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CYNGOR SIR
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RHYBUDD O GYFARFOD	NOTICE OF MEETING
PWYLLGOR SGRIWTINI CORFFORAETHOL	CORPORATE SCRUTINY COMMITTEE
DYDD MAWRTH, 20 HYDREF, 2020 am 1.00 o'r gloch yp	TUESDAY, 20 OCTOBER 2020 at 1.00 pm
CYFARFOD RHITHIOL (AR HYN O BRYD NID OES MODD I'R CYHOEDD FYNYSYCHU'R CYFARFOD)	VIRTUAL MEETING (AT PRESENT MEMBERS OF THE PUBLIC ARE UNABLE TO ATTEND)
Swyddog Pwyllgor	Ann Holmes 01248 752518 Committee Officer

AELODAU/MEMBERS

Cynghorydd/Councillor:

PLAID CYMRU / THE PARTY OF WALES

Lewis Davies, John Griffith, Dylan Rees (*Is-Gadeirydd/Vice-Chair*), Alun Roberts, Nicola Roberts

Y GRWP ANNIBYNNOL / THE INDEPENDENT GROUP

Richard Griffiths, Richard O. Jones

PLAID LAFUR CYMRU/ WALES LABOUR PARTY

J. Arwel Roberts

ANNIBYNNWYR MÔN / ANGLESEY INDEPENDENTS

Aled Morris Jones (Democratiaid Rhyddfrydol Cymru/Welsh Liberal Democrats)(*Cadeirydd/Chair*)
Bryan Owen

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

Mr Keith Roberts (Yr Eglwys Gatholig / The Catholic Church)

Mrs Anest G. Frazer (Yr Eglwys yng Nghymru / The Church in Wales)

Mr Dyfed Wyn Jones (Rhiant Llywodraethwr – Sector Ysgolion Cynradd/Parent Governor-
Primary Schools Sector)

Llio Johnson (Rhiant Llywodraethwr – Sector Ysgolion Uwchradd ac ADY/Parent
Governor- Secondary Schools Sector and ALN)

A G E N D A

1 DECLARATION OF INTEREST

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

2 MINUTES OF THE PREVIOUS MEETINGS (Pages 1 - 24)

To present the minutes of the previous meetings held on the following dates:

- 27 February, 2020 (*not previously presented to the Committee*)
- 14 September, 2020
- 22 September, 2020 (extraordinary)

3 CORPORATE PREVENTION STRATEGY (Pages 25 - 58)

To present the report of the Interim Director of Social Services.

4 ANNUAL PERFORMANCE REPORT 2019/20 (Pages 59 - 102)

To present the report of the Head of Profession (HR) and Transformation.

5 FORWARD WORK PROGRAMME (Pages 103 - 108)

To present the report of the Scrutiny Manager.

CORPORATE SCRUTINY COMMITTEE

Minutes of the meeting held on 27 February, 2020

PRESENT: Councillor Dylan Rees (Vice-Chair) (In the Chair)
Councillor Richard Owain Jones (Vice-Chair for this meeting)

Councillors Lewis Davies, John Griffith, Richard Griffiths, Alun Roberts, Nicola Roberts.

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

Portfolio Members

Councillor Robin Williams (Portfolio Member for Finance)
Councillor R. Meirion Jones (Portfolio Member for Education, Libraries, Culture and Youth)
Councillor Richard Dew (Portfolio Member for Planning and Public Protection)
Councillor R.G. Parry, OBE FRAGS (Portfolio Member for Highways, Property and Waste)

By Invitation: Councillor Dafydd Roberts (Chair of the Finance Scrutiny Panel), Councillors Kenneth Hughes, Eric Jones, Peter Rogers

IN ATTENDANCE: Chief Executive
Director of Function (Resources)/Section 151 Officer
Director of Education, Skills and Young People
Head of Service (Highways, Waste and Property)
Head of Children and Families' Services
Scrutiny Manager (AGD)
Committee Officer (ATH)

APOLOGIES: Councillors Aled Morris Jones (Chair), Bryan Owen J. Arwel Roberts, Mrs Anest Frazer (Co-opted Member), Councillor Llinos Medi (Leader and Portfolio Member for Social Services), Councillor Dafydd Rhys Thomas (Portfolio Member for Corporate Services)

ALSO PRESENT: Head of Democratic Services

In the absence of the Chair, Councillor Dylan Rees the Committee's Vice-Chair chaired the meeting. Councillor Richard Owain Jones was elected to serve as Vice-Chair for this meeting of the Corporate Scrutiny Committee.

1 DECLARATION OF INTEREST

No declaration of interest was received.

2 MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting of the Corporate Scrutiny Committee held on 13 January, 2020 and the extraordinary meeting held on 14 January, 2020 were presented and were confirmed as correct.

3 2020/21 BUDGET SETTING PROCESS – FINAL DRAFT REVENUE BUDGET PROPOSALS

The report of the Scrutiny Manager on the context to the budget setting process was presented. The report incorporated at Appendix 1, the report of the Director of Function (Resources) and Section 151 Officer on the initial proposals for the 2020/21 Revenue Budget which had been submitted to the Committee at its 13 January, 2020 meeting. Attached at Appendix 2 was the report of the Head of Profession (HR) and Transformation Service summarising the main messages from the public consultation on the initial draft revenue budget proposals.

The Director of Function (Resources)/Section 151 Officer updated the Committee on the budget position following the announcement of Welsh Government's final funding settlement on 25 February, 2020 as follows –

- **Final Budget Settlement from Welsh Government**
 - That an initial standstill budget of £142.147m was approved by the Executive on 13 January, 2010. Since the completion of the initial budget proposals, further work has been undertaken to review and revise the standstill budget and some minor adjustments have been made totalling an additional £28k bringing the revised standstill budget requirement to £142.175m.
 - That some Welsh local authorities as well as the WLGA have unsuccessfully made representations to Welsh Government requesting that a settlement floor be set so that no council would receive less than a 4% funding increase – whilst Anglesey's funding increase was 3.8%, a 4% increase would have meant an additional £200k to the Authority.
 - That Welsh Government on 25 February published its final settlement for Welsh Councils. The published figures were unchanged from the provisional settlement meaning that Anglesey will receive £101.005m as AEF for 2020/21. After taking the final settlement figure into account, the revised budget requirement of £142.175m would require £41.172m in Council Tax funding leading to a minimum increase of 4.58% in the level of Council Tax.
 - That the proposed budget incorporates a number of assumptions as regards likely levels of income and expenditure in future years. There are therefore a number of risks inherent in the proposed budget. Two of the main risks are centred on the demand for services and on the staff pay award. There has been an increase in the demand for services over recent years especially in Adults' Services, Children's Services and specialist education services and these increases have put a financial strain on the Authority resulting in significant budget overspends. With regard to staff pay, the teachers' pay award up to September, 2020 has been agreed and the required sum included in the budget proposals. The pay award for the period September, 2020 onwards has not and although a 2% increase has been allowed for, this may not be sufficient. The non-teaching pay award which is effective from 1 April, 2020 has not been agreed. The Employers have offered a 2% increase but the Unions are seeking a 10% increase. Additional funding has been included in the budget to cover a 2% pay rise. However, each 1% above this rate increases the annual cost by approximately £450k.
 - Other risks include realising income targets; whether grant funding which supports a good proportion of Council spending continues, is reduced or ceases altogether;

inflation and interest rate levels and Council Tax income which cannot be estimated due to constant in year changes in the tax base.

- That the outcome of the public consultation on the initial budget proposals which ran from 15 January to 7 February reflects a broad agreement with the proposals to invest in Adults' Services as a response to an increase in demand; to protect the schools' budget by not implementing the £800k cut that was postponed in 2019/20 and to implement the savings proposals made by services but shows also that there is overall opposition to raising the Council Tax between 4.5% and 5% in order to provide the necessary funding (69.88% against and 30.12% in favour from 83 respondents). There were some views that questioned certain proposals e.g. the value of increasing car parking charges and the need to increase the Council Tax by above inflation rates year on year. Generally, there were no surprises from the public consultation exercise.

In response to questions about how the public consultation exercise compared with last year's event, the Director of Function (Resources)/Section 151 Officer said although the consultation this year followed the same pattern as previous consultation exercises held in recent years, it was not as extensive as in past years because of the shortened timescale enforced upon the Council by Welsh Government which might account in part for the reduced responses. Additionally, a high proportion of last year's comments were in response to the increase in the Council Tax Premium which has since been implemented and remains unchanged for this year. Those who attended the separate sessions held with the Town and Community Council Forum; with young people via the Young Farmers and Urdd forums and with Head Teachers and Senior Managers were appreciate both of the opportunity to comment and to learn more about how the Budget is put together and how it is funded by a combination of the Revenue Support Grant, other Welsh Government grants; business rates and Council Tax.

The Committee noted that Welsh Government had not acceded to requests to consider setting a settlement floor which would have ensured that all councils would have had a funding increase of not less than 4% and was agreed that its disappointment at this decision should be formally recorded.

- **Council Tax**

The Council's Band D Council Tax charge for 2019/20 was £1,248.57 which was lower than the Welsh average and placed it 16th from the 22 authorities in Wales. When compared with the other 5 North Wales authorities, Anglesey has the lowest Band D charge apart from Wrexham. However, due to variations in the tax base across authorities in Wales because of the differences in the number of dwellings in each valuation band, this is not a like for like comparison. Anglesey's proposed increase of between 4.5% and 5% in the Council Tax for 2020/21 is in line with what the majority of councils in Wales are proposing.

Councillor Dafydd Roberts, Chair of the Finance Scrutiny Panel reported from the Panel's meeting of the 20 February, 2020 and due to there being no changes between the draft and final budget settlement, reiterated the Panel's recommendations with regard to limiting the increase in Council Tax to no more than 5%; implementing savings proposals to the value of £343k with the exception of town site parking fees and providing an element of protection for school budgets. In view of the number of unknowns which pose a risk to the 2020/21 Budget such as staff pay award costs and service demand levels, the Panel had highlighted the importance of making appropriate provision to be able to respond to difficult to quantify risks in the draft budget; to put steps in place to bring the General Reserve Fund back to an appropriate level and in light of the uncertainty around

future years' funding, to incorporate an element of flexibility in the 2020/21 Budget. As the capital budget remains unchanged from the initial draft position, the Panel had recommended adoption of the Capital Budget for 2020/21 as presented and likewise recommended that the Corporate Scrutiny Committee takes account of the public consultation in coming to a view on the draft final budget proposals to be recommended to the Executive. Councillor Dafydd Roberts further confirmed that the Finance Scrutiny Panel will be looking more closely at the comments made in the public consultation exercise as part of its in-year work programme.

- **Budget Options and the Impact on the level of Council Tax Increase**

The Director of Function (Resources)/Section 151 Officer provided the Committee with the following budget options and showed by way of a spreadsheet presentation how implementing them/not implementing them would affect by how much the Council Tax would have to increase -

- *Providing additional funding of £980k to respond to the increase in demand in Adults Services (+1.74% increase in Council Tax)*

The Committee was supportive of this proposal.

- *Reversing the £800k reduction in the schools delegated budget postponed from 2019/20 (+3.77% increase in Council Tax)*

The Committee was supportive of this proposal.

- *Implementing the budget savings as proposed (total value £343k)*

The Committee although supportive of the savings package, debated the merits of implementing the proposed increase in car parking charges particularly for town centre sites on the basis that doing so could be counterproductive resulting in less people visiting town centres thereby affecting local businesses and the Island's economy but was also mindful that some opposition to increasing car parking costs at coastal locations had been voiced in the public consultation. The Head of Service (Highways, Waste and Property) provided the Committee with an analysis of car parking charge options based on the findings of a steering group which evaluated car parking charge increases of 2%, 5% and 10% (as part of the overall objective of increasing service fees) for both coastal and town centre parking. Having considered the various options and their impact on the budget and level of Council Tax increase and following a vote thereon, the Committee was in favour of not increasing car parking charges for town centre sites (value approximately £30k) and of abolishing the 50p tariff (for 30 minutes parking) thereby bringing the total savings budget down to £313k.

- *To use surplus funding to create a risk reserve to meet the risks of additional budget pressures arising from increased demand and/or a higher than budgeted pay award and,*
- *If the answer to the above is affirmative, at what level should the fund be set?*

The Director of Function (Resources)/Section 151 Officer explained that within the standstill budget there is a general contingency of approximately £404k which may or may not be drawn upon during the year. There is also a central contingency to meet the cost of redundancy. The contingency was £400k in 2019/20 but the proposed budget reduces this figure to £150k. The 2020/21 budget does not include staff

savings proposals and the delegated schools' budget allows for all additional costs to be funded meaning that schools should not have to reduce teaching numbers significantly. Further, the budget also includes a contingency of £235k for risks meaning there is therefore in-built within the budget a contingency of in the region of £750k to mitigate against emerging risks during the year. The Committee is being asked to consider whether in light of the risks to the budget as reported, this level of contingency funding is sufficient; should the Committee consider that it is not, what further resources does it then propose should be added to the fund. The Officer clarified that a Council Tax increase of 4.5% would generate an additional £257k for the central contingency fund whilst a Council Tax increase of 5% would enable an additional £455k to be made available for the fund. The Director of Function (Resources)/ Section 151 Officer advised that in his professional opinion, bolstering the existing contingency fund would be a prudent course to take given the risks around the 2020/21 budget especially in relation to the staff pay award and given also the Council's level of general reserves which have reduced to an unacceptably low level.

The Committee debated the matter and, on the basis of the risks to the 2020/21 budget especially in relation to the staff pay award, being mindful of the Council's general reserves position and having regard to the advice of the Section 151 Officer, the Committee following a vote, was in favour of increasing the Council Tax by 5% to allow an additional £455k to be put into the central contingency to mitigate against known and potential risks arising during the year.

Having considered all the information presented including the update on the final 2020/21 revenue budget position provided by the Director of Function (Resources)/Section 151 Officer and having particular regard to the risks to the budget as highlighted therein especially in relation to service demand and the potential staff pay award, as well as to the feedback from the public consultation, the Corporate Scrutiny Committee resolved –

- **To recommend to the Executive a 5% increase in Council Tax for 2020/21 on the basis of the following:**
 - **Additional funding of £980k to be made available to Adults' Services as a response to an increase in demand.**
 - **£800k reduction in the Schools delegated budget deferred from 2019/20 to be reversed.**
 - **All budget savings apart from the increase in car parking fees in town centre sites to be implemented and the 50p tariff to be abolished reducing the total budget savings by approximately £30k to £313k.**
 - **Surplus funding to be used to create a risk reserve in order to meet the risk of additional budget pressures arising from increased demand and/or a higher than budgeted pay award.**
 - **The risk reserve fund to be increased by an additional £455k**

- **To express the Corporate Scrutiny's disappointment at the Welsh Government's decision not to agree to a settlement floor that would have ensured a funding increase of not less than 4% for all councils.**

4 2020/21 BUDGET SETTING – CAPITAL BUDGET INITIAL PROPOSALS

The report of the Scrutiny Manager incorporating the report of the Director of Function (Resources)/Section 151 Officer on the initial proposals for the 2020/21 Capital Budget as presented to the Committee's 13 January, 2020 meeting was presented. Attached at

Appendix 2 was the report of the Head of Profession (HR) and Transformation Service summarising the main messages from the public consultation on the initial draft capital budget proposals.

The Director of Function (Resources)/Section 151 Office confirmed that apart from updating the figures for slippage from 2019/20, the Capital Budget position remains unchanged from that reported at initial draft stage. The response from the public consultation to the draft Capital Programme by way of comments was limited with 53% of respondents in agreement with the proposals and 47% not in favour of them.

Having considered the report and the update provided at the meeting, the Committee resolved to reaffirm to the Executive its recommendation of the draft Capital Programme for 2020/21 updated for slippage.

5 ITEM FOR INFORMATION – LIBRARY SERVICE ANNUAL REPORT 2018/19

The report of the Director of Education, Skills and Young People on the Welsh Government's (MALD) assessment of the Library Services 2018/19 Annual Report and the issues arising was presented for the Committee's information.

The Committee noted the following –

- That the Assessment showed the service to be performing well having met 11 core entitlements in full and 1 partially. Of the 10 quality indicators the Isle of Anglesey achieved 7 in full, 1 in part and failed to achieve 2 – a slight reduction on the previous reporting year. However, a change in the reporting/assessment process by MALD rather than a reduction in service has resulted in this change.
- That performance is broadly maintained in the sixth framework with improvements in some areas and reductions in others. A strong focus on children's services is maintained as is support for the Welsh language and evidence a useful partnership ethos working both with other services in North Wales and local providers.
- That the service continues to perform well in other areas covered by the entitlements, especially given limitations in resources and staff capacity.

The Committee noted the Welsh Government's (MALD) assessment of the Library Services 2018/19 Annual Library Report and the issues arising.

**Councillor Dylan Rees
Chair**

CORPORATE SCRUTINY COMMITTEE

Minutes of the virtual meeting held on 14 September, 2020

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

Councillors John Griffith, Richard Griffiths, Richard O. Jones, Bryan Owen, Alun Roberts, John Arwel Roberts, Nicola Roberts

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

Portfolio Members

Councillors Llinos Medi Huws (Leader and Portfolio Member for Social Services), Richard Dew (Portfolio Member for Planning and Public Protection), Carwyn Jones (Portfolio Member for Major Projects & Economic Development), R. Meirion Jones (Portfolio Member for Education, Youth, Libraries & Culture) Alun Mummery (Portfolio Member for Housing and Supporting Communities) R.G. Parry, OBE, FRAGS (Portfolio Member for Highways, Property and Waste), Dafydd Rhys Thomas (Portfolio Member for Council Business), Robin Williams (Portfolio Member for Finance) Ieuan Williams (Portfolio Member for Transformation & the Welsh Language)

By Invitation: Councillor Dafydd Roberts (Chair of the Finance Scrutiny Panel)

IN ATTENDANCE: Chief Executive
Deputy Chief Executive
Director of Function (Resources)/Section 151 Officer
Director of Function (Council Business)/Monitoring Officer
Director of Education, Skills & Young People
Interim Director of Social Services
Head of Highways, Waste & Property
Head of Housing Services
Interim Head of Adults' Services
Head of Democratic Services
Head of Profession (HR) & Transformation
Chief Public Protection Officer (LP)
Scrutiny Manager (AGD)
Committee Officer (ATH)

APOLOGIES: Councillor Lewis Davies, Mrs Anest Frazer (Co-opted Member)

ALSO PRESENT: Councillor Kenneth Hughes, Mr Alan Hughes (Audit Wales), Mr Gareth Wyn Williams (Local Democracy Reporter), Accountancy Services Manager (BHO), Energy Island Programme Delivery Manager (LD), ICT Team Manager (MH)

The Chair welcomed all those present to this virtual meeting of the Corporate Scrutiny Committee after which formal introductions were made.

1 DECLARATION OF INTEREST

Councillors Richard Griffiths, Aled Morris Jones, Richard Owain Jones, Dylan Rees, Nicola Roberts, Alun Roberts and Robin Williams (not a member of the Committee) declared a personal but not prejudicial interest with regard to Item 3 on the agenda on the basis of voluntary work which they had variously undertaken during the Covid-19 lockdown period.

2 MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting of the Corporate Scrutiny Committee held on 9 March, 2020 were presented and were confirmed as a correct record.

3 SCRUTINISING THE COUNCIL'S RESPONSE TO THE COVID-19 EMERGENCY (INCLUDING THE FINANCIAL IMPACT)

The report of the Chief Executive outlining the Council's response to date to the Covid-19 pandemic in accordance with its responsibilities under the Civil Contingencies Act 2004 in relation to emergency preparation and response co-ordination at local level was presented for the Committee's consideration.

The Chief Executive introduced the report by emphasising that the response to the pandemic is still ongoing and that the situation can change very quickly and with it the Council's response to the situation. It is still an uncertain and challenging time for all concerned. Although the Council has been primarily focused on responding to the Covid-19 emergency it has in recent weeks taken a tandem approach in order to plan for recovery and the gradual re-opening of services being mindful of the fact that the situation remains fragile and some distance away from the new normal. The Chief Executive referred to the excellent collaboration seen in Anglesey between all services' staff, elected members and the Council's partners within the community and also more broadly at regional and national levels, and she stressed the importance of the continuation of team work if the Covid 19 virus is to be managed and overcome. She further advised that for the purpose of scrutiny, today's report focused on the following key areas:

- the effectiveness of the governance structures and arrangements and internal processes for managing the emergency;
- the success of the arrangements for safeguarding vulnerable individuals (children, young people and adults);
- the impact of the pandemic on the Council's financial position and the mitigation measures put in place for the short and medium term;
- identifying lessons to be used to inform the Council's response to the recovery period for the new normal;
- to assist in the preparation work for any subsequent surge.

The Deputy Chief Executive in guiding the Committee through the report in greater detail referred to the following aspects and confirmed that the Council's priorities and decision-making has throughout been driven by considerations of safety – both that of staff and the community; of business continuity - in particular front line services; and of new work - much of which was unanticipated but which required the Council to respond and adapt with immediate effect.

- Governance Arrangements – emergency planning governance arrangements were put in place nationally, regionally and locally to lead the response to the pandemic. At local level the Council established an Emergency Management Response Team (EMRT) to lead the Local Authority's response to Covid 19

comprising of the Leader, Deputy Leader, Senior Leadership Team and Heads of Service. The EMRT initially met on a daily basis to co-ordinate the Council's response to the pandemic, and the preparation of daily Situation Reports summarising key issues and risks to inform and escalate matters requiring attention built in assurance to the response. The EMRT's work streams were centred on community, Personal Protective Equipment (PPE), surge planning and excess deaths. The structures and processes established at the outset of the emergency have provided a sound foundation for ensuring safety and business continuity and have helped inform plans, resources and local need and enabled the Council to support businesses and communities. The EMRT continues to meet but on a scaled down, weekly basis at present.

- Member Communication and Engagement – the Chief Executive and Deputy Chief Executive have updated Group Leaders consistently and regularly. This has included daily updates provided for all Elected Members and staff, regular Member briefing sessions and formal reporting to meetings of the Executive in June, July and August. The Council's website has also been regularly updated to provide the latest information on the local response to the pandemic and service related issues. Social media has been utilised extensively to communicate key messages and announcements the aim being to provide accurate and reliable information.
- Key Risk Areas – a specific emergency risk register was created at the outset and has been reviewed and updated weekly. The key risks have been prioritised in terms of time and effort and these have included care homes, contact tracing and testing, personal protective equipment, dealing with outbreaks, supporting vulnerable families, the impact on the Council's finances and the impact on the Council's workforce.
- In highlighting specific risk areas for scrutiny as noted below and documented in detail within the report, the Deputy Chief Executive in each case explained the challenges faced, how the Council responded and the outcome achieved –
 - Provision of PPE to Council Staff
 - Ensuring the wellbeing of residents and staff of Council care homes
 - The impact on Council budgets (including payment of grant monies)
 - Redeployment of Council staff
 - Enabling safe remote working and the future
 - Safeguarding vulnerable individuals and broader well-being matters beyond statutory safeguarding responsibilities
 - Managing Track, Trace and Protect at a local level
- Lessons learnt and the way forward – an initial reflection and learning exercise was undertaken in late June, 2020 in the form of a SWOT analysis which was completed individually by members of the management team in service areas and collated into a single submission by the Head of Service/Director. Following further review and consideration, the Strategic Leadership Team agreed the standout issues from a corporate perspective in terms of strengths, weaknesses, opportunities and threats and these are set out in the report.

The Leader outlined her part in regularly liaising and communicating with national, regional and local stakeholders and she referred in particular to the role of the WLGA. She paid tribute to the Council's staff many of whom had worked very long hours over a length of time as part of the emergency response in difficult and challenging circumstances. She agreed that it was important to learn from the local response to Covid 19 in preparation and planning for recovery and the next normal.

Councillor Dafydd Roberts, Chair of the Finance Scrutiny Panel provided the Committee with an overview of the Council's financial position confirming that the Panel had been provided with a detailed analysis of the same at a meeting on 3 September where it was explained that the immediate financial impact of dealing with Covid 19 (wherein it was envisaged that the Council could be heading for a £3m overspend in 2020/21) had been mitigated by a decision in March, 2020 to borrow £10m with the PWLB to ensure the Council had sufficient cash flow going into the crisis; by an early release of Revenue Support Grant payment by Welsh Government and by a decision to issue the 2020/21 Council Tax bills thereby securing a flow of Council Tax income from those who pay their Council Tax in full or by direct debit. As at May, 2020 the council tax income collected was 1.5% lower than for the same period last year. The Council has been reimbursed by Welsh Government for the business support grant payments it has made (approximately 1,500 applications with in the region of £22m distributed). On the other hand, although the Council has had to shoulder additional costs in dealing with the pandemic the majority of those costs have now been recovered from Welsh Government. The income lost – estimated at £774k - across a range of services as a consequence of the closure of facilities such as leisure centres has also been reimbursed to a large extent by Welsh Government from whom the Council has been able to claim £725k. The longer term situation remains uncertain with services and the Council Tax Reduction Scheme expected to come under pressure as the Furlough scheme ends and unemployment levels in all likelihood rise. The Chair thanked Councillor Dafydd Roberts for the update.

Councillor Robin Williams, the Portfolio Member for Finance in agreeing with the broad outline of the Council's financial position above confirmed that the worst case scenario had been avoided for now but that challenges remain for which the Council must be prepared going into the autumn and winter periods. The Director of Function (Resources)/ Section 151 Officer in concurring with those sentiments said that he considered the greatest risk to be the potential effect of the pandemic on the wider long-term funding landscape and given the level of support already made available by both the UK and Welsh Governments, whether future levels of public spending will be sufficient to enable local authorities to deliver services effectively. **The Committee noted the information presented regarding the impact of the pandemic on the 2020/21 budget and the mitigation measures put in place to positively influence recognising also that the pandemic will likely have an impact on the Council's medium term financial position.**

There was a consensus within the Scrutiny Committee about the professionalism and commitment with which the Council's Officers had dealt with the pandemic and praise also for the organisational response in terms of the support provided to businesses and communities, the clear messaging and the interpretation and clarification of a raft of regulations. In considering the report, the Committee raised the following issues –

- The Committee acknowledged that the pandemic had changed working practices in necessitating a rapid and significant shift to remote working which had created both opportunities and challenges. The Committee sought assurance that the Council's workforce is being supported as regards their mental health and wellbeing and that flexibility will remain a feature of workplace practice beyond the pandemic. The Head of Profession (HR) and Transformation provided assurance about the practical plans in place to ensure the health, safety and well-being of staff over and above existing counselling and occupational health services. She referred as examples to the Learning Pool and the range of modules contained therein, weekly newsletter updating staff on relevant matters and containing ideas for keeping both physically and mentally well and a dashboard to help social care staff keep up to date with training. Additionally, managers have been advised to keep in regular contact with their teams. The Chief Executive acknowledged the importance of agile and flexible working in responding to the emergency situation

and confirmed that in addressing the new normal the Council would be looking at different ways of working. **The Committee was agreed that employee and community well-being be prioritised in its forward work programme.**

- The Committee referred to the Covid 19 outbreak at the Two Sisters meat processing plant in Llangefni and asked whether lessons had been learnt from dealing with the outbreak that could be applied in the event of a similar occurrence in future. The Chief Executive clarified that a rapid response and swift escalation to Welsh Government were key to successfully managing the outbreak and that regular contact was maintained with Welsh Government throughout. As a result of the experience gained, the appropriate structures and processes are now in place should the Council have to respond to a similar event in future. The Deputy Chief Executive highlighted the importance of sharing information in a clear and consistent way and said that word of mouth still remains one of the most effective ways of getting messages across.
- The Committee acknowledged the challenge of ensuring the wellbeing of residents and staff of Council care homes in the crisis and enquired about the lessons learnt from an outbreak of the virus in one Council care home early in the lockdown period. The Interim Head of Adults' Services clarified that making available designated beds for Covid (red) and non Covid (green) patients to prevent wider transmission within the care home setting and ensuring the use of PPE throughout the home were operational steps that were seen to be effective. Mindful of the specific needs of individuals with dementia and the particular difficulties in isolating those individuals, staff would sit with them to provide comfort and reassurance. Recognising also the importance of residents' emotional and psychological well-being in maintaining contact with families and friends, the Council purchased and disseminated i-pads to all internally managed care homes to facilitate personal contact and virtual consultations.

The Committee in noting this information referred to the importance of testing and enquired how ensuring easy access for care homes to the UK Portal and the speedy return of test results could be facilitated. The Chief Executive confirmed that a letter to this end had been sent on 10 September jointly to Welsh Government's Health and Social Services Minister and the NHS Chief Medical Officer and suggested that a further letter lending Scrutiny's weight to this message would be of great help. The Interim Head of Adults' Services said that weekly meetings of a regional steering group of BCUHB and local authority officers has been key in ensuring orderliness with regard to testing but that more could be done to strengthen the UK Portal system. **The Committee was agreed that a further letter should be sent on behalf of the Corporate Scrutiny Committee to reiterate this message.**

- The Committee acknowledged the impact of the pandemic on the economy and the business sector and in light of the winding down of the Furlough scheme sought clarification of measures taken by the Council to support local businesses, promote the local economy and strengthen town centres. The Director of Function (Resources)/Section 151 Officer referred to the £22m distributed to local businesses as part of the Welsh Government's package of support and outlined the rateable value basis on which this funding was allocated with additional support being given to small businesses. The ending of the Furlough scheme is expected to result in a rise in unemployment with implications for applications to the Council Tax Reduction Scheme which are also expected to increase. None of the Council's staff were put on furlough which was primarily intended to protect jobs in businesses unable to trade rather than local authority staff paid for by public funding with the exception of local authority staff who are funded fully from commercial income generated. The Deputy Chief Executive confirmed that the Council has developed a draft Economic Recovery Plan with one of the main considerations being how and where to prioritise resources

to the greatest effect especially as many business critical decisions lie with the UK Government as part of large scale economic recovery programmes.

- The Committee referred to managing the Track, Trace and Protect (TTP) Strategy at local level and asked about the initial collaboration with Ceredigion Council. The Committee further noted that the system is only effective if individuals comply with self-isolation guidance, and it enquired about the effectiveness of enforcement and any additional measures that can be taken in this respect. The Chief Executive confirmed that based on the experience of a Ceredigion pilot, the Council established and piloted its own Contact Tracing process which was used to inform the development of a regional model. The North Wales Contact Tracing Service has since been established for which Flintshire Council is the lead employer and has contact tracing teams aligned to each of the North Wales authorities providing a regional as well as local contact tracing service. The Chief Public Protection Officer confirmed that although it involves the Council's Environmental Health Service, the Police and Public Health Wales working collaboratively, TTP relies primarily on people taking personal responsibility for self-isolating when required to do so; the capacity, resources and expertise to comprehensively police and enforce the scheme are not available. **Given its importance in effectively managing Covid-19, the Committee was agreed that TTP be incorporated within its Forward Work Programme as a priority area for monitoring; further, a reference to the Committee's concerns regarding the sufficiency of resources to support effective enforcement be made in the letter which it was previously agreed be sent to Welsh Government.**
- The Committee enquired about the safety of schools and school staff. The Director of Education, Skills and Young People provided assurance that every step had been taken to ensure that schools are Covid secure confirming that schools have been thoroughly and comprehensively risk assessed. Co-operation between the LEA and school Head teachers is good and regular meetings are held to share experiences, information and practice. This was corroborated by Mr Keith Roberts the Catholic Church's education representative on the Committee who said that he thought that the current arrangements are working effectively and that regular information is provided by the LEA to keep schools up to date.
- The Committee acknowledged the commitment of the Council's staff in difficult circumstances and noted that some services will have experienced greater pressure than others; the Committee sought assurance that the Council had been able to respond to requests for support by transferring staff to service areas where the need was greatest. The Head of Profession (HR) and Transformation clarified that early in 2020 the Authority was one of a few in Wales to have agreed with the trade unions and adopted a policy allowing for the redeployment of staff in an emergency situation. The policy enabled staff to be approached to undertake alternative work during the emergency pandemic and 800 forms were completed by staff indicating their willingness to assist with redeployed roles; however, some services such as Environmental Health for example involve specialist roles requiring specific expertise and qualifications and are therefore not easily filled. Whilst the Authority's Workforce Planning Strategy seeks to assess and determine future workforce needs it could not foresee a pandemic; however the Authority will be seeking to evaluate the lessons learnt from the experience of dealing with the pandemic from a Human Resources perspective in order to plan for future needs. The Deputy Chief Executive confirmed that as well as developing economic, destination, social services and community recovery plans the Authority is also looking at organisational recovery from the perspective of working differently and working more thematically across the organisation providing staff with increased opportunities to gain experience in other areas and developing transferable skills with a view to becoming a more adaptive, nimble and responsive organisation.

- The Committee noted the likely repercussions of the pandemic and lockdown restrictions on the mental health of children and young people and sought to gain assurance about the capacity of the Child and Adolescent Mental Health Service (CAMHS) to deal with additional demand. The Chief Executive in acknowledging the point made advised that the matter might be best addressed through regional structures.

Following consideration of the report and a full discussion of the matters raised therein, the Committee RESOLVED –

- **To note the Council’s response to the pandemic thus far and to commend the commitment of Officers and staff in their response to the emergency.**
- **To note the lessons learnt and good practices developed specifically in managing the 2 sisters outbreak and preventing wider community transmission and also in responding to an outbreak at one Council owned care home.**
- **That a letter be sent to Welsh Government’s Minister for Health and Social Services and the NHS Chief Medical Officer by the Chair of this Committee to emphasise the Committee’s concerns about the following–**
 - **Access to testing and in particular the need to ensure that care homes have easy access to the UK Portal and that test results are returned in a timely way.**
 - **Ensuring compliance with guidance and the need therefore to make available sufficient resources to support effective enforcement under the Trace Track and Protect strategy.**
- **To recognise that the Covid-19 crisis and related lockdown restrictions may lead to additional demands on the Child and Adolescent Mental Health Service and to note that capacity within CAMHS will be raised and addressed through regional structures.**
- **That the well-being of Council employees and communities and monitoring the effectiveness of the Trace, Track and Protect strategy be included as priority areas on the Committee’s forward work programme during 2020/21 and beyond.**
- **To recommend to the Executive that the Programme Boards submit regular progress reports to both scrutiny committees on recovery planning and delivery for the next norm.**

4 FORWARD WORK PROGRAMME

The Committee’s forward work programme was presented for consideration.

It was resolved –

- **To agree the current version of the forward work programme for 2020/21 subject to the inclusion of the well-being of Council employees and communities, and monitoring of Trace, Track and Protect as priority areas to be revisited in future.**
- **To note the progress thus far in implementing the forward work programme.**

ACTION: Scrutiny Manager to update the forward work programme accordingly.

**Councillor Aled Morris Jones
Chair**

DRAFT

CORPORATE SCRUTINY COMMITTEE

Minutes of the extraordinary virtual meeting held on 22 September, 2020

- PRESENT:** Councillor Aled Morris Jones (Chair)
Councillor Dylan Rees (Vice-Chair)
- Councillors John Griffith, Richard Griffiths, Richard O. Jones, Alun Roberts, John Arwel Roberts, Nicola Roberts
- Portfolio Members**
- Councillors Llinos Medi Huws (Leader and Portfolio Member for Social Services), R. Meirion Jones (Portfolio Member for Education, Youth, Libraries & Culture), R.G. Parry, OBE, FRAGS (Portfolio Member for Highways, Property and Waste), Robin Williams (Portfolio Member for Finance)
- IN ATTENDANCE:** Chief Executive
Interim Director of Social Services
Interim Head of Adults' Services
Head of Democratic Services
Scrutiny Manager (AGD)
Committee Officer (ATH)
- APOLOGIES:** Councillors Lewis Davies, Bryan Owen
- ALSO PRESENT:** Bethan Roberts (Audit Wales), Mr Gareth Wyn Williams (Local Democracy Reporter), Scrutiny Officer (SR)
-

The Chair welcomed all those present to this extraordinary meeting of the Corporate Scrutiny Committee.

1 DECLARATION OF INTEREST

No declaration of interest was made.

2 ANNUAL REPORT OF THE STATUTORY DIRECTOR OF SOCIAL SERVICES 2019/20

The draft Annual Report of the Interim Director of Social Services on the effectiveness of Social Services in 2019/20 was presented for the Committee's consideration. The purpose of the report the publication of which is a statutory requirement is to promote awareness and accountability for the performance and progress made over the past year in delivering Social Services within Anglesey County Council as well as outlining improvement priorities.

The Chair introduced the item by referring to the democratic channels through which the Annual Report would be reported culminating in its presentation for Full Council approval

prior to 31 October, 2020 and he invited the Interim Director of Social Services to present the report.

The Interim Director of Social Services reported that much of the credit for the report and for Social Services activity during the 2019/20 financial year is owing to Mr Alwyn Rhys Jones who led the work mentioned in the report as the Statutory Director of Social Services and who has since been appointed to the Statutory Director's role with Wrexham County Borough Council. The report has been prepared under the requirements of the Social Services and Wellbeing Wales Act 2014 and the Regulation and Inspection for Social Care (Wales) Act 2016 and as such it follows a prescribed format with performance documented under six Quality Standards for well-being outcomes with supporting evidence of progress and achievement under each standard. The report carries a wealth of information and this has been set out in as accessible and reader friendly way as possible and provides service users, elected members, the Council's partners, regulators and the general public with an insight into the achievements and progress made by Anglesey's Social Services during the past year.

Some of the key highlights include –

- The establishment of a project in collaboration with Voices from Care Cymru which is developing a participation group for looked after children and young people on Anglesey. The group will support Anglesey Council in the development of its Looked After Children and Care Leavers Strategy and provide a platform that supports relationship building between looked after children, young people and their corporate parents in Ynys Môn.
- Work in Adults' Services on developing the Môn Community Link service in collaboration with Medrwn Môn as the overarching voluntary body.
- Increased emphasis during the past year on listening to the voice of service users as a basis for developing and shaping services.

The Leader and Portfolio Member for Social Services thanked both Mr Alwyn Jones for leading the Service as Director of Social Services during 2019/20 and Mr Fôn Roberts his successor for taking up the reins as Interim Director of Social Services. She highlighted the many functions of Social Services as reflected by the annual report and referred to its reach into many people's lives in delivering help and support at times when they are vulnerable and in responding to a range of care, welfare, and safeguarding needs.

The Committee welcomed the report as providing a positive overview of Social Services' performance in Anglesey during 2019/20. In discussing the report in greater detail the Committee raised the following issues –

- The way the report has been set out and whether combined reporting on Adults' Services and Children's Services under each Quality Standard makes the report more difficult to follow than were Adults and Children's Services reported upon separately. The Interim Director of Social Services in acknowledging the point clarified that the format reflects the requirements of the Act and that further, it is also a reflection of the fact that Adults' Services and Children's Services are closely aligned in that both work with individuals and do so on a statutory basis. However, it is important that the report is easy to read and understand and the Service would be happy to consider treating the two services separately within next year's report.
- The Committee acknowledged the work undertaken under the Place Shaping Programme on Anglesey but recognised that the implementation of action plans already drawn up will have been paused and priorities and objectives in each area may well have changed as a result of the pandemic. The Committee enquired about the strategy for taking the programme forward in the current circumstances.

The Chief Executive advised that it is important that the place shaping programme planning work should continue and she congratulated those communities which had succeeded in establishing alliance structures. She confirmed that consultation has taken place with communities and resulting priorities were established back in 2017; those will now have to be re-visited in light of changes wrought by the pandemic and alternative ways of re-engaging with communities will need to be found in order to progress the planning work in partnership with Medrwn Môn. The Leader further confirmed that the issue had been raised in a meeting of the Communities Steering Group that had taken place during the emergency taking stock of the situation in terms of the formation of alliances, the bank of volunteers who had come forward, the LAC service delivered by Medrwn Môn and the nature of the support provided to communities.

- The Committee referred to the budget pressures experienced by Adults' Services in recent years due to a number of reasons including increasing demand. The Committee sought assurance that the Service has in place a plan that is sufficiently robust to be able to address demand, in particular to deliver the key service priority of promoting independent living thereby making the best use of resources. The Interim Director of Social Services confirmed that in assessing the financial position the Service is looking at ways of doing things differently including the re-configuration and/or transformation of services and it is also trying to anticipate in which areas the pressures are likely to be greatest in future being mindful of the Covid effect in potentially bringing to the Social Services' attention, individuals and families with employment or poverty issues who might not otherwise be seeking assistance. The Service continues to look at ways of promoting independence it being expected that the experience of Covid 19 may also have influenced preferences with regard to types of care resulting in more people wanting to remain in their own homes rather than moving into a residential care home setting. The Interim Head of Adults' Services referred to the Service's Community and Preventative strategies which aim to ensure individuals can remain safe and well in their own homes. Independent living can also mean financial independence for individuals and the freedom to choose how they receive care and support that best suits their needs.
- The Committee referred to many services having been paused or having ceased to operate during the pandemic including the Mencap Môn Hub in Llangefni which provides a community resource for individuals with learning disabilities. The Committee enquired about the steps taken to support people with a learning disability in the absence of the Hub provision. The Head of Adults' Services gave assurance that those individuals had been supported at home according to their needs. The Service is also very mindful of the pressure upon informal carers and has provided them with support where necessary including by proceeding to open two day care centres with precautions to ensure that the most acute learning disability needs were met in this period.
- The Committee raised concerns about safeguarding during the pandemic with the risk that problems within families may have remained hidden and unaddressed. The Committee enquired whether the Service had detected any emerging pattern of issues with the gradual lifting of lockdown restrictions. The Interim Director of Social Services in advising that it was probably too soon to identify any trends confirmed that referrals had begun to increase now that schools had re-opened but that they were not back to pre-Covid levels. He added that families who would not have traditionally approached the Service have been seeking advice about food boxes etc.
- The Committee sought assurance that the significant progress made within Social Services in recent years had not been put at risk by the pandemic and that the

momentum of improvement could be maintained. The Interim Director of Social Services confirmed that the Service has robust monitoring processes in place to identify and act on any lapse in performance as well as arrangements to support staff including investing funds in recruiting administrative support for social workers. Meetings of the Social Services Improvement Panel have resumed and regular briefings are held with the Leader who is also the Portfolio Member and with the Chief Executive.

- The Committee sought clarification of the position with regard to formal inspection and enquired whether the Social Services were due another such inspection. The Interim Director of Social Services advised that CIW's Performance Review Letter for Anglesey for 2019/20 had been issued and that it was positive in its message finding strengths in Children's and Adults' Services and recognising the continued progress made in both services. CIW now has an annual programme of thematic inspection whereby it focuses on a specific theme for review and reporting. Meetings with CIW have continued on a virtual basis during the emergency period.
- The Committee referred to domestic abuse as an often hidden problem because victims are afraid to come forward and because they are good at concealing the abuse; the Committee enquired whether the Service is satisfied that it is doing enough for individuals who are subject to domestic abuse and whether avenues of help and support are sufficiently publicised. The Interim Director of Social Services referred to the Safe Lives Charity, a UK wide charity that aims to end domestic abuse with which the Service is collaborating as well as the work on domestic abuse the Service undertakes in co-operation with Gorwel, the Learning Service and with North Wales Police. The One Front Door Project aims to improve the identification of individual family need when domestic abuse referrals are received within the Children and Families Service. The Service uses social media to disseminate information about sources of support for domestic abuse victims and during the pandemic leaflets were circulated to local shops to highlight the issue and to promote awareness in what could have been an especially difficult time for victims. Domestic abuse is everyone's business and there is always more that can be done to improve awareness. The Portfolio Member for Social Services informed the Committee about working with Medrwn Môn to provide volunteers with access to the Learning Pool to help them identify safeguarding signs of abuse and also with Gorwel to raise awareness of the less publicised area of older persons' abuse.

Following consideration of the report and a full discussion of the matters therein, the committee resolved –

- **To accept the draft Annual Report of the Statutory Director of Social Services on the Effectiveness of Social Services in 2019/20 on the basis that it was satisfied that the report –**
 - **Captures the Council's current position with regard to delivering Social Services;**
 - **Accurately reflects the improvement priorities for both Adults and Children's Services for the forthcoming year; and**
 - **Reflects the Council's accountability and responsibility with regard to Social Services.**
- **To recommend the draft Annual Report to the Executive for approval.**

3 SOCIAL SERVICES PROGRESS REPORT

The report of the Interim Director of Social Services updating the Committee on progress in the Social Services was presented for consideration. The report summarised recent developments within Children's and Adults' Services with reference also to the impact of the Covid 19 pandemic and the response of Social Services during the lockdown period.

The Leader and Portfolio Member for Social Services provided an overview of recent activity; the Interim Director of Social Services and the Interim Head of Adults' Services reported in greater detail on delivery in Children and Families' Services and Adults' Services respectively under the following headlines –

- Increasing the number of Local Authority Foster Carers
- Opening the first Cartef Clyd which will enable looked after children from Anglesey to receive care on the Island
- Opening a training flat for young people leaving care to support them to live independently for the first time
- Continuation of planning work for a new extra care housing provision in the south of the Island
- Developing the Shared Lives Programme to support people living with dementia and their carers as well as design a Dementia Strategy in line with Welsh Government's Dementia Plan
- Developing opportunities for people with mental health needs to participate in community based group activities
- Increasing participation levels in the community hub models by promoting and developing the hubs across the Island; working to establish 3 community resources teams in Amlwch, Ysbyty Penrhos Stanley and Llanfairpwll
- Engaging and consulting with users on the Adult Learning Disability Day Opportunity Strategy to create a greater range of high quality day opportunities for individuals in their communities.
- Delivering on all statutory duties during the Covid-19 lockdown period

Councillor Richard Griffiths, the Committee's representative on the Social Services Improvement Panel gave an update on the deliberations of the Panel from its meeting on 10 September (section 2 of the report refers) drawing attention to the Panel's recommendation that the Corporate Scrutiny Committee could refer specific areas of work to the Panel for in-depth scrutiny within the broader context of the parent committee's work programme on the Council's response to Covid-19. Councillor Griffiths further referred to the Fostering Panel which had also met recently. **The Committee noted the information and thanked Councillor Richard Griffiths for it.**

The Committee considered the update and discussed the following matters –

- The Service's plans for the medium and longer term taking into account the impact of Covid 19. The Interim Director of Social Services advised that planning ahead in any meaningful way is difficult because of the uncertainty around both how the Covid-19 crisis will continue to evolve and what its consequences will be for local government funding next year and beyond. The Leader clarified that the focus recently for local Authority Leaders in Wales has been on ensuring that pressure points are identified sooner rather than later so that Welsh Government can be lobbied promptly and also on achieving parity of treatment for Social Services with Health. A further priority has been reaching a clearer understanding of winter pressures funding for the coming winter and the availability of the Winter Pressures Grant. In the short-term the objective is to see the winter through to the end of this financial year; however it is hoped that local government's crucial role in responding to the Covid-19 emergency will be recognised leading in the long-term to fair funding for local authorities.

- Recognising the importance of early intervention for individuals with dementia and the work being done in this respect, the Committee sought clarification of the problem in accessing GP services in the first place and thereafter in seeing a specialist for timely diagnosis. The Interim Head of Adults' Services agreed that because of Covid-19 obtaining a GP appointment can now be a longer and increasingly virtual process. Diagnosis and support are provided through the Memory Clinic which is Health Board responsibility. As with other health matters the Authority does work closely with BCUHB on this issue and also has close contact and a good working relationship with support organisations for Alzheimer and independent providers who are able to pick up on the early signs of dementia.
- The planned extra care provision in the South of the Island currently on hold due to the decision to rescind the previous decision on the future of Ysgol Gynradd Beaumaris. The Committee enquired whether the location still meets the need for this type of provision, whether other locations in the South of the Island are being actively considered and whether there are risks in the medium to long-term of not proceeding. The Interim Head of Adults' Services confirmed that locations in the South of the Island are being explored whilst also considering opportunities for implementing Extra Care Light based on developing and extending existing sheltered housing provision in combination with the care available through extra care to provide community support. Alternatively, where there is sheltered housing in close proximity to a care home, care options that bridge the two provisions and allow individuals to remain within their immediate community are being looked at. Extra Care forms part of the Service's Independent Living Strategy the aim being to seek a variety of provision to be able to meet the differing needs of the Island's communities and enable individuals to safely remain at home for longer.
- The risk which a potential second lockdown poses to the realisation of the Service's improvement aspirations and plans in the short-term. The Chief Executive whilst acknowledging that there is a risk advised that planning and research work can and must continue in the background as part of the process of planning for recovery and the future shape of services within communities.
- Increased Mental Health costs in Children and Families' Services and a request for a breakdown of the costs. The Interim Director of Social Services advised that as the information was not immediately to hand he would report back to the Social Services Improvement Panel with an update to the next meeting of the Corporate Scrutiny Committee.

It was resolved –

- **To confirm that the Corporate Scrutiny Committee is satisfied with the pace of progress and improvements made to date in Social Services and**
- **To recommend to the Executive that progress and pace of improvements in Social Services are adequate.**

ACTION: The Interim Director of Social Services to report back to the Social Services Improvement Panel with a breakdown of the increased Mental Health costs in Children and Families' Service and to update the Committee on the same at its next meeting.

**Councillor Aled Morris Jones
Chair**

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ISLE OF ANGLESEY COUNTY COUNCIL Scrutiny Report Template	
Committee:	Corporate Scrutiny Committee
Date:	20.10.2020
Subject:	Corporate Prevention and Early Intervention Strategy
Purpose of Report:	Present an overview of the proposed Corporate Prevention and Early Intervention Strategy and the <ul style="list-style-type: none"> • timeframe for implementation
Scrutiny Chair:	Cllr Aled Morris Jones
Portfolio Holder(s):	All
Head of Service:	Fôn Roberts, Interim Director of Social Services
Report Author:	R. Arwel Jones Principal Development Officer – Housing Services
Tel:	(01248) 752064
Email:	RArwel.Jones@ynysmon.gov.uk
Local Members:	N/A

1 - Recommendation/s
<p>The Corporate Scrutiny Committee is requested to recommend to the Executive approval of:</p> <ul style="list-style-type: none"> a. the Corporate Prevention and Early Intervention Strategy b. the proposed Action Plan

2 – Link to Council Plan / Other Corporate Priorities
<p>Prevention and early intervention has an integral role to play in reducing demand upon statutory, frontline provision, thus reducing costs and ensuring that the all citizens including some of the most vulnerable receive timely interventions to meet their diverse needs.</p> <p>Our Corporate Early Intervention and Prevention Action Strategy will focus on an Authority wide approach, as outlined in the Action Plan, and will be implemented in parallel with our Corporate Council Plan as we continuously work towards achieving our 3 core Corporate aims of:</p> <ul style="list-style-type: none"> • Creating the conditions for everyone to achieve their long term potential • Support vulnerable adults and families and keep them safe, healthy and as independent as possible • Work in partnership with our communities to ensure they can cope effectively with change and development, whilst protecting our national our national environment

The strategy and accompanying Action Plan will also embrace the five ways of working underpinning the Wellbeing of Future Generations Act (Wales) 2015, by ensuring focus on:

- Long term sustainability
- Prevention
- Integration
- Collaboration
- Involvement of Service users, partner stakeholders and citizens

3 – Guiding Principles for Scrutiny Members

To assist Members when scrutinising the topic:-

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

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

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

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

3.5 Looking at plans and proposals from a perspective of:

- Long term
- Prevention
- Integration
- Collaboration
- Involvement

[focus on wellbeing]

4 - Key Scrutiny Questions

4.1 How is it proposed to promote and develop a council wide approach which will take ownership of the prevention and early intervention agenda? ; and

4.2 How will the Council monitor a shift from traditional models of service delivery, which has historically placed the emphasis on Social Services, Housing and Education?

4.3 Are there any financial implications to the Local Authority? If so, how it is proposed that this is addressed?

5 – Background / Context

Introduction

The Isle of Anglesey County Council's Early Intervention and Prevention Strategy (see Appendix 1) sets out the Council's corporate vision, ambition and development in relation to the commissioning and direct provision of service and activity in this area.

Led by the Welsh Government, Local Authorities across Wales have adopted a pro-active approach in our public services, focused on improving outcomes and building the assets and resilience of people and communities, through prevention and early intervention based actions.

Preventative action can be defined as 'the adoption of approaches which build on the active participation of service users and communities to ensure improved outcomes and contribute significantly to making the best possible use of money and other assets'. These approaches help to eradicate duplication and waste, whilst critically reduce demand from the system over the longer term.

The main benefits of preventative approaches include identifying and promoting protective factors that can prevent negative outcomes at an early stage, supporting people to maximise their potential, and enjoy a better quality of life. Preventative approaches are often 'enabling': equipping individuals and communities with the tools to succeed, rather than interventions being imposed upon them. Asset based approaches, have long been established in the Seiriol area of Anglesey and have successfully, fostered self-reliance and resilience rather than dependency.

In comparison 'Early interventions' are considered as actions that can address the underlying causes of social problems, which are often interlinked and deep-rooted, thus stopping the onset of multiple related problems, helping to stop entrenched cycles of deprivation, and reduce inequality. Problems are generally easiest to tackle in their early stages, before they become entrenched, and by addressing them, we can create the conditions for a more equal society which will impact positively across a range of outcomes. Both approaches can also achieve significant cost savings for the public sector by reducing the need for expensive multiple and acute interventions over the long term, enabling people and communities to realise their potential, thereby reducing reliance on the state and Public Services in general.

Governance and Accountability

Day to day operational management of the Specific Prevention / Early Intervention Programmes, listed above will remain with the respective Programme Managers / Lead Officers and their teams. However, all Programme Managers / Lead Officers will be required to report to the Corporate Prevention and Early Intervention Board, chaired by the Interim Statutory Director of Social Services on the following matters

- Expenditure (overspend / underspend);

- Progress against key targets, as shown in the Corporate Prevention / Early Intervention Action Plan;
- Outcome based measures, where applicable;
- Procurement;
- Issues of concern / Good Practice.

The Corporate Prevention / Early Intervention Board, shall subsequently via its Chairperson (Statutory Director of Social Services) report to the Senior Leadership Team, on all key strategic decisions, and shall submit progress reports, at least twice annually, in accordance with the above arrangements.

In accordance with Welsh Government requirements, the governance arrangements for Housing Support Grant shall remain unchanged, with initial accountability served via the IoA Local Planning Group, which contains senior and middle management representation from Housing, Adult and Children Services, Service Providers, BCUHB, and North Wales Probation Service. The inclusion of Health and NW Probation is a mandatory requirement contained in the Programme's terms and conditions, issued by Welsh Government.

The Housing Support Grant's Principal Development Officer and the Housing Policy, Commissioning and Strategy Service Manager, will however provide a quarterly update to the Corporate Prevention / Early Intervention Board, in relation to the matters listed above.

Implementing the Corporate Prevention and Early Intervention Strategy and Action Plan.

Key Drivers

Our Corporate Early Intervention and Prevention Action Plan will focus on an Authority wide approach as outlined in the Action Plan, and will be implemented in parallel with our Corporate Council Plan as we continuously work towards achieving our 3 core Corporate aims of:

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

It is proposed that the main drivers to promoting a more equal and fair society in Anglesey, and thereby tackling inequalities, should be applied through the adoption and promotion of prevention and early intervention approaches and shall be based on the following key headings and population outcomes:

- Generic
- Partnership Working
- Provide the best possible start for Children in Life
- Create the best possible educational environment to enable all our citizens to learn effectively
- Create appropriate opportunities for seeking employment
- Ensure our citizens are health, safe and independent

- Ensure sufficient availability of accommodation for our population

Individual Actions that can be contained at relevant service level are not included, as they will be reflected in the service plan, and monitored thus.

Furthermore, the action plan will contain 8 themes, which will be factored into the population outcome headings, identified above shall be contained within, assisting a co-ordinated approach to delivery across the Local Authority.

- Governance
- Communication
- Promote and Develop Partnership Working
- Reducing Poverty
- Wellbeing / Community Resilience
- Place Setting
- Promote Employment / Training / Educational Opportunities
- Safeguarding

Anglesey County Council recognises that it needs to develop a stronger corporate approach in delivering services to its citizens. It is therefore essential that we continue to build stronger relationships both within the Council and with partners, communities and residents, in order to find new ways of working and delivering services to address local needs.

Successful implementation of the Strategy and Action Plan will be based on the following examples of good practice, at local level

- a) **Demand management:** stopping people entering the statutory system or reducing the length of time they are in the system.
- b) **Prevention at every level:** to build resilience in individuals and prevent needs merging and taking action to stop them escalating if they do;
- c) **Outcomes Based**– the approach will focus on clear and measurable outcomes across all prevention / early intervention services based upon the Council's Corporate Outcomes Framework in accordance with Welsh Government Guidance. This is currently under development.
- d) **Targeted Early Help & Early Intervention for the most Vulnerable** – the strategy encompasses the development of an approach that integrates support that is provided to enable growth and development of children in their early years (e.g. Flying Start) with targeted interventions that are designed to stop emergent concerns from becoming acute or entrenched (e.g. IFSS, Family Group Conference, Therapeutic interventions). Likewise the same can be applied to a person who is at risk of eviction and subsequent homelessness – early intervention measures and support can be delivered to provide budgeting, financial control skills via the Housing Support Gant to ensure the tenant can avoid eviction and present as homeless.

e) Commissioning & Research Methodology – the approach will be developed on the basis of the IPC commissioning cycle.



f) Evidence Based Practice – the development of new initiatives or the re-targeting of resources will be based on robustly evaluated evidence of ‘what works’.

g) Partnership Approach– Partnership commitment to re-targeting available partner resources in favour of reducing demand or de-escalating intervention to the lowest point necessary will be critical to the success of the Strategy. Key characteristics of effective integrated working that need to be in place everywhere include having a shared vision, clear understanding of needs and identification of gaps, sharp focus on improving outcomes for all Ynys Môn citizens, clear and consistent messages communicated to staff and citizens, and an underpinning integrated workforce development strategy. Time needs to be invested to build trust, strong relationships and, ultimately, to secure buy-in from all Council Departments and external agencies. It is also essential that we develop a strength based approach and in so doing utilise untapped potential of the community and their assets, via a co-produced approach.

h) Effective Workforce Development -. Continuing investment in developing workforce skills and capacity is essential to effectively engage with all our citizens, from the provision of universal services such as schools and transport infrastructure, targeted support such as early intervention via Multi Agency Hubs for disaffected and vulnerable young people continuing through to statutory intervention such as care home assessments.

Sustainable Development – Future Provision

The Wellbeing of Future Generations Act 2015 provides the required framework to ensure public bodies such as Local Authorities lead on ensuring that the social, economic, environmental and cultural well-being of Wales is improved.

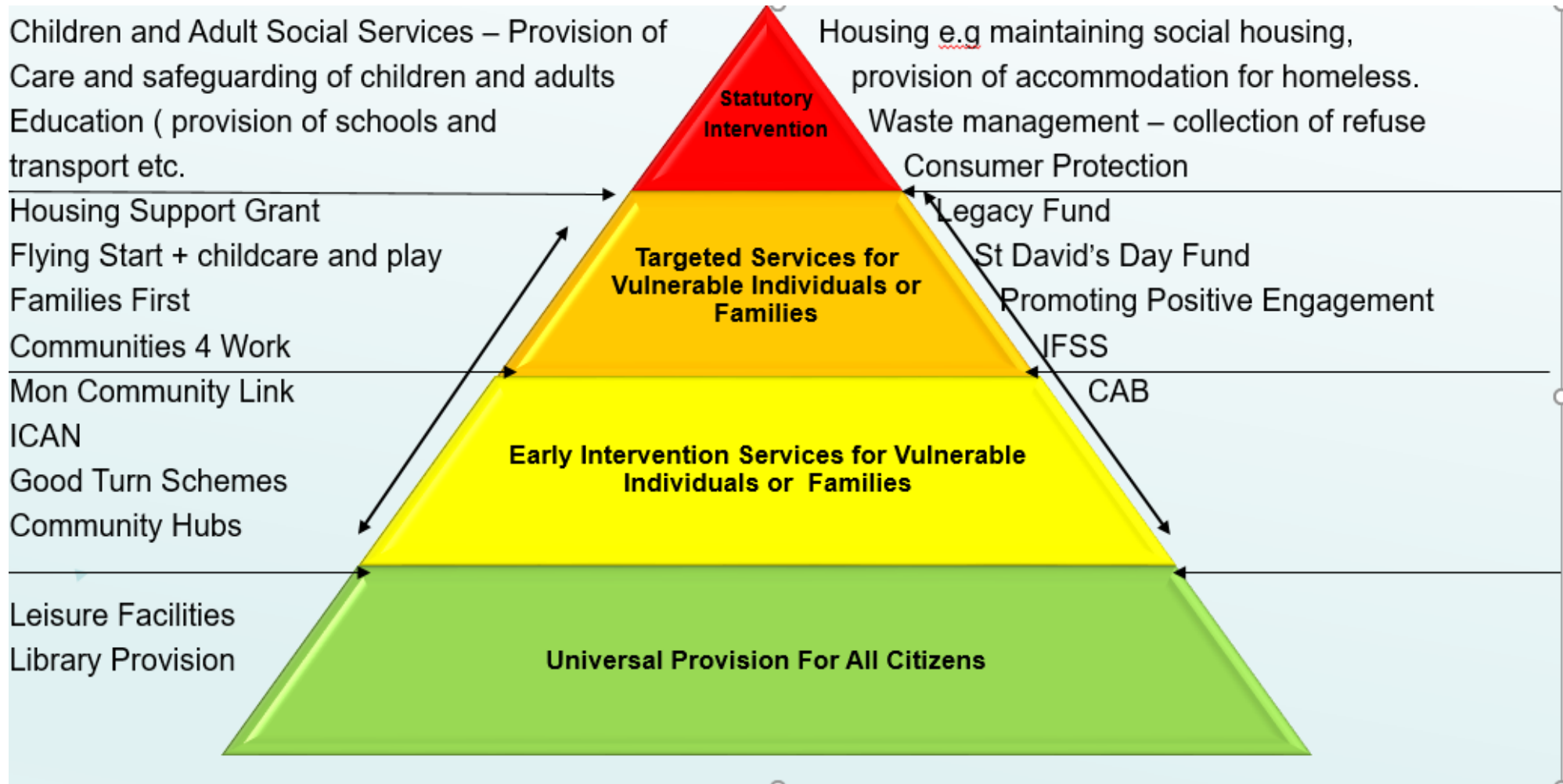
Public bodies such as the IoACC need to make sure that when decisions are made thought is given to how it will affect people living in Wales in the future. This means being sustainable where all future provision. To ensure this is achieved we will need to consider the following on a continuous basis.

- **The long term** - The importance of balancing short-term needs with the needs to safeguard the ability to also meet long-term needs
- **Prevention** - How to stop problems in the first place
- **How to work together with others** – Integration and Collaboration
- **How to involve people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the Council and other public bodies serve** – Involvement

Prevention and early intervention are therefore seen as key priority areas in ensuring that as IoACC achieve each of 7 goals identified within the Act, these being:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of Cohesive Communities
- A Wales of vibrant culture and thriving Welsh Language
- A globally responsible Wales.

Future Provision and Tiers of Prevention and Intervention



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

Equality Impact Assessments are undertaken as part of the identified programmes within the Prevention and Early Intervention Agenda i.e. Housing Support, Flying Start, Families First will all have their individual EQIA's to complement their respective delivery Plans

7 – Financial Implications

There is a need for a corporate approach and ownership which includes both financial and staff time to across all Council Departments if we are to fully achieve the aims of the Corporate Prevention and Early intervention Strategy.

As yet financial commitment has not yet been identified. This will be identified over the forthcoming 18 months to 2 years, as needs and priorities become clearer.

The bulk of the funding will continue to be provided via Welsh Government Funded Programmes as outlined in the report.

8 – Appendices:

1. Corporate Prevention and Early Intervention Strategy Document
2. Corporate Prevention and Early Intervention Strategy Action Plan
3. Table of all Welsh Government Funded Prevention and Early Intervention Programmes
4. Outcomes and Goals Table - Wellbeing of Future Generations (Wales) 2016

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

Appendices

Appendix 1 - Corporate Prevention and Early Intervention Strategy Document



Corporate
Prevention and Earl

Appendix 2 - Corporate Prevention and And Early Intervention Strategy Action Plan



Appendix 2 - Action
Plan.docx

Appendix 3 - Table of Prevention and Early Intervention Programme Grants – funding details and aims and objectives



Appendix 3 - Table
of Grant Programme

Appendix 4 – Wellbeing of Future Generations (Wales) Outcomes and Goals



Appendix 4
Outcomes and Goal

Corporate Preventive Strategy

January 2020

Version 1.5

The Council is currently facing significant challenges.

Increased demand, changing demographics, increasing public expectations and as a result, increased budgetary pressures, which makes the choice of County Councils difficult. We must continue to support people to become more resilient and achieve the outcomes they want to see in their daily lives, which in turn will reduce demand on services. If we are unable to reduce demand and prevent the need to increase, the current provision of services will become unsustainable very soon.

This strategy sets out an ambitious direction that builds on what has already been done by recognising that everyone has a role to play in the preventative agenda.

It is important to note here that this strategy is aligned with our corporate well-being goals set out in the 2017-2022 Council Plan –

- o To ensure that the people of Anglesey are able to prosper and fulfil their long-term potential
- o To support vulnerable adults and families to keep them safe, healthy and as independent as possible
- o To work with our communities to ensure they are able to cope effectively with change and developments while protecting our natural environment.

The Council's plan recognises the need to intervene earlier to support those most at risk, to change behaviour and prevent the need for specialist service provision, often with long-term support. The plan also recognises the role that the preventative agenda plays in making families and communities much more resilient, reducing demand on Council services, reducing costs and achieving better outcomes. In addition, the plan recognises the need to increase our understanding of how we interact with our customers and how services can be reshaped to reduce, eliminate or divert demand by development.

The strategy also recognises current legislation –

- The Well-being and Social Services Act (Wales) 2014
- The Well-being and Future Generations Act (Wales) 2015

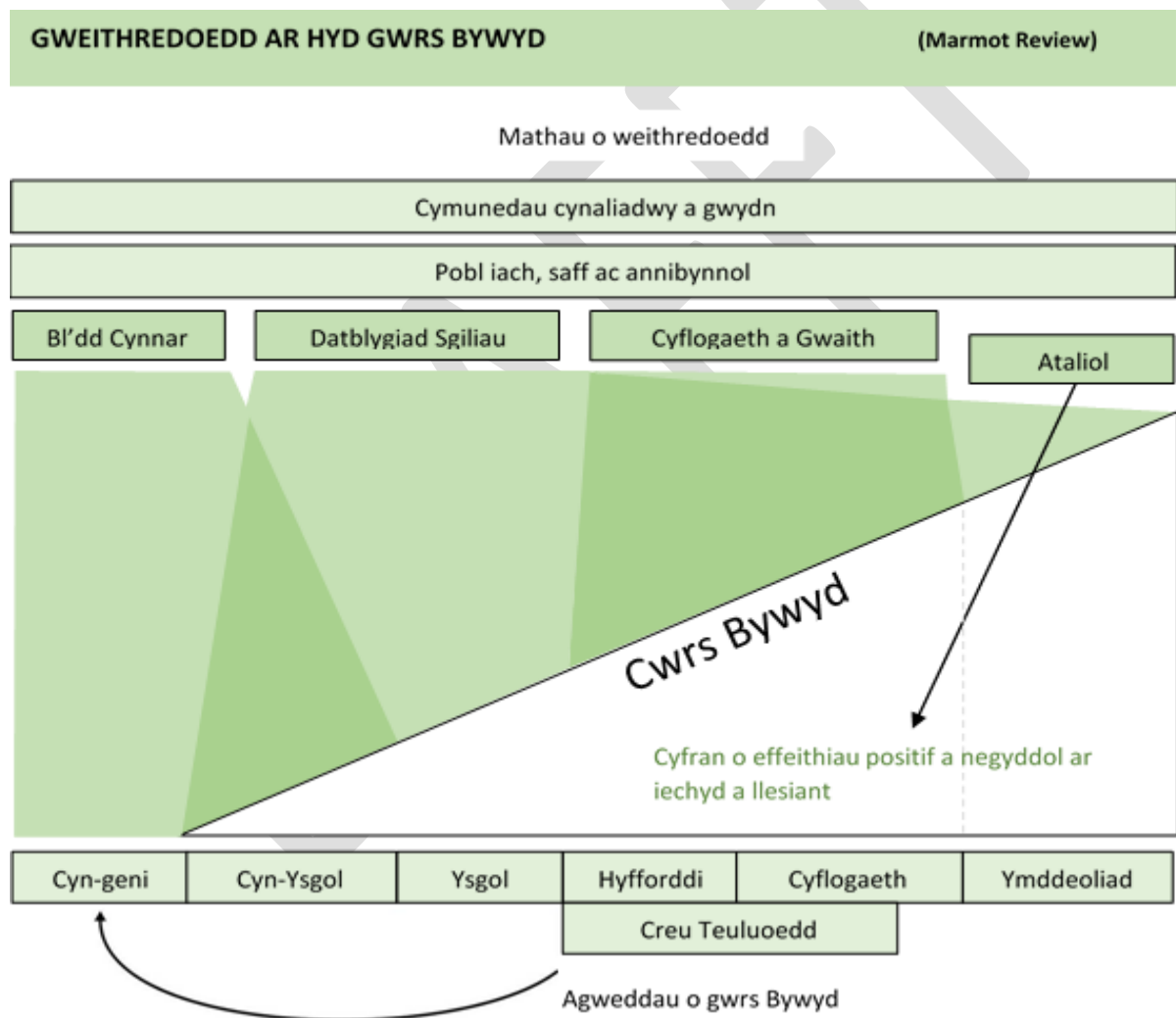
which increases the expectation for preventative action and also creates the expectation of integrated and collaborative working on the preventative agenda between all County Council services and wider public sector organisations.

The main aim of this strategy is to –

- o **Support and help people to help themselves within their communities in partnership with other stakeholders - regarding resilience and independence**

To achieve this, we will need to continue and drive further change to the cultural shift that is taking place ensuring that we act in a cohesive and integrated manner across our services and wider organisations for the benefit of age-friendly communities.

It will be important that we recognise that this is an agenda that takes place throughout the course of an individual's life and spans different stages of their lives, as recognised by the Marmot review below -



A number of activities are already taking place across the life course in relation to our preventative work within the Council and are grouped under the outcomes that underpin this Anglesey strategy -

- Give children the best start in life
 - By providing information, advice and support to children and families in need so that they do not develop the need for a statutory service and support plan through the range of work being undertaken by the Team around the Family
 - By providing services for young carers to enable them to take advantage of the positive experiences of early life as well as developing local networks of like-minded accessible carers and help them socialise at community events
 - Support the Flying Start Programme which supports parents with children under 4 in parenting, language and health.
 - Undertake statutory duties relating to the right of every child to play in accordance with article 31 of the United Nations Convention and the Rights of the Child.

- Create the best possible educational environment to enable people to learn effectively
 - By targeting early years and nursery education to immerse children in Welsh, early education and build strong relationships with parents, which enables them to take advantage of available employment opportunities
 - By modernising our stock of schools and developing our existing provision to provide the best possible space to promote positive learning opportunities in a helpful, positive and tolerant environment
 - By providing breakfast clubs across the county to offer a nutritious, daily meal to those who need it
 - By offering a variety of support to pupils who find it difficult to cope in a secondary, educational environment by providing counselling support, running lunchtime and after school clubs to offer a supportive, positive and safe provision.

- Create appropriate opportunities for individuals seeking employment
 - By developing and delivering activities to create jobs, increase prosperity and support vibrant and resilient communities.
 - By motivating unemployed 16-24 year olds in Anglesey to increase their confidence in their skills to support them to overcome their barriers to progress as a full member of society
 - By mentoring, up-skilling, offering advice and guidance through various employment support programmes similar to Communities for Work

- Ensure that our population is healthy, safe and independent
 - By providing the best possible facilities and activities for people of all ages to live their lives in a healthy way
 - By promoting and protecting a safe, fair and healthy living and working environment for the Island's residents and businesses
 - By continuing to support children and young people to continue to live at home safely, by offering intensive support through a variety of

- interventions, rather than bringing children into care e.g. support for young carers, emotional well-being, domestic violence etc.
 - By increasing the number of existing community hubs that offer support to prevent isolation and create networks of community support
 - By equipping people to live independently by providing good quality housing and specific support to enable them to cope with independence.
 - Create the opportunities for our communities to be age-friendly
 - Support and implement the Older People strategy and the Ageing Well Programme
 - Creating opportunities for older people to access social, environmental and financial resources to enable them to age well.
 - Ensure that future generations of older people are ready for later life by encouraging them to recognise the changes and requirements they may face and to prepare in advance.
 - Ensure sufficient availability of housing for local people
 - By increasing the offer of extra care housing that will provide a home for life for people over 60, who wish to live independently in a safe, secure and welcoming community, with on-site care and support services
 - By adding to our housing stock, which will be available to our tenants
 - By ensuring that our homelessness prevention provision continues to be implemented in a timely manner so that our vulnerable citizens are protected

The strategy is expected to be realised by undertaking these works and projects in a co-ordinated way and in co-operation with our external partners but implementation will require -

- Ensuring the right service (i.e. targeted) is provided at the right time
- Co-operating with our partners more widely, ensuring that they take responsibility for specific aspects of service and that there is no duplication between them and us
- Making the necessary information available to everyone (staff and residents)
- Ensuring the information is accessible

It is envisaged that the above related work will be governed by a Corporate Preventive Board chaired by the Director of Social Services.

That Board will be accountable to the Corporate Transformation Board – Governance, and will take responsibility for timely delivery within a budget, ensuring that appropriate targeting takes place across the work streams without duplication.

On an annual basis, a bespoke business plan is produced to drive the annual realisation of work priorities against the objectives of the longer-term strategy.



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IoACC Early Intervention and Action Plan 2020/2021

Population Outcome	Action	Key Performance Indicator	Qtr 1	Qtr2	Qtr3	Qtr4	Responsibility / Completion Date
Generic / Corporate	Agree a robust governance framework to oversee the implementation of the Corporate Early Intervention / Prevention Strategy	Obtain approval from SLT to proposal					SLT / Prevention and Early Intervention Board 31.1.2021
	Review Board Remit, Purpose and Terms of Reference agreement with other strategic boards within the IoACC	Draft new ToR for Board subject to above approval					Prevention and Early Intervention Board 31.1.2021
	Agree Performance Management Framework in accordance with the Welsh Government's National Outcomes Framework	Completion of document subject to final Draft Guidance to be shared by WG					Prevention and Early Intervention Board 31.3 2021
	Map all existing provision	Hold exercise / workshop and draft subsequent paper					Prevention and Early Intervention Board 31.3. 2021
	Consider and agree the key work streams that are required to drive the Prevention and Early Intervention Strategy	Formulate streams / sub Group subject to completion					Prevention and Early Intervention Board 31st March 2021

		of Outcomes Framework					
	Agree a co-ordinated media strategy to promote the Prevention and Early Intervention agenda	Draft document and publish					Corporate Communications /Prevention and Early Intervention Board 31.3. 2021
	Seek council wide buy-in and financial investment from all Services to oversee the implementation of the Early Intervention / Prevention measures as outlined in the strategy.	??					Prevention and Early Intervention Board / SLT 31.3. 2021
	Develop a shared training framework to be implemented council wide to all staff and elected members in relation to Preventative / Early Intervention	Draft framework and circulate across all LA Services – subject to SLT approval					Human Resources / Prevention and Early Intervention Board 31.3.2022
	Consider developing a single contact, referral point and triage with partners to streamline the system	Consider Pilot Exercise for geographical area / Project established					Prevention and Early Intervention Board 31.3.2022
	Improve management of demand for services, by using prevention and early intervention, by ensuring that people receive the most appropriate service at the right time, with the available resources, whilst providing wrap around support and intervention.	??					Prevention and Early Intervention Board Continuous
	Undertake a 1 2 month review of progress against review recommendations and report	Evaluate progress and produce report for Board and SLT approval					FR / RAJ 30.12.2021

Partnership Working	Develop a co-ordinated approach to further improve partnership working across all sectors to ensure	??					Prevention and Early Intervention Board Continuous
	Work across all sectors and communities to develop co-produced services						Prevention and Early Intervention Board. Continuous
	To further develop the role of Local Asset Co-ordinators, Community Volunteer Services to provide the preventative element, enabling early intervention to be signposted to specifically targeted intervention programmes such as Children and Communities Support Grant, and Housing Support Grant.	Obtain required funding and recruit as required.					Prevention and Early Intervention Board. 31.3.2021
	Develop an ethos and plan of strengths based practice which is holistic and multidisciplinary, ensuring that the place based model is outcomes led (in accordance with the Welsh Government's Framework) and not service led.	??					Prevention and Early Intervention Board / SLT 31.10.2021
	Ensure that all information sharing protocols have been developed, to enable information to be shared, inform the necessary decision making processes	Produce ISP in accordance with WASPI requirements					Prevention and Early Intervention Board / SLT 31.3.2021
	Continuously explore opportunities for joint commissioning of services, involving cross grant funding e.g, One Front Door Gateway for victims / survivors of domestic abuse.	??					Grant Programme Leads / Prevention and Early Intervention Board Continuous
Provide The Best Possible	Provide a collaborative approach using the Flying Start programme to ensure families and children aged 0-4 who require intervention achieve their	Number of children and families support					Bethan H Jones 31.3.2021

Start For Children in Life.	targeted milestones reach their full potential e.g. improve early speech and language provision.	via programme – case studies for success and barriers Measure against Outcomes Framework					
	Work in collaboration with Welsh government to deliver a range of childcare programmes to enable families to maximise income and where appropriate gain meaningful respite	As above					Bethan. H. Jones 31.3.2021
	Consolidate and further develop the Multi Agency Early Hub and One Front Door Projects for families, who have been referred by professional agencies as requiring preventative or early intervention measures due to a range of issues which could include, educational development, behavioural issues, housing, health or domestic abuse. Establish a mechanism for measuring achievement against agreed outcomes and monitoring and reviewing impact.	Quarterly throughput data. Reduction in number of children placed on CPR case studies for success and barriers					Llyr ap Rhisiart / Arwel Jones 31.3.2021 31.3.2021
	Where possible unless restricted by Welsh Government Guidance, eliminate any 'postcode lottery' and deliver services based upon need	Report on any project funded on geographical areas.					Grant Programme Leads 31.3.2021

	Further develop the Information, Assistance and Advice Hub for children and families (Teulu Môn) to provide timely, up to date and good quality information advice and assistance for families. This will include services that will support and promote their effective parenting of children.	Number of referrals into Teulu Môn					Llyr ap Rhisiart 31.3.2021
	Continue to provide the Team Around the Family Service offering targeted early help support for the families with the highest need below the statutory entry level, and thus eliminating the need for more costly social work intervention, and decreasing the number of children who require care and support plans.	Quarterly Throughput Data Reduction in number of children and families being referred for statutory intervention Quarterly throughput data. Case studies for success and barriers					Llyr ap Rhisiart 31.3.2021
	Continue to provide and monitor the impact of the appointment of a Well-being and inclusion coordinator + well-being and inclusion support worker. The worker will engage with families and children at the point of first contact to assist them to identify the best services outside of statutory services that will	Number of families supported to access services and activities Case studies					Llyr ap Rhisiart 31.3.2021

	<p>promote their well-being, support the family and assist in the inclusion of children with disabilities within activities within their communities.</p>						
	<p>Deliver a Integrated Family Support Service to focus of the early intervention and prevention service will be on families that manifest five or more of the symptoms most likely to escalate using the Cordis Bright/ Think Families or ACE's indicators.</p> <ul style="list-style-type: none"> • The families of those children who had been identified of suffering significant harm in the past and have now been de registered, • Children who have been identified to have several unmet needs and have been in receipt of a care and support plan, • Children who have shown some early indicators of harmful sexualised behaviour, • Families who may have low level issues with substance misuse. • Families who may have low level mental health problems such as anxiety and low mood. • Families affected by imprisonment. • Families affected by domestic abuse. • Assisting children with disabilities to access activities within their communities, assisting in their social inclusion and normalising their lives. • Families who may need some additional input to fully achieve their goals and sustain change. 	Throughput of categories noted in action column					<p>Llyr ap Rhisiart</p> <p>31.3.2021</p>
	<p>Evaluate the impact of deploying a Healthy Relationship Officer to address Inappropriate or problematic sexual behaviours in children vary in degrees of seriousness and in so doing ensure that</p> <ul style="list-style-type: none"> • Children are safe. 	??					<p>Llyr ap Rhisiart</p> <p>31.3.2021</p>

	<ul style="list-style-type: none"> For and identified sexualised behaviours to be identified early and risk of offending de-escalated. Decrease of children who commit serious sexual offences or who perpetrate sexual acts on other children. Decrease the need to place children in care and in specialist assessment and treatment centres. 						
Create The Best Possible Educational Environment To Enable All Our Citizens To Learn Effectively	<p>Ensure that all schools are fit for purpose and reflect the needs our local and global communities.</p> <ul style="list-style-type: none"> With pace, implement the school Modernisation programme. Enable use of fast broadband in all rural communities Develop excellent one stop shop for childcare and work in conjunction with the Flying Start and after school clubs Implement safe route for schools which includes cycle and walking paths 	???					<p>Gwyneth. M.Hughes / Gethin Morgan Mathew Henshaw</p> <p>Gwyneth Hughes and Bethan H Jones</p> <p>31.12.2021</p>
	<p>Further develop understanding of all stakeholders the effects of ACES and develop skills to reduce negative impact of educational outcome</p> <ul style="list-style-type: none"> Ensure all schools become accredited Trauma Informed Schools that nurture all pupils to reach their full potential Promote nurture classes that can support alternative curriculum when needed. Embed Health and Well-being subject across the curriculum in conjunction with BCUHB 						<p>Gwyneth Hughes</p> <p>31.12.2021</p>
	<p>Create a climate of ambition, positive attitude and confidence.</p> <ul style="list-style-type: none"> Promote Growth Mind-set 						<p>Gwyneth Hughes</p>

	<ul style="list-style-type: none"> Facilitate learning opportunities at every level including adult education. Promote apprenticeship and jobs for growth Embed the Stem strategy 						30.12.2021
Ensure Our Population is Resilient Healthy, Safe and Independent	<ul style="list-style-type: none"> Develop the Local Asset Co-ordination Services across Anglesey for children and Adult Services to facilitate seamless service provision and prevent unnecessary referral or escalation to targeted or statutory services. 	<p>Increased numbers of LACs deployed</p> <p>Reduction in number of referrals into targeted services for low level intervention</p> <p>Reduction in referrals to Statutory Services</p>					<p>Prevention and Early Intervention Board</p> <p>31.10.2021</p>
	<ul style="list-style-type: none"> Continue to provide and facilitate affordable and accessible leisure services across Anglesey, having a positive impact upon the physical and mental health and well-being Citizens of all ages and abilities, through encouraging more active lives 	???					<p>Gerallt W. Roberts</p> <p>Continuous</p>
	<ul style="list-style-type: none"> Expand the partnership approach to addressing domestic abuse through the DV One Front Door Hub and develop clear pathways for people experiencing domestic violence/abuse who also experience mental health, substance misuse 	<p>Reduction in number of children placed on CPR</p> <p>Reduction in number of families</p>					<p>Llyr ap Rhisiart Arwel Jones</p> <p>31.10.2021</p>

		requiring statutory intervention					
	<ul style="list-style-type: none"> Continue to develop the approach to re-ablement provision and other preventative, early intervention service to enable and empower people to live independently for longer within their own homes 	Reduction in number people accessing mainstream statutory services for the first 6 months following receipt of a reablement project					Brian Jones Continuous
	<ul style="list-style-type: none"> Further develop and extend the provision of community hubs and Good Turn Schemes across Anglesey for all age groups. 	Increase in number of Hubs and Schemes available					Brian Jones 31.10.2021
	<ul style="list-style-type: none"> Work towards adapting our structures and service to meet the needs of older people and ensuring we achieve Age Friendly Communities Status for the following categories as defined by the World Health Organisation: <ul style="list-style-type: none"> The built environment, transport, housing, social participation, respect and social inclusion, civic participation and employment, communication, and information community support and health services. 	??					Prevention /Early Intervention Board 31.3.2022

	<ul style="list-style-type: none"> Implement the Older People And Age Well Strategies 	??					Brian Jones Continuous
Ensure sufficient availability of accommodation for our population	<ul style="list-style-type: none"> Maximise homelessness prevention work to ensure people who are homeless or facing homelessness receive help as early as possible Maximise homelessness prevention work to ensure people who are homeless or facing homelessness receive help as early as possible 	Reduction in people presenting and representing as statutory homeless					Elliw Llyr / Arwel Jones Continuous
	<ul style="list-style-type: none"> Continue to sustain tenancies and prevent homelessness through the provision of Housing Support for eligible citizens from a range of vulnerable groups. 	Reduction in homelessness					Elliw Llyr / Arwel Jones Continuous
	<ul style="list-style-type: none"> Examine council wide opportunities to source accommodation that supports the prevention agenda. 	Increase in the availability of suitable and affordable accommodation Reduced unnecessary admissions to care homes and hospitals Reduced homelessness					Elliw Llyr / Arwel Jones 31st Oct 2021

Name of Programme	Name of Grant	Annual Sum Received	Main Purposes of Grant
Children and Communities Grant	Families First	£720,624.21	<p>The Welsh Government provide funding to local authorities to improve outcomes for children, young people and families.</p> <p>Each local authority has developed a Families First Action Plan which sets out how they will implement Families First locally:</p> <ul style="list-style-type: none"> • working age people in low income families gain, and progress within employment; • children, young people and families, in or at risk of poverty, achieve their potential; • children, young people and families are healthy and enjoy well-being; • families are confident, nurturing resilient and safe.
	Flying Start	£1,447,788.46	<p>Flying Start aims to make a decisive difference to the life chances of children by mitigating the impact of poverty, which is linked to poor life outcomes in early childhood, including health outcomes. The Programme comprises of four entitlements which provide:</p> <ul style="list-style-type: none"> • Free quality, part-time childcare for 2-3 year olds; • An intensive health visiting service; • Access to parenting support; and • Support for speech, language and communication development
	Communities 4 Work	£211,630.69	<p>Communities for Work Plus is a community based service providing intensive mentoring to those who are out of work and facing complex barriers to employment. The service provides direct support with confidence building, interview skills, CV writing, work experience and training opportunities Communities for Work Plus works alongside other European Funded employment support programmes such as</p>

			Communities for Work, PaCE, Adtrac and Active Inclusion. The employment of an Employer Engagement Officer ensures a good working relationship with local employers and enables Communities for Work Plus clients to have intelligence on job opportunities.
	Legacy Fund	£122,684.95	<p>The aim of the Legacy Fund is to maintain the most effective aspects of the Communities First Programme to support the development of resilient communities. The Legacy Fund proposals are required to be informed by the following principles:</p> <ul style="list-style-type: none"> ▪ Supporting individuals living in, or at risk of poverty ▪ Alignment with other Welsh Government early intervention and prevention programmes, including Families First, Flying Start and Supporting People ▪ Close working with the Communities for Work and Employability Grant programmes ▪ Supporting the development of resilient communities.
	St David's Day Fund	£19,369.00	<p>The fund is to support young people who are or have been in local authority care to access opportunities that will lead them towards independent and successful lives. Type of support includes guidance about education choices, funds to maintain social contact with peers and advice on living independently covering issues such as how to budget, pay bills and buy household goods.</p>
	Promoting Positive Engagement	£108,896.82	<p>The fund is used to provide interventions and support for young people who have offended and may be at risk of re-offending. A range of support and interventions are delivered in the form of restorative justice, with funding used to employ staff to cover the following intervention areas.</p> <ul style="list-style-type: none"> ▪ Prevention, Early Intervention and Bureau ▪ Health and Wellbeing ▪ Enhanced Restorative Justice ▪ Resettlement and Transition ▪ Improved Participation ▪ Improving access to Education, Training and Employment

			<ul style="list-style-type: none"> ▪ Access to accommodation ▪ Diversionary SPLASH Programmes
	Childcare and Play	£59,879.76	The childcare and Play Scheme across Wales' provides working parents with a mixture of childcare and early education learning through play for children aged 3 or 4, providing families meet the set eligibility criteria.
Housing Support Grant	Housing Support (previously Supporting People)	£2,643,866	The Housing Support Grant aims to prevent homelessness, and support some of the most vulnerable people to access and /or maintain stable and suitable homes.
	Homeless Prevention Grant	£64,923	The homelessness prevention grant provides funding for projects which help and support people who are homeless or about to become homeless.
	Rent Smart Wales Enforcement	£6,209	The Rent Smart Wales Enforcement funding purpose is to promote the Rent Smart Wales Legislation which is intended to secure and maintain access to good quality homes. For example, legislation that places duties on landlords to be registered and regarding the management of tenancies.
Total		£5,334,739	

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Themes (Goals)	Outcomes	Themes (Goals)	Outcomes	
A prosperous Wales An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	More people in employment	A more equal Wales A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic circumstances)	More opportunities for disadvantaged people	
	Improved skills for people		Reducing inequalities	
	Improved skills for a low carbon transition		More support for target curriculum activities	
	More opportunities for SMEs		Improved employability of young people	
	Resource efficiency and the circular economy are promoted		Ethical procurement is promoted in Wales	
	Retaining jobs and skills during the COVID-19 crisis		Innovation for a more equal Wales	
	Innovation to support a more prosperous Wales	More opportunities for VCSEs (Voluntary, Community and Social Enterprises)		
A globally responsible Wales A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being	Carbon Emissions are reduced	A Wales of cohesive communities Attractive, safe, viable and well-connected.	Social Value embedded in the supply chain	
	Ethical procurement is promoted globally		A workforce and culture that reflect the diversity of the local community	
	COVID-19 environmental response		Crime is reduced	
	Innovation to support a globally responsible Wales		Vulnerable people helped to live independently	
A resilient Wales A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change	Green spaces and biodiversity are protected and enhanced		More working with the Community	
	Safeguarding the environment		Supporting workers, SMEs and VCSEs to face the COVID-19 crisis	
	Sustainable procurement is promoted		Supporting communities to deal with the COVID-19 crisis	
	Innovation to support a more resilient Wales		Innovation to support more cohesive communities in Wales	
A healthier Wales A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood	Creating a healthier community		A Wales of vibrant shared culture and thriving Welsh Language	The Welsh Culture is promoted
	Air Pollution is reduced			Native wildlife, nature and heritage sites are protected
	Improving staff wellbeing	Innovation to support a more vibrant culture		
	Supporting workers, SMEs and VCSEs to face the COVID-19 crisis			
Innovation to support a healthier Wales				

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ISLE OF ANGLESEY COUNTY COUNCIL Scrutiny Report Template	
Committee:	Corporate Scrutiny
Date:	20/10/20
Subject:	Annual Performance Report 19/20
Purpose of Report:	Statutory Publication
Scrutiny Chair:	Cllr Aled M Jones
Portfolio Holder(s):	Cllr Dafydd Rhys Thomas
Head of Service:	Carys Edwards
Report Author:	Gethin Morgan
Tel:	01248 752111
Email:	GethinMorgan@anglesey.gov.uk
Local Members:	n/a

1 - Recommendation/s

The Committee is asked to recommend to the Executive:

- that the final version of the 2019/20 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 (27.10.20)

2 – Link to Council Plan / Other Corporate Priorities

Used as part of the monitoring of the Council Plan

3 – Guiding Principles for Scrutiny Members

To assist Members when scrutinising the topic:-

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

- Integration
 - Collaboration
 - Involvement
- [focus on wellbeing]**

4 - Key Scrutiny Questions

1. 58% of our indicators have either maintained or improved their performance during 2019/20. What measures have been put in place to have this positive impact on performance and what lessons can be learned to spread these throughout the organization during 2020/21?
2. Using the information gained from the 2019/20 report, should specific areas of performance be prioritized on the basis of risk during 19/20 and how do the scrutiny panels play their part?
3. To what extent has the Covid crisis 19 impacted on the Council's performance, and does the Council need to change its priorities and working practices for 2020/21 as a result of the pandemic?

5 – Background / Context

- 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 its Wellbeing objectives incorporated within the Council Plan.
- 1.2. This paper outlines our Performance Report that looks back on the Council's performance for 2019/20.
- 1.3. The report looks at the council's progress against our Annual Delivery Document for 2019/20 as outlined through our 3 specific wellbeing objectives –
 - 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
- 1.4 This draft looks at the outputs and outcomes against what we said we would achieve under the above objectives.
- 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.

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

n/a

7 – Financial Implications

The financial implications of achievement against objectives can be viewed in the Council's statement of accounts for 2019/20.

8 – Appendices:

Appendix A – Annual Performance Report 2019/20 (draft)

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

- Annual Delivery Document 19/20
- Council Plan 2017-22



Annual Performance Report 19/20



Draft October 2020

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Foreword

This is my third performance report as Leader of the Council, and we certainly didn't see what lay ahead for us when planning for this year. I'm pleased to present our Annual Performance Report looking back on the work we undertook in 2019/20 as well as some of the work we've undertaken in response to the Covid-19 pandemic. The report highlights what we have, and have not achieved during the year in comparison to what we said we would do in our Annual Delivery Document for 2019/20.

At the beginning of the report it is important that I convey my thanks to all those who ensure the success of the Council in serving the people of Anglesey. I would like to pay deserved tribute to everyone who works so hard in what was one of the highest performing authorities in Wales in 2018/2019. Success is not brought about by size but rather a willingness to work for the good of society.

We were pleased that the Llawr y Dref refurbishment scheme has been completed to provide comfortable homes. We have amended the allocations policy to ensure the best use of the flats for the community in Llangefni. In conjunction with the Children's Service we opened two training flats for our young people leaving care.

Following Rehau's decision to close the factory in Amlwch, the Executive decided to support the area by agreeing the North Anglesey Economic Recovery Plan. £495,000 was received from the NDA for this work.

Holyhead Market Hall was opened following major repairs after being vacant for years. The building has been rescued as a focal point for the town. The Library has been successfully incorporated into the new building and offers a service for all generations to come together in a welcoming atmosphere.

I was particularly pleased that the number of foster parents increased during the year due to the change in our offer, with a reduction in Council Tax, leisure membership and a parking permit. This ensures that the island's children can live here on Anglesey.

As Covid -19 closed in on us the Council responded and adapted very quickly to protect the vulnerable in our communities and to support those in need. I sympathize deeply with all those who have paid the ultimate price during the crisis. Bereavement is difficult in normal times but this crisis has intensified pressure on family and friends.

In response to the pandemic, a 7 days a week emergency phone line was set up to support the vulnerable community. We received a great deal of enquiries, particularly from local businesses. I would like to thank all the staff for their willingness to work the extra hours and for being a comforting voice on the other end of the phone.

At the start of the crisis the Council, Medrwn Môn and Menter Môn came together to create community support. Over 800 volunteers came forward to support the communities of Anglesey. Thanks to all of them for protecting those in need in our society. Under the leadership of Menter Môn, the Neges scheme was set up to ensure nutritious meals for vulnerable people in our society.

Lastly, the circumstances in the year from March to October 2020 have changed us all. As a Council we can be proud of our staff and our communities. Together we can make a difference and by pulling together we show the strength of our small island.

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.

Our aim cannot be any more important than during these uncertain times in all of our lives with a world-wide coronavirus pandemic threatening many of our family, friends, neighbours, communities, colleagues and the way we live our lives. So much has changed dramatically in such a short period of time and we as a Council have been working hard with partners and within our communities to ensure that Anglesey residents and visitors alike remain as safe and healthy as possible.

We will therefore begin our report in a slightly different way to normal where we will report some of the key decisions that the Council has undertaken during this pandemic and then move on to provide updates on the work undertaken during 2019/20.

Response to the Coronavirus Pandemic

The first positive Covid-19 case was reported on Anglesey on the 11th March 2020. Following the UK Government advice for everyone in the UK to avoid all ‘non-essential’ travel and contact with others, we set up an Emergency Management Response Team (EMRT) on the 18th March 2020.

The EMRT has been responsible for making decisions on anything Coronavirus related on Anglesey including discussing key service delivery, new activities, workforce planning, communication, information sharing and health & Safety. It consists of the Chief Executive, Deputy Chief Executive, the Senior Leadership Team, Heads of Service, the Council Leader and Deputy Leader, and key personnel from an emergency management perspective. The EMRT met daily at the start of the pandemic and has at the time of writing been eased to a weekly meeting as the number of daily positive Covid-19 cases has decreased. Meetings have been held virtually, demonstrating the Council’s ability to be responsive and adapt to changing challenges and requirements.

Emergency Planning for the coronavirus pandemic falls under Civil Contingency legislation and is led nationally by the United Kingdom and Welsh Governments. At a North Wales level this is co-ordinated and led by the Local Resilience Forum (where the public sector works collaboratively), through the emergency Strategic Co-ordination Group (SCG). The Council has been responsible for local decisions and to deliver relevant national legislation and guidance. There was also a monitoring and reporting role, through the structures to influence and inform.

The Council Leader has exercised her executive decision-making powers since the outbreak of the crisis. Members were briefed on the Coronavirus Act and its implications for the Council’s statutory obligations and it has not been possible to conduct business as usual from a Committee perspective because of this. New regulations reduced the legal obligations on local authorities in relation to meetings, while allowing Members to attend meetings remotely. The first remote meeting of the Planning and Orders Committee was held on the 20th May by utilising Microsoft Teams and a recording of the meeting has been made available on the Council’s website. Members and officers have quickly adapted to the new technology and we are working on developing solutions for live streaming and translation services.

Dealing with the Covid-19 crisis has been a significant challenge for the Council - not only in maintaining key front-line services and conducting normal business where possible, but also in ensuring health and safety arrangements are in place to protect the authority's staff whilst providing services.

Locally, we prioritised;

- Maintaining frontline statutory services,
- Implementing new services in direct response to the crisis,
- Plan for a significant number of deaths,
- Protecting and safeguarding the Council workforce,
- Ensuring an adequate and standard Personal Protective Equipment (PPE) supply,
- Protecting and supporting vulnerable individuals and children of key workers in our School Care Hubs,
- Implementing national guidance,
- The administration of national grants e.g. business support; direct payments for free school meals
- Adapting the workforce in a short space of time and creating the conditions for different ways of working including the introduction of Microsoft Teams and enabling staff to work from home that had never worked from home in the past,
- Becoming one of the first Counties to Pilot the 'Test and Trace' system
- Providing timely and regular communication and sharing of information, both internally and externally, and
- Co-operating effectively at a local, regional and national level and
- Re allocating staff duties in order to work on the Test, Trace and Protect initiative

It must also be emphasised that day-to-day work has continued during the crisis period across several Services, but that the approach has been adapted to keep the workforce and residents of the Island safe.

Further information on some of the work undertaken during this period can be found in Appendix 1 at the end of this report, as well as updates discussed in The Executive throughout the coming year available on our website.

Key Coronavirus Indicators

The indicators demonstrated below are just some of the key issues and challenges that will need to be considered as part of the Coronavirus pandemic recovery planning process:

Health & Care

- Anglesey's positive coronavirus cases is, at the time of writing, amongst the lowest in Wales (8th October) with 25.7 cases per 100k population over a 7 day period. To put this into perspective, we hit a height of over 120 cases per 100k population during the 2Sisters factory outbreak in June. We managed to quickly lower the rate and stop a community outbreak due to the work undertaken by the Track and Trace programme, Public Health Wales, the Welsh Government, 2Sisters and ourselves.
- Close to 800 individuals put their name forward to volunteer with Medrwn Môn during the pandemic with 589 active volunteers during the first half couple of weeks of the lockdown. At the time of writing there continues to be close to 500 active volunteers assisting approx. 650 people in our communities with various tasks from shopping to medication deliveries.

- The Neges scheme has delivered over 3000 meals to individuals, couples and families since the start of the pandemic
- The Food Banks have also distributed over 400 packages so far, with the response for donations from the communities being exceptional
- 3393 people received a Shielding letter from the Welsh Government and after the Council contacted those individuals around 150 food parcels were regularly delivered to those that required the packages
- A total of 1551 Free School Meal payments were paid to eligible families on the Island. This is an increase on the uptake of 1140 Free School Meal claimants identified in PLASC
- An average of 105 children attended one of the School Care Hubs on a daily basis during the height of the pandemic (April and May) with an average of 98 staff in attendance. Between June and the middle of July, this increased to an average of 170 children in attendance every day and 125 members of staff.
- An average of 375 children attended Schools each day for the touch base sessions at the end of the school year.

Economy & Workforce

- The claimant count on the Island at the end of August was 6% of the available workforce and it has more than doubled on the 2019/20 average of 2.9%
- Approximately 7700 people have been furloughed at some point up to the end of August which is equivalent to 24% of the workforce population on Anglesey
- Up to the end of July, approximately 3000 claims, or approx. 81% of those eligible businesses, were made to the Self Employment Income Support Scheme (SEISS). A total of £7.6Million has been paid with an average payment of £2600 per claim
- A total of 148 businesses, 89 Micro and 59 SMEs, have accessed around £2.6M from the Economic Resilience Fund
- A total of £17.32M has been paid by the Council so far in Welsh Government Grants to 1732 businesses eligible for the small business rates relief on the Island with a rateable value of £12,000 or less
- A total of £4.5M has been paid by the Council in Welsh Government Grants to 180 retail, leisure and hospitality businesses occupying properties with a rateable value of between £12,001 and £51,000
- The Council has also paid Welsh Government Grants totalling £112,500 to 45 new start-up businesses
- Around 25% of the Council Staff continued to work out in the Community during the first wave of the pandemic, with around 43% of staff working from home on average at the time.

Performance 2019/20

We outlined what we would do to deliver our Council Plan in our Annual Delivery Document (ADD) for 2019/20. **This Annual Performance Report will review the progress of our actions in relation to our objectives outlined in our ADD 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. Difficulties have obviously been apparent in meeting those timescales during 20/21 with the emergence of the global pandemic. As a result, it is the intention of the County Council to formulate an 18 month Delivery Document during the Autumn of 2020 which will guide decision making aligned to recovery planning for the remaining term of the current administration. 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. These terms of reference have been revised and updated recently to include a wider cross-section of political input together with clear roles and responsibilities clarified.

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.

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 which have been aligned with the key objectives of the Annual Delivery Document and will be evidenced as such throughout this report.

National indicators, known as Performance Accountability Measures (PAM) are published and historically have been used to compare Local Authorities against the same indicators. Due to the current Coronavirus Pandemic the national comparison for this year will unfortunately not be undertaken and therefore the analysis of this year's indicators will be based on our own performance compared to that of the previous year.

We noted in last years' Annual Performance Report 2018/19 that we would aim to improve our performance in 2019/20 by monitoring all PAM indicators through the Corporate Scorecard, the majority on a quarterly basis and the remaining indicators on an annual basis, so that improvements could be identified and undertaken sooner in the year. We also agreed, for the first time, to use the Corporate Scorecard to monitor our performance against our council objectives.

This change has ensured that 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.

The pie chart below (chart 1) shows that during 2019/20, 58% of our indicators either improved or maintained performance and 22% declined in performance when compared to the performance of 2018/19.

9% of the indicators are new indicators for the year and do not therefore have performance data for 2018/19 to be compared to, whilst 11% of the indicators can't be compared due to changes in the method for calculating the performance indicator or because there was no result available due to the performance indicator not being published.

Performance Indicators 2019/20

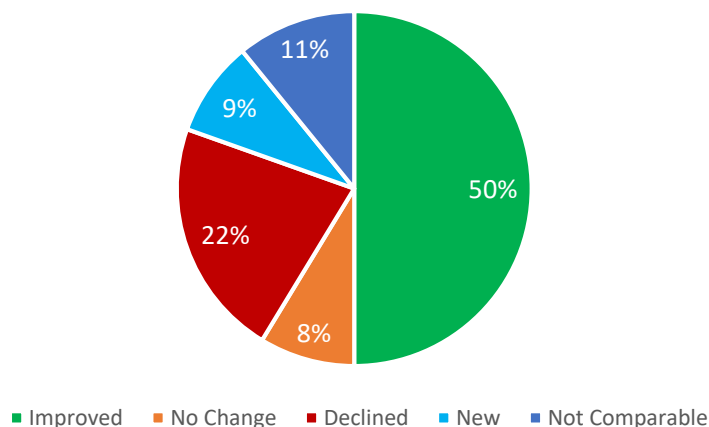


Chart 1

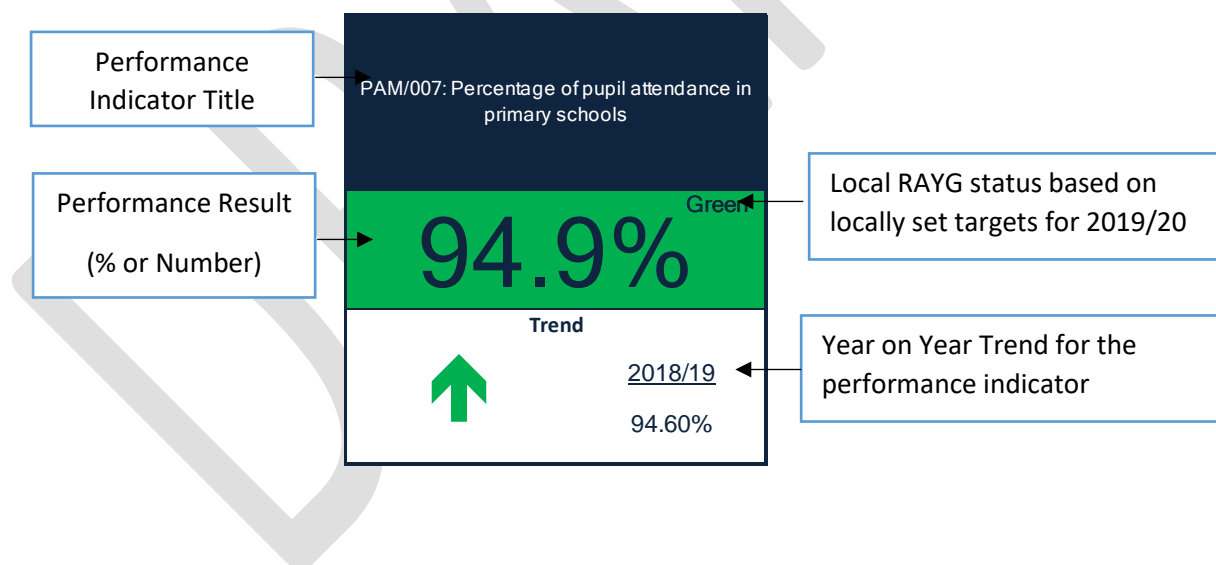
It should also be noted that 66% of the indicators performed above their targets for the year, 17% were within tolerances of the target (Yellow on the Scorecard), 13% were below target (Amber or Red on the Scorecard) and the remaining 4% were not able to be collected for the reasons already discussed. This it could be argued is a positive reflection of how performance was managed during 19/20 but further detail and discussion can be gleaned from the following chapters of this report.

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 2019/20 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 and our year on year trend.



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

Jobs and Work Opportunities

What we have done

We have continued to ensure that projects that stand to be delivered on Anglesey through the North Wales Growth Deal remain a regional priority. Development work on the North Wales Growth Deal to drive local and regional economic growth by assisting the North Wales Economic Ambition Board has also progressed well over the year.

The North Wales region has in principle successfully secured substantial funding through the Growth Deal (£240m) to support the delivery of Holyhead Gateway, Morlais Tidal Array, Digital Connectivity and the Nuclear Energy Centre for Excellence projects. The Island could also benefit directly and indirectly from the other Growth Deal Programmes. The aim is to agree the final Growth Deal with UK and Welsh Government before the end of the 2020/21 financial year.

During the year we have prepared the North Anglesey Economic Regeneration Plan to support economic regeneration in North Anglesey. This plan is critical due to the suspension of the Wylfa Newydd project, the closure of the Rehau Plastics factory and the impacts of the reductions in staffing levels and activity at Wylfa Power Station as decommissioning proceeds. The Plan was formally adopted by the Council in July 2019.

In December 2019, the Nuclear Decommissioning Authority (NDA) approved a grant bid by the council for £495,000 from its Socio Economic Funds, to be spent over a 3 year period, to support implementation of the Plan.

A further £38,000 of funding was also secured from Welsh Government's Enabling Natural Resources and Well-being Scheme to develop proposals for environmental projects in North Anglesey.

After almost 20 years of vacancy, the Holyhead Market Hall once again reopened the iconic front gates on September 2nd 2019. Now housing the Holyhead Library, a local history centre, a community forum area plus meeting rooms with commercial and office space available to rent on the first floor, the building is once again becoming the heart of Holyhead's town centre and community life.

Holyhead Market Hall was refurbished and brought back into use with external funds of around £4m from National Lottery Heritage Fund (NLHF), Welsh Government, European Union grant funds.

Further information on the Market Hall can be found in the case study at the end of this section of the report.

NLHF funding of £1.5m has also been secured for a further phase of the Holyhead Townscape Heritage Initiative (THI) to improve empty or run-down historic buildings in Holyhead town centre

A further £3.25m was secured from Targeted Regeneration Investment (TRI) for the Empty Properties in North West Wales project led by the council, which not only provides match funding for the Holyhead THI Phase 2 but also helps fund First Time Buyer and Landlord Empty Homes Grants in Anglesey and North Gwynedd. TRI funding was also secured to fund studies to inform the redevelopment of the closed school sites in Holyhead.

As part of the Holyhead Strategic Infrastructure Project the construction of 10 new business units, to support of the Island's businesses, is being completed at Penrhos, Holyhead.

Wynne Construction were appointed to redevelop the former heliport into business units. This development will provide 30,000 sq ft of office, light industrial and storage space to enable business growth and support the low carbon energy sector. Electric vehicle charging points are also situated on site.

Anglesey's Economic Development officers successfully applied for £2.3m from the European Regional Development Fund (ERDF) through the Welsh Government and, in a first for Anglesey, agreed an innovative joint venture, worth £1.6m, with the Welsh Government.

The project is part of wider plans to develop Anglesey's Enterprise Zone and Energy Island Programme. Construction will be complete and the units will be ready for businesses later in 2020.

Anglesey County Council economic development and major projects portfolio holder Cllr Carwyn Jones said: "There are currently a significant number of major private sector low carbon energy projects under development on Anglesey, including the exciting Morlais tidal energy scheme.

"We are working to ensure that the necessary infrastructure is in place to ensure the Island benefits from these business opportunities."

Economy Minister Ken Skates said:

"The joint venture we have agreed further demonstrates our support both to this hugely important sector and to a region that is quickly becoming genuinely world-leading as a centre of excellence for low carbon energy.

"It will also contribute toward creating the type of inclusive and sustainable prosperity in North Wales that we are working hard to drive through our Economic Action Plan."

The Anglesey Energy Island Programme is a collective effort between several stakeholders within the public, private and third sectors working in partnership, putting Anglesey at the forefront of low carbon energy research and development, production and servicing, and bringing with it potentially huge economic rewards.

Energy Island's vision is to create a once-in-a-lifetime opportunity for jobs, economic growth and prosperity through capitalising on several transformational projects on Anglesey.

The Energy Island Programme collaborates with several key stakeholders to:

- Attract and de-risk major strategic investment
- Influence potential developers
- Support development of competitive people and communities.
- Support development of competitive businesses
- Support development of competitive infrastructure
- Realise the benefits major projects can bring and mitigate adverse impacts
- Maximise long-term legacy benefits

We will continue to utilise the Energy Island Programme to engage with key public and private sector stakeholders and potential major energy investors to promote opportunities and influence potential investments.

We continue to influence and respond to all consenting processes relating to major developments ensuring that opportunities are capitalised and any negative impacts are identified and mitigated accordingly. We are currently engaged in responding to the following developments and projects:

- Wylfa Newydd Nuclear New Build
- Morlais Tidal Array
- Traffwll Solar Farm
- Holyhead Marina Development

Holyhead Waterfront Development

Flood Alleviation Projects

Whilst all of the above are positive i.e. demonstrates the areas which have been progressed. It is also worth noting that Anglesey's already fragile economy has been particularly hard hit by the onset of the Covid-19 pandemic. By the end of May 2020, disproportionately severe impacts on certain sectors, particularly tourism and hospitality (the island's principal economic sector), and on young people, had undoubtedly brought severe hardship to many businesses and impacted on many individuals and their families.

Tourism, hospitality and its related supply chain had lost some 40% of annual potential income generally made over the Easter holiday period. Almost a quarter of Ynys Môn's employees (6,400 individuals or 24.6%), were furloughed by the 31st May (increasing to 7,700 by 31st July), and some 2,700 self-employed individuals were dependent on government support through the SEISS self-employed scheme. Numbers receiving Universal Credit 'out of work benefits' had doubled (from 1,335 in March 2020 to 2,615 in May), an increase in rate from 3.3% to 6.3% (this increased to 6,275 individuals, or 6.6% by 31 st July). Young people were particularly hard hit with 11.7% of 18-24 year olds claiming UC 'out of work benefits' by 31 July compared to 6.6% of the working population as a whole.

As a result the Council are in the process of formulating a recovery plan, which aims to:

(i) put in place an agreed framework and a range of actions and initiatives which can be proactively implemented, collaboratively and in partnership with others, to address post Covid-19 economic recovery and the issues faced by local businesses on the Isle of Anglesey since the onset of the pandemic; and also

(ii) in addition to laying the foundations to facilitate 'recovery', start to restructure the local economy to attempt to ensure greater future resilience and potential growth a 'sister plan' addressing specific issues facing the tourism and hospitality sector and the management and development of Ynys Môn as a visitor destination is also being produced.

Given, however, the nature of this developing plan and the likely resource requirements to implement, the Council cannot, by itself, drive recovery. With finite resource and capacity, **partnership and collaboration is essential**. Engagement nationally and also regionally via the North Wales Economic Ambition Board will be key. Locally, organisations such as Menter Môn, Medrwn Môn and Môn CF will have crucial roles to play as will town and community Councils. Effective and meaningful engagement and collaboration with the private sector and its representative bodies (such as the Federation of Small Businesses, the Anglesey Tourism Association and Chambers of Commerce and trade), will also be vital in defining and delivering the priority interventions needed to maintain employment, support businesses and drive the post Covid-19 economic recovery.

Education And Skills

What we have done

1. The official opening for Ysgol Santes Dwynwen in Newborough was held on the 29th of April 2019. The school replaces the four schools of Ysgol Bodorgan, Ysgol Dwyran, Ysgol Llangaffo and Ysgol Niwbwrch.

The new £5m school, accommodates pupils who will benefit from the latest facilities and resources to include modern and well equipped classrooms and suitable outdoor areas for play and learning. The

project was part funded by the Welsh Government through the 21st Century Schools Programme.

To see a video which demonstrates some of the projects undertaken through the 21st Century Schools Programme please click on the link below:

<https://www.anglesey.gov.uk/en/Residents/Schools-and-learning/Modernising-Anglesey-Schools/Creating-schools-for-the-21st-century.aspx>

New childcare provision on a number of the Island's school sites has been developed using funding from the Welsh Government's Childcare Offer Capital Programme. Two state-of-the-art cabins have already been built at Ysgol Morswyn, Holyhead, and Ysgol Pencarnisiog. These will offer childcare provision throughout the day, as well as holiday care.

Gofal Rhosfair, a new childcare provider at Ysgol Santes Dwynwen, has also started an after school club on the site.

2. On the 20 January 2020 Anglesey's Executive agreed to consult on the future of primary school provision in the Llangefni area.

Members of the Executive authorised officers to conduct a statutory consultation on proposals that could see £16m invested in education in the Llangefni area.

A statutory consultation period of six weeks took place from 6 February to 20 March 2020 on the following proposals;

- Re-locate and build a new £10m Ysgol Corn Hir on a different site to accommodate pupils from Ysgol Bodffordd, close Ysgol Bodffordd and review the catchment areas of Ysgol Bodffordd and Ysgol Corn Hir
- Increase the capacity of Ysgol y Graig with a £6m expansion to accommodate pupils from Ysgol Talwrn, close Ysgol Talwrn and review the catchment areas of Ysgol y Graig and Ysgol Talwrn

Work, which was halted in part due to the impacts of the pandemic, is now underway to analyse all responses from the consultation period and collate a summary of the responses into a consultation report to present to the Executive as soon as is reasonably possible.

Education Portfolio holder, Councillor Meirion Jones, explained, "The aim of our modernisation programme is to create the best possible educational environment for teachers, staff and provide the best possible education for the future of our children."

Since Anglesey's School Modernisation Programme began in 2012, the County Council has invested some £22m in education on the Island with new 21st century primary schools built

and opened in Holyhead, Llanfaethlu and Newborough. Welsh Government funding to build more new schools fit for the 21st century is currently available.

3. The way forward regarding educational provision in the Seiriol and Amlwch areas were not developed as expected during 2019/20 but are currently being developed with a view of progressing further in 2020/21. Further information will be available in due course dependent on the current coronavirus pandemic.
4. We continued to implement our strategy to develop the Welsh language within our schools by increasing the number of pupils undertaking teacher assessments in Welsh.

The strategy has seen an increase of 16% of pupils educated and assessed through the medium of Welsh in the Foundation Phase since 2015 where 71.4% undertook assessments in 2015 to 87.5% who took assessments in 2019.

In Key Stage 2 there was an increase of 16.8% over four years. There was also a small increase in Key Stage 3 but this was minimal.

In Key Stage 4, 65% of pupils studied Welsh as a first language, with a further 10% studying Welsh as a second language.

The emphasis of the Strategic Plan for 2020/21 will primarily be on the Secondary schools.

5. Denu Talent Môn was successfully held again in summer 2019 where 9 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, 2 young people were successful in gaining employment with the Council this year while the others continued on to further education.

We believe that this is a good example of nurturing talent in order to contribute towards a prosperous Council, County and Country.

6. We have successfully appointed a lead officer on wellbeing, co-ordinating the work of the Education and Children & family Services and improving the integration of Mental Health grants for children and young people which has enabled us to co-ordinate our provision for promoting the well-being of pupils, particularly those that are vulnerable.

Better attention is now given to strengthen our processes to identify and support our most vulnerable pupils through stronger collaboration with other departments, especially the Children's and Families Service. We also have stronger collaboration with other multi-agencies which offers increased support to schools to provide services that promotes the well-being of pupils.

Health And Well-Being

What we have done

1. We remain committed in working to increase the contribution made by our residents, with an emphasis on young people, in sport and leisure activities. An integral part of this has been the work undertaken to modernise our fitness rooms and 3G provision on the Island.

As a result of the developments to our facilities and effective promotion and marketing the number of Direct Debit memberships increased significantly over the past 12 months. We have also developed a Corporate Membership package, which 30 local companies have already signed up to.

2. The Swim Safe event which was supported by Swim Wales and the RNLI, teaches children where it's safe to swim, how to float, and what to do if they or someone else get in trouble. The successful SwimSafe sessions at Trearddur Bay were organised by the County Council's Môn Actif and Destination teams in June 2019.

Leisure portfolio holder Carwyn Jones said, "Anglesey boasts an incredible 140 mile coast line, so it's vitally important that our children are aware of the importance of water safety."

He added, "These SwimSafe sessions were hands-on and fun - but also extremely useful in educating our children on the dangers of water. It was great to see this partnership in action at Trearddur Bay, with the common goal of emphasising the importance of water safety."

RNLI volunteers were also on hand to provide an educational talk highlighting the importance of water safety. Tours of the Trearddur Bay lifeboat station were also given to the children.

Gecko Surf School also provided the children with fun surf lessons alongside a team of volunteers from Surf Lifesaving Wales who held a surf lifesaving session. Six primary schools on the island attended the sessions

3. Over the year, by working with owners and other partners we helped bring 104 houses back into use as well as create 7 new homes so that they become homes for individuals, couples and families. It was 29 more houses than were originally anticipated for completion during 2019/20 and this work was funded from the Council Tax Premium and ensures that local people are able to access suitable housing in their local communities.

This result is on top of the 87 homes created in 2018/19, and the 75 created in 2017/18. This is a total of 273 homes developed since the start of the 2017-2022 Council Plan which are no longer empty or unsafe and are available for use within our communities.

The Electoral Wards which have seen properties being brought back into use are as follows

Aethwy - 6
Bro Aberffraw - 1
Bro Rhosyr - 5
Caergybi - 25
Canolbarth Môn - 15
Llifon - 10

Lligwy - 2
Seiriol - 9
Talybolion - 5
Twrcelyn - 18
Ynys Gybi – 8

7 new homes
Canolbarth Mon - 2
Llifon - 1
Seiriol - 2
Twrcelyn – 2

Case Study – Market Hall

The Grade II listed Market Hall building lay empty for 20 years and increasingly at significant risk. Built in 1855 as the Holyhead's first civic building, it soon became the hub of community life across Holyhead and North Anglesey, serving as the main market for a wide hinterland. As shopping patterns changed through the introduction of large out of town superstores and online shopping the building's original use increasingly became obsolete. Falling into vacancy, its condition deteriorated significantly after 2000.

In response to community concerns for the future and condition of the building the Council commenced discussions in 2010 to explore what options for its use may exist which would ensure a sustainable end use that respected the historic character of the building and its impressive architecture, while remaining relevant to the local community. After not being able to secure a negotiated route to effect a change in ownership to secure the building, the Council took direct action including compulsory purchase.

Following securing substantial grant assistance from the National Lottery Heritage Fund, Welsh Government and European Development Fund, the Council was able to implement a comprehensive project for the building's repair, enhancement and reuse, with works commencing on site in 2017. The project involved considerable alterations that while changing the internal layout of the former main hall area, retains the sense of space and retains considerable historic fabric.

The Market Hall building re-opened on the 2nd September 2019, after twenty years of vacancy and falling into a derelict state. Direct intervention by the Council in 2015 through a Compulsory Purchase Order secured the transfer of the building's ownership. Main contact Works commenced in 2017 and were completed after two distinct phases on 18th July 2019, allowing follow-up fitting out of the Library space and meetings rooms. This facilitated the closure and transfer of the old Library items and the reopening 6 weeks later in the revitalised Market Hall.

The new library is bright and modern, whilst also retaining the listed building's original characteristics and unique sense of history. The library boasts many new facilities; from phone and tablet charging stations, to self-checkout stations where service users can borrow and return library books easily. There is also a teen focused area, and a local history centre, dedicated to Anglesey's past.

An exciting new event space is found at the heart of the library, where an array of activities and events will be held. Visitors to the library can also take advantage of the flexible social space to meet friends, take part in reading groups or just enjoy a chat.

The library also has a Changing Places toilet, which meets the needs of those with profound learning and/or physical disabilities. Holyhead Market Hall is the only public building on the Island to provide such facilities, in advance of this becoming a mandatory requirement for all new public buildings.

Deputy Minister for Culture, Sport and Tourism, Lord Ellis-Thomas, said “We’re delighted to have been part of this exciting project, and it’s been a pleasure working alongside Anglesey County Council to ensure a new lease of life for Holyhead Market Hall.

“Following investment from the Welsh Government, I’ve seen excellent examples where Libraries have been co-located with other public services and cultural facilities which helps to create a greater sense of community spirit and I’m sure that the same will be true of Holyhead Library.”

Education, Libraries, Culture and Youth portfolio holder Cllr Meirion Jones said “The new library will provide a great community resource at the heart of Holyhead. The new library is modern, spacious and provides a diverse range of facilities, and is housed in this fantastic, newly refurbished Market Hall building. I firmly believe that local residents will be very impressed with this new state of the art facility – it will prove to be a really valuable learning resource for the Holyhead and wider Anglesey community.”

The project has recently won the Royal institute of Chartered Surveyors (RICS) Social Impact Heritage in Wales Award and has now been shortlisted for the UK awards to be announced later in the year. The judges believed that *“the revitalising of Holyhead Market Hall has not only conserved a landmark building in Holyhead, but has also provided a much need social facility with a diverse range of activities. The remodelling of the building in a way that also retains and presents the historic features of the building is impressive. In addition, the approach to energy efficiency and mitigating some of the effects of climate change is sensible and is something that others should follow. The combination of these and other attributes makes this a worthy winner.”*

The project was also short-listed for the Royal Town Planning Institute (RTPI) Awards for Planning Excellence 2020, Excellence in Planning for Heritage and Culture category.

Performance Indicators & Analysis

Objective 1 - Ensure that the people of Anglesey can thrive and realise their long-term potential	RAG	Trend	Result	Target	2018/19
1) Percentage of pupil attendance in primary schools (tymhorol) (Q3)	Gwyrdd / Green	↑	94.9%	94.6%	94.6%
2) Percentage of pupil attendance in secondary schools (termly) (Q3)	Ambr / Amber	↓	93.9%	94.4%	94.4%
3) Percentage of Year 11 leavers not in Education, Training or Employment [NEET] (annual) (Q4)	Gwyrdd / Green	↓	2%	3%	1.10%
4) Average Capped 9 score for pupils in year 11 (annual) (Q3)	Melyn / Yellow	n/a	345.4	349	349.1
5) Percentage of pupils assessed in Welsh at the end of the Foundation Phase (annual) (Q4)	Gwyrdd / Green	↓	87.50%	-	88.30%
6) Percentage of year 11 pupils studying Welsh [first language] (annual) (Ch4)	Gwyrdd / Green	→	65.01%	-	65%
7) Percentage of Quality Indicators (with targets) achieved by the library service (annual) (Q3)	Gwyrdd / Green	n/a	75%	75%	82%

Objective 1 - Ensure that the people of Anglesey can thrive and realise their long-term potential	RAG	Trend	Result	Target	2018/19
8) Number of visits to leisure centres	Ambr / Amber	↓	530k	553k	553k
9) Percentage of food establishments that meet food hygiene standards	Gwyrdd / Green	→	98%	95%	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	n/a	92%	90%	-
11) Percentage of NERS clients who completed the exercise programme	Gwyrdd / Green	↑	75%	50%	70%
12) Percentage of NERS clients whose health had improved on completion of the exercise programme	Gwyrdd / Green	↑	84%	80%	83%
13) Number of empty private properties brought back into use	Gwyrdd / Green	↑	104	75	78
14) Number of new homes created as a result of bringing empty properties back into use	Gwyrdd / Green	n/a	7	4	9
15) Number of additional affordable housing units delivered per 10,000 households (annual) (Q4)	Gwyrdd / Green	n/a	124	-	53
16) Landlord Services: Percentage of homes that meet the Welsh Housing Quality Standard (WHQS)	Gwyrdd / Green	→	100%	100%	100%
17) Landlord Services: Average number of days to complete repairs	Coch / Red	↓	16.44	12	13.63
18) Percentage of tenants satisfied with responsive repairs (annual) (Q4)		n/a		-	-

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, and 2 indicators which were more than 5% over their targets. 6 of the indicators either improved or maintained upon their performance from 2018/19 whilst 3 of the comparable indicators declined compared to 2018/19.

One indicator does not have any data for 2018/19 and therefore can't be compared with previous years, whilst two indicators can't be compared due to changes in the measurement of the indicators, both however have performed well in comparison with their targets.

Unfortunately 2 of the indicators were unable to be collected this year due to the cancellation of the national comparator indicators (Public Accountability Measures).

Attendance at our schools demonstrated an improvement in the primary provision, maintaining our standing of Upper Quartile on a national basis. A slight decline was seen in the Secondary provision, however, our overall national performance has improved as there has been a greater decline in attendance by other authorities over the year. This has seen us placed in the Upper Median Quartile (7th – 11th nationally) this year compared to the Lower Median in 2018/19.

Our Empty Homes project has once again ensured that we managed to get another 104 empty properties back into use and a further 7 new homes available to our residents improving their opportunities within local communities. Our landlord duties of completing repairs to homes within a set number of days has declined, this will be a challenge progressing into 2020/21 with the required revised working arrangements as a result of the pandemic. Consideration will need to be given to managing this safely.

We have unfortunately seen a decline in the use of our Leisure Centres over the year compared to 2018/19. Looking back on other years we do believe that our performance in 2018/19 was exceptional and the targets we set for 2019/20 were unfortunately based on these figures. We do

however compare favourably with previous years with this year being the 2nd highest attendance since the monitoring of the Corporate Scorecard, and 22k visits above the performance of 2017/18 and 66k above 2016/17. With the closure of our facilities as a result of the pandemic hitting previous years targets will be nigh on impossible this year and therefore further consideration will need to be given to the relevance of this indicator for 2020/21 as Leisure Centres currently are open to members only.

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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 have done

1. Progress on planning for the development of Extra care accommodation in the south of the island has not progressed due to lack of suitable site availability. . As a result, over the next few months, dependant on coronavirus implications, a revised action plan will be considered and progressed in partnership with key stakeholders to review provision on a wider basis so that a second Extra Care provision can be developed .
2. The Shared Lives programme provides support for people living with dementia and their Carers. The focus is on early intervention for individuals presenting with moderate needs, and look specifically to offer respite & short-break provision. We are currently working with 3 enablers who are at various stages of the registration process.

Reviews of each premises have been undertaken and enablers are currently undertaking a training programme. We anticipate they will be in a position to support individuals during the Autumn.

3. During the year, we further developed a weekly programme of group activities for people with mental health issues with a focus on recovery, well-being, physical activity and reducing social isolation. Some of the programme is run in conjunction with third sector organisations, the council's nature park wardens and Betsi Cadwaladr University Health Board.

A key feature is co-production with people with lived experience and the use of local resources across the island.

4. The Community Hubs continued to grow during 2019/20 and there are over 1,100 individuals participating in community hub activities across the island.

We have established a Community Hub Alliance that brings the hubs together to pool resources and share good practice. The social prescribing model through the Local Asset Co-ordinators continues to support lonely and isolated people and link them into community hub activities.

A recent development is the new software "Elemental" that GP's can use to refer individuals directly to the social prescribing service.

We also started work on developing a virtual community hub programme by developing a website and associated "app" with activities, information and advice. This work will continue into 2020/21 and will perhaps play a vital role in our ever-changing social interactions as a result of this pandemic.

The mobilisation of community volunteers to maintain contact and support the most socially isolated in the community has been highly successful during the Coronavirus pandemic.

An action plan to expand the number of 'Good Turn' schemes across the island is being driven by Medrwn Mon to support and develop more locally resilient communities.

5. Work to establish three Community Resource Teams (CRT) which brings staff together from Health and Social care in order to be closer to the community that they serve located in Amlwch, Ysbyty Penrhos Stanley and Llanfairpwll was undertaken during the year. All Health and Social Care staff have been designated to their allocated CRT in the three areas.

A refurbishment of accommodation, IT infrastructure and operational policies and procedures is taking place in each area.

Plans to transfer staff to designated sites is now on hold due to the impact of the coronavirus pandemic, however, we intend to agree with partners an interim virtual CRT pending moving to the designated sites as part of our recovery plan.

6. A full and open consultation process was undertaken with stakeholders on the Day Opportunity Strategy. There was a high level of engagement with service users, families and providers with advocacy in support where it was needed.

The results of the engagement were fed into the Day Opportunities Options Appraisal in December 2019 and a consultation programme was agreed by the Executive for 2020-21.

Impact of the Coronavirus pandemic has 'paused' progressing on the action plan, however, consideration is being given to driving forward this key agenda with a view of establishing an improved model for service users into the future.

[Support For Families And Children](#)

What we have done

1. During 2019/20, for the benefit of families into the future, we have begun the work of building 25 new properties on the island as part of a programme to increase the housing stock from 3,800 to 5,000 houses in the next 30 years. These are the first new council housing stock built by the us for decades and builds on the success we've seen in bringing empty properties back into use over the years. A total of £5.6M was spent in 2019/20 on the acquisition of existing properties, mainly old council housing stock, and the development of the new properties.

We collaborated with Creating Enterprise, a subsidiary of housing association Cartrefi Conwy, on the design of the timber-framed properties. The buildings will use high performance insulation to make the homes completely draught free, cutting heat loss to create a home with minimal environmental impact.

Work on building the development of four one-bedroom bungalows for older people for the town of Holyhead was undertaken in August. The Maes yr Ysgol scheme is next door to our Morawelon housing estate and it will offer tenants an option for downsizing, thus releasing much needed family homes.

Housing and Local Government Minister Julie James, said: "We provided Anglesey County Council with over £480,000 of Innovative Housing Programme funding for this fantastic initiative, creating carbon neutral homes for the future and also enabling young people to learn skills for employment.

“It ticks every box you can think of and it is definitely the way forward for Welsh housing, with the local council working in partnership with the registered social housing landlord and the local community.”

2. Work of promoting Teulu Môn has continued during the year and Teulu Môn has attended 10 events in total during 2019/2020. These have included fun days, parent’s evenings and open day events. Teulu Môn took part in the Early Action Together event in July 2019, and this event celebrated the work that was completed in partnership with all agencies and the community on adverse childhood experiences (ACE) during the past two years. This work has led to referrals that display awareness of ACE’s and the effects of trauma on individuals and families.

A total of 3956 referrals were received in Teulu Môn in 2019/20. This was a 363 (8.4%) decrease as opposed to the total of 4319 received in 2018/19. The decrease is considered due to a reduction in referrals from North Wales Police as they implement the Early Action Together, ACE’s strategy and the Early Help Hub together with Teulu Môn.

We have secured funding to assist us with the development of the one front door programme. “The One Front Door” is a multi-agency meeting that will discuss domestic abuse cases at the earliest possible opportunity, addressing issues before the risk is escalated. This work is funded by The Home Office and we are assisted by Safe Lives to develop an Ynys Môn response to Domestic Abuse.

A new app called NEWid has been developed and launched during the year. The app enables us to do work virtually with children and families in a way that promotes co production.

Action for Children have extended their service to more children in an effort to increase the capacity to respond to the emotional needs of children and young people open to the service. Additional funds have been secured for a mental health programme “The Blues Project” to be provided in every secondary school on the island. Courses will be provided virtually initially and then in Schools from September 2020 onwards keeping to social distancing guidelines.

Action for Children continued to support the young carers of Ynys Môn, by completing assessments and providing support for this group of children. In 2019/20 a total of 117 children received a service from Action for Children.

3. We continued to ensure that the correct procedures were in place to safeguard the children and young people of the Island.

In total 807 Care and Support Assessments were completed in 2019/20.

There are some excellent examples of assessments seen in audits which have been completed in 2019/20. The audits evidenced involvement and focus on individual and combined needs of a sibling group. The audits did also bring up some changes that might improve the service. This is positive and helps us build on the service we provide to our clients into the future.

Cryfder ar y Cyd or the ‘Strength Together’ model which is an inter-productive method of achieving work with parents in a different way focussing on strength and outcomes. It changes how social workers co-produce care/protection plans with families, how social workers produce safety plans and how social workers formulate safety plans with families.

There are examples of effective intervention reducing risk and promoting wellbeing. There are examples of cases of young children have been escalated swiftly when there have been concerns or a failure to create any change, resulting in the children now thriving in their placements. Performance data shows that the level of re registration over the year has been low: and the average time a child's name is placed on the Child Protection register is 224 days compared to the target of 270days which is good.

4. The Council remains a partner in the North Wales Adoption Services (NWAS) and participated in the work to increase the number of Adoptive parent(s) recruited throughout North Wales during 2019/20. There are increasing numbers of children in the care of local authorities who cannot return to their birth families. These children now need permanent, loving families who can provide stability and the opportunity for them to thrive and reach their full potential.

The number of adoption enquires has decreased since COVID-19 with 12 Initial Enquiries received across North Wales in April 2020 as opposed to 21 in 2019/20. The decrease in enquiries is not unique to NWAS and the National Adoption Service and Welsh Government are aware of the situation and the impact Covid-19 is having.

Planned Local Marketing and Recruitment drives, targeting food festivals, Eisteddfod, Ynys Môn Agricultural show etc., have been cancelled due to Covid-19. Marketing and recruitment is being delivered remotely through social media platforms such as Facebook, Twitter and the development of Podcasts with the support of Cowshed.

Virtual panels are a new way of convening panels with Gwynedd and Ynys Môn Panel holding a virtual panel in April and May 2020. This way of working was a learning curve and although they took longer to complete they have worked well. Lessons learned were and are being shared with the other panel chairs and panel advisors across the service.

Social workers are very committed to moving children on to their adoptive placements, where it is safe to do so and there is commitment and hard work to ensure there is no further delay for the child where this can be avoided.

5. The Resilient Families Team's core aims are to Prevent, Return, Reduce, and Review; Prevent children from becoming Looked After when it is unnecessary ('edge of care' intervention), return children home during the first 8 weeks of care and work with identified families for the reunification of their children from care, reduce the nature of Looked After accommodation/care required, (e.g. from residential care to foster care to family to revocation) and review the safe return of children in long term care.

The families with whom the team has worked over the last year have often had issues relating to neglect, parental alienation or parental conflict, poor home conditions, physical abuse, domestic abuse, harmful substance use, poor mental health, relationship difficulties, high levels of parent-child conflict (particularly where there are children in their teen years within the home), complex trauma caused by adverse life events (experienced by children, and historically by parents' own traumatic life events which affects their parenting skills/style).

During the year, children and families have taken part in intensive intervention and case-holding, Family Group Conferences, Parenting Programmes and Therapeutic Training.

The team have also delivered in-house therapeutic training to Social Workers, support workers, foster carers, key safeguarding staff in the Education Department, and Families First workers. Separate training courses were offered on topics addressing attachment (formation, trauma, and repair), Trauma-informed Life Story Work, Resilience (assessment and intervention), and Assessing Parental Change.

6. During 2019/20 the Local Authority recruited an additional 7 Foster Carers offering 13 new foster placements for the children and young people of Ynys Môn.

The increase in the foster care package has had a positive impact on the number of foster carers and we have a much wider choice of placements available to Ynys Môn children now.

7. We have succeeded in managing to get our first Cartref Clyd registered with Care Inspectorate Wales (CIW) during 2019/20. We are currently recruiting to the posts and we will be implementing detailed training plans for each member of staff so that they can open during 2020/21.

We have another one bedroomed property which is going through its registration process and a third property is currently being refurbished in preparation for registration application.

We have secured funding to provide one property which will provide care for disabled young people who have complex needs, to enable them to remain in the local area rather than have to move to specialist residential placements which are all out of county.

8. We opened a new “training flat” base in Llangefni in January 2020 to provide a central and homely base for care leavers to provide them with an opportunity to experience living independently and to learn and develop their skills to live independently in the future. This forms part of their pathway plans.

Since opening, 8 young people have stayed at the flat for short periods of time before returning to their foster carers.

The feedback we have received for the young people has been very positive and here are some of the comments we have received:

“lovely flat enjoyed the independence”

“enjoyed cooking for myself and looking at what to buy”

“yeah sound place”

“handy place to learn about cooking and budgeting and things”

These developments are key to ensuring our vulnerable young people are provided with the appropriate education and opportunities available to them and enables them to develop and mature in a safe and healthy surrounding with the necessary network of support. This can be demonstrated from the following case study -

Case Study 1 –

A teenage girl was missing from home and the Social Services Department became involved. The Healthy Relationships Worker began working with the girl to address the issues underlying the destructive and inappropriate behaviour of the teenager.

Through identification of underlying issues, the Healthy relationships worker was able to identify steps, activities that would enable the teenager identify behavioural patterns and issues which were unhealthy. Work was carried out included peer group work at school regarding issues around consent and sexting.

Work was carried out to address the issues of family relationships through attending mediation support to improve relationships and provide a supportive home life. The individual was also referred on to the Escape and parallel lines programme which would increase awareness, improve self-esteem and self-respect, enabling the teenager to form healthy, safe relationships and reducing child sexual exploitation.

The primary aim and objective outcome for this individual was to identify what constituted a healthy relationship, to understand what constituted consent, meaning she had the understanding of consequences of inappropriate behaviour and to recognising what rape and sexual assault was.

The teenager was able to identify and recognise the difference between a healthy relationship and an inappropriate one.

The teenager was enabled to keep themselves safe, to increase their resilience against future negative relationship patterns through the empowerment that this early intervention provided.

The teenager stated that they really enjoyed the group work and felt that everyone should receive the peer group work session as she felt this was integral to her understanding of what constituted a healthy relationship, what consent meant and what appropriate behaviour was.

Case Study 2 –

Bob was referred to the Local Asset Coordination (LAC) by a friend.

Our first meeting took place at his home. During our conversation he spoke about his wife, and how he had cared for her until her death. He said that he was very lonely, didn't have anyone to turn to and didn't have any friends or family living locally, they lived other parts of the UK.

Since moving in five years ago he and his wife had experienced anti-social behaviour from the local children, they would throw stones at his car, walk out in front of the car, ring the doorbell, put their hands through the windows to grab at things, this particular incident happened when his wife was ill in bed. Bob also experienced verbal abuse when he went to speak to parents about their children's behaviour towards him and his wife. The Police and landlords were made aware of this anti-social behaviour.

In March 2018, Bob was beginning to express and focus on the "traumas of the previous months, the loss of his wife, being a victim of crime and being made a participant in an unwelcome mental health assessment. Together we prioritised how Brian wanted to manage and deal with what he considered to be these traumatic events.

We liaised with his GP and ensured that Bob had clarification of the correct medication he was to take, and we also supported Bob to attend CRUSE bereavement counselling over a 6 week period. Support and advice with financial matters was also offered to Bob.

In April 2018, we introduced Bob to the Men’s Shed. A turning point for Bob was when he ‘buddied – up’ with friend, who had also recently been bereaved. Both men would meet up at the shed on most days to do whatever work was necessary, litter picking, building raised beds and creating a bird table that involved intricate work.

Not long after, Bob was introduced to the local lunch club volunteers and clients. Bob was also introduced to a local man who was able to help set up a home security system ensuring 24hr CCTV at his home.

Within three months Bob attended two community groups – Lunch Club and Men’s Shed. He is actively developing old skills with other men and helping others to learn.

Nine months on, Bob’s anxiety has diminished greatly, and he no longer requires intensive contact with LAC. However we retain weekly contact through the Men’s Shed and Lunch Club.

Bob attended an IT course to learn how to use Skype and Facebook and how to complete internet shopping and he is now in contact with his family in Japan and Yorkshire.

Bob has given his consent to tell this story, as he said – “the more people that know about what I’ve been through the better”. “People might then take more time to listen and understand what people go through when they feel so isolated and lonely after the loss of a love one”. “Without the support from LAC I really don’t know where I’d be today”.

Performance Indicators & Analysis

Objective 2 - Support vulnerable adults and families to keep them safe, healthy and as independent as possible	RAG	Trend	Result	Target	2018/19
19) Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	Coch / Red	↑	6.88	3	7.78
20) The percentage of adult protection enquiries completed within statutory timescales	Gwyrdd / Green	↑	91.30%	90%	90.91%
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	↑	50%	35%	30.87%
22) The percentage of adults who completed a period of reablement and have no package of care and support 6 months later	Gwyrdd / Green	↑	63.08%	62%	62.84%
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	↑	17.57	19	17.35
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	↑	98.00%	93%	93.30%
25) Percentage of child assessments completed in time	Melyn / Yellow	↓	89.62%	90%	86.17%
26) Percentage of children in care who had to move 3 or more times	Gwyrdd / Green	↑	8.39%	2.50%	9.52%
27) The percentage of referrals of children that are re-referrals within 12 months	Melyn / Yellow	↓	12.75%	10%	16.96%

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	↑	224	270	241
29) The percentage of referrals during the year on which a decision was made within 1 working day	Gwyrdd / Green	→	98.88%	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	→	86.30%	90%	86.17%
31) Percentage of households successfully prevented from becoming homeless	Gwyrdd / Green	↑	74.91%	60%	55.10%
32) Percentage of households (with children) successfully prevented from becoming homeless	Gwyrdd / Green	N/A	77.7%	60%	
33) Average number of calendar days taken to deliver a Disabled Facilities Grant	Gwyrdd / Green	↓	159.58	170	161.9
34) Decision Made on Homeless Cases within 56 days (annual)		N/A		-	-
35) The average number of calendar days to let lettable units of accommodation (excluding DTLs)	Melyn / Yellow	↑	21.9	21	-
36) Landlord Services: Percentage of rent lost due to properties being empty	Coch / Red	↑	1.42%	1.15%	1.30%

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. 62.5% of the indicators were above target, 25% of the indicators were within 5% of their targets and the remaining 12.5% were red against their targets.

The indicators within the Children & Family Service (indicators 25 - 30) 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 continues on from the positive CIW inspection in 2018.

The two indicators which were red against targets were in Adult Services and Housing Services respectively. 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 rate of people kept in hospital while waiting for social care per 1,000 population aged 75+ saw an improvement on the performance of 2018/19, however it was below the challenging target set at the beginning of the year. Our challenges with regards to reablement performance have become clearer since we implemented our area based domiciliary care contracts. Those contracts are generally supporting people to be discharged quickly when they have established packages in place. However due to the pressure of ensuring that we provide reablement to all people new to services we are at present struggling to ensure sufficient capacity. To address this we are both aiming to ensure those receiving reablement do actually require it and we are revising the eligibility criteria, and that our service works to move individuals when their reablement period is complete at the right time.

Capacity to support those with EMI (Elderly Mental Illness) in the residential and nursing sector has also contributed to this overall picture.

We will continue to strengthen our partnership with BCUHB to facilitate swift discharges from all hospitals, with particular attention turning to our Community Hospitals. Additionally we will be reviewing our internal processes by having weekly meetings with our reablement provider to ensure timely discharges from all hospitals. Full implementation of Community Resource Teams will secure the input of Multi-disciplinary team members and a more streamlined monitoring process and

deliver more focused use of resources. Additionally the successful tendering of domiciliary care provision has secured a robust and timely response to hospital discharges and for individuals moving out of reablement in need of ongoing care and support.

The second indicator, the percentage of rent lost due to properties being empty, was directly linked to the average number of calendar days to let lettable units of accommodation which started the year below target before improving as the year went on. The poor performance of that indicator in Quarter 1 had an impact on this indicator and it has not been possible to claw back as much as hoped. Looking forward, we will continue to implement a new streamlined process identified during the year to improve the performance of this indicator for next year, although the impact of the current pandemic will have an impact on this indicator.

Whilst the work undertaken and the performance was good during the year, it is fair to say that there will be much bigger challenges for our services and the sector during 2020/21. We expect higher demand for our older adult services particularly over the winter period, due to the increase in illnesses and weather related injuries, as well as responding to any coronavirus outbreaks.

The recruitment and retention of staff was a particular concern during the first coronavirus wave and there continues to be challenges to recruit staff into the care sector mainly due to the fear and impact of coronavirus. This on top of the increase in demand expected during the winter could put pressure on an already fragile care sector.

We are likely to see an increase in the level of care and support needed within the community for two main reasons. The first being non-covid related such as patients being discharged quicker from hospital with higher support needs and individuals who have a backlog in non-covid related illnesses such as chronic conditions and missed diagnoses of severe illnesses. The second being covid related where some who have recovered from covid-19 may have long term effects on their health.

We expect that as schools begin to see classes self-isolating, this will have a negative impact on working with some of our most vulnerable children and families. We will however, continue to pursue alternative methods for ensuring the safety and well-being of our most vulnerable children and families.

The level of referrals to the Children and Families Service have increased during the year and particularly in regards to domestic abuse, and a second wave could well see yet further harm and more referrals. This will undoubtedly lead to the need for more resources and support for those individuals.

What is clear however is that we have the staff with the tools and abilities to perform and rise to the challenge, as well as the support required for them to continue to work well in these challenging times.

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 have done

1. We worked towards increasing the number of tourists visiting the Island during 2019-20 by driving to increase our digital presence. We currently have 27,000 followers across social media channels.

During 2019 we focussed our campaign on the all Wales 'Year of Discovery' and managed to have 300,000 unique visitors to the Visit Anglesey website.

2020 will focus on the 'Year of the Outdoors' and we supported Visit Wales to promote this before the lockdown.

During the pandemic period from March to June, we focussed our efforts on ensuring that visitors knew that Anglesey was closed to tourism and that we would welcome them back once it was safe to do so. We have restarted our message of promoting Anglesey tourism with the theme of 'Rediscover Anglesey Safely'. This campaign gives focus to the following messages:

- If somewhere is looks busy, come back when it's quieter and safer;
 - Respect others on the coast, in shops and in our communities;
 - Keep to footpaths and bridleways;
 - Use care parks and spaces, and not private land or highway verges
 - Respect the weather and tide – prepare thoroughly;
 - Research, contact and book facilities and businesses in advance;
 - Take your rubbish home; and
 - Protect yourself, residents and other visitors – follow the guidelines at all times
2. Consultants were appointed to undertake a review of the current Destination Management Plan (DMP) prior to the commencement of the preparation of the new Destination Management Plan for the 2020-2024 period. This work was scheduled to be completed by March 2020, however the current pandemic has delayed this important piece of work.
 3. 36 Cruise Ships were welcomed to the Port of Holyhead during 2019, totalling 21,699 passengers. Two ships were unable to dock due to bad weather on the day.

Events undertaken in 2019 to support the cruise ship arrivals included the opening of St Cybi's church in Holyhead with local Choir performances in St Cybi's church, new pavement signs were created to help promote town centre activities and choirs (banners given to St Cybi's), and postcards, yoyo's and bios were given to passengers as a memento of their visit to our beautiful Island.

Maps of Holyhead and location plans were provided to passengers as well as tourist information pamphlets either on-board the ships or on the jetty. We also supporting the land train activity which travels through Holyhead.

4. Another objective that we have been working towards during the year was to continue to work towards a recycling rate of 70% or over for all household waste by 2025. Steps have been taken during the year and we have been working with four other local authorities in establishing a new waste recycling plant, Parc Adfer.

The North Wales Residual Waste Treatment Project (NWRWTP) entered a new phase during 2019/20 as the Parc Adfer waste treatment facility became operational. Deliveries of waste from the 5 partner authorities commenced on 27 August 2019 as the commissioning phase began, and the plant became fully operational on 20 December 2019.

When we reached the 70% target in 2017/2018 it was a fantastic achievement given that the target for this percentage was 2025. During the last 2 years however the figure has decreased to a point where it is now under 70% (2019-2020 = 67.23%).

The main reason for the drop was from changing our waste disposal contractors to Parc Adfer, where material historically went through a process called Up-Front Waste Sorting. What this consisted of was salvaging any material from the Black bin or recycling centre waste that was recyclable before the remainder of the waste was sent for incineration. Following this process the waste was sent to Andusia in Sweden for incineration. Analysis of what this means in practice demonstrated that we had around 140 tonnes of Black bin waste that was salvaged for Recycling before the remainder was sent for incineration each month (Up to 1,500 tonnes per year). On average, 11.15% of Black bin waste was salvaged each month for Recycling.

Parc Adfer does not operate an Up-Front Recycling waste sorting process, which effectively means less material is recycled overall, however, the amount of incinerator bottom ash and metals recovered is higher on average at the back-end of the process. Everything that goes through Parc Adfer is now sent for incineration which is then turned into energy to fuel up to 30,000 homes in North Wales every year and helps with the decarbonisation.

We will endeavour to once again increase our recycling over the coming years, although it is anticipated that due to the current coronavirus pandemic it will be extremely difficult to maintain the historical high performance achieved, although plans will be developed to ensure we meet the statutory target of 70% target by 2024/25.

5. A programme of work to reduce the energy use on our high use buildings was created and submitted to Salix Finance for funding to support the £250,000 capital fund.

Funding of £2.1m was secured for the project and the programme of work started in October 2019 with completion due in September 2020.

Works were suspended in March due to the Covid outbreak and work restarted in June 2020. The programme is now expected to be complete by November 2020.

A phase 2 feasibility study is ongoing with a view to submit a further application for funding in October 2020.

6. For 2019-20, we set out to work with others to help prepare and develop the most appropriate offering for the Island Games in 2025. In the year we have supported the work of Anglesey's Island Games Committee, this included meeting the Island Games

Associations' Delegates. Support was also given to the successful Island Games football tournament, which took place on the Isle of Anglesey during Summer 2019.

7. Flood alleviation schemes in Beaumaris, Pentraeth and Llansadwrn have all been completed over the year. A total of £2.8M from the capital budget was spent on the projects in 2019/20.

Grant funding was awarded from the Welsh Government during the year to carry out the design and development for Flood Alleviation Schemes in Valley, Menai Bridge and LlanfairPG. Design and Development work is ongoing for the Coastal Schemes in Red Wharf Bay and Brynsiencyn to address the risks of coastal flooding as a result of climate change.

8. We continued to take a stand against 'sky-tipping' during the year as large quantities of balloon and lantern rubbish blighted our stunning coastal path. The 'Friends of the Isle of Anglesey Coastal Path' (FOACP) have been busy once again this year cleaning the remnants of balloons and sky lanterns on and around the Coastal Path.

As Major Projects and Economic Development portfolio holder, Councillor Carwyn Jones, has responsibility for the Council's Tourism, Countryside and Area of Outstanding Natural Beauty (AONB) activities.

Cllr Jones said, "We know sky lanterns and balloons can be a popular part of celebrations, but 'sky tipping' is a real problem. We are urging members of the public and businesses to think twice before releasing balloons and lanterns into the sky.

Once the balloons and lanterns reach the ground, they pose a serious and dangerous threat to wildlife and animals. Balloons, in particular, are often mistaken for food by many species of wildlife. Unfortunately, once balloons have been eaten they can block digestive systems and cause animals to starve. The string on balloons can also entangle and trap animals."

"Our Island is home to the largest Area of Natural Beauty (AONB) in Wales, so it is vital that it is kept clean and litter free."

Property and Waste Management portfolio holder, Councillor Bob Parry, added,

"As soon as these balloons and lanterns reach the ground they pose a significant threat to the environment and wildlife. We want to raise more awareness of this littering problem."

"Anglesey is a beautiful place, and we must all work together to retain its reputation as a natural and clean island."

Anglesey's Countryside and AONB team are also urging businesses to reconsider using balloons at their events, and to consider the long-term effect they can have on the environment and wildlife.

New dog waste bag dispensers helped to tackle and reduce dog fouling in communities across Anglesey during the year. During the past 18 months, many local villages have benefitted from the dog waste bag dispensers, with Town and Community Councils noticing a significant drop in dog fouling. The joint initiative, between Anglesey Council, Natural Resources Wales, and several Town and Community Councils, has so far seen 25 dog waste bag dispensers dotted around the Island and another nine are on the way.

Transformation

What we have done

1. We worked in Partnership with Medrwn Môn to secure £116,000 from Menter Môn and 'Y Gymdeithas', the newly established independent charity which takes over from the Isle of Anglesey Council Charitable Trust, to fund two part time Place Shaping Officers and a key fund for each ward to apply to for costs in helping them achieve their priorities once Asset Mapping had been completed in their areas.

Mapping was completed and an Alliance was set up in the Twrcelyn ward. Three priorities were established and sub-groups set up to work on each priority.

Mapping was completed in the Aethwy ward and staff are in the process of setting up the Alliance there.

Mapping is almost complete in the Llifon and Canolbarth wards with extra meetings held in both wards with the Chief Executive and Deputy Executive to keep the momentum going.

Rhosyr was the last of the areas to be mapped and timetables for gathering the information at community activities and meetings are being drawn up to be completed by the end of the financial year.

2. The Welsh Language Strategy 2016-2021 was adopted by the County Council on 27 September, 2016. This strategy outlines how it is proposed to promote Welsh and to facilitate more extensive use of the language in the area and to set a target to increase or preserve the number of Welsh speakers by the end of the 5 year period. The vision has been set that by the 2021 Census, an increase will be seen in the number of Welsh speakers, with the percentage increasing to at least 60.1% as it was in 2001.

In order to achieve one of the priority areas of the 2016-2021 Welsh Language Strategy, the County Council has adopted an intentional gradual approach for increasing the use of Welsh internally within the Council's administration. In order to work towards this aim, work is in progress to work intensively with services in turn to ensure that the necessary support is in place to increase the use of both spoken and written Welsh.

By now, during the fourth year of the plan, the Council continues to work intensively with the Housing, Leisure and Public Protection Services. It is hoped that the work of providing intensive support will start soon with a new service. As part of the implementation plan, a range of training has been provided to support and motivate staff such as language awareness courses, skills courses, a language technology course and a course on how to conduct and chair bilingual meetings. The Welsh Language Champions within the Services are proactive in supporting and inspiring colleagues to use the Welsh Language. Some staffing changes have taken place in relation to the Champions and this has been beneficial in generating new ideas for promoting and encouraging the use of Welsh on a practical level. Between the 3 services there are 31 language champions (5 in Public Protection, 8 in Housing and 18 in Leisure).

Further information can be found in our Annual Report on the Welsh Language Standards available on our website.

Arfor funding from the Welsh Government is being used to fund business development and Welsh language in business grants on Anglesey. During 2019/20 a total of 14 Welsh language in business grants and 11 business developments grants were approved. Further Arfor grants will be awarded in 2020/21.

3. In our Annual Delivery Document we stated that we were going to start the process of re-tendering our waste management collection services. In June 2019, the Council's Executive gave formal approval for officers to commence a procurement process to award a new contract for Waste Collection & Cleansing Services on Anglesey from the 1st April 2021 for an initial period of 8 years. The procurement has been concluded during the first quarter of 2020/21.

In July 2020, Biffa were announced as the company awarded with the new long-term waste collection and cleansing contract.

The new eight-year contract, with an option to extend, will begin on April 1st, 2021. The new contract is worth £40m over the initial eight-year period.

4. The school meals service provided by the Isle of Anglesey County Council (IOACC) has been outsourced for a considerable number of years and it was an objective in 2019/20 to test the market once again during the year.

Due to budget cuts and re-modernisation of schools, the Authority explored different ideas on how to best deliver the service taking into consideration cost and quality.

Following an option appraisal in July 2019, it was agreed that we should continue with the outsourcing of our school meals service to a specialist contractor, rather than bringing the service in-house. This was undertaken in accordance with procurement rules. Due to the current pandemic and because we had to award the contract in June 2020 in order for the contractor to have 3 months to set up before the new contract came into place, this was near impossible due to the unknown. We have therefore decided to postpone the procurement process and give the current contractor an extension for another year, ending 31st July 2021.

We will be revisiting the procurement of this contract once the coronavirus situation has improved enough to allow us to complete this contract as safely as possible.

5. We agreed in the Annual Delivery Document to prepare a long-term capital investment programme to improve the flexibility of use and appeal of the County Council Leisure Centres. In response to this, a Developing Leisure Provision for Future Generations plan has been prepared and endorsed by the Executive Committee in March 2020.

The priorities for 2019/20 was to complete the modernisation of the Plas Arthur fitness rooms and develop a new small-sided 3G pitch at David Hughes Leisure Centre, both these projects were supported by the grant funding from the collaboration fund and Places for Sport fund respectively. The 3G pitch has now been completed, with the modernisation of the Plas Arthur Fitness room also completed following a slight delay due to the effects of Covid-19. A total of £103k from the capital budget was spent on both projects during the year.

Positive work has been ongoing during the year with regards to Energy Efficiency improvements within our Leisure facilities.

6. We planned in the Annual Delivery Document to move closer towards realising our digital first agenda in 2019/20. During the year we undertook a lot of work on developing our digital methods of communication with our customers. We replaced many of our paper-based forms by developing many online forms allowing customers access to our Services on a 24/7 basis.

All admissions into schools must now complete the admissions processes by utilising the online forms available on our website. Doing this has saved many working hours and made the process more secure than the paper forms previously in place.

Digital channels have become increasingly important during the lockdown as the Council have provided more services online and this is an area that we will continue to develop into any recovery phase we undertake. The developments in being able to pay for many services online has led to an improved collection of payments from residents and avoids the heavy administrative workload of having to send a bill and then chase up the debt.

An example of how we have taken advantage of digital methods would be with the re-opening of our recycling and library facilities. Users of the recycling centres must first book a slot online to be able to access the site and are informed of the procedures in advance of visiting the site. The same can be said for the library service where some libraries are open on a click and collect basis only. These facilities may not have been able to open were it not for the digital methods put in place as a direct response to the pandemic.

Case Study 4

The O'Toole are continuing to provide all their usual benefits advice and assistance with claims by telephone with advisers working from home. They're receiving many calls for assistance with foodbanks, Neges, housing and rent queries and requests for support, and an initial conversation can lead to many other types of referrals being made.

Mr X from England phoned the O'Toole as he was concerned about his mother Mrs Y who lives alone on Anglesey. She is in her 60's, has suffered two strokes and a brain bleed in the last 12 months, and has since had impaired cognition and Mr X was worried about her lack of danger awareness. Mrs Y's mother, Mrs Z, who lives in another area on Anglesey is in her 80's and has health problems but usually takes Mrs Y shopping. She is now shielding so cannot help her daughter. Another relative usually prepares meals for Mrs Y to heat up but is strictly shielding and self-isolating due to having a paraplegic partner with complex health conditions so is currently unable to help.

Following Mr X's call, one of our Advisers ran a full benefit check and make related claims for Mrs Y by telephone. It emerged from the conversations with Mrs Y that she was unsuitably housed and has many support needs, so she was referred to the Housing Support service who called Mrs Y and completed an application to submit to their SPOA. She has been assigned a Housing Support Officer as a result. The Centre also referred Mrs Y for regular food deliveries from the Neges service, which she was very happy to receive.

We also made contact with Mrs Z, Mr X's grandmother, to perform a full benefits check by telephone. From this, we were able to determine her health had diminished significantly and her

care needs increased, so we were able to help her to complete a request for a review of her current Attendance Allowance award which should now be increased to the higher rate. Mrs Z's deteriorating mobility has caused other problems and after discussing Mrs Z's difficulties and need for additional support, we also referred Mrs Z to the Housing Support Service who completed an application with her.

Mr X was very glad he made the call to us and is very happy with the outcomes for both his Mum and Grandmother.

Performance Indicators & Analysis

Objective 3 - Work in partnership with our communities to ensure that they can cope effectively with change and developments whilst protecting our natural environment	RAG	Trend	Result	Target	2018/19
37) Percentage of streets that are clean	Melyn / Yellow	↓	93.79%	95%	95.60%
38) Percentage of waste reused, recycled or composted	Melyn / Yellow	↑	67.26%	70%	69.86%
39) Average number of working days taken to clear fly-tipping incidents	Gwyrdd / Green	↑	0.96	1	0.2
40) Kilograms of residual waste generated per person	Gwyrdd / Green	↓	206.17kg	240kg	240kg
41) Percentage of all planning applications determined in time	Gwyrdd / Green	↑	90%	90%	80%
42) Percentage of planning appeals dismissed	Gwyrdd / Green	→	78%	65%	74%
43) Percentage of planning enforcement cases investigated within 84 days	Melyn / Yellow	↑	74%	80%	-
44) Percentage of A roads in poor condition (annual)	Ambr / Amber	↓	4%	3%	2.90%
45) Percentage of B roads in poor condition (annual)	Gwyrdd / Green	→	3.80%	4%	3.80%
46) Percentage of C roads in poor condition (annual)	Gwyrdd / Green	↑	8.20%	9%	8.70%

Similar to the first 2 objectives, the performance indicators associated with the objective have performed well against targets. 60% of the indicators were above target for the year, 30% were within tolerance of 5% of the target and the remaining 10% was Amber against target.

A total of £1.9M from the capital budget was spent on road refurbishments during 2019/20. We are happy to report that our B, and C roads have once again met the targets for the year. We do however see a decrease in the condition of our A roads from 2.9% in 2018/19 to 4% this year. This result still performs well in comparison with other destinations throughout Wales but the reduction in funding of repairs is partly to blame here. During 2020/21 we will focus on improving and invest in the state of our A roads to improve this part of our destination.

Our recycling, reusing and composting indicator did not hit the same levels of recycling as in both 2017/18 and 2018/19. Part of the reason for this was due to teething problems in Parc Adfer, which have already been noted in this report. This means that we are no longer ahead of the Welsh Government's target of 70% recycling by 2025, however we will strive to improve on the performance if possible during 2020/21.

Financial Performance 2019/20

This section provides a short summary of the financial performance for the Council over 2019/20. For the detailed financial position for the year please view the Statement of Accounts 2019/20 which is available on our website.

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 2019/20, the Council's revenue budget was set at £135.2 million (£130.9m in 2019/20).

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 £134.7 million, underspending by £308 thousand against the planned expenditure of £135.2 million. During the same period, through transformation of services and improved ways of working, the council generated £2.12million worth of savings.

The table below reflects the final budget for 2019/20 and actual income and expenditure against it:

Services	Annual Budget £'000	Outturn £'000	Variance £'000
Lifelong Learning	50,916	50,673	-243
Adult Services	25,205	26,290	1,085
Children's Services	10,274	10,430	156
Housing	1,220	1,143	-77
Highways, Waste, Property	14,662	14,305	-357
Regulation	3,926	3,809	-117
Transformation	4,516	4,205	-311
Resources	3,050	2,880	-170
Council Business & Corporate Finance	21,438	20,956	-274
Total Council Fund	135,207	134,691	308

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 2019/20, the Council approved a Capital Programme for non-housing services of £17.282 million and approved a Capital Programme for the HRA (Housing Management Account) of £13.110m. In addition, Capital commitments were brought forward from 2018/19 of £3.065m.

During the financial year, a further £10.450 million worth of Schemes were added to the programme, mostly funded by extra Capital Grants. This brings the capital budget for 2019/20 to £43.907 million.

The programme achieved a delivery rate of 68.36% and it is expected that the remaining schemes will be delivered over the coming few years. Some of the projects completed include a £5.6m spend on the acquisition of existing properties and the development of new properties for our housing stock, £1.85m spent on highway resurfacing and a further £240k on Ysgol Santes Dwywnwen. £76k was also spent on the new David Hughes 3G pitch, £27k spent on the Plas Arthur Fitness Room and £1.9M was spent on the Penrhos Industrial Units. A further £2.8M was spent on flood alleviations works at Beaumaris and Pentraeth and £690k was spent on the Market Hall refurbishment.

This resulted in a total spend of £30.015 million, £19.345 million was added to the value of assets.

Financial Impact of Covid-19

The impact of the pandemic has had a direct impact on the Council's finances but it will also have a significant impact in the future. In the short term, the Council has suffered the additional cost of dealing with the pandemic (£52k in March and £279k in April). These costs include extra IT costs to enable people to work from home, purchasing additional PPE, accommodating homeless people, providing community support, setting up School Care Centres, paying families for free school meals instead of free school meals, higher cleaning costs. These things will be paid for by the Welsh Government but it is expected that costs will continue to rise, with the Council making additional payments to residential and private nursing homes and due to the increasing number of children in receipt of direct payments in lieu of free school meals.

The closure of services has reduced the Council's income level, with a loss of £360k in April and is expected to rise to around £400k per month during the summer months. The main sources of lost income include leisure centre fees, school meals income, car park income, planning fees etc. In addition, the Executive decided not to impose a rent on occupiers of Industrial Units and Miscellaneous Property and not to charge mooring fees for the first 3 months of the financial year. As the crisis continues, the level of lost income continues to rise and if services do not go back to normal during 2020/21, the lost income will be millions of pounds. Although the level of income lost by the Council is considerable, it is not as high as some other Councils in Wales. The Welsh Government has recognised that the lost income will have a significant impact on Welsh Councils and has announced additional funding although they have not yet agreed how that funding will be distributed between the 22 authorities.

The closure of services has meant a reduction in the authority's expenditure for April and this saving has been estimated at around £100k. The main areas of reduced expenditure were in relation to fleet costs and travel costs, reduced payments to main contractors (school meals, bus operators, road maintenance) reduced energy costs at leisure centres and lower administrative costs in offices (paper, photocopying etc).

Looking a little further ahead, the pandemic has clearly had an impact on the economy and will cause more unemployment. As the number of unemployed people increases, the Council will receive more applications through the Council Tax Reduction Scheme. The current budget is £6m and although a large proportion of this is funded through the RSG, any increase will fall on the Council to fund it, unless the Welsh Government provides additional support. At present, the increase in claims is low with an increase of only 0.7% in cases between 31 March 2020 and 8 May 2020. However, this

is likely to increase significantly once the furlough scheme comes to an end and when businesses have to decide whether to continue employing staff or dismissing them.

Further information on the Financial Performance of 2020/21 will be available in next years' report, or alternatively in the Quarterly Monitoring Reports which are discussed by the Executive throughout the year.

Conclusion

Overall, our performance for 2019/20 has been positive and 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. The last month of the financial year saw the start of the most challenging period of all with a global pandemic leading us all into uncharted waters. The response from a local point of view has been fantastic with communities coming together and volunteers helping each other out all over the Island.

As part of the emergency response, the Council adapted and changed its approach to protect the workforce, respond effectively, maintain service provision (and introduce new activities). Restrictions are envisaged for some time, with the reconfiguration of services, and work locations necessary to adhere to social distancing requirements and maintain everyone's safety. For example, gathering in person whilst social distancing will be a new challenge.

Despite these challenges, there are also opportunities to ensure the 'next normal' improves performance, service provision, and employee wellbeing. Capturing and incorporating the learning created by the crisis will be important. Opportunities to adopt new virtual technologies have been grasped, becoming more resilient and maintaining critical service provision. It is important that further reform and development is embraced across the whole Council.

As a result of the pandemic and the uncertainty of what is to come into the future, we have delayed the release of our Annual Delivery Document for 2020/21. We will be working on the preparation of the document over the second half of this year where it is proposed that an 18 month delivery plan is agreed.

Further Information

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

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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

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

- Wales Audit Office: www.wao.wales
- Care Inspectorate Wales: <https://careinspectorate.wales>
- Estyn: 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.

Appendix 1

Listed below are some of the activities undertaken by Council Services over the Coronavirus Pandemic.

- **Resources** – Grant payments made to 1,518 businesses on the Island to a total value of £17.7m; processing of Free School Meals Direct Payments with a weekly average of 1,489 children to a value of £29,035; provision of food packages for a small number of children; continuation of routine work in the form of council tax payments etc.; ongoing monitoring of the Council's financial position and balances.
- **Learning** – establishment of care centres for children of key workers and vulnerable children; provision and delivery of a packed lunch for children eligible for free school meals; provision of education by remote means using a variety of digital platforms; collaboration with ALN and Inclusion Teams and Children's Services to maintain regular contact with vulnerable children; planning for schools' reopening; ensure continued emphasis on the welfare of children and young people and general well-being of the workforce.
- **Housing** – supporting vulnerable individuals in the community via food banks, providing shopping and prescription service for shielding individuals; supporting the homeless, maintaining community safety, resuming emergency housing maintenance work in line with national guidelines.
- **Highways, Waste and Property** – prioritisation of the most critical waste services in consultation with Biffa; planning for and executing the reopening of the Penhesgyn and Gwalchmai Recycling Centres; resumption of essential highways maintenance work, closure of coastal car parks, coastal paths, parks and beaches.
- **Council Business** – creation of Covid-19 Guidance and Regulations Library; creation of a Committee meetings strategy; provision of guidance on remote meetings, minuting and tracking actions from daily EMRT and other emergency meetings.
- **Human Resources & Transformation** – proactive work in producing regular press releases, maximising use of the Council's social media to relay key messages and sharing information on Môn FM; collecting staff data on a daily basis to enable workforce planning and redeployment of staff to ensure the continuation of frontline services; collection of data on aspects of Covid-19 and development of a dashboard for the purpose; facilitating and supporting Council staff to work remotely; developing an online booking system for access to the Penhesgyn and Gwalchmai Recycling Centres; updating the Council's obsolete laptops to help children who do not have access to IT equipment with schoolwork.
- **Regulation & Economic Development** – engaging with local businesses to offer support and guidance in relation to the issues and challenges faced; supporting businesses that are closed; working to ensure recognition for Holyhead Port and to seek an appropriate support package from the Government; collaboration with the Health Board and Field Hospital; involvement in local and regional efforts to establish a contact tracing team; increasing the capacity of the Registrar Service; ensuring compliance with new guidance and regulations in the wake of the Coronavirus Act; monitoring cases in residential homes and providing training on infection control; contributing to the development of a regional plan for arrangements for excess deaths.
- **Social Services** – dealing with the challenges of obtaining and maintaining sufficient PPE levels; testing; mitigating the risk of not being able to staff care homes adequately; tracking and responding to shielding letters; supporting vulnerable families; continuing to fulfil all statutory duties and performance indicators and data.

ISLE OF ANGLESEY COUNTY COUNCIL Scrutiny Report Template	
Committee:	Corporate Scrutiny Committee
Date:	20 October, 2020
Subject:	Corporate Scrutiny Committee Forward Work Programme
Purpose of Report:	Assist the Scrutiny Committee in considering, agreeing and reviewing its forward work programme for 2020/21
Scrutiny Chair:	Cllr Aled Morris Jones
Portfolio Holder(s):	Not applicable
Head of Service:	Lynn Ball, Head of Function (Council Business) / Monitoring Officer
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Local Members:	Applicable to all Scrutiny Members

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1 - Recommendation/s
<p>The Committee is requested to:</p> <p>R1 agree the current version of the forward work programme for 2020/21</p> <p>R2 note progress thus far in implementing the forward work programme.</p>

2 – Link to Council Plan / Other Corporate Priorities
<p>Effective work programming is the foundation of effective local government scrutiny. Our Scrutiny rolling forward work programmes are aligned with the corporate priorities of the 2017/2022 Council Plan and corporate transformation programmes – ensuring the role of Member scrutiny makes a tangible contribution to the Council’s improvement priorities.</p>

3 – Guiding Principles for Scrutiny Members
<p>To assist Members when scrutinising the topic:-</p> <p>3.1 Impact the matter has on individuals and communities [focus on customer/citizen]</p> <p>3.2 A look at the efficiency & effectiveness of any proposed change – both financially and in terms of quality [focus on value]</p> <p>3.3 A look at any risks [focus on risk]</p> <p>3.4 Scrutiny taking a performance monitoring or quality assurance role [focus on performance & quality]</p> <p>3.5 Looking at plans and proposals from a perspective of:</p> <ul style="list-style-type: none"> • Long term • Prevention • Integration • Collaboration • Involvement <p>[focus on wellbeing]</p>

4 - Key Scrutiny Questions

5 – Background / Context

1. Background

1.1 Effective work programming is the bedrock of an effective local government scrutiny function¹. Done well, work programming can help lay the foundations for targeted and timely work on issues of local importance demonstrating where Member scrutiny can add value. Good practice advocates two key issues at the heart of the scrutiny forward work programme:

- i. Challenge around prioritising work streams
- ii. Need for a member-led approach and interface with officers.

1.2 Basic principles of good work programming²

- Work programming should not be a “start-stop” process
- Complementary work programmes for separate scrutiny committees
- Balance between different methods of work
- An effective process for reporting / escalating issues to the Executive
- Input and views of internal stakeholders
- Close working with the Executive
- Links with the Annual Scrutiny Report (evaluation and improvement tool).

2. Local context

2.1 There is now a well-established practice of forward work programming which are now rolling programmes focusing on the quality of scrutiny with fewer items, to add value. They are an important tool to assist Members in prioritising their work and are discussed with the Senior Leadership Team and Heads of Service. Both committees review the content of their work programmes on a regular basis, to ensure that they remain relevant and keep abreast with local priorities. Our local forward planning arrangements now ensure greater focus on:

- Strategic aspects
- Citizen / other stakeholder engagement and outcomes
- Priorities of the 2017/2022 Council Plan and transformation projects
- Risks and the work of inspection and regulation
- Matters on the forward work programme of the Executive.

Outcome: rolling work programmes for scrutiny committees which are aligned with corporate priorities.

2.2 Committee chairs lead on developing the forward work programmes and are submitted to the monthly Scrutiny Chairs and Vice-chairs Forum and for approval at each ordinary meeting of the scrutiny committees. The Forum is

¹ A Cunning Plan? Devising a scrutiny work programme, Centre for Public Scrutiny (March, 2011)

² A Cunning Plan? Devising a scrutiny work programme, Centre for Public Scrutiny (March, 2011)

considered an important vehicle to oversee these programmes and jointly negotiate priorities.

2.3 **“Whole council” approach to Scrutiny:** our work programmes provide a strong foundation for our improvement programme, ensuring the role that Scrutiny plays in the Authority’s governance arrangements:

- i. Supports robust and effective decision-making
- ii. Makes a tangible contribution to the Council’s improvement priorities
- iii. Continues to evolve

2.4 **Impact of the current Emergency on the Committee’s Work Programme**

The current period (**managing the emergency response to the Pandemic, the Recovery Period and gradually returning to the New Norm**) are extremely challenging periods for the Council and every other public organisation throughout Wales as we continue to face the challenges of the Covid-19 emergency and it is inevitable that this will impact on the Committee’s work programme. As a result, the Council has changed its way of working as a result of the global health emergency. During an emergency period, governance and accountability are of key importance.

The Centre for Public Scrutiny proposes a specific scrutiny model as a result of the pandemic, which in conjunction with the Council’s Committee Strategy provides a structure to inform the Committee’s work programme. A summary is provided below:

- i. Focus on a smaller number of key issues around “life and limb” aspects of local people’s lives
- ii. Maintain a “watching brief” over Council services, performance and financial matters
- iii. **Specific elements of the Scrutiny Model**
 - Overview of the Council’s response to Covid-19
 - Specific overview of *life and limb* matters (social care legislation, safeguarding children and adults; public health)
 - Continued overview of the Council’s financial matters
 - Act as a conduit for community experiences.

3. **Issues for consideration**

3.1 The Scrutiny Committee receives regular update reports on the implementation of its forward work programme. A copy of the current 2020/21 work programme is attached as **APPENDIX 1** to this report for reference and includes changes made to the work programme since the Committee last considered the document.³

3.2 Where appropriate, items may be added to the Committee’s forward work programme during the municipal year. Requests for additional matters to be considered for inclusion on the work programme can be submitted via the Members Request Form for an item to be considered for Scrutiny. Requests are initially considered by the Scrutiny Chairs and Vice-chairs Forum, using the following criteria:

³ Meeting of the Partnership and Regeneration Scrutiny Committee convened on 11th March, 2020

- the Council's strategic objectives and priorities (as outlined in the Council Plan 2017/2022)
- the ability of the Committee to have influence and/or add value on the subject (A Scrutiny Test of Significance Form will be completed).

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

Not applicable for this overarching issue but will be considered as an integral part of preparing for specific proposals to be submitted for consideration by the Committee.

7 – Financial Implications

Not applicable.

8 – Appendices:

Corporate Scrutiny Committee Forward Work Programme 2020/21

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

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

ITEMS SCHEDULED FOR SCRUTINY → SEPTEMBER 2020 – APRIL, 2021
[Version dated 13/10/20]

CORPORATE SCRUTINY COMMITTEE	PARTNERSHIP AND REGENERATION SCRUTINY COMMITTEE
September, 2020 (14/09/20)	September, 2020 (21/09/20)
Scrutiny of the Council's Response to Covid-19 Emergency (including the financial impact)	Public Services Board Annual Report 2019/20
Committee Forward Work Programme for 2020/21	Scrutiny of Partnership Aspects: Council's Response to Covid-19 Emergency
	Committee Forward Work Programme for 2020/21
September, 2020 (22/09/20)	
Social Services Improvement Plan Progress Report and Social Services Improvement Panel Progress Report	
Annual Report of the Statutory Director of Social Services 2019/20	
October, 2020 (20/10/20)	October, 2020 (22/10/20)
Corporate Preventative Strategy	Schools Progress Review Panel Progress Report
Annual Performance Report 2019/20	Community Safety Partnership Annual Report: 2019/20
Committee Forward Work Programme for 2020/21	Green Waste Collection Fees
	Committee Forward Work Programme for 2020/21
November, 2020 (02/11/20)	November, 2020 (10/11/20)
Care Connect charging for Council Housing Tenants (Galw Gofal)	Public Services Board- scrutiny of governance arrangements
Committee Forward Work Programme for 2020/21	Governance Arrangement 2 - North Wales Economic Ambition Board
	Annual Report: Regional Partnership Board (Part 9: Health and Social Services) (to be confirmed)
	Committee Forward Work Programme for 2020/21
November, 2020 (17/11/20) [Q2]	
Budget Monitoring Quarter 2	
Finance Scrutiny Panel Progress Report	
Committee Forward Work Programme for 2020/21	
	Date to be confirmed (?December, 2020)

CORPORATE SCRUTINY COMMITTEE	PARTNERSHIP AND REGENERATION SCRUTINY COMMITTEE
	Schools' Standards Report (Summer, 2020) (to be confirmed)
	GwE Annual Report 2019/20 (to be confirmed)
	Schools Progress Review Panel Progress Report
January, 2021 (Date to be confirmed) [budget 2021/22]	January, 2021 (19/01/21)
Initial budget proposals 2021/22	
Consultation Plan for the 2021/22 Budget	Committee Forward Work Programme for 2020/21
Finance Scrutiny Panel Progress Report	
Committee Forward Work Programme for 2020/21	
February, 2021 (01/02/21) [budget 2021/22]	February, 2021 (09/02/21)
Final Draft Budget Proposals 2021/22	
Finance Scrutiny Panel Progress Report	
Committee Forward Work Programme for 2020/21	Committee Forward Work Programme for 2020/21
March, 2021 (08/03/21)	March, 2021 (09/03/21)
Social Services Improvement Plan Progress Report and Social Services Improvement Panel Progress Report	Public Services Board - scrutiny of progress on delivery of the Well-being Plan
Housing Revenue Account Business Plan	Equality Annual Report 2020/21
Committee Forward Work Programme for 2020/21	Committee Forward Work Programme for 2020/21
April, 2021 (12/04/21)	April, 2021 (14/04/21)
Committee Forward Work Programme for 2020/21	Committee Forward Work Programme for 2020/21

Items to be scheduled:

Transformation of Learning Disabilities Day Opportunities

Schools' Modernisation Programme- Llangefni/ Amlwch areas

Council's Response to Covid-19- matters to follow up at the request of the Corporate Scrutiny Committee (14/09/2020):

- **Wellbeing of Council staff and communities**
- **Monitoring the effectiveness of the Track and Trace system**