

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to</b>	<b>County Council</b>
<b>Date</b>	<b>26.9.17</b>
<b>Subject</b>	<b>Council Plan 2017-2022</b>
<b>Portfolio Holder</b>	<b>Dafydd Rhys Thomas</b>
<b>Lead Officer(s)</b>	<b>Scott Rowley</b>
<b>Contact Officer</b>	<b>Gethin Morgan</b>
<b>Nature and reason for reporting -</b>  <b>To enable the Executive to formally recommend the Isle of Anglesey Council Plan 2017-2022 to Full Council for endorsement and adoption</b>	

<b>A – Introduction / Background / Issues</b>
<p>Ensuring that as a County Council we have a robust and meaningful Council Plan is paramount to the successful implementation of our continued agenda and our vision to develop a sustainable Anglesey where individuals are independent living within strong families in healthy, thriving, prosperous and resilient communities.</p> <p>The plan itself has been developed and shaped by:-</p> <p><b>The continuing views of local people</b> – We are continuing on our drive to become an even better listening Council and have improved further our consultation and</p>

engagement practices with our citizens and communities under the guidance and direction of the Corporate Engagement and Consultation Board. An extensive and comprehensive citizen engagement process was undertaken during 2017 to identify and indeed confirm a number of priorities and outcomes which our citizens see as important for them during the term of this plan.

**The views of our partners** – Almost no service we provide is delivered without the input and involvement of our local partners. In developing this document we have considered the Island wide agenda being developed with partners and focused on those areas where we can make a difference by taking the lead.

**How well our Services are currently performing** – We are continually improving how we monitor our performance through the associated Performance Management Framework, to ensure we are on track and making continual improvements. If we are not performing at a good enough level, then action is to be taken to put things right. Our priorities reflect a number of areas where improvement is required to build our sustainable future.

**Political Priorities** – Elected Councillors as representatives of their local communities have also highlighted issues through traditional modes of engagement, briefing sessions and programme boards. These have also been reflected in this document.

**Welsh Government's Future Generations & Wellbeing Act** – The Welsh Government's priorities as highlighted in their Taking Wales Forward Programme in alignment with the new legislation also reflects our local priorities with particular emphasis on supporting the most vulnerable, ensuring opportunities for progression exist and the wellbeing of our citizens are at the heart of what we do.

## **B – Considerations**

Previously, the Council's Corporate Plan (2013-2017) as adopted by full Council during 2013/ 14 provides the base from which this Council Plan has been developed.

The new plan will be central to continually moving the council forward culturally at a time of continual change and ever decreasing resources. It will also enable us to become a Council where others seek to benchmark themselves against. This means that by 2022 the Isle of Anglesey Council will have;

- an understanding of and be proactively managing the performance of our services, targeting improvement actions where and when this is needed
- areas of innovation, good practice and service excellence that other organisations seek to benchmark themselves against.
- elected members, managers and staff who make a difference and grow in capability as a result.
- Further developed the respect within the local government family in Wales, locally, regionally and nationally.
- productive, transparent and trusting relationships with our partners.
- satisfied our auditors in terms of leadership, governance and organisational capacity.

In developing our Council there are **6 key themes** that will underpin the way in which we will work. These key themes developed by staff are as follows;

Theme 1- Professional and Well Run

Theme 2 - Innovative, Ambitious and Outward Looking

Theme 3 - Customer, Citizen and Community Focused

Theme 4 - Valuing and Developing our People

Theme 5 - Committed to Partnership

Theme 6 – Achieving

The engagement and consultation exercise in developing this plan has been robust and detailed. The voice of our citizen has been listened to from the very beginning of this process which included –

Press and media coverage of the consultation exercise

Engagement with public via Corporate Facebook and Twitter accounts

Community engagement and consultation workshops throughout the County

Workshops, briefing sessions and discussions with Heads of Service / Senior Leaders & Members

The key elements of the Plan are as follows –

**Aim** – “we will be working towards an Anglesey, where we have independent individuals living within strong families in healthy, thriving, prosperous and resilient communities”

During the engagement and consultation exercises since 2013, citizens have been asked their views about what’s important to them. Across demographics, geographies and different consultation mechanisms the overwhelming and consistent priorities are:

- Supporting the most vulnerable
- developing the economy and ensuring our wellbeing
- Raising the standards of and modernising our schools

These priorities therefore form the basis of the focus areas in this corporate plan: –

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

It is identified within the plan that we will take a ‘One Council’ approach to service delivery by supporting the delivery of a modern, flexible workforce, equipped to deliver the Council’s goals. The role of our workforce will change as the plan is delivered. Our evolving role will be to commission services and where it delivers the best outcome be the provider of these services.

Ensuring this plan will be delivered will be key. In doing so, we will –

- Establish robust arrangements for dealing with our severe financial challenges, ensuring priority areas are protected whilst service transformation and innovative delivery will be at the heart of what we do.
- Re-emphasise our integrated performance management framework, linking our priorities to that of the MTFP
- Collect data and use information to monitor our performance through publicly available quarterly reports
- Build on the strength of our engagement with and involvement of Anglesey citizens in the way Council makes its decisions

## **C – Implications and Impacts**

<b>1</b>	<b>Finance / Section 151</b>	The costs associated with the implementation of the Council's priorities are aligned to the development of the Medium Term Financial Plan.
<b>2</b>	<b>Legal / Monitoring Officer</b>	
<b>3</b>	<b>Human Resources</b>	
<b>4</b>	<b>Property Services</b> (see notes – separate document)	

<b>5</b>	<b>Information and Communications Technology (ICT)</b>	
<b>6</b>	<b>Equality</b> (see notes – separate document)	
<b>7</b>	<b>Anti-poverty and Social</b> (see notes – separate document)	
<b>8</b>	<b>Communication</b> (see notes – separate document)	
<b>9</b>	<b>Consultation</b> (see notes – separate document)	
<b>10</b>	<b>Economic</b>	
<b>11</b>	<b>Environmental</b> (see notes – separate document)	
<b>12</b>	<b>Crime and Disorder</b> (see notes – separate document)	
<b>CH – Summary</b>		

Ensuring that as a County Council we have a robust and meaningful Council Plan is paramount to the continued improvement journey and developing agenda at a time of change and ever decreasing resources. It provides a tangible, strategic direction for the organisation, one which Members and Officers can be accountable for its delivery.

It contains the Council's aim, focus areas and outcomes which we as an organisation will be working towards in order to make a difference to the lives of our citizens over the next five years.

#### **D – Recommendation**

Recommended -

**That the County Council endorse adoption of the Plan and authorize Officers, in collaboration with the Portfolio Holder Corporate matters, to make minor changes prior to publication on the Council's website.**

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**Job Title – Business Planning, Programme & Performance Manager**

**Date - 8.8.17**

#### **Appendices:**

Council Plan 2017-2022

#### **Background papers**





# Isle of Anglesey County Council

## 2017–2022 Plan

The Council's key ambition is that we “will be working towards an Anglesey that is healthy, thriving and prosperous”.

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

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

- 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 that they can cope effectively with change and developments whilst protecting our natural environment.

In a period of austerity this plan will influence the way we shape our budget.

### Key facts about Anglesey

Anglesey is just over 700km square in size and is mostly made up of small towns, villages and farm land. The 200km of beautiful coastline, made up of a mixture of sandy beaches and rocky coves, attracts a large number of tourists, especially during the summer.

The A55 road connects the island to the rest of Wales and is a main route to and from Holyhead Port.

Almost 70,000 people live on Anglesey. 61% are of working age and 76.5% of these are in work – this is higher than the Welsh average. The number of working-age population that are either managers, directors or senior officials is higher than the Welsh average and we have one of the highest rates of self-employment in the country – mostly small and sole trader businesses.

All of Anglesey's towns and villages can be reached within half an hour from the Council's main offices in Llangefni.

Our Welsh heritage and culture is important. More than three-quarters of our children and more than half the adults can speak Welsh. Safeguarding the language is a high priority for the Council.

Anglesey is amongst the happiest places to live in Wales. In a recent Annual Population Survey undertaken by the Office for National Statistics, Anglesey was ranked 1st in Wales in relation to overall Life Satisfaction. In terms of happiness Anglesey was ranked 2nd in Wales. Anglesey is also amongst the safest of places to live in Wales.

The island is a truly great place to live and delivering efficient and effective Council services to ensure this continues will be our main priority over the next five years.

The Island is split in to 11 wards, each being served by more than one County Councillor. There are 30 County Councillors in total.

#### **Key purpose of this 5-year plan....**

This document sets out the Council's Aims and Objectives for the next five years. It will be the reference point for the decision-making process at all levels. It will also:

- set the framework we use to plan and drive the implementation of our priorities;
- direct the way we shape our spending in the context of substantial funding reduction;
- be used to monitor the progress of the priorities noted.

#### **What we want to do over the next 5 years?**

**Our AIM is that we will be working towards an Anglesey that is healthy and prosperous where families can thrive.**

We will also 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 [WBFG] Act.

## **What we want to do – Objective 1**

Ensure that the people of Anglesey can thrive and realise their long-term potential.

### **Why do we want to do this?**

To enable residents to reach their full potential requires the successful combination of a number of factors like good employment opportunities, the correct mix of skills and training; the availability of quality and affordable housing and access to a high quality natural and built environment. We will improve the conditions for residents to reach their full potential, improve the quality of their lives and their wellbeing.

Although Anglesey has long suffered from a declining economy with significant pockets of socio-economic deprivation the median weekly wage on the Island is higher (by 8%) than the Wales average. The percentage of people in employment is similar to the national figure. More of our working-age population are either managers, directors or senior officials than the Welsh average. We have one of the highest rates of self-employment in the country – we are innovative and dynamic as an island and we'd like to see this develop further.

### **How will we achieve this objective?**

#### **Jobs and work opportunities**

**We will make every effort to improve employment opportunities, skills and training.**

1. We will promote Anglesey to encourage major developers to invest in the Island and use this as a catalyst for business development and jobs on the Island.
2. Work with the other North Wales Councils to attract investment to ensure that key projects that offer local employment opportunities go ahead.
3. Do our very best to create the conditions for local businesses to develop and create good quality jobs in Anglesey. This will include ensuring that Council spending supports local businesses.
4. Promote apprenticeships arising from new developments and ensure that young people and adults have the right skills and expertise for work. We will also create opportunities within the Council to develop our own staff.

## **Education and skills**

**We will continue to raise standards in education and ensure that our young people have the correct skills for employment and training.**

5. Continue with our school modernisation programme by publishing a revised strategy that will address the long term sustainability of primary and secondary education across the Island. This will include the possibility of 3–18 learning campuses in specific locations.
6. Complete the work on Ysgol Santes Dwynwen, Newborough, the Seiriol and Llangefni areas.
7. Increase the number applying for leadership roles in primary and secondary schools by delivering an in-house programme that will identify and develop future school leaders.
8. Work with partners to offer the best opportunities in education and skills for our young people.

## **Health and Wellbeing**

**We will create the conditions for individuals to improve their health and wellbeing.**

9. Encourage individuals to improve their own health and wellbeing by promoting active lifestyles amongst children, young people and adults.
10. Use our own resources, and those of external partners, to increase the number of affordable and council owned homes and bring empty houses back into use.
11. Work with external partners to ensure that all parts of the island can access fast and reliable broadband service to promote flexible methods of working and allow residents to do their council business on-line.

## **What do we want to do – Objective 2**

**Support vulnerable adults and families to keep them safe, healthy and as independent as possible.**

## **Why do we want to do this?**

The Council faces many social care challenges – a rising elderly population, increasing numbers of patients with chronic conditions and rising obesity rates. Social care costs are increasing continuously while budgets are being cut.

Over the last thirty years the number of people over the age of 65 has grown to around 17,000 [an increase of 12%]; the corresponding increase for over 85 years

old is 16%. Predictions suggest that this trend will continue over the period of the plan and this will increase the pressure on Health and Social care. As a result, the Council will need to work closer with the Health Board and the Third Sector to promote good health through preventative action and early intervention. In this context, priority will be given to developing community based hubs to deliver preventative services that respond to local care and support needs which in turn will lead to greater independence amongst our adults.

The number of looked after children and applications for suitable housing, often to avoid homelessness, have also increased over the last two years. As a result, the Council will need to prioritise support for families to ensure that all children have the best start in life and that preventative support services are timely and successful in keeping children at home. The Council will also need to ensure that it has the correct type of housing in the right places to meet local needs and that suitable support is available for those families who find it difficult to respond to Welfare reform changes.

### **How will we achieve this objective?**

#### **Support for older and vulnerable adults**

##### **Support for individuals to remain independent**

1. Agree on plans to provide extra care housing provision in the centre, north and south-east of the Island.
2. Develop flexible models of accommodation and support for individuals with learning disabilities and mental health problems in order to promote independent living within our communities.
3. Ensure that the Council, Health Board and the Third Sector work together to provide 24/7 support to allow individuals to remain at home or return home from hospital.
4. Ensure that community hubs are available across the Island to support older adults to remain independent, reduce isolation, stay active and improve personal wellbeing.
5. Improve provision for adults with dementia.

#### **Support for families and children**

##### **Preventative services and support for families.**

6. Provide robust early intervention and prevention services to ensure that children are safe and supported in order to minimise harmful childhood experiences.

7. Ensure that Council services designed to tackle poverty are coordinated and effective.
8. Ensure suitable housing provision is available to prevent homelessness.
9. Address the impacts of Welfare Reform by ensuring that suitable support is available for families most at risk.
10. Promote our Teulu Mon service to all families on Anglesey.

### **What we want to do – Objective 3**

Work in partnership with our communities to ensure that they can cope effectively with change and developments whilst protecting our natural environment.

#### **Why do we want to do this?**

The island's natural and built environments are vital to the tourism sector. These unique features need to be safeguarded and enhanced and their value as socio-economic resources maximised. In this context, the need to balance the effects of proposed major developments on the local environment will need to be minimised and mitigated.

The Council's own developments will be guided by financial responsibility and longer-term sustainability. The current difficult financial environment is likely to continue and will drive the case for change. As a result, the Council will need to consider whether it can continue providing some services in their current form. The involvement of our stakeholders and our willingness to listen will be crucial in this context.

Safeguarding and developing the use of the Welsh language and its contribution to the island's cultural identity and heritage will be given priority.

#### **How will we achieve this objective?**

##### **Development and Promotion**

**Develop the Island sensitively whilst safeguarding its natural assets.**

1. Promote the Island as a popular tourist destination and advertise what it has to offer both nationally and internationally.
2. Make sure that Planning decisions support the aims and objectives of this Plan.
3. Increase recycling rates to 70% and reduce the amount of landfill waste.
4. Reduce flooding risk in areas of concern.
5. Become more energy efficient and decrease our carbon emissions by concentrating on Leisure Centres, Schools and street lighting.

## **Transformation**

### **Work with others to enable innovative change to happen.**

6. Work with communities to keep important assets open.
7. Increase the use of the Welsh Language in the Council and promote its use across communities and local organisations.
8. Change the way we deliver services by working with others to find alternative models.
9. Use IT to transform the way Council services are delivered to ensure that they remain cost effective and efficient.

## **Alignment with the WBFG Act**

The actions listed above highlight the fact that decisions taken today will improve the lives and opportunities for future generations.

- School modernisation will lead to improved standards and more sustainable teaching environments which will benefit the children of our future.
- Early intervention and preventative services will enable vulnerable adults to be more independent and reduce adverse childhood experiences;
- Increasing the availability of suitable housing in specific locations will create the conditions for families to succeed;
- Encouraging our citizens to use our natural environment can lead to improved health.

## **How can you get involved?**

The Council will need to work with citizens, communities and partners to realise the aims and objectives outlined in this plan. This will create the partnership required to:

- address the demands placed on services during this period of financial austerity;
- encourage communities to take ownership of specific assets;
- agree on alternative models to deliver specific services.

The following examples highlight how citizens, communities and partners can provide the necessary support.

- Ensure that children attend school and provide the support so that they make the most of the opportunities offered whilst in school.
- Volunteer to be part of the change especially in relation to helping older people in your community to live independently.

- Encourage the use of Welsh Language in your community and take part in community, cultural and heritage activities.
- Encourage friends and family to recycle and be more energy efficient.
- Grasp the opportunity to contact the Council and services in different ways.
- Use the natural resources on the Island for activities to improve personal wellbeing.
- Promote opportunities to offer apprenticeships, work placements and volunteering opportunities.
- Encourage local businesses to work together to apply for larger Council contracts.

### **How will we deliver?**

A 'One Council' approach to service delivery has been developed. We will continue to modernise and change delivery models to ensure high quality services are available in a cost-effective manner. The services will be provided in the language choice of the citizen.

The Council's work will continue to be underpinned by a set of values which outline expectations and behaviours at all levels across the organisation.

- Professional and Well Run
- Innovative, Ambitious and Outward Looking
- Customer, Citizen and Community Focused
- Valuing and Developing our People
- Committed to Partnership
- Achieving

### **How will we ensure that the plan is realised?**

The Council will:

- establish robust arrangements to address the severe financial challenges, ensuring priority areas are protected whilst recognising that service transformation and innovative delivery will be integral to ensure the Council's long term viability;
- use our integrated performance management framework to link priorities to the Medium Term Financial Strategy (MTFS);
- collect data and information to monitor performance against our plans – performance reports will be published on our website;
- continue to engage with and involve Anglesey citizens in the way it makes its decisions.