

ISLE OF ANGLESEY COUNTY COUNCIL

MEETING:	COUNTY COUNCIL
DATE:	6th March
TITLE OF REPORT:	2012/15 - Corporate Business Plan
REPORT BY:	HEAD OF SERVICE - POLICY
PURPOSE OF REPORT:	To propose the 2012/15 Corporate Business Plan for adoption by the County Council

1. Introduction / Background / Issues

1.1 Ensuring that as a County Council we have a robust and meaningful Corporate Business plan is paramount to the Council's Corporate Governance Improvement journey and is recognized as such by its Corporate Governance objectives which the Council is currently operating.

1.2 The plan itself has been developed and shaped by:-

1.2.1 The views of local people – We are moving towards becoming a much better listening Council and will improve our consultation and engagement practices with our citizens and communities. An extensive citizen engagement process was undertaken last Autumn to identify priorities and outcomes which we should be working towards.

1.2.2 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 as part of the revised Community Plan - 'Our Island, Our Future' and focused on those areas where we can make a difference by taking the lead.

1.2.3 How well our Services are currently performing – We are beginning to monitor through the associated framework, our performance very closely 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 and in particular our improvement priorities reflect a number of areas where further improvement is required.

1.2.4 Political Priorities – Elected Councillors, the Assembly Member and Member of Parliament as representatives of their local communities have also highlighted a number of issues, through various different routes such as Scrutiny Committees &

Partnership Boards, and these have also been reflected in this document.

1.2.5 National Priorities set by Welsh Government – The Welsh Government has set out its priorities for the forthcoming years in Office under the Programme for Government document. The objectives identified there are reflected in our priorities with particular emphasis on supporting the most vulnerable, education, growth and sustainable jobs together with the environment and sustainability

1.3 A report on the consultation of the initial draft plan was presented to the Board of Commissioners on the 20th of February.

1.3.1 Following the consultation process, a final draft of the said plan is proposed to be adopted by Full Council.

2. Considerations

2.1 The key elements to highlight of the said plan are as follows –

2.1.1 Vision – ‘To be a well run County Council delivering consistent service to our citizens whilst providing value for money’

2.1.2 Aim – To promote and protect the interests of the island, its citizens and communities

2.2 Outcomes –

2.2.1 Anglesey has a thriving and prosperous rural economy

2.2.2 People in Anglesey achieve their full potential

2.2.3 People in Anglesey are healthy and safe

2.2.4 People in Anglesey enjoy, protect and enhance their built and natural environment for future generations

2.2.5 People in Anglesey are proud of their Council

2.2.6 This represents the Council’s high level work programme in the medium term and will influence key decisions on the future allocation of resources.

2.3 Improvement Priorities –

2.3.1 Under the Local Government (Wales) measure there is a need for the Council to identify its Improvement priorities annually. The representation below identifies the Council’s priorities for 2012/13.

2.3.2 Children’s Service improvements

2.3.3 Corporate Governance Improvements

2.3.4 Realisation of our Outcome Agreements

2.3.5 Community Regeneration – Prevention of Homelessness

2.4 The delivery of the Strategic Outcomes will be the responsibility of the Strategic Leadership Group and held to account by the Scrutiny and Executive functions of the Council.

2.5 In delivering its services the Council needs to be mindful of its duties to discharge its statutory obligations under the Equalities Act. As such, an equalities impact assessment has been carried out on the contents of the Corporate Business Plan and it is noted that further assessments be undertaken for key work-streams to satisfy this requirement.

3. Recommendation

3.1 It is recommended that the County Council endorse and adopt the Corporate Business Plan 2012/15.

Head of Service – Policy 6.3.12

ISLE OF ANGLESEY COUNTY COUNCIL

CORPORATE BUSINESS PLAN

FINAL DRAFT

2012 - 15

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INTRODUCTION – The purpose of this document

This document sets out the Council’s priorities for 2012/15. It informs decision-making at all levels of the Council and

- Shows how we will make a real difference to our area
- Sets the framework we will use to plan, drive and deliver our services
- Influences the way we shape our budget and
- Helps us to monitor our progress and take stock of our achievements

The key theme which runs throughout this document is our ambition to work together collaboratively with our citizens, communities and partners to deliver a better quality of life for all on the island. This ambition (which is an integral element of the Local Government (Wales) Measure 2011) is reflected in our values which are being developed and embedded into our organisational structures through our change management initiative Ethos Môn.

Our values are noted as follows:

PROUD	– we take pride in the services we provide / are proud of each other and are resilient
COMMITTED	- we are customer-centred / outcome-focused with a ‘can do’ attitude with regard to taking responsibility and managing risk
ENABLED	- we are committed to high standards of behaviour involving trust, openness and being honest, so that we feel empowered
CO-OPERATIVE	- we are committed to developing our people in a co-operative and empathetic manner with a particular emphasis on teamwork
ENTERPRISING	- we strive to look beyond the organisation for answers by taking the initiative, being flexible and responsive with an entrepreneurial mindset

This document is being divided into the following two sections:

1. **Context:** which details how the Authority works, our achievements and challenges, and how we have identified our priorities.
2. **Strategic Outcomes:** An outline of what we as an Authority need to focus on for the next three years.

This version of the Corporate Business Plan is mainly intended to be used by our Services, partners and elected Councillors and a shorter summary of the document is also available on our website www.anglesey.gov.uk

CONTEXT

➤ **About Us**

The Isle of Anglesey is an island of just over 700 square kilometres, and comprises a mostly rural landscape. Its 200km coastline includes a wide variety of sandy beaches and rocky coves that attract a significant tourism industry in the summer months. The A55 forms one of two crossings that connects our island with mainland Wales, and enables passengers and freight to travel rapidly to and from the port of Holyhead.

Based on the latest estimate (2009), the population of Anglesey is about 69,000. There are five main towns, the largest of which by far is Holyhead, with a population of about 13,500. Anglesey is more sparsely populated than most local authorities in Wales, but all its towns and villages are easily accessible within half an hour or less from the Council's administrative headquarters in Llangefni.

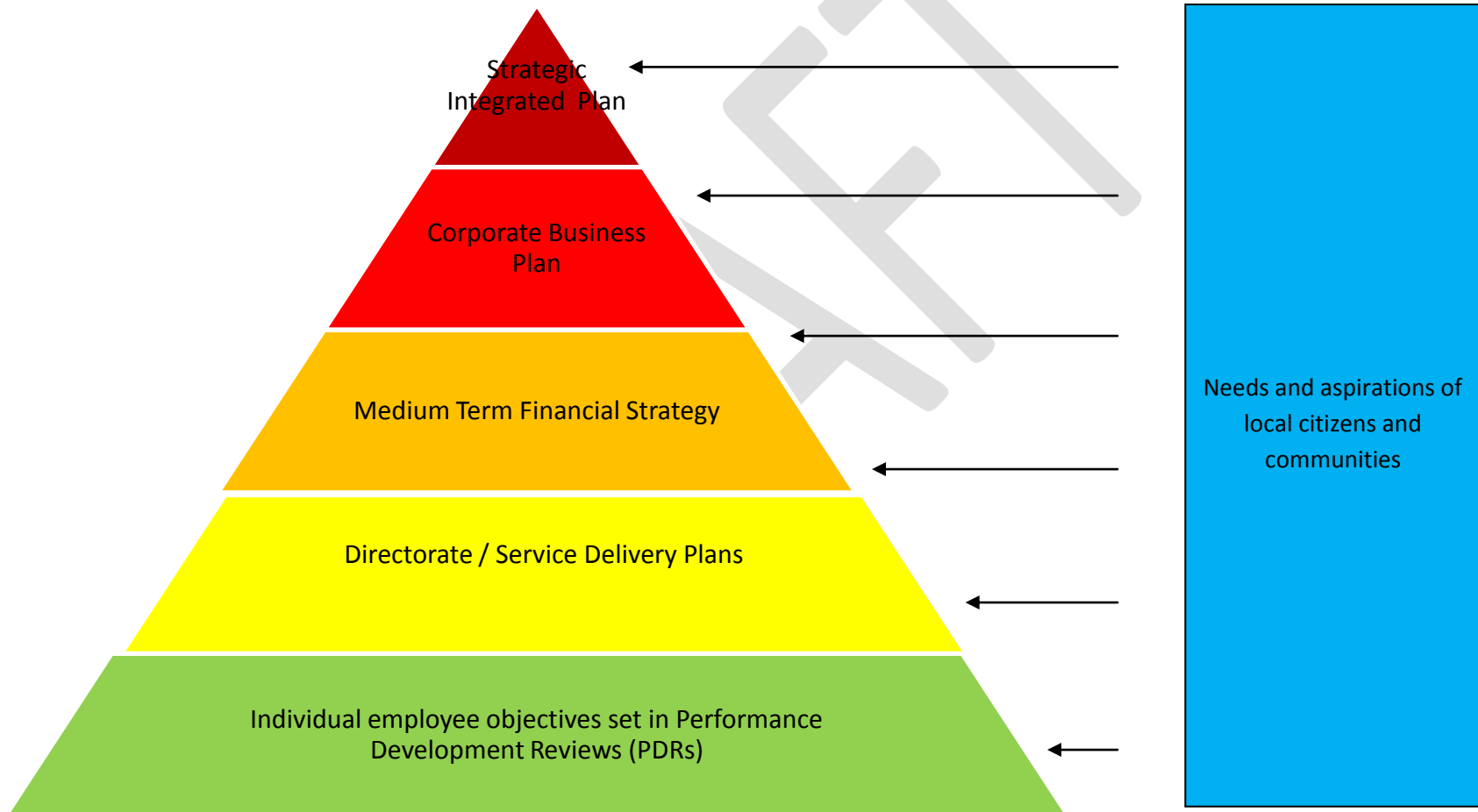
The Island is currently divided into 40 wards and is represented by 40 elected Councillors. There are currently:

- 14 Original Independent Councillors
- 8 Plaid Cymru Councillors
- 5 Labour Party Councillors
- 5 Llais I Fon Councillors
- 8 Unaffiliated Councillors.

The Council is led by Councillor Bryan Owen. The Executive responsibilities are currently undertaken by 5 Commissioners appointed by the Welsh Government.

➤ **One Council, One Direction**

The Isle of Anglesey County Council is a complex organisation with a huge range of services and responsibilities which cover every aspect of our lives. To operate effectively, the Authority has adopted the following corporate planning framework which ensures we all pull together in the right direction.



At the top of the framework is the **Strategic Integrated Plan** which sets out the priorities we have in common with other key organisations active in our communities and managed through the Local Service Board (LSB). The second level, **The Corporate Business Plan** is our most important as it identifies our organisational strategic priorities which we aim to fulfil during the life-course of the Integrated Plan. The next level down is the **Medium Term Financial Strategy** which flows from our strategic priorities and drives our financial planning, including setting the annual budget.

At the **directorate / service level**, there are a number of plans which translate our key priorities into action. **Individual employee objectives** are set through performance development reviews and link into the priorities outlined in the Corporate Business Plan.

An overarching element of this framework is the continual need to take into account the views of local citizens and communities when developing the plans. This is an on-going element of the framework which will be developed further as time and technology allows.

This approach ensures a strong connection between our wider corporate strategic aims and each individual employee so that everyone is clear as to how his or her element of work delivers a better quality of life for the people of Anglesey.

➤ **Working Together to Make it Local**

Working alone in the public sector is no longer an option if we are true to our values and aiming to provide the best possible solutions to citizen and community needs. We therefore have to look at setting up innovative and creative mechanisms to help us work alongside our partners and communities for the benefit of all. This collaborative / partnership agenda is also very much a priority for Welsh Government and we will be reforming the current state of play by establishing a mechanism to drive the agenda forwards with a clear appreciation that meeting the need of the citizen is the key focus. Currently,

- Anglesey Local Services Board is the main partnership which brings the Council together with other key organisations such as the Police, NHS, Fire Service and representatives from the private and voluntary sectors. Its key role is to agree joint priorities and to co-ordinate actions to improve the Island whilst identifying gaps in provision and ensuring comprehensive service and effective delivery.

- We have other key partnership arrangements in place covering different agendas such as the Children & Young People, Health, Social Care & Wellbeing, Community Safety and Community Planning. During the lifetime of this document these partnership arrangements will be rationalised to provide a single integrated partnership delivering effective value for money service for the citizens and communities of Anglesey.
- We also have a number of arrangements at even a more local level to allow us to listen and respond to communities and particular interest groups. These include Town and Community Councils, the Anglesey Economic Regeneration Partnership, the Older People's Forum, the Anglesey Destination Management Partnership and many other mechanisms.
- A new relationship 'Compact' has been agreed between Welsh Government and Local Government to drive forward service reform and greater collaboration in the medium term focusing in particular on three key areas – education, social services and other services. On a regional level, this 'Compact' will be taken forward by the North Wales Leadership Board under the direction of the six North Wales Local Authorities and other key partners. It will focus on driving forward collaborative programmes in key service areas and partnership rationalisation.

➤ **Our Achievements and Challenges**

To identify our priorities for the future it is imperative that we take stock of our achievements to date and the challenges we need to address. Since April 2010 we have delivered a number of continual improvement objectives. We have:

- Established, resourced and officially launched the Energy Island Programme
- Secured strategic Welsh Government endorsement through confirmation of an Anglesey Energy Enterprise Zone
- Formalised collaboration and governance arrangements with key stakeholders to maximize the benefits associated with the potential new nuclear build at Wylfa
- Introduced a weekly collection of food waste for the island resulting in a 2.6% increase of waste that was reused and/or recycled by the Authority

- The 54.12% of waste that was reused and/or recycled was the 2nd highest of any local authority in Wales
- Improved the infrastructure of 11 coastal locations as part of the EU Convergence funded 'Development of Coastal Environment' project
- Worked in Partnership with Police to help reduce the amount of alcohol-related violent crime by 25% and reduced the amount of crime committed by repeat offenders by 41% since April 2010
- Secured £4.48 million in funding to enable Rural Development Plan initiatives to progress
- Number of pupils achieving 5 or more A-G GCSE grades or equivalent at our secondary schools increased from 91% to 93%
- Of the pupils sitting GCSE or equivalent subjects 66% achieved 5 or more A-C grades, an increase of 4% on the previous year
- Worked in partnership with private tourism businesses to increase the value of the Island's tourism product by 6%
- Completed a Tenants Satisfaction survey of Council Housing to identify future funding priorities as Landlords
- 31% of Council houses accredited with WHQS
- Welcomed 26 cruise ships to the Port of Anglesey generating over £2,340,000 into the local economy
- Assisted a total of 98 businesses through the EU Convergence Local Investment Fund
- Collaborated to ensure 228 local people utilised the 'Future Jobs Fund' to gain employment experience

However, we are also mindful of other challenges which face us into the future. Currently, we are governed by Commissioners appointed by the Welsh Government and have identified specific aspects which need to be improved if we are to develop a modern

and efficient Council. We cannot accept that the way we do things should stand still and the need for continuous improvement is clear.

We will look for opportunities to make ourselves more efficient and effective in the eyes of our citizens by identifying areas of waste, bureaucracy and duplication through the adoption of Welsh Government 'Compact' principles, which highlight the need for clear expectations and accompanying milestones which will ultimately improve performance, efficiency and outcomes for the people of Anglesey.

Secondly, we need to focus on delivering first-class services built around the needs of our citizens. This means working far more closely with our partners and communities to solve local problems and modernise services. We appreciate a 'one size fits all' approach won't work, so are developing a customer-focused community engagement strategy so that we can take into account local issues and priorities.

We acknowledge the need to improve on the services we provide to our most vulnerable children and are working towards implementing an effective and efficient model for corporate planning and performance management within the organization which will ensure that a continuous improvement mindset is ingrained and embedded in our working practices throughout.

Thirdly, and by no means last, we must deliver on the regeneration opportunities provided to us by the UK Government, Welsh Government and private sector partners in assisting the implementation of a structured approach to the Energy Enterprise Zone / new nuclear build and re-development of the Anglesey Aluminium site in a way which benefits our local citizens and communities. These, coupled with the Energy Island initiative, will provide lasting opportunities for Anglesey and highlights the outward-looking international nature of these developments taking place which are a once in a generation opportunity with the potential to have a positive and lasting impact on the islands prosperity.

These priorities are reflected in and interlinked to our aim and ambition set out in the second part of this document.

➤ OUR VISION

Our vision for the Authority is ambitious:

‘TO BE A WELL-RUN COUNTY COUNCIL, DELIVERING CONSISTENT SERVICE TO OUR CITIZENS WHILST PROVIDING VALUE FOR MONEY’

As identified previously (page 3), we have key Ethos Môt values which are central to our working lives and will assist us in realising this vision whilst also confirming our aim and outcomes which we will be working towards for the duration of this plan.

➤ **Developing our Plan / Priorities (see Table A. below)**

The County Council is a highly complex organisation with an annual turnover of around £200 million which provides services to the citizens of Anglesey. We work tirelessly to deliver National, Island and Council priorities all of which are aligned to secure the most effective and efficient services to our citizens.

Our priorities should be viewed as the promises we are making to our communities and have been shaped by:

The views of local people: We are moving towards becoming a much better listening Council and will continue to improve how we consult and engage with our citizens and communities. We’ll take particular care to involve as many people as possible including children and young people, older citizens and the difficult to reach audiences. In establishing our Community Engagement plan we have undertaken a robust citizen survey to understand the needs and aspirations of our local communities which will assist decision making into the future.

The views of our partners: Almost no service we provide is delivered without the input and involvement of local partners. In developing this document we have considered the Island-wide agenda being developed with partners as part of the revised Strategic Integrated Plan - ‘Our Island, Our Future’ and focused on those areas where we can make a difference by taking the lead.

How well our Services are currently performing: We are beginning to monitor our performance even closer to ensure we are on track and making continual improvements. If we find we are not performing at a good enough level, then prompt action is to be

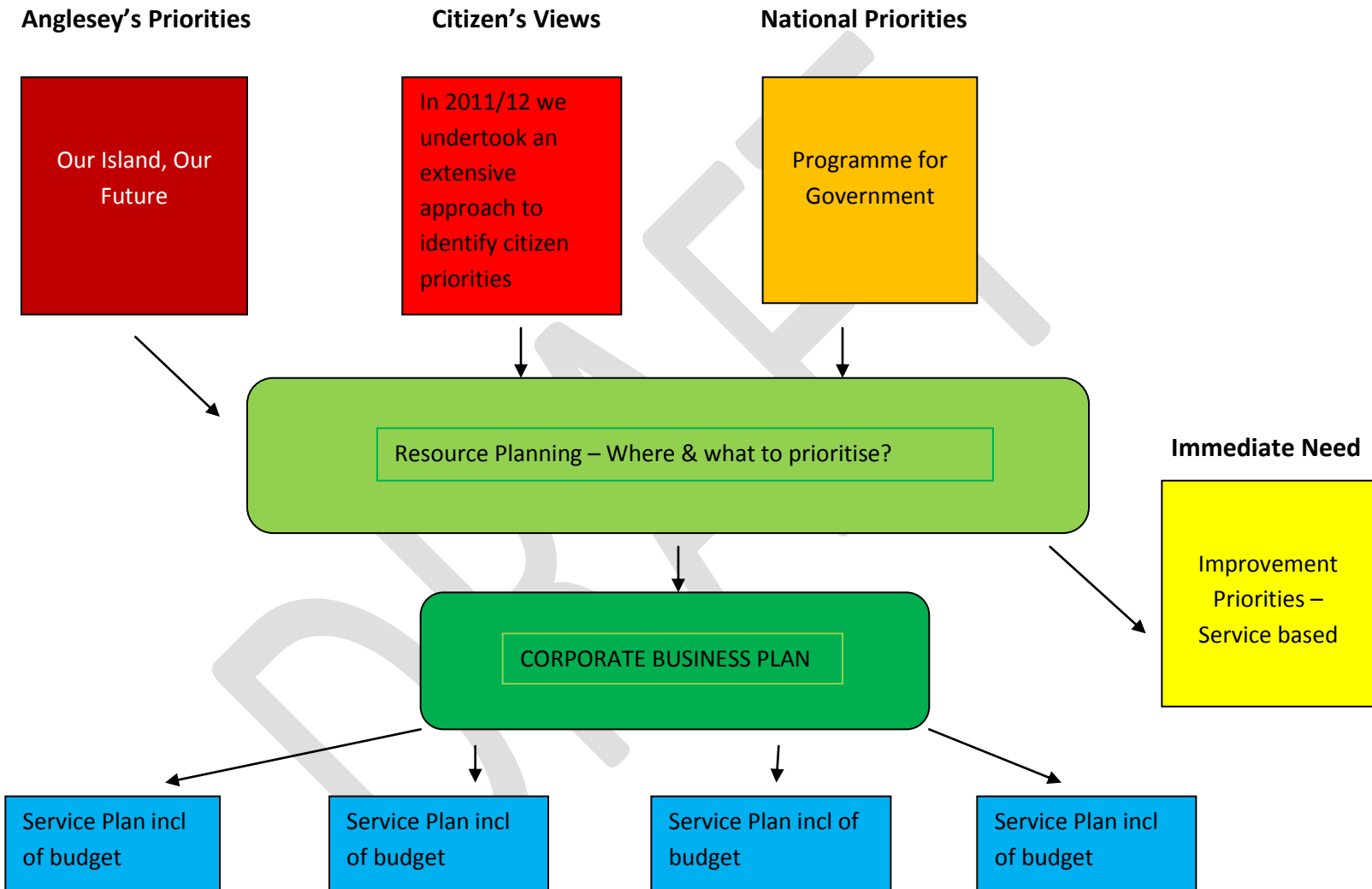
taken to put things right. Our priorities, and in particular our improvement priorities, reflect a number of areas where further improvement is required.

Political Priorities: Elected Councillors, the Assembly Member and Member of Parliament as representatives of their local communities have also highlighted a number of issues, through various different routes such as workshops, Scrutiny Committees & Partnership Boards, and direct correspondence with the Council. These have also been reflected in this document.

National Priorities set by Welsh Government: The Welsh Government has set out its priorities for the forthcoming years in office under the Programme for Government document. The objectives identified there are reflected in our priorities, with particular emphasis on supporting the most vulnerable, education, growth and sustainable jobs together with safeguarding the environment and sustainability of communities.

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Table A – Corporate Planning Process 2012/15



- **National Priorities**

The National agenda is recognised in the 'Programme for Government' strategic document. Approximately 80% of our annual budget comes from the Welsh Government. In addition to aligning our work with that of the Welsh Government we've entered into an Outcome Agreement with them to show how we are achieving our work locally to contribute to these National Priorities.

- **Anglesey's Priorities**

The Island's priorities, through a multi-agency approach led by the Local Service Board have identified the following themes which are important to the communities of Anglesey:

- a. People – Supporting people and communities to improve their quality of life
- b. Place – Protecting and enhancing the natural and built environment
- c. Jobs – Maximising work opportunities with high quality education and skills

- **Council's Priorities**

The Council's key outcomes (interlinked and aligned to the Island wide priorities noted above), which we will be working towards, have been developed to address citizens' priorities whilst also taking into account national, local and political views collated through the above-mentioned process. They are as follows:

- i. Anglesey has a thriving and prosperous rural economy
- ii. People in Anglesey achieve their full potential
- iii. People in Anglesey are healthy and safe
- iv. People in Anglesey enjoy, protect and enhance their built and natural environment for future generations
- v. People in Anglesey are proud of their Council

▪ **Improvement Priorities**

- In the shorter term we also identify key improvement priorities which will ensure that the citizens of Anglesey are provided with improved services in the most effective and efficient manner possible (*see Appendix 1 pg 35*). This is an ongoing annual process which enables the Authority to encapsulate and ingrain the 'continual improvement' mantra throughout the organisation and will be assisted and shaped by the Executive and Commissioners' key areas for improvement. **CROSS-CUTTING THEMES**

Sustainable Development

We acknowledge the need to make the best possible use of our resources, and the challenge is to sustain the underlying health of our environment. Whilst ensuring the ways in which we use it meet community and citizen needs and are compliant with European legislation. Sustainability must be the cornerstone of our strategic & operational direction with regard to policy development/service delivery, partnership work and the way in which the organisation is run. The issue of climate change is a significant part of the sustainability agenda. We will adapt and respond positively and pro-actively to Climate change challenges and issues at all levels of the organisation.

Equality and Diversity

E&D are key components of our vision for Anglesey. During 2011/12 we have been collaborating with other public sector organizations throughout North Wales to identify key objectives which are common to us all. Promotion and celebration of diversity, the reduction of inequality in Health, Education, Employment and personal safety together with the use of the Welsh language and our commitment to improving the access of information, services, buildings and the environment to our citizens have been identified as essential elements of work if we as an organisation are moving together to ensure equality for all.

Our People and Values

Values are the things that really matters to us. They should inform our behaviours and our decisions in all aspects of our business. Our values form the bedrock of our culture, they permeate everything we do and apply to everyone, from Councillors to Staff. The delivery of our services are dependent upon the staff that work for us and our focus on being

Customer-led, proud, committed and empowered, open and honest lays the foundation for customer-led service delivery in the future.

Performance Management

As a Council we adopted a Corporate Planning and Performance Management Framework in 2011/12. This outlines the importance of performance for us as a Council. It is a key ingredient of effective and efficient corporate governance which assists us in identifying and learning from areas of strength whilst also recognizing those areas which need improvement and development. It also highlights an overall objective of achieving value for money from services which will ensure operationally we realise our potential in an effective and efficient manner.

This Corporate Plan demonstrates how we intend to focus and manage our work on what really matters to our citizens and how our service delivery makes a difference to those we serve. We will be establishing and adopting a regular reviewing cycle, in order to monitor and learn from what's working, what's not and managing risk.

The framework itself also identifies how each staff member's activities fit within the larger corporate agenda, thereby assisting each and every one of us in recognizing how our role impacts on the delivery of the identified outcomes.

This document will be used to ensure that the Strategic Leadership Group (SLG) of the County Council is accountable for its delivery and will provide the vehicle by which the Executive and Scrutiny functions can appraise the work of the SLG on a regular basis therefore ensuring accountability and transparency.

Risk Management

From this year onwards, the Strategic Leadership Group is using a new set of over-arching risks that it will own, monitor and manage. These over-arching risks will be tracked and monitored regularly, and further risks that will affect the delivery of services will be monitored and managed within the services/departments rather than corporately by the Strategic Leadership Group. These risks will remain visible to the SLG and will be escalated for action if and when necessary.

The second part of this document will now define the Council's Aim and each Outcome, by outlining the work we as a County Council will be undertaking. We also highlight the measure of success we are adopting to explicitly demonstrate that we are making a difference to our citizens and communities lives as a whole. **Our Aim – TO PROMOTE AND PROTECT THE INTERESTS OF THE ISLAND, ITS CITIZENS AND COMMUNITIES**

➤ **Our Strategic OUTCOMES -**

1. Anglesey has a thriving and prosperous rural economy

The island's economy has undergone some considerable challenges recently with the impact of the worldwide economic downturn particularly felt within the business environment. We are no different to any other area of Wales in that respect. However, certain opportunities exist which will enable us to make a lasting change to the lives of our citizens and communities and as a result we will be implementing elements of the long term economic / tourism vision for the island (entitled Enterprise Island) which was established and adopted during 2011/12.

*Energy is a global growth sector and given our location and environment, we are well-placed to become a global player for energy research and development, demonstration, production and servicing, be they nuclear, wind, biomass, tidal or solar. The Energy Enterprise Zone recently designated to Anglesey by the Welsh Government provides a once-in-a-generation opportunity to capitalise on the planned investment and growth potential of the low carbon energy sector. It builds on the **Energy Island** programme to provide a balanced approach to growing the island's economy and makes a major contribution to the emerging energy and environment sector plan and Programme for Government. It is envisaged that it will become a major economic driver for Anglesey, North Wales and Wales.*

*We are regarded as a popular tourist destination UK-wide, with the majority of visitors coming from the North West of England. To improve the exposure, there is a clear need to manage the destination in a collaborative island-wide manner. This is to be accomplished through the adoption and implementation of a corporate cross-cutting **Destination Management Plan** which the Local Authority will be leading on and operating in partnership with private and public sector bodies.*

To improve the island's economic position further, there is a clear need to increase levels of entrepreneurial activity and develop support for our local businesses, the majority of which are SMEs. In order to do this, we will be collaborating with other North Wales Authorities to develop a model for regional collaboration. This model will be drawing together partners to re-shape and re-focus existing services to ensure that expenditure is appropriately targeted to reflect both the level of local need and economic return.

What do our citizens tell us?

The economy is a significant issue for many citizens who feel that if we can improve on the current situation and maximize the opportunities the island would be in a much healthier state and the remaining outcomes will be easier to address. The engagement process saw this as a major priority for the majority of age ranges, with business support and the facilitation of economic growth the main issues identified. Having said this, there was a considerable concern regarding the delicate balance between the drive for energy development on the one hand and protecting and enhancing the environment on the other.

In order to answer that question and accomplish this outcome on behalf of our citizen and communities, we as a Council have identified the following contribution which we will be undertaking:

We will be at the forefront of energy R&D and production of low carbon and renewable energy for the benefit of current and future generations by....

The implementation of our Energy Island programme with a particular focus on progressing economic prosperity and sustainability opportunities which include:

- Working with partners (both private and public) to secure the approval of a new Nuclear build at the Wylfa site, inclusive of statutory and voluntary community benefits
- Demonstrating the benefits of the said programme to local people through an extensive consultation and engagement exercise with local communities
- The continuation of discussions and clarifications regarding the planning and delivery of new and enhanced energy infrastructure connections required to realize national and local ambitions to export energy

Working with the Welsh Government and other partners to strengthen the competitiveness of the Island's economy through the establishment of an Energy Enterprise Zone.

We will enable on-shore wind energy provision on the island based on the agreed and adopted Supplementary Planning Guidance developed and prepared by the Anglesey & Gwynedd Joint Planning Policy Unit

We will support and encourage entrepreneurship, business and employment growth

By continued close working with partners to maximise the local benefits and supply chain opportunities for local businesses emanating from new strategic developments.

By delivering the social inclusion strategy led by the Local Services Board

We will be one of the most visited tourist destinations in Wales

By developing and implementing a destination management planning framework across the Authority to secure a whole organizational approach to destination management.

By implementing the Area of Outstanding Natural Beauty strategy in partnership with private and public sector bodies.

By working towards attaining full national trail status for our 125 mile Coastal Path

How will we know that we are making a difference?

Reference	Title	11/12 Out-turn	12/13 Target	13/14 Target	14/15 Target
O1a	Number of visitors per annum *	1,509,000	1,554,270	1,600,898	1,648,925
O1b	Revenue generated by visitors *	£233.7 (£'s millions)	240.7	247.9	255.3
O1c	Number of new businesses supported **	approx 22	12	12	TBC
O1d	Number of existing businesses supported **	approx 32	45	45	TBC
O1e	Collaboratively work with internal and external partners to deliver economic investment through the Rural Development Plan	approx £350,000	£208,390	£1,274,671	TBC

* - based on STEAM figures received during financial year portraying out-turn of previous calendar year

** - targets agreed on a regional basis with the Wales European Funding Office and reviewed annually

Who is accountable for ensuring we are on track?

The Strategic Leadership Group (SLG) is responsible for ensuring the Council implements all actions relating to this outcome and ensuring that the indicators are met.

The SLG will be held to account for its actions by the Scrutiny and Executive functions of the Council.

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2. People in Anglesey achieve their full potential

Although very much an education-based outcome which could be measured via educational attainment and achievement, it is worth noting that achieving one's full potential is about much more than academic achievement and requires a broader outlook and focus on a range of issues. Educational performance on Anglesey has for a long while operated in the upper quartile in comparison with neighbouring Authorities, and the drive to improve this achievement is ongoing with the Schools education budget being ring-fenced to ensure re-investment.

However, times are tough and even though the Welsh Government's settlement has confirmed an increase in the budget for education, taking into consideration external influences the net result will see a decrease in the associated spend on Education. The time for change therefore is upon us because since 1973 primary school numbers have decreased by approx 35% and since 1983, secondary school numbers have decreased by approx 40%. The establishment and delivery of a schools rationalization and modernisation plan together with the 21st Century Schools investment into School buildings will create a fair and well-funded education system that is fit for the 21st Century.

In line with Welsh Government's aim, we will also be working collaboratively by looking at delegating revenue funding to schools to ensure the achievement of further learning-based improvements. Further collaborative work with our partners in Further and Higher Education will continue, in order to provide the necessary training and learning opportunities associated with new strategic island-wide developments.

Assisting our people to achieve their potential does not, however, rest solely with the educational remit. Many of our citizens experience a good quality of life and take advantage of the many opportunities Anglesey has to offer. There are, however, some communities which experience multiple disadvantages and are amongst the most deprived in Wales. These communities are mainly located in 'urban' areas but there are also significant pockets of rural deprivation. This is why a number of initiatives (e.g. Communities 1st / Telecare) are in place to assist the most vulnerable members of society in enjoying independent living and overcoming the barriers that prevent them from reaching their potential.

What do our citizens tell us?

According to our citizens, this priority also raises some concern and is a major priority in the eyes of many. It is not surprising that this priority was noted as the most important priority for children and young people aged 0-19. Local citizens would like to see the Council make efforts to improve education and skills attainment so that it leads to employment which as a result will stop young people from leaving the island. The results of the engagement process also reveal that the more rural communities are often more likely to highlight access to services as an issue.

Our children and young people's needs and aspirations are met

by establishing a multiagency approach to support children and young families

by rationalizing and modernizing the school provision on Anglesey so that resources are targeted towards teaching, learning and the raising of educational standards and decreasing of surplus places

by improving the quality of our school building stock, reducing long term maintenance costs and ensuring the provision of school places compliments pupil demand, therefore decreasing surplus places and releasing resources to drive school and educational improvements

by assisting our pupils to achieve consistently high levels of attainment and meet the expectations of parents and pupils

by exploring and examining alternative arrangements for the provision of school transport

by reviewing and improving our services for Children whilst providing enhanced support for children in the care of the Council

by working with partner organizations to ensure all young people are in education, employment or training

by supporting vulnerable children and adults to ensure they receive appropriate learning programmes and discharging our corporate parent responsibility to care for Looked After Children, particularly with respect to their education and emotional health

by delegating 80% of revenue resource directly to the Island's schools

by constructively responding as a Council to the findings of the 2012 / 13 Estyn Education review

We will be better educated and more skilled to meet the needs of the labour market

By introducing a targeted campaign to enthuse and promote engagement amongst our children and young people in science, technology, engineering and mathematics (STEM) subjects

By continuing to work with partners in the HE/FE sector to ensure that local people are able to gain the skills that are likely to be required during the lifetime of the new nuclear build and to gain employment in the operation of the nuclear facility.

By implementing the Council's anti-poverty strategy which encapsulates the Taith i Waith programme which ensures opportunities for disabled people in the workplace

We will value and promote equal opportunities for all

By implementing the Authority’s Strategic Equality Plan which clarifies the need for quality impact assessments of budgets, policies and working practices to be undertaken

By working with partner organizations such as the Equality of Human Rights Commission to ensure that the Authority fulfills its specific equality duties and reports on progress in a timely manner

By identifying steps which will deliver a more representative pool of decision makers and a greater numbers of women in Member led Cabinet roles (see ref: democratic renewal strategy)

By effectively implementing a programme to mitigate and address equal pay measures within the Authority

We will take pride in our language and culture and promote our cultural heritage

by ensuring the promotion of the Welsh language and Welsh culture through the implementation of our Welsh Language Scheme.

by promoting the Council-owned attractions as a part of the Destination Management Plan

Reference	Title	11/12 Out-turn	12/13 Target	13/14 Target	14/15 Target
SCC/035	% of Looked After Children (LAC) eligible for assessment at the end of Key Stage 2 achieving the Core Subject indicator, as determined by Teacher Assessment	TBC	75	80	85
SCC/036	% of LAC eligible for assessment at the end of Key Stage 3 achieving the Core Subject Indicator, as determined by Teacher Assessment	TBC	75	80	85

SCC/044	% of children looked after who are permanently excluded from school in year April 1 – 31 March	2.44	0	0	0
EDU/002i	% of all pupils (including those in LA care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave education, training or work based learning without an approved external qualification	0.1	0.3	0.28	0.25
EDU/003	% of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	78.6	79.8	81.1	82.9
EDU/004	% of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	69.4	70.9	72.7	72.1
EDU/011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	428	390	403.1	413.9
EDU/015	% of final statements of special education need issued within 26 weeks: (a) including	a. 70.4	a. 75	a. 75	a. 80

	exceptions: (b) excluding exceptions	b. 100	b. 100	b. 100	b. 100
EDU/016a	% of pupil attendance in primary schools	93.5	94.6	94.7	94.7
EDU/016b	% of pupil attendance in secondary schools	90.9	92	92.2	92.5
O2a	% of pupils that leave full time education that are NEET	TBC	4.1	4.0	3.8
O2b	No. of visitors to Council owned Attractions (including Oriel Ynys Môn)	147,000 (estimate @ 23.2.12)	151,000	155,000	159,000
LCL/001	The number of visits to Public Libraries during the year, per 1,000 population	3,903	4,009	4,081	4,155

Who is accountable for ensuring we are on track?

The Strategic Leadership Group is responsible for ensuring the Council implements all actions relating to this outcome and ensuring that the indicators are met.

The SLG will be held to account for its actions by the Scrutiny and Executive functions of the Council.

3. People in Anglesey are healthy and safe

Health is much more than not being ill. It is an important resource for everyday living that allows people to undertake basic everyday functions, feel developed to their full potential and enjoy a good and satisfying quality of life.

As a result, the health and wellbeing of our citizens is vital to achieving a better quality of life on Anglesey. Delivering healthier, safer and fairer communities through a range of preventative, curative and support services in partnership with other likeminded stakeholders is therefore one of the cornerstones of our agenda. It will ensure that our citizens are able to enjoy a healthy and active life with prompt access to suitable health and social care when needed.

The three priority areas of healthy lifestyles/chronic conditions and promoting independence are cross-cutting and inter-related themes. They reflect evolving national policies and priority context demonstrated in the Programme for Government, complement each other and are relevant to meeting the needs of specific vulnerable groups within the population.

Access to health services is critical if we are to meet the needs of our most vulnerable, be they those with critical health issues, children in care or the elderly. Working with partners we will ensure that our most vulnerable citizens will be protected and receive joined up services between health and social care, and this will be one of our most important priorities which is statute bound.

We will also be using a range of data sources, developed expert opinion and analysis to provide a clear understanding of community safety needs. However, it is not a simple data and information exercise. Data and expert opinion need to be interpreted with a clear focus on how they can help in order to improve our environment and reduce offensive behaviour which is of concern to our localities.

What do our citizens tell us?

Again, citizens acknowledged this as a very important priority, but there was some reticence as to how this would be achieved. The engagement process identified that the most important theme under this outcome was that of housing and the need to address the affordable housing needs of the young. The healthy lifestyle agenda is acknowledged, but does not appear to feature very highly, even though a focus on the effects and responses to substance and alcohol misuse was highlighted.

We will safeguard and improve the 'life chances' of vulnerable children and adults in our society

By implementing the 'Older People Strategy' to enable and provide opportunities for independent living

By re-modelling Adult Services to reflect current requirements in partnership with other statutory partners inclusive of the 3rd sector and Users

By implementing a multi-agency approach to the provision of Children and Adult Services thereby maximizing opportunities to enhance safety provision for our most vulnerable citizens

Adopt measures to alleviate the impacts of the welfare reform and to ensure adequate support for the most vulnerable households, who are at risk of homelessness

By working in partnership to ensure resources are delivered in a targeted manner to impact effectively on the national policy framework.

Adopt measures to tackle and alleviate the effects of fuel poverty

We will live our lives safe from crime, disorder and danger

By working with partners to effectively tackle crime and disorder, substance misuse, antisocial behaviour and other behaviour that adversely effects our surrounding environment by the implementation of our Community Safety Partnership Plan.

We will ensure that the housing needs of the island are met

By securing permission for associated development at key sites in order for the building process aligned to the proposed new nuclear site to be started.

By implementing the preferred option of the position statement adopted by the Council on the accommodation needs of construction workers associated with the proposed new nuclear build through adopting a mixed approach whereby:

- 1/3 of workers accommodated in purpose built accommodation (minimum on site to meet operational requirements but the majority off site)
- 1/3 in privately rented accommodation (mix of new and existing)
- 1/3 in tourist accommodation (mix of new and existing)

By securing the Welsh Housing Quality Standards of Council housing stock by December 2012

By improving the existing housing stock and bringing empty homes back into use, through working with owners of properties to return them to affordable use.

By increasing the supply of affordable housing

By developing measures to make better use of the existing Council Housing stock to address changing housing needs.

By implementing opportunities to reduce the Authorities maintenance liability and achieve additional capital receipts, in the smallholdings estate.

We will live longer and healthier lives

By encouraging children and young people on Anglesey to live active lives and become active adults

By encouraging adults on Anglesey to be more active, more often, throughout their life

By ensuring people have the opportunity to be as healthy and independent as possible by collaborative working practice with the Betsi Cadwaladr Health Board on the effective management of chronic conditions

By working with partner organizations to modernize and re-model the day care service for older people on Anglesey

Reference	Title	11/12 Out-turn	12/13 Target	13/14 Target	14/15 Target
HHA/002	The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	TBC	975	750	650
HHA/013	% of all potentially homeless households for whom homelessness was prevented for at least 6 months	%TBC	78	79	80
O2Ha	% of customer satisfaction	%TBC	65	68	72
HHA/008	% of homeless presentations decided within 33 working days	%TBC	90.5	93	95.5

HHA/017a	The average number of days that all homeless households spent in Bed and Breakfast accommodation	TBC	48	45	40
HHA/018a	The average number of days that all homeless households spent in other forms of temporary accommodation	TBC	1200	1000	750
O2Hb	% of section 202 homelessness reviews confirming the original decision	%TBC	65	70	75
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.2 TBC	1.2	1.2	1.2
SCA/002a	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	78 TBC	78	79	81
SCA/002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	24 TBC	23*	23*	23*
SCA/003a	% percentage of clients, in the following age groups, who are supported in the community during the year aged 18-64	90 TBC	90*	90*	90*
SCA/003b	% percentage of clients, in the following age groups, who are supported in the community during the year aged 65+	73 TBC	73*	73*	73*
SCA/007	% percentage of clients with a care plan at 31 March whose care plans should	75 TBC	78	80	82

	have been reviewed that were reviewed during the year				
SCA/018a	% of carers of adults who were offered an assessment or review of their needs in their own right during the year	74 TBC	77	80	82
SCA/018b	% of carers of adults who had an assessment or review of their needs in their own right during the year	78 TBC	80	85	85
SCA/018c	% of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	78 TBC	80	82	84
SCA/019	% of adult protection referrals completed where the risk has been managed	89 TBC	90.5	91.5	92.5
SCC/043a	% of required core assessments completed within 35 working days	TBC	75	85	90
SCC/006	% of referrals during the year on which a decision was made within 1 working day	TBC	100	100	100
SCC/042a	% of initial assessments completed within 7 working days	TBC	85	90	95
SCC/028	% of looked after children who had a fully completed and updated assessment and progress record at their third review	TBC	30	35	40
SCC/016	% of statutory visits to children looked after reviews carried out within statutory	TBC	95	95	100

	timescales during the year				
SCC/020	% of LAC who have had their teeth checked by a dentist during the year	TBC	87	90	95

*- dependent on negotiating local targets within a performance measurement framework associated with Adults commissioning strategy

Who is accountable for ensuring we are on track?

The Strategic Leadership Group is responsible for ensuring the Council implements all actions relating to this outcome and ensuring that the indicators are met.

The SLG will be held to account for its actions by the Scrutiny and Executive functions of the Council.

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4. People in Anglesey enjoy, protect and enhance their built and natural environment for future generations

Attractive and successful destinations will always ensure that sustainability is embedded in every facet of its development. Our aim and challenge, as is noted under Outcome 1, is to increase economic prosperity whilst also addressing our environmental responsibilities. This will obviously include the development of new infrastructure requirements to complement the necessities of the strategic direction provided by the private and public sector opportunities.

The Council, through its Destination Management Plan and Action plan for the Area of Outstanding Natural Beauty, will ensure the designation's future success. We will work collaboratively with partners who have direct control or influence over land management to implement policies which enhance our understanding of such areas. We will lead a Joint Advisory Committee that is properly structured, administered and supported now and into the future to ensure that the goal of integrated land management is achieved.

What do our citizens tell us?

From the engagement process undertaken, this priority appears to be the lowest priority in order of rank for most respondents. However, the Council is aware that its management is of particular relevance to the development of the tourism agenda and the most obvious theme emanating from the responses to date surround the implications of waste management and the recycling agenda. Planning policy also receives some attention in relation to the need to control the quality of future build and the delicate balance of developing the economy whilst protecting the environment.

We will work with partners to provide the necessary infrastructure capacity to meet the needs of our citizens, businesses and communities

By putting in place the Local Development Plan to ensure strong, developing and sustainable communities

By work with the Welsh Government to increase the capacity of the A55 across the Menai Strait, including capacity for walkers and cyclists.

By working with partners to improve the road infrastructure in and around potential new strategic developments, as well as utilizing Welsh Government prudential borrowing to establish a programme of works to improve road infrastructure at **key** locations.

By working with partners (public and private) to explore the options surrounding the development of a new operational model regarding leisure centre provision on the Island.

We will promote, protect and make sustainable use of our unique built heritage and natural environment

by reviewing, revising and amending the Corporate Asset Management Plan to rationalize the Council’s current asset portfolio to minimize liabilities and maintain services

by working in partnership with the Joint Advisory Committee to implement the AONB Management Plan and championing environmental sustainability

by working towards attaining full national trail status for our 125 mile Coastal Path

We will ensure clean and environmentally sustainable communities

By developing and implementing a long term Waste Management Strategy to maximise the efficiency of waste collection

Reference	Title	11/12 Out-turn	12/13 Target	13/14 Target	14/15 Target
THS/011a	% of principal (A) roads that are in overall poor condition	3.91	3.8	3.7	3.6
THS/011b	% of non-principal (B) roads that are in overall poor condition	7.11	7.0	6.5	6.0
STS/005b	% of highways and relevant land inspected of a high or acceptable standard of cleanliness	TBC	82.9	83	83.1
STS/005a	The Cleanliness Index (%)	TBC	68	68	68
WMT/004	% of municipal wastes sent to landfill	TBC	42.9	42.8	42.7

WMT/009	% of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	TBC	54.6	55.1	56.1
STS/006	% of reported fly tipping incidents cleared within 5 working days	TBC	90	90.5	91

Who is accountable for ensuring we are on track?

The Strategic Leadership Group is responsible for ensuring the Council implements all actions relating to this outcome and ensuring that the indicators are met.

The SLG will be held to account for its actions by the Scrutiny and Executive functions of the Council.

5. People in Anglesey will be proud of their Council

The customer should be at the heart of everything we do. This is vital to ensuring our services add value and public money is directed at the things that matter most to our citizens. The Council cannot afford to be complacent and there will be a relentless drive over the life-term of this document for efficiency and effectiveness. In light of the collaboration agenda and national partnership drive, the Council will not directly provide the service in certain cases, but will be working in partnership with other organisations to ensure effective service delivery.

It is crucial that our front-line services and staff are supported by the Council to deliver their ambitions. Key to this is the need for an effective framework of HR policies, standards and procedures that give clear direction and guidance to staff and members, supported by suitable training and development interventions. This framework will enable the progression of a workforce and succession planning strategy. All these elements combined with rigorous monitoring of our expenditure, our performance and the feedback we receive from our customers to ensure we are doing the right things, at the right time, in the right way. We also ensure that there is strong governance of the Council through our Committee structure and are committed to a transparency journey where our decisions provide further opportunities for our citizens to hold us to account.

We will ensure that we deal with and rectify any shortcomings identified by external regulators and will see these as an essential tool to demonstrate our continuous improvement journey in providing the best services possible for our citizens.

As a result of the above, we aim to see that the Council becomes a career path / opportunity for our citizens who decide they'd like to join the journey.

What our citizens tell us?

Our citizens tell us that we need to provide adequate time for them to consider and engage on certain issues. They also note that there is a need for us to listen at a local level so as to understand people's views and opinions that matter to them. In addition, there is a need for the Council to improve its honesty, accountability and transparency with regards to decision-making. Having said this, the majority of those who identify issues seem to have a perception that things need to improve at the Council due to the bad press received over a number of years rather than their first hand experience of dealing with the Council.

We will listen to our citizens and deliver on our promises

By the implementation of our Community Engagement and Communication strategies including regular Citizen surveys to identify residents' priorities and their views on the future

By redesigning our internal processes and technological solutions in order to make our decision making transparent, lean and more customer-focused

To establish area-based engagement arrangements to provide adequate channels for community participation to play a developing role in our decision making processes

We will work in partnership to improve the outcomes for our citizens

By incorporating a new approach to island wide / sector specific partnerships

By delivering on the Council's Outcome Agreement and its successor which is a collaborative agreement between the Authority and the Welsh Government

By delivering the Council's contribution to the Strategic Integrated Plan - Our Island, Our Future in partnership with private, public and 3rd sector organizations

By exploring a new approach to the way in which we procure services that will release real savings into the future

We will value our staff and treat our citizens and environment with respect

By implementing our Internal Communication strategy to inform staff of developments at all levels of the organisation

By undertaking regular staff surveys to ensure the Authority gains the intelligence to build on and improve its Investors in People 'Standard - Corporate Status' accreditation

By the implementation of our 'People Strategy' which sets out the plan for our people management priorities for the future. The Council believes that this is the key to its future success and acknowledges its importance in mitigating the risk of external private sector influences looming

By ensuring that all Council buildings are compliant with disability statutory requirements

We will be ambitious and outward looking

By looking elsewhere for answers / becoming champions of networks / building on success of the Energy Island programme to secure further development opportunities which the Island can lead and benefit from

By undertaking and implementing a democratic renewal initiative to increase annual level of community participation

Reference	Title	11/12 Out-turn	12/13 Target	13/14 Target	14/15 Target
O5a	% of people who feel they are well informed about Council services	60.4	62	64	66
O5b	% of people who are satisfied with the level of services the Council provides	58.9	60	62	64
O5c	% of people who think the Council offers residents good value for money	34.6	40	45	50
O5d	% of people who are satisfied with the way in which the Council is running the Island	40.2	45	50	55
O5e	% of staff having a Performance Development Review	TBC%	60	70	80
O5f	% of staff who feel valued by the Council	39% (9/10 fig)	45	50	55
O5g	Reduction in Sickness absence (days per FTE)	Approx 12.8	11.8	10.8	9.9

Who is accountable and ensuring we are on track?

The Strategic Leadership Group is responsible for ensuring the Council implements all actions relating to this outcome and ensuring that the indicators are met.

The SLG will be held to account for its actions by the Scrutiny and Executive functions of the Council.

APPENDIX 1

Improvement Priorities 2012/13

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Strategic Priority	Improvement Objectives 2012/13
Development Priority	Children Service - Improvement Objectives
Key Action	Success criteria
Have systems in place to ensure that children are protected from harm and abuse wherever possible and offered timely support and protection in compliance with National Policy, Statutory Guidance and Regulations	<p>Where children may be eligible, they receive a good and timely response to their needs.</p> <p>Clear expectations of staff in respect of requirements and standards</p> <p>Members and senior managers with corporate responsibilities understand the role and function of the Children Services, how well they are meeting needs locally and give them appropriate priority</p>
Have systems in place to ensure that children's Wellbeing, Independence and Stability are promoted in compliance with National Policy, Statutory Guidance and Regulations	Provide appropriate support to enable improved life chances for young people during the care episode and leaving care.
Children and their families will be supported by the right people, in the right jobs, with the right training, competency and qualifications to do the job	Maintain a stable workforce who are supervised, managed and supported to carry out their safeguarding responsibilities effectively
Children and their families/carers will be able to access services which are carefully planned in the short and medium term, and which are available at the right time, in the right place and at the right price	Implement the Service Commissioning Strategy
Have Performance Management and Quality Assurance of the service's framework that identifies achievement, progress and outcomes for children and families	Embed the Quality Assurance Framework into working practices to implement performance management and secure organisational learning

Strategic Priority	Improvement Objectives 2012/13
Development Priority	Regenerating our Communities - To prevent homelessness and to meet the housing needs and associated needs of homeless people
Key Action	Success criteria
Have systems in place to ensure persons who are homeless or threatened with homelessness are provided with effective advice on their housing options and appropriate assistance to access appropriate housing	<p>To provide an integrated housing options and advice service to the public which empowers members of the public to address their housing needs and facilitates the prevention of homelessness.</p> <p>To implement measures to address and mitigate the impact of welfare reforms on the sustainability of private rented tenancies.</p> <p>To improve the knowledge and expertise of officers providing housing options advice to the public.</p> <p>To obtain feedback from customers to inform service development.</p> <p>To improve the collection and storage of data</p>
Have systems in place to ensure statutory homelessness assessments are carried out in an efficient, timely and competent manner.	<p>To improve the knowledge and expertise of those officers undertaking assessments and making decisions, to ensure the Council's obligations are met.</p> <p>To review and implement improvements to internal processes enabling officers to more effectively administer applications for homelessness assistance.</p> <p>To obtain feedback from customers to inform service development.</p>
Ensure that homeless persons secure suitable accommodation which meets their needs, and that appropriate use is made of a range of accommodation type and sources.	<p>Review the provision of services available in the district to address homelessness and trends in the nature and extent of homelessness in the district.</p> <p>To reduce, wherever possible, the Council's reliance on temporary accommodation and the most inappropriate forms of temporary accommodation to meet housing duties.</p> <p>Ensuring vulnerable customers access appropriate support</p>

Strategic Priority	Improvement Objectives 2012/13
Development Priority	Corporate Governance - Improvement Priorities
Key Action	Success criteria
Relationship between Members and Political Groups	Compliance with new Constitutional arrangements to be considered by the full Council on the 10 th May 2012: and subject to Ministerial approval
The effectiveness of the Council's Standard Committee	<p>Conduct a preliminary hearing within 6 weeks following referral from the PSOW or following decision of Indemnities Sub Committee</p> <p>Conduct hearings into applications for dispensations within one month of receipt</p> <p>Review the two Registers of Members' Interests followed by advice and guidance, if appropriate</p> <p>Supervise the Register of Gifts and Hospitality followed by advice and guidance, if appropriate</p> <p>Establish meetings of the Standards Committee to review policies relevant to its remit</p> <p>Review Members' Training Plan and, attendance at training etc</p>
Scrutiny and its ability to effectively challenge and influence decisions and policies	<p>Scrutiny making an impact on Service Delivery</p> <p>Reduction in number of Call-ins due to increased activity of the pre-scrutiny function</p> <p>Reflecting the Public voice re concerns for Scrutiny by monitoring the number of citizens or reps from community groups who participate in the Scrutiny process e.g. attending meetings / responding to questionnaires</p> <p>Ensuring that Scrutiny accomplishes its function of being a critical friend of the Executive.</p>
Standards of conduct and behaviour by Members and Officers	<p>Compliance with Protocol for Self Regulation adopted by the County Council 4.3.10 or its successor, the local resolution procedure, once published by the PSOW</p> <p>Quarterly reports to Standards Committee</p> <p>Signed job descriptions and person specifications received by Monitoring Officer</p> <p>Completed enhanced CRB forms received by HR</p> <p>PDR interviews taken place and pro formas received by HR</p> <p>To adopt and comply with any guidance issued by WG/PSOW, including the recommended cap</p> <p>To fully co-operate in local investigations by the Monitoring Officer in accordance with the PSOW's new referrals guidance</p>

<p>The organisation, coherence and effectiveness of the Council's Senior Management Team</p>	<p>Review role, purpose and function of SLG / MT Identification of Internal Corporate Governance Improvement Objectives for 2013/14 Propose allocation of resources to priorities in budget setting</p>
<p>Embed a robust process for performance, project and risk management</p>	<p>Embedding and implementing the adopted Corporate Planning and Performance Management Framework to produce and monitor the organisation's work into the future Drafting and agreement of the Annual Improvement Report</p>
<p>Improve the capacity, quality and management of corporate support services</p>	<p>Produce action plan to drive prioritized improvement of Finance function Prioritise recommendations of ICT Peer Review and produce action plan to drive prioritized improvements 'smartly' Implement essential elements of the HR strategic work programme Support annual implementation of Corporate Personal Development Review process Reduce sickness absence by working collaboratively as an organisation. Development of a workforce and succession planning strategy* HR framework of policies, standards and procedures* *- dependent on the allocation of resources</p>
<p>Fully engage with and reflect the views and priorities of the citizens of Anglesey</p>	<p>Review and implement the Democratic Renewal Strategy Refine and implement the Community Engagement Strategy Implement the Communication Strategy Embed into working practice the adopted Strategic Equality Plan and Welsh Language Scheme Review the implications for IoACC of the Local Government (Wales) Measure 2011, and agree an Action Plan to implement. (taking into account the specific actions under Development Priority – Effectiveness of Scrutiny)</p>
<p>Develop effective partnerships between the Council and the public and private sectors at local, regional and national levels</p>	<p>Implementation of the Children & Young People's Partnership Plan Implementation of the Children's Services Improvement Plan as a result of the CCSIW review Implementation of the Health Social Care and Wellbeing Strategy Implementation of community safety service Implementation of Anglesey's Destination Management Plan (Tourism) Successful implementation of the Outcome Agreement work areas Energy Island programme Review 4 collaboration programme areas Review of Local Services Board and rationalization of key Partnerships</p>

Strategic Priority	Improvement Objectives 2012/13
Development Priority	Realisation of our Outcome Agreements
Key Action	Success criteria
Improved Quality And Length Of Life, With Fairer Outcomes For All	Encourage children and young people on Anglesey to live active lives and become active Encourage adults on Anglesey to be more active, more often, throughout life Promote independence for health and help people manage illness / chronic conditions
Good Social Care Allows People a Better Quality of Life	Use of technology to improve the customer experience Introduction of a proactive response service
A Strong And Prosperous Economy Helps Reduce Poverty	Increased benefit take up Increased use of technology for claims handling Quicker claims handling Helping People back to work
Children And Young People Grow Up As Active Citizens And Achieve The Highest Possible Standards Of Well-Being	Engage young people on Anglesey to follow a full range of leisure / learning accreditations & implement a system to monitor achievements for vocational / non-vocational pursuits Provide educational programmes to meet the needs of young people, reflecting essential lifestyle issues (e.g. drug abuse, sexual health, alcohol awareness, healthy image/lifestyle) Ensure that the Youth Service is inclusive, promotes equality of opportunity locally and allows young people to evaluate/comment on the services provided for them
People Have The Education And Skills To Live Prosperous, Fulfilled Lives	Improved attendance Improved attainment for 14-19 year olds
Communities Are Vibrant And Safe, With Access To Good Housing And Sustainable Transport	Prevent homelessness/increase provision of affordable housing Improve the turnover of empty public sector dwellings Maximise the number of empty private sector dwellings brought back into use

Wales Is An Energy Efficient, Low Carbon And Low Waste Society	Maximise recycling Increase carbon savings in our work environment
The Environment Is Protected and Sustainable	Create an infrastructure to allow access to enjoy the natural environment Increase participation and access to physical activity opportunities in Anglesey's unique natural environment
Our Language, Culture And Heritage Thrives	Increased attendance at Clwb Celf Increase people's understanding and appreciation of Anglesey's Heritage Tourism product
Public Services Are Efficient And Provide Value For Money	Identify and implement opportunities to reduce the authorities' maintenance liability and achieve additional capital receipts, in the smallholding estate Target capital receipts and revenue savings which would accrue to the Council as a result, to mitigate our maintenance obligations, and increase available funds to maintain remaining stock, while encouraging retained use for communities

For further information on all elements of this Plan or the strategies noted above please contact:

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