

Public Document Pack

THE EXECUTIVE

Monday, 2 December 2013 (10.00 am)

Please find the attached report marked as "TO FOLLOW" on the The Executive agenda which was not received by the agreed cut-off time.

9 **CORPORATE PLAN 2013-17** (Pages 1 - 20)

To submit the report of the Head of Service (Policy). – **TO FOLLOW**

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to	Executive Committee
Date	2.12.13
Subject	Corporate Plan 2013-2017
Portfolio Holder	Alwyn Rowlands
Lead Officer(s)	Bethan Jones
Contact Officer	Gethin Morgan 2111
Nature and reason for reporting	
To enable the Executive to formally recommend the Isle of Anglesey Corporate Plan 2013-2017 to Full Council for endorsement and adoption	

A – Introduction / Background / Issues
<p>Ensuring that as a County Council we have a robust and meaningful Corporate Plan is paramount to the successful implementation of the transformational agenda and our vision to build a ‘New Anglesey’.</p> <p>The plan itself has been developed and shaped by:-</p> <p>The views of local people – We are moving towards becoming a much better listening Council and have improved our consultation and engagement practices with our citizens and communities. An extensive and comprehensive citizen engagement process was undertaken between August and September 2013 to identify and indeed confirm further the priorities and outcomes which our citizens seem as important during the citizen survey of 2012.</p> <p>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 ‘Our Island, Our Future’ and focused on those areas where we can make a difference by taking the lead.</p>

How well our Services are currently performing – We are 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 a ‘New Anglesey’.

Political Priorities – Elected Councillors as representatives of their local communities have also highlighted a number of issues through traditional modes of engagement and established workshops and programme boards and these have also been reflected in this document.

National Priorities set by Welsh Government – The Welsh Government’s priorities as highlighted in their Programme for Government document also reflects our local priorities with particular emphasis on supporting the most vulnerable, education, growth and sustainable jobs.

B – Considerations

Previously, the Council’s Transformation Plan as adopted by the Executive Committee (January 2013) provides the base from which the Corporate Plan has been developed.

The new plan will be central to moving the council forward culturally. It will also enable us to become a Council where others seek to benchmark themselves against. This means that by 2016 the Isle of Anglesey Council will have;

- increased the pride in Anglesey, of its elected members, management, staff, services and amenities.
- gained the respect within the local government family in Wales, locally, regionally and nationally.
- elected members, managers and staff who make a difference and grow in capability as a result.
- 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.
- productive, transparent and trusting relationships with our partners.
- satisfied our auditors in terms of leadership, governance and organisational capacity.

In transforming 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 has been more detailed and more extensive than any previous exercises undertaken by the Council. The ‘**Making a Difference**’ exercise has from the very beginning of the process included –

- Press and media coverage of the consultation exercise
- Extensive poster exercise across Anglesey (shops, surgeries and other public places)
- Engagement with the public County wide through online and paper questionnaires
- Engagement with public via Corporate Facebook and Twitter
- Consultation @ council offices throughout the County
- Consultation @ public libraries throughout the County
- Consultation @ Leisure Centres throughout the County
- Consultation @ the County Museum
- Workshops with Heads of Service / Senior Leaders & Members

1.3 The key elements of the Plan are as follows –

Aim – “we will be a professional and well run Council innovative and outward looking in our approach, committed to developing people and partnerships in order to deliver efficient and effective services of good quality, that are highly valued by our citizens.”

During the engagement and consultation exercises since 2012, citizens were asked their views about which Anglesey County Council services were most important to them. Across demographics, geographies and different consultation mechanisms the overwhelming and consistent priorities are:

- Supporting the most vulnerable
- Developing the Economy
- Raising the standards of and modernising our schools

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

- Transform Older Adult Social Care
- Increase our Housing Options & reduce Poverty
- Develop the Economy
- Regenerate our Communities
- Improve Education and modernise our Schools
- Transform our Information and Communication Technologies (ICT)
- Becoming Customer, Citizen & Community Focused
- Transforming our Leisure & Culture Provision

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.

Assurance and governance will be key to ensuring the delivery of this corporate plan. In doing so, we will –

- provide an integrated performance management framework, linking the Corporate Plan to the Medium Term Financial Strategy down to the annual budget setting process and individual performance development reviews
- collect and use information to monitor our performance and take action to improve where required
- support the evolving strength of the Council’s democratic decision-making and scrutiny processes
- strengthen our engagement with and involvement of Anglesey citizens in the Council’s decision making and accountability processes
- continue to strengthen our processes around finance and workforce reporting and monitoring

In light of the above, Officers would request the authority to amend and complete the current draft version of the Corporate Plan in collaboration with the Portfolio Holder for Corporate Governance prior to presenting it to full Council on the 5th December, 2013 for adoption.

C – Implications and Impacts

1	Finance / Section 151	The costs associated with the implementation of the corporate priorities of the council will be considered as part of the budget setting process and development of the medium term financial plan for the next four years.
2	Legal / Monitoring Officer	
3	Human Resources	
4	Property Services (see notes – separate document)	
5	Information and Communications Technology (ICT)	
6	Equality (see notes – separate document)	
7	Anti-poverty and Social (see notes – separate document)	
8	Communication (see notes – separate document)	
9	Consultation (see notes – separate document)	
10	Economic	
11	Environmental (see notes – separate document)	
12	Crime and Disorder (see notes – separate document)	
13	Outcome Agreements	

CH – Summary

Ensuring that as a County Council we have a robust and meaningful Corporate Plan is paramount to the continued corporate governance improvement journey and transformational agenda. 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 four years.

D – Recommendation

Recommended to -

1. accept that this draft Corporate Plan 2013-2017 sets out the Council's agenda for the remainder of the term up to 2017.
2. endorse its adoption by Full Council with authorization to Officers in collaboration with the Portfolio Holder for Corporate Governance to make minor changes prior to publication on the Council's website.

Name of author of report –

Gethin Morgan

Job Title –

Business Planning and Programme Manager

Date -

25.11.13

Appendices:

Background papers

Transformation Plan – considered 14/01/13

DRAFT CORPORATE PLAN 2013-2017

The **aim** for Anglesey Council is that by 2017 –

we will be a professional and well-run council, innovative and outward looking in our approach, committed to developing our people and partnerships in order to deliver efficient and effective services of good quality, that are highly valued by our citizens.

In order to achieve that aim, as a Council we will need to transform our services. An essential part of transforming our Council is listening to what our citizens, service users and businesses think – and acting on it.

Some of the most far-reaching engagement and consultation we have ever undertaken has helped to create this plan.

During the engagement and consultation exercises since 2012, citizens were asked their views about which Anglesey County Council services were most important to them, and which they felt weren't as important. Across demographics, geographies and different consultation mechanisms the overwhelming and consistent priorities are:

- Supporting the most vulnerable
- Developing the Economy
- Raising the standards of and modernising our schools

These priorities are the basis of the focus areas in this corporate plan. It is important to note that in 2017 the Council's customer base will essentially be the same; principally our citizens, businesses and visitors. The Council will therefore, work with citizens to change the way we all think about the respective responsibilities of the Council, communities and individuals.

The Council will continue to be responsible for those things only we can do – educating our children, supporting the most vulnerable, enabling people to claim the benefits they are entitled to and protecting people from harm. We will help people stay healthy whilst protecting and promoting our culture, language and heritage in the face of the on-coming external risks. We will also continue to provide and upkeep local facilities such as roads and street lighting.

Whilst the Council will continue to be responsible for the bilingual provision of statutory and core services, the services will increasingly be provided in different ways, and by other providers. We will manage reducing budgets and increasing demand due to demographic and social changes, to ensure top priorities continue to be delivered, for example to vulnerable adults and children, but the service may be provided differently, for example being paid for through the use of direct payments or a charge.

This plan is aspirational and our vision is ambitious. Each key area of focus is intended to contribute to a prosperous, bilingual Anglesey, with outcome measures stated later for each focus area. We will seek opportunities to be held to account for these outcomes, making our measures of success and performance through a performance scorecard accessible to residents, businesses and partners, as our commitment to transparency.

Anglesey, like all other local authorities, is facing significant pressures on budgets and has to focus on greater efficiencies. To compound the situation, the island's economy has the lowest Gross Value Added in the UK, which puts extra pressure on Services.

In order to address the situation and work within these very challenging and changing times, we have adopted a strategic approach to managing our budget. This Medium Term financial outlook identifies the pressures facing the Authority during the period of this document. Based on our forecasts of inflation and growth pressures, and with an annual council tax rise of 5% it is forecast that a further £16million of efficiencies will need to be achieved in the following 3 years.

Given the risks and national / economic / demographic uncertainty facing the Authority there is a demonstrable need to over-plan and over-achieve on savings and this is a key challenge for us as a Council moving forward.

Overall, the Island needs a more vibrant economy with a successful business base, supported by a skilled and qualified work-force and a healthy population, living more independently of public services. This we believe, will contribute to people feeling that Anglesey is a fantastic place to live, and an important measure of success will be local people's experience and feedback.

In light of this therefore, over the next 4 years, as a Council our promises to you are:

That we transform Older Adult Social Care

People are living longer and as such, we expect to see an increase of approximately 70% in the number of people over 85 living on the Island over the next 10 years*. The Isle of Anglesey has one of the highest older people's population in Wales. There is also an increase in the number of people with long-term

complex conditions including dementia. In order to provide the necessary level of support required to meet the growing complexities in demand (in terms of both finance and workforce) the Council recognises that it needs to change the way it delivers adult social care to ensure that they are sustainable now and will remain so for future generations.

In order to transform our older adults social care provision, the Council promises to -

- develop and establish in collaboration with partners 2 extra care housing schemes in the North and centre of the Island with planning for a further extra care housing scheme in the South
- improve the range and availability of community based services for older people which will reduce the reliance and need for residential care homes
- re-develop our re-ablement service to support and help people to get better and regain independence using support plans which are outcome based
- In partnership with the Health Board, develop joint service delivery and management in particular in relation to dementia, older people services in general and support for carers

WHAT WOULD SUCCESS LOOK LIKE – We envisage that success will mean that –

- *Older adults on the Island have a choice and control over where they live*
- *There is a high quality of care that is consistent in all accommodation*
- *That older adults within the Island remain part of the Community in which they live*
- *There is a sustained reduction in hospital admissions or re-admissions*
- *There is an increase in time limited, focused support to enable adults to regain independence*
- *co-locate our Adults Social Care staff in the community with Health colleagues*

COST – We believe that the cost of developing these extra care housing schemes will total approximately £16m of capital funding over the four years. In developing and establishing these schemes we envisage working with partners (Registered Social Landlords / private sector) to share such costs. As a result of this continued improvement in provision we also expect the investment to generate significant revenue savings due to the changing way in which care will be delivered.

We increase our Housing Options & reduce Poverty

Having a quality and affordable place to live is important to ensure that all our citizens live in a safe and appropriate home that allows them to gain maximum benefit for access to jobs, leisure, amenities, education and to gain associated social and economic benefits that they both desire and deserve. With major global energy companies working towards a significant investment in Anglesey we will continue to work with landlords in the social and private sector to maximise the number and quality of homes for contractors. We will also continue our efforts to develop the housing market for local people with particular emphasis being placed on working with partners to plan, develop and establish a greater number of affordable housing options for our citizens.

As a Council therefore, we promise to –

- work with partners to modernise and co-ordinate the benefits advice service so as to improve independence and work towards our anti-poverty strategy and mitigate the effects of welfare reform
- increase the affordable housing options island wide and bring empty homes back into use
- explore options to support young people to enter the housing market
- work with partners to support apprenticeship opportunities for young people
- support those at risk of becoming homeless and homeless individuals to find permanent homes

WHAT WOULD SUCCESS LOOK LIKE – Outcome measures?

- *225 empty homes brought back into use*
- *5 year land supply of housing realised meaning the development of new houses on the island*

- *Greater confidence, control and independence for individuals to manage their own finances*
- *Greater confidence for individuals to seek and access employment*

COST – This priority is dependent on capital investment. We will mainly focus on achieving it through extensive partnership working with private sector developers, registered social landlords and the Welsh Government through their ‘Houses into Homes Loan’ & ‘Help to buy Wales’ scheme. This together with the Council’s own private sector renewal fund will result in an approximate £5m of investment over the duration of this plan.

We Regenerate our Communities and develop the Economy

The Council aspires to a future where local communities, social enterprises, businesses and the public sector come together to agree and progress regeneration priorities, and work in partnership to utilise the proposed economic investment to improve quality of life. In order to do this, we’ll need to think creatively, pool resources and work collaboratively to improve the lives and opportunities of local people.

The economy is a significant issue for many with new job creation seen as critical by our citizens to provide a sound base for improving quality of life. Whilst it is acknowledged that the private sector is the main economic driver and wealth creator on the Island, the Council has a role in establishing an environment for growth where local businesses can grow and new businesses can be established and flourish.

The Energy Island Programme and recently designated Enterprise Zone status provides a once in a generation opportunity to create substantial new jobs as a result of the planned investment and growth potential of the low carbon energy sector. The Council will look at developing schemes which increase employment opportunities for young people, improve infrastructure and support the supply chain. In addition the Council will also continue to support and develop other key sectors, such as tourism, which drive the Island’s economy.

The Council will -

- work with the Welsh Government and other partners to strengthen the competitiveness of the island’s economy by improving infrastructure, skills availability and supporting local companies;
- have through its destination management plan support for the visitor economy by working with partners to promote Anglesey’s image and distinctive strengths;

- work with partners to overcome infrastructure constraints (for example broadband width and mobile technologies) to enable development, investment and job creation;
- effectively undertake our planning responsibilities in relation to all major projects on Anglesey, ensuring that potential negative impacts are lessened and positive community benefits maximised;
- work with the University to develop a science park in the South of the Island adding-value to the proposed energy developments, create jobs and diversify the local economy;
- to drive community regeneration develop holistic town and community plans for the island's main settlements, prioritising Holyhead, Llangefni and Amlwch;
- work with partners to improve the road network through re-surfacing, surface dressing and other infrastructure investments including the upgrading of 12 miles of the A5025 from Valley to Wylfa
- support community regeneration by facilitating and enabling ensuring improved co-ordination, investment and alignment of programmes such as Holyhead Forward and Communities First programmes.

WHAT WOULD SUCCESS LOOK LIKE – Outcome Focused Measures

- *An increase in employment opportunities, particularly within the low carbon energy sector;*
- *We will have capitalised fully on external funding opportunities to enable economic and local community regeneration;*
- *An increase in the number of new business formed;*
- *An increase in visitor numbers;*
- *A reduction in youth out-migration;*
- *A reduction in economic inactivity and unemployment rates;*

➤ *An increase in the working age population*

COST – Earmarking costs for regeneration work is difficult at the best of times due to the different organisations and match-funding requirements expected. However, as a Council we anticipate that in order to accomplish the above, we will need to work with partners in the private sector, the European Union and Welsh Government to achieve inward investment in excess of £20m.

Improve Education, Skills and Modernise our Schools

The Council wants every child, every young person, every learner, wherever they are, irrespective of background and circumstance to achieve their full potential and be prepared to play an active role as future responsible citizens and community champions. In order to realise this, and to contribute to the Welsh Governments ambitious vision for education in Wales, we accept that we need to raise the standard of education in Anglesey. In this respect an accepted priority for the Council is to challenge current thinking, encourage innovation and develop a school infrastructure that will drive up standards of teaching and attainment, reduce surplus places, improve educational outcomes for children and young people and be responsive to our socio-economic and community improvement programme.

We therefore as a Council promise to –

- Continue to raise the standards in educational attainment rates and attendance
- Develop and agree a school modernisation strategy to guide long term decisions which will include -
 - opening our special needs school - Ysgol y Bont
 - the provision of 2 new area primary schools
- Adopt and deliver a regional skills strategy which enables Anglesey and North Wales to up-skill its workforce and align itself with future opportunities

WHAT WOULD SUCCESS LOOK LIKE? – We envisage that by transforming our education provision we will see –

➤ *Improvements in standards across the Island*

- *an increased number of young people gaining accredited outcomes from informal learning*
- *an increased number of children and young people benefitting from out of school hours activities*
- *a decrease in the number of surplus places the schools host*

COST – We estimate a need to secure approximately £20m to realise this modernisation programme and by working in partnership with the Welsh Government and other private sector partners we anticipate that as a Local Authority we will need to invest approximately 50% of such costs. We expect the investment in new school infrastructure to generate revenue savings, as it will decrease the associated costs of maintenance and day to day running of schools.

Transform our Information and Communication Technologies (ICT)

In transforming our services, the Council's resources will be used more efficiently and effectively to achieve targets identified and plan accordingly. The Council will become a 24/7 organisation by using channels such as websites and social media, methods already being used by our customers to access many of their other personal or business needs such as banking or shopping. This way, our customers can access what they need to, when they need to, wherever they are and in the language they prefer.

All interaction, internal and external, will be enabled electronically. Face to face and other routes will exist, for those who need it. By changing the systems it will free staff up to get on and 'do their job' within clear boundaries and using processes which are robust yet agile. Our systems will support our priorities and rigorous rationalisation will ensure that those that do not are no longer used.

In order to achieve this, the Council promises to -

- enable staff to access the computer systems they need securely from any location
- enable customers and citizens to communicate with the Council electronically over the web at a time and place convenient to them
- ensure services use technology more widely to provide more efficient and effective service delivery
- seek out and embrace emerging ICT technologies to meet current and future needs of the Council and the Island's citizens

WHAT WOULD SUCCESS LOOK LIKE – Outcome focused Measures?

- *Staff will be enabled to work flexibly from multiple locations using a variety of devices*
- *Information will be accessed by citizens through a variety of channels at any time of day and from any part of the Island*
- *Staff will be able to move and work easily between roles and services as a result of standardised equipment and processes*
- *The Integration and harmonisation of ICT processes will collectively lead to improved service delivery and increased benefits to citizens and local businesses*
- *A rationalised Council estate*
- *The overhead cost of running the Council will be reduced*

COSTS – It is likely that the Council will need to invest significantly to upgrade and improve its IT provision. Currently, it is anticipated that such investment will be in the region of £1m over the lifetime of this plan.

Becoming Customer, Citizen & Community Focused

We still have a long way to go on standardising and simplifying processes and through our work with other Councils we envisage securing further efficiencies in our supporting functions and better resilience for specialist services and scarce skills. An essential part of transforming our Council will be listening to what our citizens, service users and businesses think – and acting on it. Over the past two years we have demonstrated a real commitment in actively listening to our citizens and engaging with them on (i) their priorities and (ii) areas whereby they identify efficiencies for us. This has resulted in improved service provision which will only get better. We will maximise our bilingual communication techniques through the use of social media such as facebook and twitter as well as traditional face to face focus groups, citizen panels and public roadshows.

In becoming customer and citizen focused, listening and acting upon findings will become a key ingredient of our way of working and in doing this we as a Council promise to -

- develop, agree and sign up to a robust and valid customer charter which in particular sets out our expectation of staff in dealing with customers

- develop and strengthen our engagement with and involvement of Anglesey citizens in the Council's decision making and accountability processes
- explore the quality of the buildings in which customers receive their service, aiming to achieve a consistent standard across the Council that presents the right image for the services available
- ensure the promotion of the Welsh language and Welsh culture through the implementation of a developed Welsh language strategy
- corporately aim to achieve Level 5 accreditation of the Green Dragon environmental standard

WHAT WOULD SUCCESS LOOK LIKE – By becoming an excellent customer service organisation we would like to see -

- *our reputation and credibility improved so that we provide good value for money, we stand for good performance and values that can be trusted*
- *improvements in attitudes and behaviour resulting in increased professionalism and skills*
- *our achievement of the customer service excellence standard award*
- *improvements in accessibility and flexibility so that customers feel that the Council is designed and operates to meet their needs*
- *improve our infrastructure so that it becomes a positive experience of service provision*

COSTS – Associated costs with realising this theme are envisaged to be minimal in the first instance with the outcome realising significant savings through service integration and improved systems being established. Business cases are currently being worked up.

Transform our Leisure & Library Provision

Sport and leisure facilities, and the programmes of activity that use them, play a significant part in the health of the community and in increasing the self-confidence of people. We will work towards adopting a more integrated approach to wellbeing in the future which will enable the role of sport and leisure to be reviewed and re-defined. As the role of community and other groups increase in its provision, we will make sure that our leisure offer is fit-for-purpose and delivering the best value for money possible as we seek to improve the health and wellbeing of our citizens.

We want to keep our place and presence at the heart of communities with our library provision becoming a ‘universal front door’ for us as a council. This will mean more partnership working and shared premises, to give local people improved, simplified and seamless access to the information and services they need.

In undertaking this role, as a Council we promise to –

- develop and implement a medium term leisure strategy to guide decision making which will decrease the need for council investment over the life of this plan
- interlink our indoor sports hall type facilities with our secondary school provision and explore with external community providers to run the facilities in the evening, weekends and school holidays
- encourage to develop and support the provision of sport and leisure activities within communities, by communities
- explore options and implement a revised Library provision model
- explore options surrounding the delivery of our cultural heritage sites and implement (if applicable) new management arrangements

WHAT WOULD SUCCESS LOOK LIKE – Outcome Focused Measures

- *New Library and cultural heritage management models being implemented*
- *Maintain and increase level of participation in sporting activities*
- *Improve visitor numbers to our cultural / heritage sites*
- *A focused and sustainable library provision*

COST – The aim would be to reduce the overall costs of these services to the Council by 60% over the period of this plan.

HOW TO.....

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 this plan is delivered. Our evolving role will be to commission services and where it delivers the best outcome be the provider of these services. It is important to note that the service will always be provided within the language of choice (decided by the citizen). The role of the Council is not to be an employer of staff as an end in itself. We are here because of our customers and not the other way round. Supporting services exist to support and drive positive change within front line delivery of services. In achieving this aim, the day to day work of the Council's staff will be underpinned by a set of employee and member expectations (6 key themes) which will outline what is expected in terms of activity and behaviours at all levels across the organisation.

There will be more flexible working arrangements with staff managed by outcomes and less office based, so that they can spend a higher percentage of their time in direct contact with customers. It is envisaged that a 'hub and spoke' model will be in place for a number of services ensuring a central base exists but that staff are based as close to the communities they serve as possible.

Assurance and governance will be key to ensuring the delivery of this corporate plan. In doing so, we will –

- provide an integrated performance management framework, linking the Corporate Plan to the Medium Term Financial Strategy down to the annual budget setting process and individual performance development reviews
- collect and use information to monitor our performance and take action to improve where required
- support the evolving strength of the Council's democratic decision-making and scrutiny processes
- strengthen our engagement with and involvement of Anglesey citizens in the Council's decision making and accountability processes
- continue to strengthen our processes around finance and workforce reporting and monitoring

- put in place robust arrangements for dealing with our financial challenges, ensuring service transformation and innovative delivery is at the heart of what we do

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