets would increase in real terms by 1.2% in the years to 2023/24, but that this growth would be directed to health and defence budgets with all other spending area budgets remaining flat in real terms. If this is the continued plan, the Welsh Government's budget would increase due to the consequential for Health budgets.
- 4.6** In setting the 2019/20 budget, the Welsh First Minister did state that Local Government was first in the queue if additional funding was available, but whether this is still applicable for 2020/21 remains to be seen.
- 4.7** The position regarding the Local Government settlement is further confused by the fact that Councils received additional grant funding in 2019/20, outside the normal settlement, to meet the costs of increases in Teachers Pay and Pensions and to meet the increased costs of Social Care. It is unclear whether these grants will be incorporated into the settlement in 2020/21 and whether they will be at the same level as 2019/20. This is discussed further in paragraph 8 of this report.

## **5 NATIONAL AND LOCAL BUDGET PRESSURES**

- 5.1** Local Government generally is facing a number of budget pressures and, in addition, Anglesey will also face its own unique budget pressures and these have to be factored into the Medium Term Financial Plan. The Welsh Local Government Association (WLGA) recently published a paper "Resourcing Local Services in 2020/21". The paper details the impact of austerity on local government in Wales and sets out the budget pressures that Councils are currently facing generally across Wales (the paper is attached as Appendix 2).

**i. Pay Increases**

As stated in paragraph 3.7 above, pay growth in the private sector is higher than in the public sector and this, combined with the impact of the continued increase in the national living wage, is putting pressure on pay. The Unions have recently submitted a 10% pay claim and an increase of the minimum wage level to £10 per hour. The 2019/20 non teaching pay budget (including on-costs) for Anglesey is around £44m and any above inflation pay rise would increase the budget pressures for the Council.

**ii. Teachers Pay Award**

The setting of teachers pay has recently been delegated to the Welsh Government and the pay award for September 2020 to August 2021 has recently been announced. The pay award announced was a 2.75% increase but with a 5% increase for newly qualified teachers. No announcement was made as to whether the Welsh Government would be funding this increase through the settlement or not. The 2019/20 teaching pay budget (including on costs) for Anglesey is £28m and a 2.75% increase represents an increase in costs of around £0.75m.

**iii. Teachers Pensions**

The triennial valuation of the teachers' pension scheme resulted in an increase in the employer's contribution rate from 16.48% to 23.6% from September 2019. The full year cost of this for Anglesey is £1.3m per annum. In 2019/20, the additional cost for the period September 2019 to March 2020 was funded by the Welsh Government, by means of an additional grant (£900k). It is unclear at this stage as to whether this grant funding is permanent and, if it is, whether it will cover the full year cost.

**iv. Non Teaching Pensions**

The triennial valuation for the LGPS scheme is currently taking place with the results being announced early in the new year. The current contribution rate for Anglesey is 18.6%. The funding position of the scheme has improved significantly over the past 3 years, but there are a number of factors which the Actuary takes into account which can influence the revised contribution rate. It is not expected that there will be a need to raise the contribution rate in April 2020, but a 1% increase does result in a £60k increase in the Council's costs.

**v. Looked After Children**

The number of children in care continues to rise across Wales (36% in 9 years). This increase has also occurred on Anglesey, with almost double the amount of children being looked after compared to 10 years ago. The cost of each placement has also increased, with specialist placements outside the County costing in the region of £250k per annum for children needing high levels of care. The Council increased the budget by £1.4m in 2019/20 and the Service is looking to increase the availability of care provided by the Council locally, with the aim of reducing the average placement costs. This has improved the budget position significantly, with early indications suggesting that Children's Services will be within budget for 2019/20 but any further increase in the number of children being looked after will again put a strain on the Looked After Children's budget.

**vi. Adult Social Care**

The percentage of the population in Wales over 65 years of age continues to rise, with Wales being the 7<sup>th</sup> highest country in terms of percentage of population over 65 in the world. Anglesey has the third highest figure in Wales and its percentage has risen from 21.6% in 2009/10 to 25.5% in 2017/18. Given these increases in the elderly, the WLGA estimate that spending will have to grow by 4% above inflation to meet the demand for services.

For 2019/20, the current forecast is that the Adult Social Care budget will overspend by £1m from a budget of £25.5m (a 4% overspend). Correcting this budget position in addition to meeting increased demand will increase the Council's costs significantly.

**vi. Non School Education Budgets**

A significant amount of work has been undertaken by the Service to review how school transport is provided and which pupils receive free transport. In addition, all the minibus and taxi contracts were re-procured in 2018/19. Despite this, it is estimated that an additional £250k of funding will be required to meet the current level of demand.

**vii. Canolfan Addysg y Bont**

Pupil numbers at the school continue to rise. In 2019/20, the Council included an additional £192k to fund the rise in pupil numbers from 92 to 104. These numbers are forecasted to rise, with 120 expected to be at the school in September 2019 and 135 by September 2020. Pupil led funding in 2019/20 is £15,500 per pupil and as a result, additional funding of £250k will be required in 2020/21 and £240k in 2021/22.

**viii. Major Service Contracts**

During the next 3 years, the Council will have to re-tender the contract for the provision of school meals (to commence September 2020) and the collection of domestic waste and street cleaning (to commence April 2021). The Services have indicated that it is likely that the cost of the new contracts will be higher than the existing costs, although it is extremely difficult to determine the actual increase until the procurement exercise is undertaken. The Medium Term Financial Plan takes into account the potential for an increase in these contract values.

**ix. 21<sup>st</sup> Century School Modernisation**

The cost of building new schools under the modernisation programme is funded 50% by Welsh Government grant and supported borrowing and 50% by means of unsupported borrowing. The unsupported borrowing element has an impact on the revenue budget in the form of the minimum revenue provision (MRP) and interest charges. The 2 new schools built to date generate revenue savings which can be used to fund the MRP and interest charges. However, if the Council moves forward with the remainder of the Band A and the Band B projects (Llangefni area, Seiriol, Amlwch), initial indications are that the potential savings will not meet the full cost of the MRP and interest charges. This, in turn, creates a revenue budget pressure, estimated to be £800k by 2022/23.

**x. Council Tax Reduction Scheme**

Since the funding for the Council Tax Reduction scheme transferred into the local government settlement, Welsh Government funding has remained unchanged. As the levels of Council Tax increase, the cost, which falls on the taxpayers of Anglesey, increases although this increase has been offset by a fall in the number of people claiming a reduction. In 2019/20, Council Tax rose by 9.5% and the caseload has levelled off. If the trend in caseload continues and numbers do not fall, the additional cost resulting from the rise in Council Tax will have to be funded. Each 1% rise in Council Tax creates an additional funding pressure of between £50k and £60k.

**xi. Regional Growth Bid**

The bid for regional growth funding is continuing with agreement being sought by the 6 North Wales authorities with the UK and Welsh Governments. Although the main capital funding will be provided by the 2 governments, the Councils may be required to undertake short term borrowing to ensure that cash is available to fund the profiled expenditure. In addition, there will be revenue costs to deliver the project and to provide suitable governance arrangements. A proportion of these costs will fall on the 6 Councils to fund. The Medium Term Financial Plan takes account of Anglesey's potential share of these costs but it should be noted that these are estimated costs and may change significantly (both upwards or downwards) as the projects progress.

**xii. Reduction in Specific Grants**

The Council continues to receive a number of revenue grants to fund services, with 6 main grants being received (Supporting People grant, Bus Services Support grant, Education Improvement grant, Pupil Deprivation grant, Post 16 Education grant, Environment Single Revenue grant). Given that the provision of the services funded by grants is integrated into the services funded by the Council's core budgets, it is difficult for the Council to reduce the services initiated when the grant commenced. As a result, the Council has to make up the difference in order for the service to continue to be provided at the same level. Although no indication has been received that any of these grants will be reduced, the Welsh Government are currently reviewing the formula for distributing the Supporting People grant and there is a risk that Anglesey will see its grant reduced following the review.

**xiii. Miscellaneous Budget Pressures**

Each year, the Council's budget includes a number of adjustments (committed changes) which reflect decisions made by the Executive during the previous year, increases in costs due to contractual commitments or incremental drift. The Medium Term Financial Plan does allow for these changes and they will be finalised when the initial 2020/21 budget is considered by the Executive.

**xiv. General Price Inflation**

Annual budgets are inflated to take account of general or specific inflation. The consumer price index is used as the main inflation factor and this is expected to remain at or around 2% for the foreseeable future. Contracts invariably have a method of calculating annual inflation built into the contract which is based on the consumer price index, the retail price index or an index specific to the industry. Retail price index historically has been between 0.8% and 1% higher than the consumer price index. The budget process takes account of these different inflation factors.

**6 INCOME**

**6.1** The Council's current income budget (excluding RSG, NDR and Council Tax) currently amounts to £17.6m, which is made up of grants and reimbursements from public bodies, fees and charges set by statute or regulated by the Government or a long term rental agreement and fees and charges where the Council has the discretion to set the fee or charge.

**6.2** It has been the Council's policy over recent years (prior to 2017/18) to increase the discretionary fees and charges by 5% each year. It is becoming increasingly more difficult to continue with this policy with inflation much lower than 5% and, in particular, for those services where the Council is competing with the private sector e.g. Leisure. In 2019/20, the assumption was agreed that non-statutory fees would be increased at 3% per annum or CPI, whichever is the higher. The plan continues on this assumption.

## 7 PROJECTED STANDSTILL BUDGET FOR 2020/21 – 2022/23

- 7.1 By taking into account all the known budget pressures and the inflationary and other assumptions, it is possible to determine a standstill budget for the period 2020/21 to 2022/23. The standstill budget being the revised costs of continuing to provide services to the same level, delivered in the same way as they are delivered in 2019/20. The estimated standstill budget for the next three year period is shown in Table 3 below:-

**Table 3**  
**Projected Standstill Budget 2020/21 to 2022/23**

	2020/21 £'m	2021/22 £'m	2022/23 £'m
<b>Previous Year Final Budget</b>	<b>135.21</b>	<b>141.37</b>	<b>146.21</b>
One Off Costs and Contingencies falling out of the budget	0.25	0.10	0.03
Pay Inflation, Pension Costs and Incremental Drift	2.25	1.59	1.60
Main Council Contracts – Inflation and Volume Changes	0.74	1.31	0.42
Changes in Demand Led Services	2.49	1.01	0.56
Non Pay Inflation	0.49	0.51	0.51
Levies	0.07	0.07	0.07
Council Tax Reduction Scheme	0.32	0.33	0.35
Income Increases	(0.40)	(0.41)	(0.41)
Capital Financing Costs	(0.05)	0.32	0.52
<b>Estimated Standstill Budget</b>	<b>141.37</b>	<b>146.21</b>	<b>149.86</b>

- 7.2 The estimated standstill budget represents a cash increase of 10.6% over the 3 year period.

- 7.3 More detail on the standstill budget and the assumptions that support the plan are attached as Appendix 3 and 4.

## 8 AGGREGATE EXTERNAL FINANCE AND COUNCIL TAX

- 8.1 The estimated standstill budget is funded from the level of aggregate external finance (AEF) received from the Welsh Government (Revenue Support Grant and NDR Pool Funding) and from the Council Tax raised locally.
- 8.2 As stated in paragraph 4 above, the situation regarding the local government settlement for 2020/21 is unclear and very difficult to predict, and trying to predict the likely settlement for the 2 subsequent years is even more difficult.
- 8.3 In 2019/20, Anglesey received £95.791m in Aggregate External Finance from the Welsh Government, with a further £1.73m received as additional grants to assist with the costs of Teachers pay and Pensions and the rising cost of social care. The grant relating to the increase in teachers pensions only covered the period from September 2019 to March 2020. To cover the full year, the grant would have to be £630k higher, increasing the total of grant funding to £2.36m.
- 8.4 Table 4 below shows the impact of 3 different scenarios and various reductions or increases in the level of AEF compared to the combined sum of AEF and additional grant funding received in 2019/20.

**Table 4  
Potential Changes to the AEF in 2020/21**

	<b>1% Cut in AEF £'m</b>	<b>No Change in AEF £'m</b>	<b>1% Increase in AEF £'m</b>	<b>2% Increase in AEF £'m</b>
2019/20 Additional Grant Funding not included in 2020/21 AEF	(2.69)	(1.73)	(0.77)	0.18
2019/20 Additional Grant Funding included in 2020/21 AEF as per 2019/20 cash received	(0.96)	0.00	0.96	1.92
2019/20 Additional Grant Funding included in 2020/21 AEF as per 2019/20 cash received plus the full year effect of the Pensions Grant	(0.27)	0.69	1.64	2.60

- 8.5** It can be seen from the table above that the various scenarios can result in a range of changes in AEF in 2020/21 from a reduction of £2.69m to an increase of £2.60m, which is a range of £5.29m. This range is significant and highlights the difficulties in planning for the 2020/21 budget and beyond. For the purposes of the Medium Term Financial Plan it is assumed as a worst case scenario that the AEF will be cash flat and that the 2019/20 grants will not be included, which gives a net reduction in the Council's funding of £1.73m. The best case scenario is that the grants will be included within the AEF and increased to take account of the full year effect of the Teachers Pensions costs giving an additional £0.69m in funding. In both cases, it is assumed that there will be no change in the AEF in 2021/22 and 2022/23, with the funding received being as per the funding received in 2020/21.
- 8.6** In September 2017, the Executive resolved to increase Council Tax by 5% in each of the 3 subsequent years, this compared to rises of 2.5% in 2017/18 and 4.8% in 2018/19. Despite setting out their intention of a 5% rise in Council Tax, the actual rise for 2019/20 was 9.5%. For the purposes of the Medium Term Financial Plan, it is assumed that the Council Tax will continue to rise by 5% per annum, with no change in the Council Tax premium percentages i.e. 35% for 2<sup>nd</sup> homes and 100% for empty properties.
- 8.7** Based on these funding assumptions, the estimated total funding would be as shown in Table 5 below:-



**Table 5**  
**Estimated Council Funding – 2020/21 to 2022/23**

<b>Best Case Scenario</b>			
	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £'m</b>
AEF Brought Fwd	95.791	95.791	95.791
Council Tax Brought Fwd	39.419	41.391	43.461
Additional Grant Funding Brought Fwd	1.731	2.417	2.417
<b>Total Funding Brought Fwd</b>	<b>136.941</b>	<b>139.599</b>	<b>141.669</b>
In year change in AEF	0.000	0.000	0.000
In Year change in Council Tax	1.972	2.070	2.173
In Year Change in Additional Grant Funding	0.686	0.000	0.000
<b>Total Funding Carried Fwd</b>	<b>139.599</b>	<b>141.669</b>	<b>143.842</b>
<b>Worst Case Scenario</b>			
	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £'m</b>
AEF Brought Fwd	95.791	95.791	95.791
Council Tax Brought Fwd	39.419	41.391	43.461
Additional Grant Funding Brought Fwd	1.731	0.000	0.000
<b>Total Funding Brought Fwd</b>	<b>136.941</b>	<b>137.182</b>	<b>139.252</b>
In year change in AEF	0.000	0.000	0.000
In Year change in Council Tax	1.972	2.070	2.173
In Year Change in Additional Grant Funding	(1.731)	0.000	0.000
<b>Total Funding Carried Fwd</b>	<b>137.182</b>	<b>139.252</b>	<b>141.425</b>

- 8.8 It should be noted that the analysis shown above was prepared prior to the UK Chancellor's statement on the Departmental Spending Review which was announced on 4 September 2019. The outcome of that announcement is that the Welsh Government's revenue budget will increase in 2020/21 by £593m, which is equivalent to a 2.3% increase in real terms. The Welsh Government has not made any announcement to date as to how this additional funding will be used and whether this will result in a real terms increase in the Local Government budget. The figures noted above assume a settlement with no change in the funding received through the settlement but with 2 differing assumptions on the additional grant funding. Clearly, a real increase in the Welsh Government budget does allow for the possibility of a settlement with increased total funding, if the Welsh Government chooses to do so.

## **9 BRIDGING THE FUNDING GAP**

- 9.1 The funding gap is the difference between the estimated standstill budget (Table 3) and the estimated funding available (Table 5). This is summarised in Table 6 below:-

**Table 6  
Estimated Funding Gap**

<b>Best Case Scenario</b>			
	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>
Estimated Standstill Budget	141.371	146.209	149.854
Savings Brought Forward	0.000	(1.972)	(4.340)
<b>Revised Standstill Budget</b>	<b>141.371</b>	<b>144.237</b>	<b>145.514</b>
Estimated AEF & Grant	(98.208)	(98.208)	(98.208)
Council Tax B / Fwd	(39.419)	(41.391)	(43.461)
<b>Annual Savings Requirement (Before Council Tax Increase)</b>	<b>3.744</b>	<b>4.638</b>	<b>3.845</b>
Additional Council Tax – increase of 5%	(1.972)	(2.070)	(2.173)
<b>Annual Savings Requirement (After Council Tax Increase)</b>	<b>1.772</b>	<b>2.568</b>	<b>1.672</b>
<b>Worst Case Scenario</b>			
	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>
Estimated Standstill Budget	141.371	146.209	149.854
Savings Brought Forward	0.000	(4.189)	(6.957)
<b>Revised Standstill Budget</b>	<b>141.371</b>	<b>142.020</b>	<b>142.897</b>
Estimated AEF & Grant	(95.791)	(95.791)	(95.791)
Council Tax B / Fwd	(39.419)	(41.391)	(43.461)
<b>Annual Savings Requirement (Before Council Tax Increase)</b>	<b>6.161</b>	<b>4.838</b>	<b>3.645</b>
Additional Council Tax – increase of 5%	(1.972)	(2.070)	(2.173)
<b>Annual Savings Requirement (After Council Tax Increase)</b>	<b>4.189</b>	<b>2.768</b>	<b>1.472</b>

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

- 9.2** Under the best case scenario, over the 3 year period the total budget gap before the increase in Council Tax is £12.2m. Increasing Council Tax by 5% per annum would generate an additional £6.2m in income, leaving a requirement to find a total of £6.0m of savings over a 3 year period.
- 9.3** Under the worst case scenario, over the 3 year period the total budget gap before the increase in Council Tax is £14.6m. Increasing Council Tax by 5% per annum would generate an additional £6.2m in income, leaving a requirement to find a total of £8.4m of savings over a 3 year period.

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

Fire Authority Levy - £3.52m in 2019/20;  
Capital Financing Costs - £6.99m in 2019/20;  
Council Tax Reduction Scheme - £5.26m in 2019/20;  
Historic Pension Costs - £1.08m in 2019/20;  
General and Specific Contingencies - £1.22m in 2019/20.

It will, therefore, be necessary to find the required savings of between £6.0m and £8.4m over 3 years from service budgets, totalling £117.14m (2019/20 budget). This equates to savings of between 5.1% and 7.2% over 3 years.

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

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

**9.6** The strategy has been successful and the Council has been able to set a balanced budget each year without having to rely on the use of general balances. This has been achieved whilst still protecting the budgets for Schools and increasing the budget for Children's Services.

**9.7** However, as we move into the next three years, the scope to generate the required level of savings by these methods alone is considerably less. The smaller services i.e. other than Education and Social Care, have generated all the savings they can and to deliver the level of savings required from these services alone would require significant cuts in both statutory and non-statutory service provision

**9.8** The Council has examined the possibility of making savings through alternative delivery models e.g. transferring services to others, setting up arms length trading companies or trusts and working in partnership with the private sector. Some services are now delivered by this alternative delivery method e.g. Melin Llynnon, Beaumaris Gaol, Public Conveniences, Holyhead Park, but these did not generate significant savings. It is not believed that achieving significant savings through alternative delivery methods is possible given the size of the Council's services, the capacity within the Council to deliver the change and the availability and willingness of external organisations to deliver Council services on Anglesey.

**9.9** Although the Council will work to deliver savings as it has done previously, in order to deliver the savings required, the strategy must change and will require:-

- Stopping the provision of some non-statutory services.
- Modernising schools and reviewing the future of small schools under 120 pupils.
- Reviewing the number of secondary schools and how post 16 education is provided on Anglesey.

- Managing the demand for social care services and reducing the support given to those people who are less in need.
- Providing more care to the elderly at home or in extra care facilities. This will reduce the number of placements in residential homes and will lead to a review as to whether the Council continues to operate residential care homes or purchases the service provision entirely from the private sector.
- Increasing the charges made to service users both for statutory and non-statutory services.
- Continue to modernise the administration of services and expect the public to undertake more transactions with the Council on line or via AppMôn.
- Deciding on whether having the 7<sup>th</sup> lowest Council Tax in Wales is sustainable. It may be necessary to increase Council Tax levels above the 5% assumption in order to generate sufficient funding to balance the revenue budget.

**9.10** Achieving a balanced budget over the next 3 years by following the actions set out in paragraph 9.9 will require difficult decisions to be made and there are a number of risks which may prevent the Council in delivering all of these actions. These include:-

- A continued increase in the demand for services.
- An expectation from the public that the Council will continue to provide services to the same level that it has previously done.
- Welsh Government assesses service delivery and still expects service improvements.
- Public opinion against above inflation increases in Council Tax, particularly if the range of services provided is reducing – paying more for less.
- Strong resistance from communities and Members to the closure of facilities in their areas. The Council has already seen this during the process to modernise schools on the Island.
- The capacity to deliver change within the Council. As management structures have been reviewed and reduced, the numbers of experienced staff have reduced and this makes it more difficult for the remaining staff to manage the existing services whilst implementing significant changes.

## **10 CONCLUSIONS**

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

**10.2** Even if the Welsh Government releases additional funds for local government, it is unlikely that any increase will be sufficient to bridge the funding gap shown in Table 6. Significant cuts to budgets will still need to take place over the next 3 years.

**10.3** The budget cuts will have to come from changes in the way the Council delivers services and a reduction in the services it delivers. Attempting to deliver the services currently provided with significant reductions in funding will lead to the continued overspending of budgets, further reductions in the level of general balances and a significant risk to the financial viability of the Council. Difficult and unpopular decisions will have to be taken in order that the Council delivers a balanced budget, which accurately reflects the costs of running the services it provides.

<b>Revenue Expenditure</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Delegated Schools Budgets</b>				
Teachers Pay	20,342,440	20,849,461	21,303,123	21,765,858
Non Teaching Pay	3,566,080	3,643,818	3,723,104	3,803,975
National Insurance	2,575,050	2,639,231	2,696,658	2,755,233
Teachers Pensions	4,062,090	4,747,383	4,850,681	4,956,045
Non Teaching Pensions	489,980	505,561	516,561	527,782
Cleaning	934,760	953,455	972,524	991,975
Energy	1,317,930	1,371,965	1,428,216	1,485,344
NDR	894,460	922,188	950,776	977,398
Other non staff related expenditure	4,476,070	4,570,067	4,666,039	4,759,360
Pupil Number Adjustment	-	326,859	375,064	147,614
Funded by Education Reserves	-	-	-	-
<b>Total Delegated Schools Budgets</b>	<b>38,658,860</b>	<b>40,529,990</b>	<b>41,482,746</b>	<b>42,170,584</b>
<b>Non School Staffing Costs</b>				
Teachers Pay	461,100	472,593	482,876	493,364
Non Teaching Pay	31,207,220	31,887,516	32,581,353	33,289,068
National Insurance	2,950,220	3,014,533	3,080,126	3,147,031
Teachers Pensions	89,770	104,915	107,197	109,526
Superannuation Pension Contributions	5,648,060	5,827,664	5,954,468	6,083,808
Car Allowances	551,530	551,530	579,107	579,107
Pension Deficit Lump Sum Payment	1,203,350	1,203,350	1,203,350	1,203,350
Historic Pension Costs	1,075,800	1,000,494	930,459	865,327
Other Staff Costs	772,500	788,723	805,286	821,391
Apprenticeship Levy	339,970	347,381	354,940	362,650
<b>Total Staffing Costs</b>	<b>44,299,520</b>	<b>45,198,698</b>	<b>46,079,162</b>	<b>46,954,621</b>
<b>One Off Costs</b>				
Haulfre	95,000	95,000	95,000	95,000
Stem (3 years 2019/20 to 2021/22)	37,500	37,500	37,500	-
Regional Growth Bid - Interest Costs	-	151,750	261,125	327,375
Regional Growth Bid - Project Board and Accountable Body Costs	50,000	150,000	150,000	150,000
<b>Total One Off Costs</b>	<b>182,500</b>	<b>434,250</b>	<b>543,625</b>	<b>572,375</b>
<b>Main Council Contracts</b>				
Refuse Collection	4,217,610	4,306,180	4,827,228	4,972,044
Refuse Disposal	1,703,450	1,705,153	2,116,095	2,116,095
Landfill Tax	18,800	19,007	19,216	19,370
Highway Maintenance	3,800,530	3,880,341	3,961,828	4,041,065
School Meals	2,282,030	2,463,071	2,617,423	2,669,772
School Transport	2,543,370	2,846,794	2,906,577	2,964,708
Public Service Bus Contracts	1,973,640	2,015,086	2,057,403	2,098,551
Education Joint Services	2,114,540	2,158,945	2,204,283	2,248,369
<b>Total Main Council Contracts Costs</b>	<b>18,653,970</b>	<b>19,394,578</b>	<b>20,710,054</b>	<b>21,129,975</b>

<b>Revenue Expenditure</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Other Demand Led Services</b>				
Children's Placements	5,379,160	6,030,038	6,458,171	6,716,498
Elderly Service Provision	6,085,460	6,274,109	6,468,607	6,662,665
Physical Disability Service Provision	1,060,970	1,274,225	1,313,726	1,353,138
Learning Disability Service Provision	5,205,280	5,965,251	6,150,174	6,334,679
Mental Health Service Provision	1,109,280	1,387,709	1,430,728	1,473,650
Out County School Placements	1,267,710	1,319,686	1,373,793	1,428,745
Homelessness	391,420	407,468	424,174	441,141
<b>Total Demand Led Services</b>	<b>20,499,280</b>	<b>22,658,487</b>	<b>23,619,373</b>	<b>24,410,516</b>
<b>Other Council Expenditure</b>				
NNDR	978,340	1,008,669	1,039,937	1,069,056
Energy	1,148,160	1,195,235	1,244,239	1,294,009
Premises Costs Non Schools	2,856,510	2,916,497	2,977,743	3,037,298
Transport Costs	185,630	189,528	193,508	197,378
Supplies and Services	7,406,620	7,562,159	7,720,964	7,875,384
Members Allowances	741,680	756,514	771,644	787,077
Fire Service Levy	3,522,800	3,593,256	3,665,121	3,738,424
Other Levies	5,130	5,130	5,130	5,130
Council Tax Reduction Scheme	5,259,540	5,575,112	5,909,619	6,264,196
HRA Recharge	- 638,050	- 650,811	- 663,827	- 677,104
Contingencies	1,034,380	1,034,380	1,034,380	1,034,380
NDR Discretionary Rate Relief	60,000	60,000	60,000	60,000
Capital Financing Costs - MRP	2,766,410	2,747,270	2,864,170	3,130,950
Capital Financing Costs - Interest	4,223,520	4,197,203	4,398,870	4,657,038
<b>Total Other Council Expenditure</b>	<b>29,550,670</b>	<b>30,190,141</b>	<b>31,221,499</b>	<b>32,473,215</b>
<b>TOTAL GROSS EXPENDITURE</b>	<b>151,844,800</b>	<b>158,406,144</b>	<b>163,656,459</b>	<b>167,711,285</b>
<b>Income</b>				
Grants / Public Bodies Reimbursements	- 5,007,830	- 5,112,994	- 5,220,367	- 5,324,775
Statutory Income	- 5,845,070	- 5,967,816	- 6,093,141	- 6,215,003
Non Statutory Income	- 5,781,710	- 5,955,161	- 6,133,816	- 6,317,831
<b>Total Income</b>	<b>- 16,634,610</b>	<b>- 17,035,972</b>	<b>- 17,447,324</b>	<b>- 17,857,609</b>
<b>TOTAL NET EXPENDITURE</b>	<b>135,210,190</b>	<b>141,370,171</b>	<b>146,209,135</b>	<b>149,853,676</b>

## MEDIUM TERM FINANCIAL PLAN ASSUMPTIONS

	2020/21	2021/22	2022/23
Teachers Pay Award	2.3%	2.0%	2.0%
Teachers Pension	14.4%	0.0%	0.0%
NI Rates	0.0%	0.0%	0.0%
Non Teaching Pay Award	2.0%	2.0%	2.0%
Non Teaching Pension	1.0%	0.0%	0.0%
Historic Pension Costs	-7.0%	-7.0%	-7.0%
Incremental Drift	0.2%	0.2%	0.2%
Car Allowance Inflation	0.0%	5.0%	0.0%
CPI	2.1%	2.1%	2.0%
RPI	3.1%	3.1%	2.8%
Energy Inflation	4.1%	4.1%	4.0%
Non Statutory Income	3.0%	3.0%	3.0%
Children's Placement Caseload	10.0%	5.0%	2.0%
Out of County School Placements	2.0%	2.0%	2.0%
Homelessness Caseload	2.0%	2.0%	2.0%
Education Joint Services (including inflation)	2.1%	2.1%	2.0%
Refuse Disposal Tonnage	-2.0%	-2.0%	-2.0%
Council Tax Reduction Scheme	1.0%	1.0%	1.0%
Bank Base Rate Increase	0.3%	0.3%	0.3%
Fire Levy	2.0%	2.0%	2.0%
Other Levies	0.0%	0.0%	0.0%
Refuse Collection (including inflation)	2.1%	12.1%	3.0%
Refuse Disposal (including inflation)	2.1%	26.1%	2.0%
Landfill Tax	3.1%	3.1%	2.8%
Highway Maintenance (including inflation)	2.1%	2.1%	2.0%
School Meals (including inflation)	7.9%	6.3%	2.0%
School Transport (including inflation)	11.9%	2.1%	2.0%
Public Service Bus Contracts (including inflation)	2.1%	2.1%	2.0%
Elderly Service Provision (in addition to inflation)	1.0%	1.0%	1.0%
Physical Disabilities Service Provision (in addition to inflation)	18.0%	1.0%	1.0%
Learning Disabilities Service Provision (in addition to inflation)	12.5%	1.0%	1.0%
Mental Health Service Provision (in addition to inflation)	23.0%	1.0%	1.0%
MRP	0.0%	4.3%	9.3%
Interest on Additional Loans	0.0%	4.8%	5.9%



# Resourcing local services 2020-21

All our communities rely on local government



CLILC • WLGA



## Resourcing local services 2020-21

Wales’ councils are the **foundations of our communities**. They provide vital everyday local services, from schools, to housing, to social care, to local transport. They provide a local democratic voice to Wales’ diverse communities. In doing so, councils and the services:

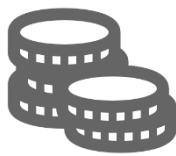
- **protect and the support** the most vulnerable in our communities
- **Tackle inequalities** within and across Wales’ communities
- Promote a **fairer Wales** through inclusive growth

Councils are the economic bedrock of Wales:

- employing **over 10% of the Welsh workforce** and educating and training our future workforce
- spending **£3.5bn on goods and services** in national and local economies
- promoting **ambitious economic growth and regional regeneration** across all corners of Wales.

Local services create opportunities for every citizen which help **sustain and strengthen our communities**.

## How do councils do this?



**£4.2bn**

revenue support from Welsh Government



**£1.4bn**

in Council Tax from residents



**£1.5bn**

infrastructure (capital) spending

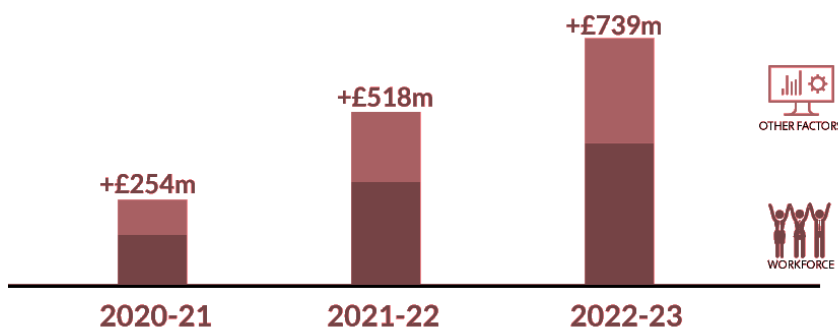


**149,000**

full time and part time employees (incl 26k teachers)

## What local services need over the next three years

### Cumulative pressure



Just to stand still on providing current services, councils would need a revenue increase of £254m (5% of net spend) in 2020-21 and similar amounts thereafter.

Unavoidable pay and pensions workforce costs are increasingly driving significant inflationary pressures.



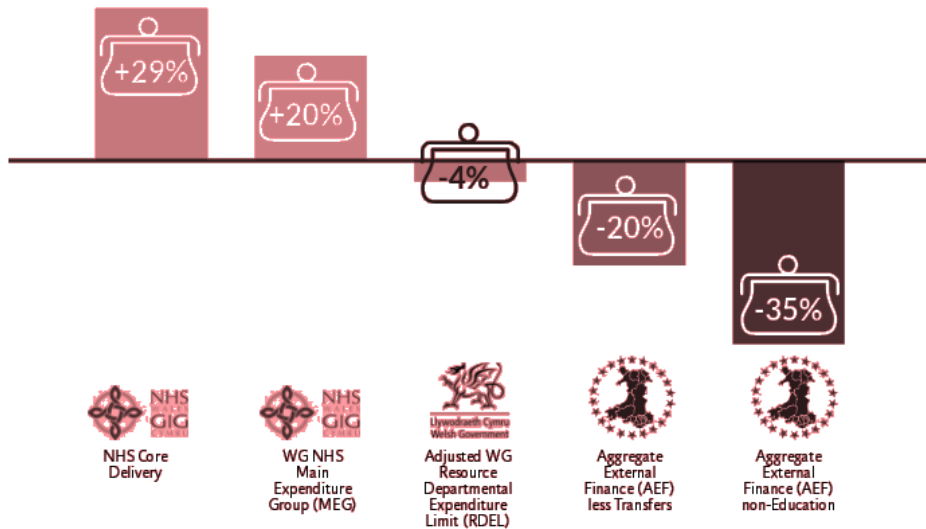
# Ten years of austerity

Local services have borne the brunt of austerity; core grant funding has reduced by 20% after adjusting for inflation by 2019-20.

Core funding has fallen by 35%, if you don't include schools funding, as is the case in English local government.

Although schools and social care have been relatively protected, this has not been enough to keep up with demand.

## Change in Funding since 2009-10

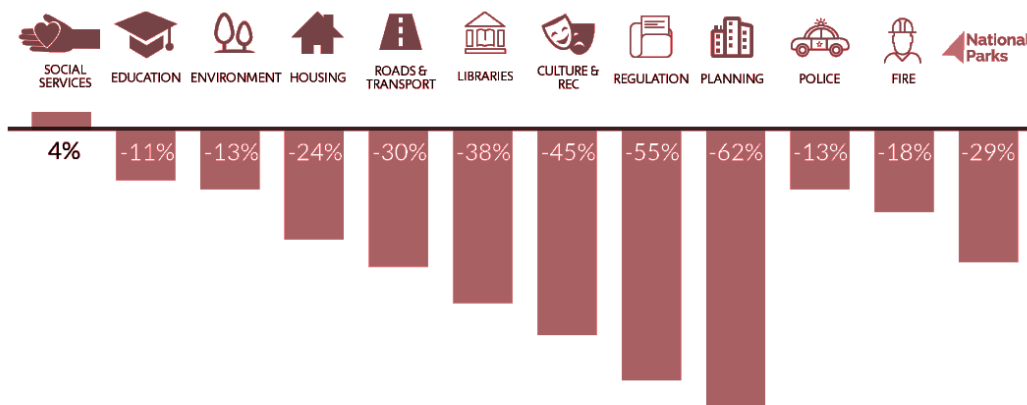


Other local services, those services that are most visible and valued by our communities have been devastated. A decade of cuts has seen the loss of assets, facilities and services that have been a core part of communities for generations; the risk is that once such assets and services are lost, they are unlikely ever to be replaced.

Our services are preventative services, they have an impact on community safety and health and

wellbeing. Our services are the **local health service** that can prevent costly burden on the National Health Service.

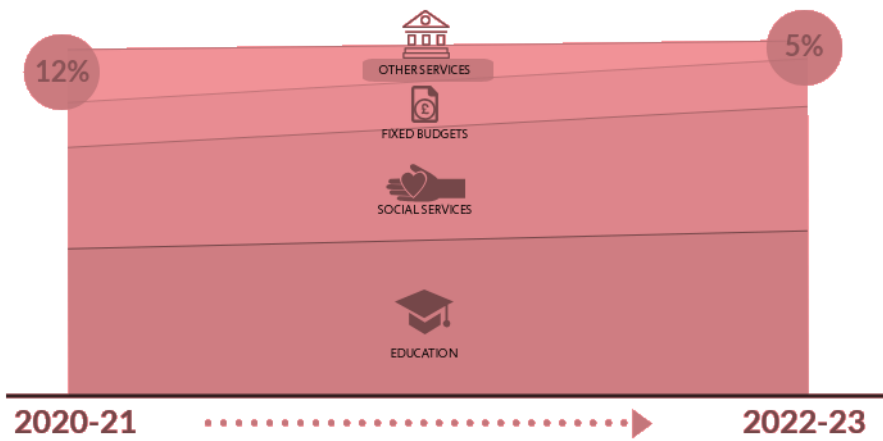
## Service spend change since 2009-10



## The structure of budgets for local services

Social Care and Education account for nearly 75% of total net revenue spend on local services.

### Budget structure



Another 13% of the budget is fixed: it is outside the control of the council such as debt repayments, support for council taxpayers or levies for other bodies such as fire.

In the past, cuts were visited on the remaining budget which accounts for 12% of the overall budget. It is difficult to see how it can be reduced even more.

On current projections local government will be required to absorb nearly £0.75bn of pressures over the next three years. Either discretionary spend will decline to 5% of budgets or local authorities will start to make cuts in services that have traditionally been protected.

Without more resource schools will have to drastically pull back on teaching and non-teaching staff levels. Social care thresholds will need to increase. Vital spending on key services such as economic development, public protection, waste and culture will be paired back even further.

## What services need from the 2020-21 Budget

Local services therefore need sustainable, fair and flexible funding – councils need greater fiscal autonomy and flexibility to respond to local needs and priorities:

### Revenue Settlement

- ✓ Full funding of workforce costs and protection of the local government workforce
- ✓ Additional investment in high cost high need services to reflect complex needs
- ✓ No more cuts and local government funding pegged to the Welsh Government Budget
- ✓ A sustainable rent policy for social housing

### A better funding framework

- ✓ New responsibilities to be fully funded
- ✓ Multiyear budget settlements
- ✓ Greater accountability for health budgets
- ✓ Greater flexibility around grant schemes that should ultimately be transferred into the settlement
- ✓ A sustainable approach to the future funding of social care

### Local Taxation

- ✓ No council tax capping
- ✓ Reform of local taxation to make it fairer
- ✓ Powers to introduce discretionary taxation.

### Capital Investment, Infrastructure & Growth

- ✓ Increased funding to return investment to pre-2009-10 levels
- ✓ Reduction in the retention rate for 21st Century Schools
- ✓ Access to capital subsidy to enable a significant increase in the supply of affordable and social housing at pace and scale

## Longer Term & Future Generations

Over the long term, linking in with the overall Welsh Government budget process, we need a fundamental review of Wales' priorities and how services are funded, ultimately with a view of improving outcomes. We must prioritise and invest in those services that prevent negative outcomes in the future and contribute most to sustainable economic growth.

This is a requirement under the Well-being of Future Generations Act. Our priorities for our communities should align with the goals of that Act. In pursuing them it is important that time is invested at inception to identify the most sustainable way forward. That means early involvement of stakeholders and collaboration with appropriate partners. It also means developing integrated approaches designed to deliver the best 'whole life' outcomes and counter any negative trends. The funding framework should support this.

## Our essential local services

### Social Protection, Well-being & Prevention



### Children's Services

(£656m, 8.9% of total spend)

Funding cuts, coupled with growing demand for children's social services, has created an extremely challenging environment for councils all over the country as they seek to intervene with families earlier and prevent problems from escalating, recruit and retain more social workers and ensure sufficient placement choice to meet the often complex needs of children and young people. From large rural counties to city councils, it is consistently reported that demand for children's services is putting local authority budgets under enormous pressure.

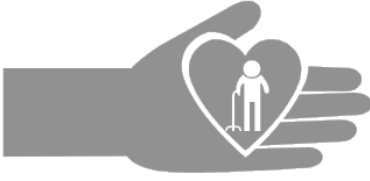
According to Wales Fiscal Analysis' *Cut to the Bone; Local Government Finances in Wales*, spend on children's social care has increased by £96 million (33%) in real terms since 2009-10, largely a reaction to the increase in demand. Since March 2009, the total number of children in care across Wales has risen from 4,695 to 6,405 in 2018, an increase of 1,710 (36%) in nine years. There has been and is growing concern at these high numbers and local authorities, working with Welsh Government, are working to reduce the number of children in their care and prevent more children coming into the 'looked after' system.

While reducing the number of children in care will reduce some costs for local authorities over time, investment is currently required to provide appropriate and preventative services to achieve these objectives, for example, increased access to therapeutic support and trauma-informed models of care.



## Adult Social Care

(£1.3bn, 17% of total spend)



Adult social care is one of our most vital public services. It supports adults of all ages across a wide spectrum of need to live as independently as possible and protects people from harm in vulnerable situations. Nearly 77,000 people received social services from local authorities during 2017-18, with over 130,000 services provided. Demand for services continues to increase – by 2035, the number of people aged over 65 will have increased by a third and the number aged over 85 will have doubled. Spending will have to grow at 4% every year on top of general inflation to meet these pressures.

The health of the population depends on far more than just the quality of health care services. Key determinants of health are largely outside the control of health services and so the quality of, and spending on, social care and other preventative services has one of the strongest impacts on the demand for health care.

Adult social care touches the lives of millions, whether that be people working in the sector, those who receive services, or their informal carers, friends and family. Its paid workforce is larger than that of the NHS. It is a vital connector to other public, private and voluntary sector services. And it contributes some £2.2 billion to our national economy, creating 127,000 jobs.

## Support for Carers

Councils provide vital support to unpaid adult and young carers, helping them to manage their caring role. There are more than 370,000 unpaid carers in Wales, with the increase in the older population, we are likely to see more older people in a caring role, with the number of carers over 85 predicted to double in the next 20 years. Councils provide vital support to people, young and old to help them to remain in their caring role.



Councils' ability to continue to provide the vital services and support that is essential to carers is being undermined by the continued cuts to council budgets. Whilst local government has kept the worst consequences of austerity at bay, in recent years its impact is now catching up with councils, threatening services that improve people's lives and their communities, including services vital to supporting carers. If carers are not appropriately supported, it can lead to

increased social isolation and add to pressures on both the carer’s finances and their health and wellbeing.

There is a clear case around the need to invest in the early intervention and prevention services that are of benefit to carers and help to prevent unpaid carers being pushed to breaking point.



### Affordable Housing and Tackling Homelessness (£148m, 2.0 % of total spend)

For the first time in decades, Councils are now beginning to build significant number of new homes. Councils are also continuing to make significant investment to ensure that their existing stock meets or exceeds the Welsh Housing Quality Standard by 2020. In total, Councils will be spending more than £435m on housing capital projects during the year.



Over 9,000 households were threatened with homelessness last year, and numbers are increasing. Councils have important roles preventing and reducing homelessness and rough sleeping. Early intervention is critical to achieving this and providing debt advice; tackling cases of domestic abuse; benefit help; and assistance with managing rent arrears all contribute to this aim.

### Welfare Advice and Support (£22m, 0.3 % of total spend)



Benefit teams across Wales administer payments to around 206,000 Housing Benefit claimants and 277,989 Council Tax Support recipients every year, alongside managing the impact of the roll out of Universal Credit which is now claimed by over 100,000 in Wales (nationally 2 million).



Local Authorities council tax collection rates for 2018/19 are confirmed to be 97.3% of council tax billed, a decrease on the previous year of 0.1 of a percentage point although a better result than England and Scotland (both 97%).

Helping deal with debt and the consequences of debt is an important aspect of Councils’ work. The latest figures from Money Advice Service (now Money and Pension Service) noted that the average of over-



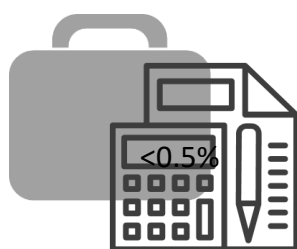
indebtedness per local authority has increased from 15.4 to 15.5% in Wales however the detailed report is not yet available to see the details on a LA level.



## Libraries, Recreation and Leisure (£191m, 2.6% of total spend)

Councils play an integral role in promoting healthy lives across communities and providing access for all to services which can improve their health and well-being. This includes providing sport facilities, leisure centres, libraries, museums and parks, as well as organising or promoting cultural activities. These services form the fabric of communities and are geared to ensure that those who have least access and are least financially advantaged can use the services. The cultural and social benefits of these services also encourage people come into and participate in their communities and are very often tourist attractions in their own rights, thus helping to grow inclusive local economies. Spending on culture and recreation fell by 45% between 2009-10 and 2018-19 and spending on libraries fell by 38%. Important local services are being hollowed out.

## Regulatory & Environmental

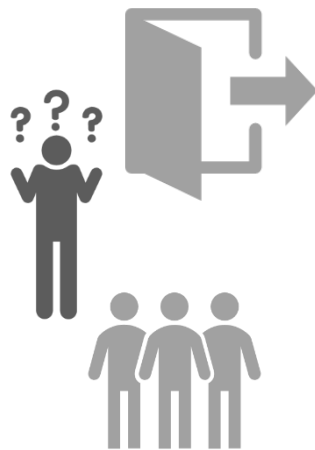


## Public Protection - Environmental Health, Licensing, Trading Standards (£56m, 0.8% of total spend)

These services protect the fundamentals of life, and the public rely on the council to provide them; Food safety, air quality, sanitation, safe work places, safe homes, ensuring what we buy is safe, and the price is correct. Government departments are now eyeing up portions of these local services, projecting them as failing, and looking to take them in to central control. The social safety net which local government has always provided is being taken away, and we are watching it happen.

These services are under significant threat, due to cost pressures which have seen budgets decimated by 55% to levels of funding last seen in the mid-1990s. The total budget for Public Protection Services is typically less than a half of one percent of the local government budget. Further reductions would have severe consequences.





For Trading Standards and Environmental Health Services there has been a sharp decline in the workforce, worryingly, these are officers with specialist skills and knowledge not available elsewhere in local government. Statutory competency requirements will be breached, leading to legal challenge and review. Both workforces have an ageing demographic and very few new entrants. Qualifications, training and recruitment is at a critical point for sustainability.

There is an immediate need to reinvest in these services, to retain local focus on safety of our communities , and to stave off a coveting central government.

If this trend continues for the next five years public protection services will break, and those unique protections will be lost from local government. Given the potential of substantial regulatory change in the aftermath of Brexit and strong demand from SME’s for regulatory advice and support, there is a severe risk that Wales will be very poorly placed to respond to the many and diverse challenges, routinely dealt with by public protection departments.

## Planning & Development Control (£29m, 0.4% of total spend)



Each of the 25 planning authorities in Wales (22 local authorities and 3 national parks authorities) sets the framework for the development and use of land within their area through the preparation of a Local Development Plan. They are collaborating at a regional level to co-ordinate strategic land use planning matters and support sustainable regional development across authority areas.



The Planning service plays a vital role in promoting and controlling building development, protecting and conserving the environment, supporting business and economic development, protecting architectural heritage and encouraging high standards of building design and environmental management. It therefore fundamentally shapes the places and environments in which communities and businesses operate. The achievement of inclusive and sustainable growth depends heavily on the planning system being able to identify and facilitate spatial relationships based on good connectivity, efficient interaction and the minimisation of unnecessary journeys. However,



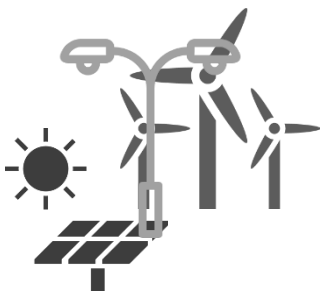
successive cuts since 2009-10 have seen Planning budgets roughly halved, reducing the capacity of authorities to pursue these ends.

## Waste Management and Energy Efficiency (£248m, 3.4% of total spend)



Local authorities collected 1.55m tonnes of municipal waste from households across Wales according to the latest published data for 2017-18 (dropping from 1.59m tonnes in 2016-17).

For the first time, there was a small decrease in percentage of this material that was prepared for reuse, recycling or composting. The rate fell slightly between 2016-17 and 2017-18 (from 63.8 to 62.7%). This decrease was partly due to an improvement in the quality of reporting but also reflects the steady reduction in the grant provided to local authorities. The recycling level exceeded the 58% target that applied in 2017/18 and Wales remains second in Europe and third in the world for the recycling of household waste. However, the target rose to 64% for 2019/20 and will rise further to 70% in 2024-25 so continued progress is needed.



For many years now, Welsh Government has supported local authorities with grants to develop recycling services and assistance in the procurement of treatment facilities. Recent progress, though, has had to be made in the face of a reduction in the level of that grant support. On a like-for-like basis, grant funding has reduced by 40% in real terms from the peak. To maintain progress, WLGA has pressed for further planned reductions in funding to be revisited, to reflect increases in labour and fuel costs. In addition, work is needed to encourage – and where necessary enforce – changes in household behaviour to ensure the recycling facilities provided by councils are fully used. There is also a need for investment in new reprocessing facilities so that materials have a ready domestic market and can be turned into new products as part of a ‘circular resource economy’.



Councils continue to provide advice and to signpost households to various sources of support to help improve energy efficiency. They have also taken steps to improve their own energy efficiency by switching to LED street lighting and to generate more of the energy they use from renewable sources.

**Inclusive Growth & Economic Growth**

### Education

**(£2.7bn, 37% of total spend)**

Public investment in schools and education is an essential part of helping individuals to fulfil their potential and to enable them to contribute meaningfully to sustainable and prosperous communities. A good education system is central to providing equality of opportunity and overcoming differences in socio-economic circumstances. Empowering people, through effective schools and skill development, is an effective way of creating employment opportunities and reducing poverty.



Local government is committed to raising standards in education and improving outcomes for learners because of these individual and collective benefits. Councils spend £2.6 billion a year on educating children and young people, with educational services covering early years as well as school-based and community education.



Part of that spend includes local authorities' capital match funding for the multi-billion pound 21st Century Schools investment programme to refurbish and rebuild schools across Wales. The second phase was launched recently with Welsh Government's intervention rate for mainstream schools increasing from 50% during the Band A phase to 65% for Band B, which has been welcomed by local government.



Education in Wales is experiencing major reform and central to these changes is the implementation of a new curriculum for 3-16 year olds, which puts literacy, numeracy and digital competence at the heart of the education system. There are also changes to teacher training and professional development, a greater focus on leadership and an emphasis on schools as inclusive institutions within a self-improving system. Local government supports and promotes all of these reforms, including the proposed changes to Additional Learning Needs (ALN) - but they must be adequately resourced. This means fully funding the increased workforce pay pressures for the forthcoming year - £36m for the teachers' pay award in 2019-20 - as well as the additional teachers' pension costs incurred by employers. There are also other cost pressures associated with successfully delivering the new curriculum and the potentially unpredictable cost of ALN reform. These reforms are welcomed but effective high cost-high need services carry considerable financial burdens for councils. Consultation currently

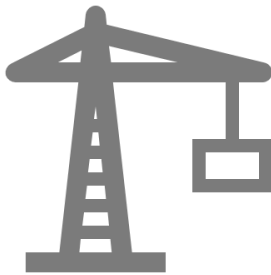




underway on Elective Home Education also has the potential to add to pressures on council spending,

There is anxiety also over the continued use of specific grants and complicated funding streams used to deliver policy initiatives. In order to deliver these much needed reforms, we must to reduce the complexity and confusion that undermines local flexibility and democratic oversight. The recent Children and Young people's Committee Report on, *School Funding in Wales* highlights the need to simplify the process and provide greater clarity in the way schools are funded.

## Inclusive Economic Growth (£20m, 0.3% of total spend)



Local authorities across Wales have been working together regionally to promote economic development in ways that will benefit all communities. Although official unemployment in Wales is now 4.5% (May 2019), low productivity, low wages and job insecurity remain major issues. City Deals have been secured with the UK Government and the Welsh Government for the Cardiff Capital Region and for Swansea Bay, while Growth Deals are being pursued by North Wales and Growing Mid Wales. The deals are intended to improve productivity, raise skills and connect communities with new opportunities.

Local authorities work closely with the private sector not only in terms of the direct business support they offer but also in relation to a range of other issues such as regional development plans, transport, waste, trading standards, environmental health, education and skills development, care services and housing demand. As well as being major employers, employing around 10% of the total Welsh workforce, councils also spend around £3.5 billion on local and national businesses through procurement.

## Highways, Transport and Infrastructure (£270m, 3.7% of total spend)



The highway infrastructure is critical to all other services and to the efficient operation of local business and social activity. Local authorities have been developing Highway Asset Management Plans

(HAMPs) to enable a more strategic approach to the way they look after this vital asset (e.g. programmes of highway resurfacing to deal with potholes; maintenance programmes for structures). For HAMPs to operate effectively, the level of funding must be sufficient to enable councils to follow up on the recommendations they generate. Revenue funding has reduced by 26%.

An increasing share of local authority highways funding has been supporting the development of smaller-scale, active travel routes for walking and cycling. Bus services are being encouraged to form part of more integrated approaches, including 'metro' developments as part of the city/regional deals. Councils are having to consider what transport will look like in the future. Answers to questions about the future role of autonomous vehicles, electric, hydrogen and hybrid cars and buses, car clubs and active travel will help to determine the investment needed in infrastructure for the future. The need to decarbonise transport to meet targets in the Climate Change Act and Environment Act will be a fundamental consideration here. Welsh Government has recently pledged not only to accept the Committee on Climate Change (CCC) recommendation for a 95% reduction in greenhouse gas emissions in Wales by 2050 but seek to go further and achieve 'net-zero'.



Connectivity involves more than the highway network. Increasingly, digital connectivity and (high speed) broadband is a vital consideration for households, tourists and businesses. Local authorities have worked with Welsh Government and service providers to facilitate the roll out of superfast broadband. Providing greater digital access to councils' own services is increasingly important, too, as a way of improving service delivery and accessibility and realising efficiency savings.



---

Local Government House  
Drake Walk  
Cardiff CF10 4LG

[www.wlga.wales](http://www.wlga.wales)

@WelshLGA

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>REPORT TO:</b>	<b>EXECUTIVE COMMITTEE</b>
<b>DATE:</b>	<b>16 SEPTEMBER 2019</b>
<b>SUBJECT:</b>	<b>ANNUAL TREASURY MANAGEMENT REVIEW FOR 2018/19</b>
<b>PORTFOLIO HOLDER(S):</b>	<b>COUNCILLOR R WILLIAMS</b>
<b>HEAD OF SERVICE:</b>	<b>MARC JONES (EXT. 2601)</b>
<b>REPORT AUTHOR:</b>	<b>GARETH ROBERTS</b>
<b>TEL:</b>	<b>01248 752675</b>
<b>E-MAIL:</b>	<b>GarethRoberts@ynysmon.gov.uk</b>
<b>LOCAL MEMBERS:</b>	<b>n/a</b>
<b>A - Recommendation/s and reason/s</b>	
<ul style="list-style-type: none"> <li>Note that the outturn figures in this report will remain provisional until the audit of the 2018/19 Statement of Accounts is completed and signed off; any resulting significant adjustments to the figures included in this report will be reported as appropriate;</li> <li>Note the provisional 2018/19 prudential and treasury indicators in this report;</li> <li>Consider the annual treasury management report for 2018/19 and pass on to the next meeting of the full Council with any comments.</li> </ul>	
<b>B - What other options did you consider and why did you reject them and/or opt for this option?</b>	
n/a	
<b>C - Why is this a decision for the Executive?</b>	
<p>To comply with regulations issued under the Local Government Act 2003 and with the Council's Treasury Management Scheme of Delegation for 2018/19 (Appendix 8 of the Treasury Management Strategy Statement 2018/19). In accordance with the Scheme of Delegation, this report was scrutinised by the Audit Committee on 23 July 2019. The report will be presented to the full Council once it has been accepted by this Committee.</p>	
<b>CH - Is this decision consistent with policy approved by the full Council?</b>	
Yes	
<b>D - Is this decision within the budget approved by the Council?</b>	
n/a	
<b>DD - Who did you consult? What did they say?</b>	
<b>1</b>	<b>Chief Executive / Strategic Leadership Team (SLT) (mandatory)</b>
<b>2</b>	<b>Finance / Section 151 (mandatory)</b> n/a – this is the Section 151 Officer's report.
<b>3</b>	<b>Legal / Monitoring Officer (mandatory)</b>
<b>4</b>	<b>Human Resources (HR)</b>
<b>5</b>	<b>Property</b>
<b>6</b>	<b>Information Communication Technology (ICT)</b>
<b>7</b>	<b>Scrutiny</b>
<b>8</b>	<b>Local Members</b>

<b>DD - Who did you consult?</b>		<b>What did they say?</b>
<b>9</b>	<b>Any external bodies / other/s</b>	<p>The Audit Committee resolved to:</p> <ul style="list-style-type: none"> <li>• To note that the outturn figures in the report will remain provisional until the audit of the 2018/19 Statement of Accounts is completed and signed off; any resulting significant adjustments to the figures included in the report will be reported as appropriate;</li> <li>• To note the provisional 2018/19 prudential and treasury indicators in the report;</li> <li>• To accept the Treasury Management Annual Review report for 2018/19, and to recommend it to the Executive without comment.</li> </ul>
<b>E - Risks and any mitigation (if relevant)</b>		
<b>1</b>	<b>Economic</b>	
<b>2</b>	<b>Anti-poverty</b>	
<b>3</b>	<b>Crime and Disorder</b>	
<b>4</b>	<b>Environmental</b>	
<b>5</b>	<b>Equalities</b>	
<b>6</b>	<b>Outcome Agreements</b>	
<b>7</b>	<b>Other</b>	
<b>F - Appendices:</b>		
Appendix A – Annual Treasury Management Review for 2018/19		
<b>FF - Background papers (please contact the author of the Report for any further information):</b>		
<ul style="list-style-type: none"> <li>• Treasury Management Strategy Statement 2018/19</li> <li>• Prudential and Treasury Indicators 2018/19</li> <li>• Treasury Management Mid-Year Review Report 2018/19</li> <li>• Capital Outturn Report 2018/19</li> </ul>		



## 1. Introduction

The Council is required, by regulations issued under the Local Government Act 2003, to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2018/19. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2018/19, the minimum reporting requirements were that the full Council should receive the following reports:-

- an annual treasury strategy in advance of the year (received on 28 February 2018);
- a mid-year treasury update report (received on 27 February 2019);
- an annual review following the year describing the activity compared to the strategy (this report).

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

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

The Section 151 Officer confirms that borrowing was only taken out for capital purposes and the statutory borrowing limit (the authorised limit) was not breached.

Furthermore, the report sets out the following outcomes in the financial year 2018/19:-

- External factors – including a review on the economy, the interest rate performance during the year and the continued uncertainty over Brexit;
- Internal factors – including the performance of capital expenditure, the impact on the reserves and cash balances, risk appetite to investments, the borrowing taken by the Council and the impact on the Capital Financing Requirement (CFR);
- The Treasury Management Strategy in 2018/19 – including the debt management of the Council, the implementation on the new MRP policy, and the Council's borrowing and investments during the year;
- Controlling Treasury Management – what are the Prudential Indicators and how are they measured;
- Comparison in Prudential Indicators – a comparison on the actual Prudential Indicators compared to the forecast at the beginning of the year;
- Looking forward to 2019/20 and beyond; and
- Conclusion.

## 2. A Review of the Year – External Factors

**2.1 Interest Rates** - The Bank Rate at the start of the financial year was 0.50%, however, this was increased to 0.75% in August 2018. This meant that the counter-party organisations' interest rate on the typical call account ranged from 0.10% to 0.65%.

**2.2 The Economy** – In the United Kingdom, after weak economic growth of only 0.2% in quarter one of 2018, growth picked up to 0.4% in quarter 2 and to a particularly strong 0.7% in quarter 3, before cooling off to 0.2% in the final quarter. Given all the uncertainties over Brexit, this weak growth in the final quarter was as to be expected. However, some recovery in the rate of growth is expected going forward. The annual growth in quarter 4 came in at 1.4% year on year confirming that the UK was the third fastest growing country in the G7 in quarter 4.

After the Monetary Policy Committee (MPC) raised Bank Rate from 0.5% to 0.75% in August 2018, it is little surprise that they have abstained from any further increases since then. We are unlikely to see any further action from the MPC until the uncertainties over Brexit clear. If there were a disorderly exit, it is likely that Bank Rate would be cut to support growth. Nevertheless, the MPC has been having increasing concerns over the trend in wage inflation, which peaked at a new post financial crisis high of 3.5%, (excluding bonuses), in the three months to December before falling only marginally to 3.4% in the three months to January. British employers ramped up their hiring at the fastest pace in more than three years in the three months to January as the country's labour market defied the broader weakness in the overall economy as Brexit approached. The number of people in work surged by 222,000, helping to push down the unemployment rate to 3.9%, its lowest rate since 1975. Correspondingly, the total level of vacancies has risen to new highs.

As for CPI inflation itself, this has been on a falling trend since peaking at 3.1% in November 2017, reaching a new low of 1.8% in January 2019 before rising marginally to 1.9% in February. However, in the February 2019 Bank of England Inflation Report, the latest forecast for inflation over both the two and three year time horizons remained marginally above the MPC's target of 2%.

The rise in wage inflation and fall in CPI inflation is good news for consumers as their spending power is improving in this scenario as the difference between the two figures is now around 1.5%, i.e. a real terms increase. 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.

**2.3 Brexit** - The Conservative minority government failed to muster a majority in the Commons over its Brexit deal. The EU agreed to an extension to the deadline to the 31 October 2019 for the UK to reach an agreement with the EU on the terms by which the UK leave the EU. If an agreement is not reached, there is a strong possibility that the UK would leave without a deal in place, although a further extension and the potential for a general election or second referendum cannot be discounted. Whatever the outcome, there is still a lot of uncertainty surrounding the economy and how the Government would deal with a No Deal Brexit and 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.

### **3. A Review of the Year – Internal Factors**

**3.1 Capital expenditure and financing 2018/19** - The Council undertakes capital expenditure on long-term assets. These activities may either be:-

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

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

	2018/19 Estimate (£m)	2018/19 Actual (£m)
General Fund capital expenditure	47	22
HRA capital expenditure	16	9
<b>Total capital expenditure</b>	<b>63</b>	<b>31</b>
General Fund financed in year by Grants & Contributions	32	16
HRA financed in year by Grants & Contributions	3	3
General Fund financed in year by Council resources	3	1
HRA financed in year by Council resources	13	6
<b>General Fund capital expenditure financed by borrowing</b>	<b>12</b>	<b>5</b>
<b>HRA capital expenditure financed by borrowing</b>	<b>0</b>	<b>0</b>

The main reason for the underspend was the large underspend against seven projects. The details are shown in the table below:-

	Budget £'m	Actual £'m	Variance £'m	Comment
Holyhead Strategic Infrastructure	1.370	0.211	(1.159)	Contract had be retendered and will now take place in 2019/20
Road improvements to Wylfa Newydd	12.000	0.000	(12.000)	Project suspended
New Schools Llangefni Area	5.233	0.421	(4.812)	Consultation process re-commenced
Gypsies & Travellers Site	1.858	0.053	(1.805)	Planning consent took longer than anticipated
Tourism Gateway	1.398	0.092	(1.306)	Delays receiving final grant approval
Seiriol Extra Care Scheme	1.000	0.000	(1.000)	Delays in identifying suitable site
Development of new HRA properties	7.964	1.525	(6.439)	Delays in commencing new build projects

**3.2 Reserves and Cash balances** - the Council's cash balances comprise revenue and capital resources and cash flow monies. The Council's core cash resources comprised as follows:-

Usable Reserves and Provisions	Draft 31-Mar-19 £m	Final 31-Mar-18 £m
Council fund general reserve	5.912	6.899
Earmarked reserves	8.728	7.601
Housing Revenue Account (HRA) reserve	8.387	7.380
School reserves	0.631	1.869
Capital receipts Reserves	1.186	0.320
<b>Total Usable Reserves</b>	<b>24.844</b>	<b>24.069</b>
<b>Provisions</b>	<b>5.234</b>	<b>5.326</b>
<b>Total Usable Reserves and Provisions</b>	<b>30.078</b>	<b>29.395</b>

**3.3 Externalisation of borrowing** – The Council’s underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council’s debt position. The CFR results from the capital activity of the Council and the resources utilised to pay for the capital spend. It represents the 2018/19 capital expenditure financed by borrowing, and prior years’ capital expenditure funded by borrowing which has not yet been paid for by revenue or other resources. Part of the Council’s treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the Treasury Service organises the Council’s cash position to ensure sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies (such as the Government, through the Public Works Loan Board (PWLB) or the money markets), or utilising temporary cash resources within the Council. Due to low cash balances during the year, it was decided to externalise borrowing and the Council took out two long term borrowing with the PWLB. On 16 January 2019, the Council borrowed £15m with an interest rate of 2.49% and will mature in 50 years. On 25 March 2019, the Council borrowed £10m with an interest rate of 2.24% and will mature in 46 years.

**3.3.1 Gross borrowing and the CFR** - In order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure.

The internal borrowing strategy has now been implemented over the last few years. The gross borrowing of £132.5m at 31 March 2019 is less than the forecast CFR for the following two years.

	Actual 2018/19 (£m)	Estimated 2019/20 (£m)	Estimated 2020/21 (£m)
Capital Financing Requirement	138.7	145.1	158.5

**3.3.2 Internal borrowing** - is when, over the medium term, the investment rates are expected to continue to be below long term borrowing rates. This means that value for money considerations would indicate that value could best be obtained by avoiding new external borrowing and by using internal cash balances to finance new capital expenditure or to replace maturing external debt. This would maximise short term savings. The Internal borrowing figure is the difference between the CFR and the Gross Borrowing Position. As can be seen in the table below, at the beginning of the year the internal borrowing position was £19.9m. By taking out the two new PWLB loans as stated in paragraph 3.3 of this report, the internal borrowing position at 31 March 2019 was reduced to £6.2m as can be seen in the table below.

	31 March 2018 Actual (£m)	31 March 2019 Actual (£m)
Gross borrowing position	117.0	132.5
CFR	136.9	138.7
Underfunding of CFR	19.9	6.2

- 3.4 Other Borrowing** - During the year, the Council also entered into two short-term borrowings. The first short term borrowing was for £5m and was taken out on 16 October 2018 for 3 months with North Yorkshire County Council with an interest rate of 0.85%. The second short term borrowing was also for £5m and this was taken out on 14 December 2018 for 1 month with Tyne & Wear Pension fund with an interest rate of 0.80%. These borrowings were taken out to cover short term cashflow difficulties.
- 3.5 Debt Repayments** - A PWLB Loan matured during the year on the 16<sup>th</sup> January 2019 and was for £5m. The loan was originally taken in 2009 at an interest rate of 3.72%. Three short-term borrowings also matured during the year. The first of these was a £5m borrowing from the Tyne & Wear Pension fund at an interest rate of 0.50%, which matured on 19 April 2018. This borrowing was taken out on 19 January 2018. The other two short-term borrowings were the repayments of the two new borrowings listed in paragraph 3.4 of this report. The £5m borrowing from the North Yorkshire County Council was repaid on 16 January 2019 and the £5m borrowing from the Tyne & Wear Pension fund was also repaid on 16 January 2019.
- 3.6 Investments** – The expected investment strategy was to keep to shorter term deposits (up to 364 days) although the ability to invest out to longer periods was retained. Cash balances were expected to be up to £22m, ranging between £4m and £22m. The interest budget was set at £0.016m after adjusting for the higher rates on existing investments. As it turned out, average balances of £11.7m returned £0.054m at an average interest rate of 0.47%. The reason that the investment return was higher than the budget was, as stated in paragraph 2.1, the bank rate was increased from 0.50% to 0.75% in August 2018, leading to a higher than budgeted investment returns. All of the Council’s deposits were held in no notice deposit accounts which pay interest at rates near the prevailing base rate, £14.333m at 0.53% on 31 March 2019 (31 March 2018 £5.993m at 0.39%). All investments were for under 1 year.
- 3.7 Treasury Position at 31 March 2019** – The Council’s debt and investment position is organised by the Treasury Management Service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through Member reporting detailed in the summary and through officer activity in accordance with the Treasury Management Strategy 2018/19. The upper limits for fixed rate and variable rate exposures were not breached during the year. The borrowing and investment figures for the Council as at the end of the 2017/18 and 2018/19 financial years are as follows:-

	31 MARCH 2018			31 MARCH 2019		
	£'000	Average Rate (%)	Average Maturity (yrs)	£'000	Average Rate (%)	Average Maturity (yrs)
Debt	117.0	5.15	23.36	132.5	5.70	30.29
CFR	136.9			138.7		
Over / (under) borrowed	(19.8)			(6.2)		
Fixed term investments (all < 1 year, managed in house and fixed rate)						
No notice investments (all managed in house)	5,993	0.39		14,333	0.53	
<b>Total Investments</b>	<b>5,993</b>	<b>0.39</b>		<b>14,333</b>	<b>0.53</b>	

Borrowing is further broken down by maturity as:-

	31 MARCH 2018		31 MARCH 2019	
	£m	% of total	£m	% of total
Total borrowing	117.0	100	132.5	100
Under 12 months	10.1	8.63	5.2	3.9
12 months and within 24 months	5.1	4.36	4.6	3.5
24 months and within 5 years	7.0	5.98	4.6	3.5
5 years and within 10 years	5.8	4.96	4.2	3.1
10 years and above	89.0	76.07	113.9	86.0

The reason for the increase in borrowing of 10 years and above from 31 March 2018 and 31 March 2019 is the two PWLB loans that were taken out during the year, as mentioned in paragraph 3.3 of this report.

#### 4. The Council's Treasury Management Strategy in 2018/19

- 4.1 Debt rescheduling** - No rescheduling was done during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.
- 4.2 Borrowing in advance of need** – During the year, the Council did not borrow more than, or in advance of, its needs purely in order to profit from the investment of the extra sums borrowed.
- 4.3 Investment Policy** – the Council's investment policy is governed by Welsh Government investment guidance, which has been implemented in the annual Treasury Management Strategy Statement approved by the Council on 28 February 2018. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.). The investment activity during the year conformed to the approved strategy and the Council had no liquidity difficulties. When the Council invests its surplus cash, the most important aspect of the investment is security, followed by liquidity and then the yield. This essentially means that the main priority is the safety of the cash, followed by how readily available the cash is should the Council require it, followed by the percentage interest rate return that the Council will receive for the investment. The strategy on investing surplus cash would be to borrow short term with other Local Authorities to maximize returns in a secure way.
- 4.4 Borrowing strategy** - and control of interest rate risk - during 2018/19, the Council maintained an under-borrowed position. This meant that the capital borrowing need (the Capital Financing Requirement) was not fully funded with loan debt, as cash supporting the Council's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as investment returns were low and minimising counterparty risk on placing investments also needed to be considered. As stated in paragraph 3.3 of this report, during 2018/19 the Council did undertake two long term borrowing with the PWLB, this was to ensure that the Council had adequate cash balances by externalising debt and to take advantage of the low interest rates on offer for long term borrowing with the PWLB. Another part of the strategy is to borrow short term with other local authorities to cover short term cash flow difficulties, and, as stated in paragraph 3.4 on this report, this was done twice during 2018/19 by borrowing with two different Local Authorities at two different times.

**4.5 MRP Policy** – During the year, the Council implemented its new MRP policy after seeking advice from its Treasury advisors and consultation with External Audit. The new policy is a more prudent approach to charging Revenue for Capital Financing costs. The new policy can be seen in Appendix 6 of the Treasury Management Strategy Statement 2019/20 that was approved by full Council on February 27 2019.

## 5. Controlling Treasury Management

The following prudential indicators are contained in Appendix 11 of the Treasury Management Strategy Statement. See below a brief explanation of what the indicators are and how they are calculated. Section 6 of this report with analyse the difference between the Actual and the forecast Prudential Indicators for 2018/19.

- **Capital expenditure – Estimates of Capital Expenditure** - This is the forecast Capital Expenditure from 2018/19 to 2021/22, and is based on the Capital Programme for 2018/19 and the Capital Strategy for 2019/20.
- **The Council's borrowing need (the Capital Financing Requirement)** - Another prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR. The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each assets life, and so charges the economic consumption of capital assets as they are used.
- **Prudence - Gross Debt and the CFR** - The Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2018/19 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.
- **External Debt - The authorised limit for external debt** - A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. This is the statutory limit determined under Section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised. The Section 151 Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans and the proposals in the budget report. The Authorised Limit is set annually in the Treasury Management Strategy Statement and is approved by full Council.
- **The operational boundary** - This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources. The Operational Limit is set annually in the Treasury Management Strategy Statement and is approved by full Council.
- **Affordability - Ratio of financing costs to net revenue stream** - This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream. The estimates of financing costs include current commitments and the proposals in this budget report.

## 6. Prudential Indicators Actual vs Expected

6.1 During 2018/19, the Council complied with its legislative and regulatory requirements. The key data for actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:-

Data for actual prudential and treasury indicators	2017/18 Actual £000	2018/19 Original £000	2018/19 Actual £000
Capital expenditure	20,064	38,810	21,649
• Non-HRA	9,291	13,820	9,028
• HRA	29,355	52,630	30,678
• Total			
Total Capital Financing Requirement:			
• Non-HRA	95,218	108,120	97,845
• HRA	41,648	40,820	40,815
• Total	136,866	148,940	138,660
Gross borrowing	117,029	131,130	132,549
External debt	117,029	131,130	132,549
Investments			
• Longer than 1 year	0	0	0
• Under 1 year	5,993	15,000	14,333
• Total	5,993	15,000	14,333
<b>Authorised Borrowing limit</b>	<b>169.0m</b>	<b>177.0m</b>	<b>132.4m</b>
Operational boundary	164.0m	172.0m	132.4m
Financing costs as a proportion of net revenue stream – CF	6.10%	5.12 %	4.92 %
Financing costs as a proportion of net revenue stream – HRA	22.36%	20.15 %	16.86 %
Estimates of incremental impact of capital investment decisions on housing rents	32.42	48.74	£31.76

6.2 The first prudential indicator in the above table is the Capital Expenditure. The forecast Capital Expenditure at the time of producing the prudential indicators for 2018/19 was £52.630m. However, the actual expenditure was significantly lower at £30.678m. The reason for the reduced expenditure is explained in paragraph 3.1 of this report, and is mainly due to the significant underspend in seven capital projects.

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

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



The forecast CFR at the time of producing the prudential indicators for 2018/19 was £148.940m. However, the actual CFR was significantly lower at £138.660m. One of the reasons for the reduced CFR was the underspend in the 21<sup>st</sup> Century Schools programme, thus reducing the amount of Unsupported Borrowing needed in 2018/19. Another reason was that additional grants were awarded during the year to subsidise other funding sources such as Supported Borrowing. This meant less Supported Borrowing was needed and, therefore, reducing the CFR figure. However, in future years, this subsidised funding source will be used to fund the Capital Expenditure in 2019/20 and will increase the CFR.

- 6.4 The Authorised Borrowing Limit (£177m) and the Operational Boundary (£172m) were not breached during the year, with the amount of external debt peaking at £132.4m only.
- 6.5 The Financing costs as a proportion of net revenue stream for the General Fund (4.92%) was very close to the anticipated total (5.12%) meaning this indicator performed as expected and is lower than last year's total (6.10%). The financing costs as a proportion of net revenue stream for the HRA (16.86%) was below the anticipated total (20.15%) due to the underspend in the Acquisition of Existing Properties and Development of New Properties, meaning no borrowing was needed during the year, therefore, reducing the HRA financing costs. The underspend on HRA also reduced the amount of Revenue contributions needed to fund the capital programme in 2018/19 from £9.7m to £6.3m and this is the reason that the Estimates of incremental impact of capital investment decisions on housing rents is only £31.76 as oppose to the forecast of £48.74.

## 7. Looking forward to 2019/20 and beyond

- 7.1 On 27 February 2019, the full Council approved the Treasury Management Strategy Statement for 2019/20. The Strategy Statement was based on the Capital Strategy and it is forecast that the Council will need to borrow an additional £7.3m in 2019/20 for the General Fund and HRA, a total of £17.0m in 2020/21 and a further total of £20.2m in 2021/22 to fund its Capital Programme. This additional borrowing will affect the General Fund with an increased Minimum Revenue Provision (MRP) being charged to fund the capital financing costs. In 2019/20, the forecast MRP is £3.4m, in 2020/21 £3.7m and £3.9m in 2021/22.
- 7.2 On 4 April 2019, the Isle of Anglesey County Council invested £5m with Central Bedfordshire Council with an interest rate of 0.75%. The investment was for 3 months and matured on 5 July 2019.
- 7.3 On 20 May 2019, a £5m borrowing from the PWLB was repaid by the Isle of Anglesey County Council. This loan was taken out on 25 May 2010 with an interest rate of 3.52%.
- 7.4 The latest interest rate forecast from Link Assets Services can be seen in the table below:-

Comparison of forecasts for Bank Rate today v. previous forecast											
	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
1.7.19	0.75	0.75	0.75	0.75	1.00	1.00	1.25	1.25	1.50	1.50	1.50
7.5.19	0.75	0.75	1.00	1.00	1.25	1.25	1.25	1.50	1.50	1.50	1.75
change	0.00	0.00	-0.25	-0.25	-0.25	-0.25	0.00	-0.25	0.00	0.00	-0.25

## **8. Conclusion**

The Council's Treasury Management performance during the year was in line with the strategy of low risk, low return investments and a planned approach to borrowing designed to minimise interest charges.

The performance against the Prudential Indicators set by the Council show that the Council's Treasury Management activities are being undertaken in a controlled way which ensure the financial security of the Council and do not place the Council at any significant financial risk in terms of unaffordable or excessive borrowing.

The Council's Treasury Management Strategy and its performance against the strategy take into account the external economic factors and it is constantly reviewed to ensure that it is the most appropriate strategy moving forward.

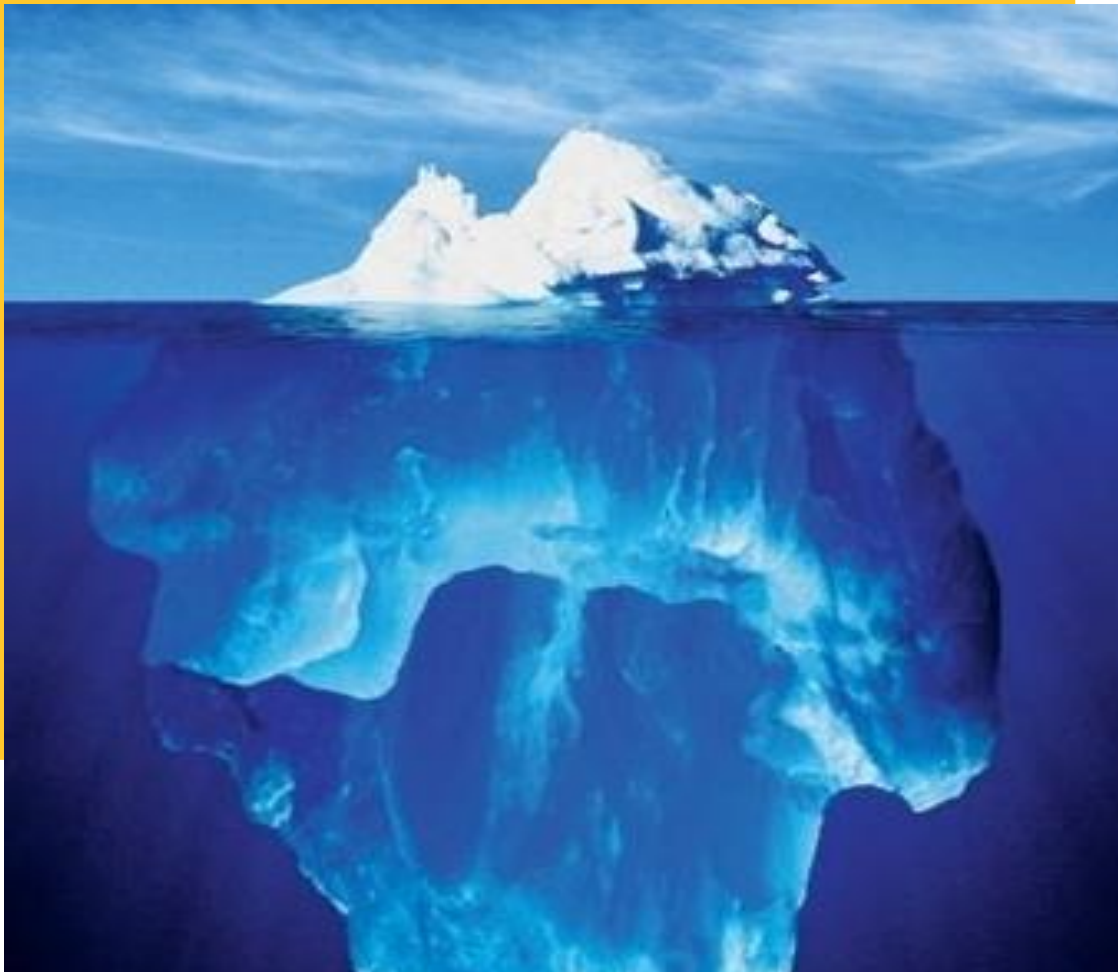
<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>		
<b>Report to:</b>	Audit and Governance Committee / Executive	
<b>Date:</b>	23 July 2019 / 16 September 2019	
<b>Subject:</b>	Risk Management Policy Statement	
<b>Head of Service:</b>	Marc Jones, Head of Function (Resources) / S151 Officer 01248 752601 <a href="mailto:MarcJones@ynysmon.gov.uk">MarcJones@ynysmon.gov.uk</a>	
<b>Report Authors:</b>	Marion Pryor Head of Audit and Risk 01248 752611 <a href="mailto:MarionPryor@ynysmon.gov.uk">MarionPryor@ynysmon.gov.uk</a>	Julie Jones Risk and Insurance Manager 01248 752609 <a href="mailto:JulieJones@ynysmon.gov.uk">JulieJones@ynysmon.gov.uk</a>
<b>Nature and Reason for Reporting:</b> Audit committees are a key component of corporate governance and are an important source of assurance about an organisation's arrangements for managing risk. Further, the Committee's terms of reference require the Committee to oversee the Council's risk management policy and its implementation in practice.		

## 1. INTRODUCTION

- 1.1. As part of its arrangements for good corporate governance, the Council needs to have a clear statement of its overall policy in relation to managing risks in the achievement of its objectives and the delivery of its services. This document outlines the responsibilities for identifying, managing and monitoring those risks.
- 1.2. The Senior Leadership Team has been consulted on the contents but the ultimate responsibility for approval lies with the Executive.

## 2. RECOMMENDATION

- 2.1. That the Committee considers and comments on the Risk Management Policy Statement before its submission to the Executive for approval.



# Risk Management Policy Statement May 2019



# RISK MANAGEMENT POLICY STATEMENT

The Isle of Anglesey County Council is a diverse organisation committed to providing quality, sustainable and value for money services for our community.

Risk is an unavoidable part of delivering these services and in a world where organisations process enormous amounts of data at increasingly rapid rates, identifying and mitigating risks is a challenge for any organisation. Consequently, many contracts and insurance agreements require solid evidence of good risk management practice.

This risk management policy statement and supporting documentation form an integrated framework that supports the Council in the effective management of risk. In implementing our framework, we seek to provide assurance to all our stakeholders that the identification and management of risk plays a key role in the delivery of the Council's vision and other strategic objectives.

We define<sup>1</sup> risk and risk management as:

*Risk: The effect of uncertainty on objectives*

*Risk Management: Coordinated activities to direct and control an organisation with regards to risk*

We recognise that there are risks involved in all our activities. We have a duty to manage these risks in a balanced, structured and cost-effective way. Therefore, the process for identifying, assessing, managing and monitoring risk is an integral part of our management processes. As a result, we will be in a stronger position to deliver quality services, achieve our objectives and provide value for money.

Failure to identify, assess and manage risks may result in considerable unbudgeted expenditure and damage to the Council's reputation.

## Risk Appetite

As a large and diverse organisation, appetite for risk will vary according to the activity undertaken and different appetites and tolerances to risk apply throughout the organisation. We recognise that the Council must accept some risk so that we can achieve our objectives. Therefore, our policy is to ensure a culture of knowledgeable risk taking. Our risk appetite helps us to determine what a material risk is; what is a high risk is and what a low risk is ([Risk Management Assessment Matrix](#) refers). By deciding risk appetite, the Council is able to more effectively prioritise risk for mitigation and better allocate resources.

---

<sup>1</sup> As defined by ISO 31000:2018

## Objectives

The objectives of the Council's risk management activities are to:

- Develop a consistent approach to risk management across the Council.
- Embed risk management as an integral part of the management process within the Council, and ensure clear links with Service Delivery Plans.
- Ensure a proactive risk aware culture across all parts of the Council, where management takes, and does not take, risks knowledgeably in all major decisions and actions.
- Maintain and improve customer confidence in our ability to deliver on our commitments.
- Reduce the possibility of unplanned activity or financial costs, and the impact of such surprises on the Council's reputation and ability to deliver our objectives.
- Manage risk in accordance with best practice and statutory obligations
- Work with our partners and providers to develop a common approach to achieving these risk management objectives.

## Principles

The following key principles set out how the Council will achieve our risk management objectives:

- Risk management is a continuous process and not an event. The process for managing risk ensures that key risks are identified, evaluated, continuously monitored, and mitigated where necessary to an acceptable level.
- The identification, assessment, management and reporting of risk information is timely, accurate, relevant and gives adequate coverage of the key risks in order to support management decision making.
- The process for managing risk is an integral part of management and the successful completion of any activity, project or process.
- Risk management is all encompassing but not burdensome or bureaucratic, nor adds unreasonably to the cost of running the Council.

## Roles and Responsibilities

The key roles and responsibilities are:

### The Senior Leadership Team

The Chief Executive is responsible for effective management of risk across the Council, supported by the Senior Leadership Team and those officers charged with statutory responsibility for particular services.

The Chief Executive and Senior Leadership Team are responsible for ensuring that the Corporate Risk Register is accurate and that the Council manages its risks well.

### **Penaethiaid**

Each Head of Service is responsible for implementing the risk management framework and ensuring that service risks are well managed within their area of responsibility. Collectively, Penaethiaid are responsible for supporting the Chief Executive and Senior Leadership Team to manage corporate risks.

### **Elected Members**

Responsible for good governance in the delivery of services to the community and overseeing that Council officers have effective risk management arrangements in place.

### **The Executive**

Responsible for approving the Council's Risk Management Policy Statement, risk appetite and for overseeing the Corporate Risk Register.

### **Audit and Governance Committee**

Responsible for reviewing the appropriateness of the risk management and assurance processes.

### **Corporate Scrutiny Committee**

Scrutinise major critical risks.

### **All Employees**

All employees have a duty to manage risk.

## **Risk Management Procedures**

The Council's Risk Management Guidance provides further guidance to support this policy statement.

# RISK MANAGEMENT ASSESSMENT MATRIX

LIKELIHOOD	Event is almost certain to occur in most circumstances	> 70%	Almost Certain	A					
	Event likely to occur in most circumstances	30-70%	Likely	B					
	Event will possibly occur at some time	10-30%	Possible	C					
	Event unlikely but may occur at some time	1-10%	Unlikely	D					
	Event rare and may occur only in exceptional circumstances	< 1%	Rare	E					
					5	4	3	2	1
					Insignificant	Minor	Moderate	Major	Catastrophic
Service	No impact on service quality; minor delays in providing non-critical services	Minor impact on service quality; very short delay in providing a single critical service, or a significant delay to other operations	Significant fall in service quality; short term disruption to critical services, or long term disruption to other operations	Long term disruption to single critical service	Long term disruption to multiple critical services				
Reputation	Public concern restricted to local complaints	Minor adverse local / public / media attention and complaints	Serious adverse local or minor adverse regional or national media attention	Serious negative regional or national criticism	Prolonged regional and national condemnation				
Financial Cost (£)	< £50k	£50k - £250k	£250k - £750k	£750k - £3m	> £3m				
Health & Safety	Near miss or minor injury not requiring any professional medical treatment	Minor injury requiring professional medical treatment	Serious injury	Single fatality	Multiple fatalities				
Safeguarding	n/a	Isolated non-compliance with procedures	Continued non-compliance with procedures	Isolated safeguarding incident	Multiple and related safeguarding incidents				
Regulation	Not reportable to regulator	Reportable incident to regulator, follow up not required	Report of a breach to regulator that requires immediate correction	Prosecution by regulator leading to fines and intervention that requires a major project to rectify the situation	Significant prosecution by regulators leading to significant fines and large-scale intervention				
Projects	<5% increase to project time or cost; minor impact on project objectives or scope	5% - 20% increase to project time or cost; impact on project objectives or scope requiring SRO approval	20% - 50% increase to project time or cost; impact on project objectives or scope is unacceptable to SRO	>50% increase to project time or cost; project fails to meet objectives or scope	n/a				
					<b>IMPACT</b>				



# **PRAWF BUDD Y CYHOEDD**

# **PUBLIC INTEREST TEST**

**Cynllun Tai Cyngor newydd ar safle hen Ysgol Llaingoch**

**New Council Housing Scheme on the site of the old Llaingoch School**

**Nid yw Paragraff(au) i gael eu cyhoeddi'n unol â pharagraffau 12, 13 & 14 rhan 1**

**Atodlen 12A Deddf Llywodraeth Leol 1972 / Paragraph(s) Not for publication by reason of paragraph 12,13 & 14 of part 1 of Schedule 12A of the Local Government Act 1972:**

**12. Gwybodaeth ynghylch unigolyn penodol / Information relating to a particular individual**

**Prawf Budd y Cyhoedd yn berthnasol (gweler isod) / Public Interest Test applies (see below)**

**13. Gwybodaeth sy'n debygol o ddatgelu pwy yw unigolyn / Information which is likely to reveal the identity of an individual**

**Prawf Budd y Cyhoedd yn berthnasol (gweler isod) / Public Interest Test applies (see below)**

**14. Gwybodaeth sy'n ymwneud â materion ariannol neu fusnes unrhyw berson**

**penodol (gan gynnwys yr awdurdod sy'n dal y wybodaeth) / Information relating to the financial or business affairs of any particular person (including the authority holding that information)**

**Nid yw gwybodaeth sydd dan baragraff 14 yn wybodaeth eithriedig dan y paragraff**

**hwnnw os oes angen ei chofrestru dan:- / Information falling within paragraph 14 is not exempt information by virtue of that paragraph if it is required to be registered under:-**

**Deddf Cwmnïau 1985 / the Companies Act 1985 Deddf Cymdeithasau Llesiant 1974 / the Friendly Societies Act 1974 Deddf Cymdeithasau Llesiant 1992 / the Friendly Societies Act 1992 Deddfau Cymdeithasau Diwydiannol a Darbodus 1965 i 1978 / the Industrial and Provident Societies Acts 1965 to 1978 Deddf Cymdeithasau Adeiladu 1986 / the Building Societies Act 1986; neu / or Deddf Elusennau 1993 / the Charities Act 1993**

**Prawf Budd y Cyhoedd yn berthnasol (gweler isod) / Public Interest Test applies (see below)**

Y PRAWF – THE TEST

Mae yna fudd y cyhoedd wrth ddatgelu oherwydd / There is a public interest in disclosure as:-

**Mae'r adroddiad hwn yn cynnwys manylion am faterion ariannol gyda busnes penodol i adeiladu tai cyngor newydd. Wrth ddatgelu gwerth ariannol contract posibl rhwng y Cyngor a chwmni adeiladu lleol i adeiladu nifer penodol o dai, mi fyddai'r cyhoedd a'r datblygwr yn gweld faint mae'r Cyngor yn fodlon talu am dai cyngor newydd cyn bod cytundeb pris wedi ei gytuno'n derfynol.**

**This report contains details regarding financial matters with a specific business for building new council houses. By disclosing the financial value of the possible contract between the Council and the local building company for building a specific number of houses, the public and developers would see how much the Council is willing to pay for new Council houses before the price has been finally agreed.**

Y budd y cyhoedd with beidio datgelu yw / The public interest in not disclosing is:-

**Mae'r adroddiad hwn yn cynnwys manylion am faterion ariannol gyda busnes penodol i adeiladu tai cyngor newydd. Wrth ddatgelu gwerth ariannol contract posibl rhwng y Cyngor a chwmni adeiladu lleol i adeiladu nifer penodol o dai, mai'n bosibl y byddai'n gallu i negydu contractau gyda contractwyr eraill yn y dyfodol yn anoddach.**

**Byddai cyhoeddi'r wybodaeth yn gosod cysail o ran faint mae'r cyngor yn fodlon dalu am waith adeiladu.**

**This report contains details regarding financial matters with a specific business for building new council houses. By disclosing the financial value of the possible contract between the Council and the local building company for building a specific number of houses, it is possible that the ability to negotiate contracts with other contractors would be more difficult in future.**

**Publishing this information would set a precedent as regards how much the Council is willing to pay for building work.**



This page is intentionally left blank

Document is Restricted

This page is intentionally left blank