



**CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL**

GWYS A RHAGLEN

SUMMONS AND AGENDA

ar gyfer

for a

**CYFARFOD O
GYNGOR SIR
YNYS MÔN**

**MEETING OF THE
ISLE OF ANGLESEY
COUNTY COUNCIL**

a gynhelir yn

to be held at the

**SIAMBR Y CYNGOR
SWYDDFA'R SIR
LLANGEFNI**

**COUNCIL CHAMGER
COUNCIL OFFICES
LLANGEFNI**

DYDD MAWRTH, 5 MAWRTH 2013

TUESDAY, 5 MARCH 2013

➔ am 2:00 o'r gloch ←

➔ at 2.00 pm ←

A G E N D A

1 MINUTES 6 DECEMBER 2012 (Pages 1 - 18)

To submit for confirmation and signature, the minutes of the meetings of the County Council held on the following dates:-

- 6th December, 2012
- 14th December, 2012 (Extraordinary)
- 24th January, 2013 (Extraordinary)

2 DECLARATION OF INTEREST

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

3 TO RECEIVE ANY ANNOUNCEMENTS FROM THE CHAIRPERSON, LEADER OF THE COUNCIL, COMMISSIONERS OR THE HEAD OF PAID SERVICES.

4 MINUTES FOR INFORMATION - IMPROVEMENT AND SUSTAINABILITY BOARD 1 OCTOBER 2012 (Pages 19 - 42)

To submit for information, the minutes of the meeting of the Anglesey Improvement and Sustainability Board held on the following dates:-

- 1st October, 2012
- 29th November, 2012
- 20th December, 2012
- 31st January, 2013

5 PRESENTATION OF PETITIONS

To receive any petition in accordance with Paragraph 4.1.11 of the Constitution.

6 MEDIUM TERM BUDGET STRATEGY, BUDGET, COUNCIL TAX, TREASURY MANAGEMENT AND PRUDENTIAL INDICATORS 2013-14 (Pages 43 - 100)

6.1 To submit the Executive's Proposals for a medium term revenue budget strategy, interim capital plan and revenue and capital budgets for 2013-14.

6.2 Improvement Priorities 2013-14

(a) To report that the Executive upon consideration of the above at its meeting on 18th February, 2013, had resolved to recommend to the County Council:-

- *"That it approves the Improvement Priorities for 2013-14;*
- *That authority be given to officers in consultation with the relevant Portfolio Holders to develop associated work programmes for each of the Improvement Priorities and that the Council's Improvement Priorities for 2013-14 be published in April following the annual business planning cycle."*

(b) To submit the report of the Head of Service (Policy).

(Copy previously issued to all Members as part of the Executive papers for 18th February, 2013).

6.3 Consultation on Budget Proposals

To submit the report of the Head of Service (Policy) on the outcome of consultations on the budget proposals.

(Copy previously issued to all Members as part of the Executive papers for 18th February, 2013).

6.4 To submit the report of the Head of Function (Resources) on the budget dealing with statutory matters relating to the budget.

6.5 To consider the formal resolution as enclosed in the report of the Head of Function (Resources).

6.6 To submit any amendments to the Budget of which notice has been received under Paragraph 4.3.2.2.6 of the Constitution.

(Note: All of the above papers need to be considered as a single package).

7 SINGLE INTEGRATED PLAN (Pages 101 - 202)

To report that the Executive upon consideration of the above at their meeting on 11th February, 2013, had resolved "*to refer the final version of the Single Integrated Plan to the County Council for approval*".

To submit the report of the Head of Service (Policy)

8 CHANGES TO THE COUNCIL'S CONSTITUTION

Changes to the following parts of the Constitution:-

1. Committee Structure
2. Member Officer Protocol
3. Multi Member Ward Protocol
4. Compulsory Training

To report that the Executive upon consideration of the above at their meeting on 18th February, 2013, had resolved as follows:-

"To recommend to the County Council that it amends the Council's Constitution as indicated in the report (namely in respect of Member Training, the Committee Structure, a Multi Member Ward Protocol and Member/Officer Protocol) and to authorise officers to make any consequential amendments to the Constitution".

To submit the report of the Head of Function (Legal and Administration) on the above changes.

(Copy previously issued to all Members as part of the Executive papers for 18th February, 2013).

- 9 **COMPLAINTS AND CONCERNS POLICY** (Pages 203 - 252)
To submit the report of the Head of Function (Legal and Administration).
- 10 **REVISION TO THE COUNCIL'S INDEMNITIES POLICY** (Pages 253 - 270)
To submit the report of the Head of Function (Legal and Administration)
- 11 **FLOOD AND WATER MANAGEMENT STRATEGY**
To report that the Executive upon consideration of the above at their meeting on 11th February, 2013, had resolved:-

“to recommend to the County Council that it approves the Local Flood Risk Management Strategy.”

To submit the report of the Head of Service (Highways and Waste Management)

(Copy previously issued to all Members as part of the Executive papers for 11th February, 2013).
- 12 **REVIEW OF THE AUTHORITY'S GAMBLING POLICY** (Pages 271 - 296)
To submit a report by the Chief Trading Standards Officer
- 13 **REVIEW OF THE AUTHORITY'S LICENSING POLICY** (Pages 297 - 318)
To submit a report by the Chief Trading Standards Officer
- 14 **A PRISON IN NORTH WALES** (Pages 319 - 342)
To submit the report by the Chief Executive
- 15 **MOTION RECEIVED PURSUANT TO RULE 4.1.2.2.12 OF THE CONSTITUTION**
To submit the following Notice of Motion by Councillors Richard A Dew and Aled Morris Jones:-

“We the undersigned, call upon the Isle of Anglesey County Council to consider placing a commemorative plaque in the village of Rhosneigr as the birthplace in 1883 of Admiral Sir Max Kennedy Horton, GCB, DSO, Commander-in-Chief of Western Approaches in the latter half of WWII.

Admiral Sir Max Kennedy Horton, GCB, DSO was responsible for British participation in the Battle of the Atlantic, of which in May this year the 70th anniversary will be commemorated.”

16 **EXCLUSION OF THE PRESS AND PUBLIC**

To consider adoption of the following:-

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

17 **PAY POLICY STATEMENT 2013-14** (Pages 343 - 352)

To submit the report of the Head of Human Resources

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Meeting of the Isle of Anglesey County Council 06.12.2012

MEETING OF THE ISLE OF ANGLESEY COUNTY COUNCIL

Minutes of the meeting held on 6th December, 2012

PRESENT:

Councillor R LI Jones - Chairman
Councillor E.G.Davies (Vice-Chair)

Councillors W J Chorlton; Jim Evans; R Anthony Dew;
C.L.Everett; K P Hughes; R LI Hughes; T.LI.Hughes;
W I Hughes;Vaughan Hughes; Aled M Jones; Eric Jones;
G O Jones; H Eifion Jones; O.Glyn Jones; R Dylan Jones;
Rhian Medi; C McGregor; A Mummery; Bryan Owen; R L
Owen; Bob Parry OBE; G O Parry MBE; J.Arwel Roberts;
P S Rogers; E Schofield.

IN ATTENDANCE:

Chief Executive
Deputy Chief Executive
Director of Sustainable Development
Head of Function (Legal and Administration)
Head of Service (Policy)
Head of Service (Finance)
Solicitor to the Monitoring Officer
Committee Services Manager

APOLOGIES:

Councillors Lewis Davies, Derlwyn Hughes, Ff.M.Hughes,
Tom Jones, Eric Roberts, Ieuan Williams, Selwyn Williams.

Presentations – The Chair of the Council presented the Anglesey Annual Sports Awards for 2012 to the following categories:-

Girl of the Year – Christie Pritchard, Gwalchmai
Boy of the Year – Sam Henderson, Holyhead
Team of the Year – Llanfair Hotshots
Sports Person of the Year – Sarah Emily Livett, Benllech
Volunteer of the Year – Aled Thomas, Llandegfan
Outstanding Achievement in Sport – Gareth Evans, Holyhead (Weightlifter)

The Chair also took the opportunity of thanking Sian Mai Jones, Principal Officer, Sports Development for her work in organising the Awards Ceremony.

1. MINUTES

Confirmed as a true record, the minutes of the meetings of the County Council held on the following dates:-

- 27th September, 2012
- 4th October, 2012
- 23rd October, 2012

2. DECLARATION OF INTEREST

Councillor R.G.Parry,OBE, declared an interest in Item 7 of these minutes and was not present at the meeting during any discussion or voting thereon.

3. TO RECEIVE ANY ANNOUNCEMENTS FROM THE CHAIRPERSON, LEADER OF THE COUNCIL, COMMISSIONERS OR THE HEAD OF PAID SERVICES

The Chair congratulated Mrs.Beth Roberts of Holyhead who had been awarded the British Empire Medal for services to music and the community in the Queen's Birthday Honours list in June. Mrs.Roberts had been involved in music all her life and had taught at Ysgol Uwchradd Caergybi and Ysgol Morswyn as well as giving tuition at home. She received the medal at the Anchorage Hotel from the Lord Lieutenant of Gwynedd, Huw Morgan Daniel.

A warm welcome back was extended to Councillor R.L.Owen following his recent indisposition.

On behalf of the Council, the Vice-Chair extended his deepest condolences to the Chairman and his wife following the loss of his brother in law Mr.Tony Jones.

The Chair also took the opportunity of sympathising with any Member or member of staff who had suffered bereavement. Members and officers stood in silent tribute as a mark of their respect.

On a happier note, the Chair paid tribute to Mr.Meirion Jones who would be retiring at the end of this month. Meirion had worked as the Solicitor to the Monitoring Officer for 11 years. He was well known to all the members and the Council was very much appreciative of his work for the Authority over those years. Meirion was retiring so as to give more time to his poetry and on behalf of the County Council he was wished a long and happy retirement.

Councillor Aled Morris Jones took the opportunity of wishing the Chair every success over his busy Christmas schedule. He also congratulated the Leader of the Council on leading the Authority back to democratic control and further congratulated him upon being the first Leader of this Council to recently address a meeting of the WLGA.

The Chair also reminded members that an extraordinary meeting of the Council would be held at 10:00a.m. on 14th December, 2012.

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4. MINUTES FOR INFORMATION – SUSTAINABILITY BOARD

Submitted for information, the minutes of the meeting of the Sustainability Board held on 1st October, 2012.

The Chief Executive mentioned that revised Terms of Reference were in the process of being drawn up as part of the Phase 2 intervention by Commissioners, leading up to the May elections in May 2013.

RESOLVED to note the contents of the minutes of the meeting of the Sustainability Board held on 1st October, 2012.

5. PRESENTATION OF PETITIONS

The Chief Executive presented the following petitions to the Chair of the Council:-

1. Petition with 141 names calling for the establishment of safe-crossing facilities for walkers and the disabled between the surgery and the Post Office in the village of Llanfaelog;
2. Petition with 73 names opposing the decision of the Council to end bus service 25/45 through the village of Pencarnisiog.

Councillor O.Glyn Jones was afforded the opportunity of speaking on the above petitions and he requested the Portfolio Holder and the Director of Sustainable Development to act upon their contents as a matter of urgency.

RESOLVED that the petitions be referred to the Environment and Technical Services Scrutiny Committee for consideration.

6. CHANGES TO THE COUNCIL CONSTITUTION

(a) Democratic Services Committee

Reported – That the Democratic Services Committee at its meeting on 18th October, 2012, had resolved to recommend to the County Council :-

“That it extends the remit of the Committee to undertake responsibilities for the Member training and development programme, including their I.T.skills and support;

That the Committee holds three general meetings in addition to its Annual Meeting each Municipal Year, with the right to arrange further meetings as required.”

RESOLVED to endorse the recommendation of the Democratic Services Committee in this respect.

(b) Review of Fraud and Corruption Rules

Submitted – The report of the Head of Service (Audit) which were considered and approved by the Audit Committee on 25th September, 2012 and by the Executive on 15th October, 2012.

RESOLVED to accept the contents of the report.

7. PLANNING MATTERS PROCEDURE RULES

Submitted - A joint report by the Legal Services Manager and the Head of Service (Planning and Public Protection) requesting the Council to make permanent changes to the Planning Matters Procedure Rules following the end of a 12 month trial period.

Reported – That the Executive at its meeting on 3rd December, 2012, had resolved to recommend to the Council *“that the changes made to the Council’s Constitution by the Minister to the Rules (for a trial period of 12 months from 20 November, 2011) be extended for a further trial period of 12 months.”*

Councillor Aled Morris Jones expressed some concerns as regards the possible effect these rules would have in ensuring that meetings of the Planning and Orders Committee were quorate, as a result of the reduction in the number of Members that would serve on this Council after the 2013 Election.

RESOLVED to endorse the recommendation of the Executive in this respect and that the extension to the trial period be for a further 12 months as from today's date.

8. DELEGATIONS

Submitted – The report of the Chief Executive setting out any changes to the scheme of delegation relating to Executive functions made by the Executive since the last ordinary meeting (Rule 4.4.1.2. of the Executive procedure Rules of the Constitution refers).

RESOLVED to note the contents of the report.

The meeting concluded at 2:45p.m.

**COUNCILLOR R LI. JONES
CHAIR**

EXTRAORDINARY MEETING OF THE ISLE OF ANGLESEY COUNTY COUNCIL

Minutes of the meeting held on 14th December, 2012

- PRESENT:** Councillor R.Ll.Jones – Chairman
Councillor E.G.Davies - Vice-Chair
- Councillors Lewis Davies; R.Anthony Dew;
Ff.M.Hughes, K.P.Hughes; R.Ll.Hughes;T.Ll.Hughes;
W.I.Hughes; W.T.Hughes; Vaughan Hughes; A.Morris
Jones; Eric Jones; G.O.Jones; Tom Jones; C.McGregor;
A. Mummery; Bryan Owen; J.V.Owen; E.Schofield;
Selwyn Williams.
- IN ATTENDANCE:** Director of Sustainable Development
Chief Planning Officer (EGJ)
Legal Services Manager
Committee Services Manager.
- APOLOGIES:** Councillors Jim Evans; Keith Evans; H.E.Jones; O.Glyn
Jones; Raymond Jones; R.Dylan Jones; Rhian Medi;
R.L.Owen; R.G.Parry,OBE; G.O.Parry,MBE; Eric Roberts;
G.Winston Roberts,OBE.
Chief Executive, Deputy Chief Executive; Director of
Lifelong Learning.

1. DECLARATION OF INTEREST

None to declare.

2. TO RECEIVE ANY ANNOUNCEMENTS FROM THE CHAIRPERSON, LEADER OF THE COUNCIL, BOARD OF COMMISSIONERS OR THE HEAD OF PAID SERVICE.

The Chair took the opportunity of thanking the members and officers for their hard work over the past 12 months. He wished everyone a Happy Christmas and prosperous New Year.

3. NORTH WALES CONNECTION PROJECT – RESPONSE TO NATIONAL GRID'S PREFERRED OPTION – PRELIMINARY AND INFORMAL CONSULTATION

Reported – That the report summarised the Preliminary Preferred Options (PMO) documents produced by National Grid for consideration during a preliminary and informal consultation period for this major national infrastructure project and also set out

a recommended non-statutory consultation response on the PMO. An approved response to National Grid's preliminary and informal consultation explained that National Grid's approach to select and consult on its PMO at this point was flawed and it also had the potential to have significant negative environmental and socio-economic impacts in Anglesey in comparison to other possible options.

Five strategic options had been identified by National Grid and taken forward for strategic options appraisal. National Grid favoured Option 3, namely, new onshore circuits connecting Wylfa and Pentir (AC or HVDC), one new AC circuit between Pentir and Trawsfynydd to be installed on existing pylons, a new connection between Wern and Y Garth, a new sub-station in West Gwynedd, re-conductoring of existing circuits in North Wales, the installation of series compensation equipment and modifications at existing substations.

A number of route corridors were being suggested by National Grid and these were identified at Para 5.3 of this report, as well as possible sites to accommodate a new substation near Bryncir, Gwynedd. National Grid acknowledged that a number of additional works would also be required to strengthen the electricity network. These would include work on existing overhead lines in North Wales, installation of equipment to boost transmission strength and work on existing substations at Wylfa, Pentir and Trawsfynydd.

Detailed comments about various sections of the consultation document were presented at Appendix 1 of this report.

National Grid needed to reinforce the existing electricity transmission network in North Wales to provide the necessary connections, otherwise National Significant Infrastructure Projects, e.g.nuclear new build at Wylfa would not go ahead. It was crucial therefore, that this Council continue its engagement with National Grid on the North Wales Connections Project and respond to this current non-statutory consultation, ensuring that the relevant environmental and socio-economic impacts have been adequately considered at the outset by National Grid.

Nonetheless, the Council was disappointed and concerned that National Grid had already selected its strategic preferred option without first giving the Council and other stakeholders an opportunity to:-

- consider and comment on its range of possible strategic options, or
- suggest other possible alternative strategic options, which would still deliver the necessary connections to the electricity network, but reduce the impacts in Anglesey.

The Council was concerned that in selecting its preliminary preferred option, National Grid had placed greater weight on what it considered to be a less costly option compared to the environmental and socio-economic impacts in Anglesey and the mainland.

The following observations were made by Members during discussion on the matter:-

- The Members were completely unhappy regarding the manner in which National Grid has carried out its consultation in that it has failed to undertake any initial consultation with stakeholders and the public on the various overall Strategic Options. National Grid has unilaterally 'parked' the numerous strategic options, reduced them to 5 options and thereafter singled out its 'preferred' options i.e. Option 3 which is:

"new onshore circuits connecting Wylfa and Pentir (AC or HVDC), one new AC circuit between Pentir and Trawsfynydd to be installed on existing pylons, a new connection between Wylfa and Y Garth, a new substation in West Gwynedd, re-conductoring of existing circuits in North Wales, the installation of series compensation equipment and modifications at existing substations".
- Members are not at all in favour of seeing any further pylons erected above ground on the Island.
- Any intention to place pylons over the Menai Straits will be strongly resisted owing to its special designation and beauty.
- Members are concerned that National Grid are placing great emphasis upon the cost differential between the various options and that it will eventually be the energy users who will have to pay for most costly option if that was to be the case.
- Members questioned the range of cost figures quoted by National Grid and confirmed that as an Authority we will need to challenge them through seeking independent advice.
- One Member was concerned that should National Grid pursue its preferred option then whichever route was chosen it would impact upon his community ward (Llanfechell) and residents.
- One Member raised questions regarding the overall generating capacity which would derive from the various major infrastructure developments, both affecting Anglesey as well as Gwynedd, and how such capacity could be accommodated in light of National Grid's proposed preferred option(s).
- Members considered that special treatment was being given to undergrounding part of the network at Aber y Glaslyn and criticised the fact that Anglesey, or part of it, does not merit the same special consideration.
- Although presumably beyond the remit of National Grid there is concern that the National Infrastructure Directorate has only 1 Welsh Speaking Commissioner on its Panel. Anglesey has its own identity and culture which needs to be appreciated and understood in terms of the impacts of the various major infrastructure developments such as that proposed by National Grid.

Members were fully supportive of the recommendations contained within the report and further proposed that an Advisory Panel be established (1 member from each of the 4 Political Groups and one unaffiliated member), whose role will be consultative. [The Advisory Panel should not consist of members from the Planning and Orders Committee].

RESOLVED

- **To endorse the officer's proposed response to the consultation as detailed in the report and that it be forwarded to National Grid before the 21st December deadline;**
- **That an Advisory Panel be established, consisting of one member from each of the Political Groups together with an Unaffiliated Member, to act as a consultative body for officers.**

4. RHIANNON OFFSHORE WIND FARM – RESPONSE TO CELTIC ARRAY LIMITED'S STAGE 1 CONSULTATION.

Reported – That the report provided the response of the Council to the Stage 1 Preliminary Environmental Information (PEI) published by Celtic Array Limited for the Rhiannon Offshore Wind Farm. The Council was requested to consider, comment and endorse the contents of the report as well as Appendix 1 as its formal response to the consultation by the 20th December, 2012 deadline.

It was important that the Council engaged with the developer as part of the statutory consultation process in order to comment upon and endeavor to influence and mitigate the potential impact of the Off-shore Wind Farm upon the Island and its residents. At this stage Celtic Array were seeking the views of the Council and other consultees on the contents of the PEI. The Authority had already commented on their SOCC. This first stage was a precursor to the next stage consultation in Quarter 3 2013 when Celtic Array Ltd, would have worked up and refined its development proposals including its Environmental Impact Assessment as part of its submission of the Development Consent Order.

Whilst the wind farm was located 19km offshore and north of the Island, Officers would engage further with the developer on the issues highlighted within the report as well as onshore developments linked to the wind farm. The Council would be consulted early next year on the Scoping Report which would cover landfall locations and substation requirements. These elements of the development which were deemed to be associated developments would fall to the Authority to be considered and determined.

The following observations were made by Members during discussion on the matter:-

- Members raised concerns regarding the cumulative impacts of the wind farm in relation to the other major infrastructure projects, including onshore wind energy developments.

- Anglesey should ensure that it benefits economically from the major scheme and that Holyhead as a Port should positively be considered as a base for the manufacturing, assembly and employment of workers in connection with the Rhiannon Wind Farm.
- The Authority should maximise opportunities deriving from Community Benefits, in particular in respect of the location, of the proposed onshore substation site.
- Members have concerns regarding the impact of the wind farm upon the Island's tourism industry.
- Celtic Array should undertake nighttime impact and illumination assessments.
- Noise assessments should be carried out in order to consider such impacts upon affected residents as well as the aquatic environment.
- Consideration should be given at the appropriate stage to the colour of the proposed wind turbines in order to minimise their visual impacts.

Members were fully supportive of the recommendation contained within the report.

RESOLVED to endorse the proposed response to the consultation as detailed in this report and at Appendix 1 and that it be submitted prior to the 20th December, 2012 deadline.

The meeting concluded at 11:55 a.m.

**COUNCILLOR R.LI.JONES
CHAIRMAN**

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EXTRAORDINARY MEETING OF THE ISLE OF ANGLESEY COUNTY COUNCIL

Minutes of the meeting held on 24th January, 2013

- PRESENT:** Councillor R.Ll.Jones – Chairman
Councillor E.G.Davies - Vice-Chair
- Councillors W.J.Chorlton; Lewis Davies; R.Anthony Dew;
Jim Evans; K.Evans; Ff.M.Hughes, K.P.Hughes;
R.Ll.Hughes; W.I.Hughes; W.T.Hughes; Vaughan Hughes;
A.Morris Jones; Eric Jones; G.O.Jones; H.Eifion Jones;
O.Glyn Jones; Raymond Jones; R.Dylan Jones;
C.McGregor; A. Mummery; Bryan Owen; J.V.Owen;
G.O.Parry, MBE; R.G.Parry, OBE; E.Roberts; E.Schofield;
Ieuan Williams; Selwyn Williams.
- IN ATTENDANCE:** Chief Executive
Deputy Chief Executive
Director of Sustainable Development
Director of Education and Leisure
Head of Function (Resources)
Head of Function (Legal and Administration)
Interim Head of Function (Resources)
Head of Service (Finance)
Head of Service (Planning and Public Protection)
(Item 4 only)
Chief Planning Officer (EGJ)
Planning Manager (Policy) (NHD)
Team Leader (Housing and Communities)(BT)
Committee Services Manager.
- APOLOGIES:** Councillors D.R.Hughes, T.Lloyd Hughes, Tom Jones,
Rhian Medi, R.L.Owen, P.S.Rogers.

1. DECLARATION OF INTEREST

Councillors R.A.Dew and Bryan Owen declared an interest in Item 4 of these minutes and they were not present at the meeting during any discussion or voting thereon.

Councillor R.Ll.Hughes declared an interest in Item 4 of these minutes, remained at the meeting to present the report as Portfolio Holder and then left the meeting during the subsequent discussion and voting thereon.

The Head of Function (Legal and Administration) and the Team Leader (Housing and Communities) declared an interest in Item 4 of these minutes and they were not present at the meeting during any discussion or voting thereon.

2. TO RECEIVE ANY ANNOUNCEMENTS FROM THE CHAIRPERSON, LEADER OF THE COUNCIL, BOARD OF COMMISSIONERS OR THE HEAD OF PAID SERVICE.

The Chair on behalf of the Council extended his deepest sympathy to Mrs. Myfanwy Williams, upon the recent death of former Councillor W.J. Williams, MBE. Those who attended his funeral were aware of the tributes made as to his character and to his sense of humour.

He represented the former Borough Council and the County Council as member for Llanddyfnan and as former Mayor, Chairman and Leader of the County Council. He represented the Council on outside bodies too numerous to mention and took particular interest in economic issues and in transport in his role as Chairman of TAIH. More recently he took great pride on being elected Member of the WLGA Committee of the Regions. W.J. was respected as a true ambassador for the Council and as someone who gave public service to the community for fifty years.

Sympathy was also extended to Mrs. Raj Parry Jones upon the death of her husband, Dr. Tom Parry Jones. Dr. Parry Jones had a worldwide reputation for inventing the electronic breathalyser which has been used to catch drink-drivers. He had also set up the Dr. Tom Parry Jones Fund to encourage young people into careers in science and technology and also established Lion Laboratories to manufacture and market the breathalyser worldwide. He had a worldwide reputation and genuine enthusiasm for developing Wales' future economy, through ensuring that young people are well supported in developing their scientific knowledge and entrepreneurial skills.

Members and officers stood in silent tribute as a mark of their respect.

3. ON-SHORE WIND ENERGY SUPPLEMENTARY PLANNING GUIDANCE (SPG)

In accordance with Paragraph 4.1.27.1 of the Council Constitution it was RESOLVED to suspend Standing Orders for the duration of this particular item in order for there to be a full and open discussion on the matter.

(a) Reported – That the Executive at its meeting on 14th January, 2013, had resolved ‘to refer the matter to the County Council for discussion.’

(b) Reported – That this Council had prepared Supplementary Planning Guidance (SPG) regarding development that involved onshore wind energy development that was revised following the first public consultation period and which was then subject to a further public consultation period. This report sought approval to the recommended response to the representations received and the changes to the SPG. The SPG would be a material consideration in dealing with current and future applications until current plans were superseded by the adopted Joint LDP and/or any relevant SPG that may be formulated to support its policies.

Whilst objections covered a number of different topics, it was considered that there were 3 issues that were referred to by / common to a number of objectors:-

- Separation distances
- Noise impact
- Impact of turbines on the A.O.N.B.

The vast majority of objections to the second public consultation felt that the document should be more prescriptive in detail such as providing clearer guidance over separation distances and higher constraints in the A.O.N.B. The remaining objectors felt that the document was too prescriptive already and extended beyond the remit of an SPG, particularly height restrictions in an A.O.N.B.

An addendum to the report was tabled at the meeting which recommended further minor changes to the document.

The following observations were made by Members during discussion on the matter:-

- the fact that 8,000 residents had signed a petition calling for a 1.5km buffer zone between turbines and homes should not be ignored;
- one member considered that a bond should be used in order to ensure that sites used for wind generation should be properly cleared once a turbine reached the end of its working life (mentioned at being between 15-25 years). Unless a bond was created, the decommissioning cost of clearing a site might fall upon the Anglesey taxpayer;
- one Member considered that there was an expectation that the SPG document would protect our green and pleasant Island, but it did not succeed in that respect. Another consideration to be borne in mind was the cumulative effect of such developments on individual areas. The Council should have a map on the Council website and at the Council offices showing where all wind turbines applications were located. The document was also weighed in favour of the developer and not residents;
- one member strongly objected to the effect turbines would have on an A.O.N.B and the resultant effect upon tourism and the Anglesey Coastal Path. Also there was no mention within the document as regards any community benefit contributions;
- the impact such developments would have on landscape character and upon the standard of amenity enjoyed by the residents and the tourist population. That it was also contrary to the Council's 2012-15 Communication Strategy which aimed (inter-alia) to ensure that Anglesey residents needed to be healthy and safe and to safeguard the built and natural environment for future generations;
- such developments would destroy the heritage, language and the economy of the Island particularly as a tourist destination. Some English and Scottish local authorities had changed the separation distances

- one Member referred to the concerns raised by residents as regards separation distances from properties, businesses and A.O.N.B's. Para 18.1 of the original consultation document referred to the maximum permitted height for wind turbines within an A.O.N.B or within 1km, was 15metres. There was no mention of 1km in the revised document. The buffer zone had disappeared altogether and the 15m had become 20m. The SPG in its current form had been weakened rather than strengthened;
- another member expressed concern that turbines were unreliable and inconsistent sources of energy. Local Authorities were being forced to follow Government and European policies to the detriment of their communities;
- the danger posed to low flying aircraft, mountain rescue service and the air ambulance service;
- the document allowed too much flexibility to developers. Concerns as to possible health implications to families living in close proximity and also noise damage to the environment;
- some of the Members considered that there should be a presumption against every application received.

The Chief Planning Officer was given the opportunity of responding to the concerns/observations raised at the meeting and he informed Mmembers that many of the issues that had been raised were already covered and clarified within the draft SPG. He requested the Council to support the recommendations contained within the report.

An amendment was proposed by Councillor H.Eifion Jones to the effect:-

“for wind turbines over 20 metres, the separation distances from residential or tourism properties will be the greater of 500m or 20 times tip height (in metres) and;

medium and large wind turbines within the A.O.N.B or within 2km will not be supported.”

An amendment to the substantive motion was proposed by Councillor A.Morris Jones namely, *“that the cumulative effect of wind turbines on individual areas should be taken into consideration when determining applications.”*

A further amendment to the substantive motion was proposed by Councillor E.Schofield namely, *“that prior to the release of planning permission, wind turbine developers be required to submit a bond to the Local Planning Authority in order to ensure the clearance and restoration of a site to its former condition once a turbine(s) become redundant.”*

The Chief Planning Officer in response to the amendments proposed, stated that officers had not had the opportunity to evaluate those amendments and he raised concerns that members were changing policy which undermined the current policies.

The Monitoring Officer advised against making any amendments to the draft SPG which could leave it, or decisions made under it, open to legal challenge, e.g. as a result of fettering discretion under the policies or applying arbitrary separation distances which the Council could not defend on appeal. The Monitoring Officer also reminded Members of the Commissioners' reserve power.

It was RESOLVED to reinstate Standing Orders at this juncture prior to taking a vote on the matter.

RESOLVED that the recommended changes contained within the report be incorporated within the SPG and that it is adopted by the Council to be used as a material consideration in dealing with Onshore Wind Turbine applications, but subject to the following amendments agreed to at this meeting:-

- **For wind turbines over 20 metres, the separation distances from residential or tourism properties will be the greater of 500m or 20 times tip height (in metres);**
- **Medium and large wind turbines within the A.O.N.B or within 2km will not be supported;**
- **That the cumulative effect of wind turbines on individual areas should be taken into consideration when determining applications;**
- **That prior to the release of any planning permission, wind turbine developers be required to submit a bond to the Local Planning Authority in order to ensure the clearance and restoration of a site to its former condition once a turbine(s) become redundant.**

4. LOCAL DEVELOPMENT PLAN PREFERRED STRATEGY

(a) Reported – That the Executive at its meeting on 14th January, 2013 had resolved 'to recommend to the County Council that it approves the draft Preferred Strategy document for the purposes of public consultation.'

(b) Reported – That this document showed how key current environmental, economic and social issues and trends affecting the Plan area would be addressed. It also looked at how the development needs of the area would be met, including the proposed broad locations for new housing, employment and other strategic requirements. Following approval by both Anglesey and Gwynedd Councils, the document would be made available for public consultation for a period of six weeks. Views expressed would help inform the preparation of a more detailed plan called the Deposit Plan which would be considered by both Councils later on in 2013.

Councillor Eric Jones was requested to discuss his query with Planning officers at the end of the meeting as to why Penmynydd had not been identified within the settlement hierarchy under Policy PS3.

RESOLVED

- To approve the draft Preferred Strategy document for public consultation;
- To delegate the right to the Head of Service (Planning and Public Protection) to make minor corrections to the Preferred Strategy document before it is released for public consultation.

5. ADOPTION OF A COUNCIL TAX SUPPORT SCHEME

(a)Reported – That the Executive at its meeting on 14th January, 2013, had resolved to recommend to the County Council as follows:-

“That it notes the making of the Council Tax Reduction Scheme and Prescribed Requirements (Wales) Regulations (“the Prescribed Requirements Regulations”) by the Welsh Assembly on 19th December, 2012;

That it notes the outcome of the consultation exercise undertaken by the Council on the introduction of the Council Tax Reduction Scheme;

That it adopts the Scheme as set out in Appendix 1 of the report.”

(b)Reported – That the current Council Tax Benefit Scheme was to be replaced from April 2013 with a Council Tax Support Scheme. In Wales, there was a statutory requirement to adopt the scheme by 31 January, 2013 and this Council was required to manage the cost of the scheme within its budget. The estimated cost of the proposed scheme had it been in place in the current year was £4.6m. Applying an increase to Council Tax of 5% took this to £4.8m. Therefore, the projected cost of the scheme in 2013-14 was between £4.80m - £4.95m, which was £150-300k more than the grant of £4.65m. This shortfall would be treated as a corporate risk on Council budgets and monitored in budget monitoring reports to the Executive.

It was reported that the Welsh Government had now tabled new 2013 Regulations that would amend the former Regulations approved on 19th December, 2012 which meant that not all claimants receiving support under the scheme would have to pay a proportion of their council tax bill. The amendments would increase the maximum level of support that eligible claimants could receive from 90% to 100% with the cost of this change being supported with an additional £22m by Welsh Government.

RESOLVED

- To note the making of the Council Tax Reduction Scheme and Prescribed Requirements (Wales) Regulations (“the Prescribed Requirements Regulations”) as amended by the Welsh Assembly 2013 regulations;
- To note the outcome of the consultation exercise undertaken by the Council on the introduction of the Council Tax Support Scheme outlined at Appendix B;
- To adopt the scheme as set out in Appendix A of the report;

Meeting of the Isle of Anglesey County Council (Extraordinary) 24.01.2013 (10:00a.m.)

- **That delegated authority be given to the Head of Service (Finance) to amend the local Council Tax Support Scheme 2013-14 should this be required to take account of the actual amendments passed by the Welsh Government.**

The meeting concluded at 11:50 a.m.

**COUNCILLOR R.LI.JONES
CHAIRMAN**

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SUSTAINABILITY BOARD

Minutes of the meeting held on 1st October, 2012, (11:00am)

- PRESENT:** Commissioner Mick Giannasi (Chair)
- Councillors W.J.Chorlton; K.P.Hughes; T.Lloyd Hughes; Bryan Owen; Bob Parry,OBE; G.O.Parry,MBE; Tom Jones (as Chair of the Audit Committee);Selwyn Williams (as Chair of the Corporate Scrutiny Committee); Chief Executive; Deputy Chief Executive; Director of Community; Director of Sustainable Development; Director of Lifelong Learning.
- IN ATTENDANCE:** Head of Service (Policy)
Head of Service (Finance)
Head of Service (Audit)
Head of Service (Children's Services)
Risk and Insurance Manager (JJ)
Committee Services Manager
- ALSO PRESENT:** Messrs. Andy Bruce and Huw Lloyd Jones (Wales Audit Office)
- APOLOGIES:** Commissioners Byron Davies and Alex Aldridge
Councillor O.Glyn Jones

Commissioner Mick Giannasi provided a presentation on the Phase Two Transition of the Intervention and paid particular reference to the following matters:-

- Providing some context to the meeting of the Improvement and Sustainability Board;
- Summarising the effect of the Ministerial Direction which was issued on 24th September, 2012;
- Explaining the role which the 'slimmed down' Commissioners would be adopting in future;
- Outlining the way in which the next phase of the Intervention (Phase Two – Improvement and Sustainability) would develop;
- Providing some insight into the emerging thinking about the Phase Two governance model;
- Explaining the role and function of the Commissioners Improvement and Sustainability Board going forward.

1. DECLARATION OF INTEREST

None to declare

2. APOLOGIES

As above

3. MINUTES

Submitted and confirmed as a true record, the minutes of the meeting of the Sustainability Board held on 16th July, 2012.

4. RECRUITMENT AND RETENTION OF STAFF AT SOCIAL SERVICES

Reported by the Director of Community – That Children Services in Anglesey had been the subject of detailed scrutiny throughout 2011- 2012 with concerns about the capacity and quality of services being the focus of CSSIW inspection and review. A response had been developed with two distinct phases in mind. The first had been to stabilise the services along with a rigorous focus upon performance and the injection of a sense of pace and ambition to succeed. The second had been to improve quality and bring about transformation to create a service fit for purpose over the next decade.

Improving performance had in no small part been due to the way the Department had been able to procure experienced agency support to complement its own staff. However, if agency staff were replaced one for one with inexperienced newly qualified staff, this would create a serious imbalance and weakness in child protection assessment in particular. It was a similar position with regard to management, particularly at service manager level. Details of the number and costs of Agency staff employed were detailed at Para 2.1 of the report.

Clearly, there were a number of challenges for the Council in meeting its corporate obligation to ensure that it provided a skilled and competent workforce for its Children's Services. Officers had worked hard during the year to tackle the workforce challenges recognised within the service and to provide a range of training and development opportunities for staff. The Recruitment and Retention Strategy placed the Department in a potentially positive position in taking forward many of these issues.

The risks to the organization of not having in place sufficiently qualified and skilled social workers for children services could not be underestimated. The proposal (for one additional Senior Practitioner and two additional Social Workers) required funding over and above the service budget of £121,000 p.a. These posts alongside the establishment posts, were however intended to lead to a no agency worker situation in the Service. By replacing agency staff with Mon employees, this would lead to a cost saving of approximately £150k for the next full financial year (without Agency workers). The proposed additions would also support significant longer term gains in improved efficiencies, more stable workforce and improved morale, all contributing to improved performance and delivery.

Whilst significant improvements had been secured, this would not be sustainable without the workforce issues being satisfactorily addressed, and these impacted upon sustainability, quality of service provision and projected workforce expenditure, all of which would need to be carefully managed, monitored and reported upon. It was recognised that this would mean continued pressure on the workforce budget. Nevertheless it would contribute significantly to the Council's approach to risk management with reference to service outcomes, performance management and longer term cost avoidance.

The Sustainability Board resolved to note the contents of the report and subject to there being a satisfactory discussion at the SLT of the Business Case and means of funding,

agreed in principle to the appointment for a time limited period of up to 2 years, of a further two social workers and one senior practitioner (this to enable on-going training support with a view to ultimately reducing significantly the amount of agency work) .

5. CORPORATE RISK REGISTER (INCLUSIVE OF STRATEGY AND WORKING GUIDELINES)

Reported by the Interim Head of Function (Resources) and S.151 Officer – That the Audit Committee on 24 July, 2012 resolved that an update on the risk register be presented at its next meeting.

As part of this update, a review of the draft Corporate Risk Register, the Risk Management Strategy and associated Guidance had been undertaken with a view to presenting an agreed draft of all three documents to the Audit Committee on 25 September 2012 for it to recommend adoption of the strategy and guidance by the next Executive meeting.

The Risk Management Strategy included a recommendation that a Risk Management Group be introduced which would be responsible in the future for ensuring that the Risk Management Framework was implemented and kept under review on an ongoing basis. This Group would be responsible for helping to identify new and emerging risks and for assessing and scoring these in line with the Risk Management Strategy requirements. The Group would also have responsibility for regularly reviewing and updating the Corporate Risk Register following review of the service risk registers.

Following adoption of the Risk Management Strategy and Guidance by the Executive the Authority would have a functioning Risk Management Framework for the identification, evaluation, mitigation and reporting on corporate risks.

The Sustainability Board:-

- Noted the contents of the report and the progress contained therein;*
- Noted that it would be the responsibility of the Leader of the Council to approve the statement of internal control approving the public disclosure of the annual assurance statement and publishing it in the Annual Statement of Accounts.*

6. IMPROVEMENT ASSESSMENT LETTER – AUDITOR GENERAL FOR WALES

Mr. Huw Lloyd Jones presented the Improvement Assessment letter dated 24th September by the Auditor General for Wales which reported upon the audit and assessment work undertaken as to whether this Council had discharged its duties and had met the requirements of the Local Government (Wales) Measure 2009.

The letter could be summarised as follows:-

- The Council had discharged its improvement planning duties under the Measure and had acted in accordance with Welsh Government guidance;*
- Based on, and limited to, work carried out to date by the Wales Audit Office and relevant regulators, it was believed that the Council was likely to comply with the requirement to make arrangements to secure continuous improvement during this financial year;*

- *The Council was making good progress in addressing the Commissioners' 10 Corporate Governance improvement themes;*
- *The Council's clarity of direction was improving and there had been reasonable progress in addressing the proposals for improvement identified in the last Annual Improvement Report;*
- *Though not yet complete, the restructuring of senior management added significantly to the Council's capacity and its capability to deliver further improvement in both corporate and service-specific functions;*
- *The Council was dealing more maturely than before with controversial issues and had taken steps to ensure that the improvement was sustainable;*
- *The Council had improved its engagement with the public and was beginning to address democratic renewal;*
- *The Council had responded constructively and responsibly to the recent highly critical inspection of its education services by Estyn and the Wales Audit Office.*

The letter referred to further proposals for improvement/recommendations with regard to the gradual transfer of decision making power from the Commissioners to the shadow Executive and upon re-defining the role of Commissioners so that they now monitored the Council's progress, whilst retaining the power to intervene as necessary. The letter also provided an update to the Wales Audit Office work plan and timetable for delivering the Improvement Assessment work.

WAO would continue to monitor and report on the progress made by the Council in implementing the proposals set out in previous reports and letters.

The Sustainability Board noted and welcomed the contents of the report.

7. QUARTER 1 – CORPORATE PERFORMANCE REPORT

Reported by the Deputy Chief Executive - That in line with the Corporate Planning and Performance Management Framework, this report outlined the progress made in the Council's performance against planned arrangements across key areas of delivery as outlined in the Corporate Business Plan 2012-15.

This report enabled the Council to evaluate progress against its planned arrangements and enable the Corporate Scrutiny Committee to scrutinise and carry out its performance management function. Where performance risks had been identified, mitigating measures had been put in place by Officers.

The report presented the position at the end of Quarter 1 (2012-13) following the 1st round of quarterly performance monitoring arrangements. A separate report was to be tabled at the Corporate Scrutiny Committee on 8th October, 2012 to present the Council's picture of performance against planned arrangements in the Corporate Business Plan during 2011-12.

The details within the report were presented in accordance with the agreed RAG rating formulation so as to give a clear indication of the current state of play with regard to

performance. Appendix 1 to the report provided exceptions information on each key performance area, allowing members and officers to focus on current areas of weakness.

Details of potential overspends within 4 Services, corporate risk budget projected overspend and slippage on the corporate aspects of the savings programme were referred to at Para 4 of the report.

The issues relating to meeting the targets of the Outcome Agreement were a cause for concern, as failure to achieve outcome agreements may result in a loss of grant during 2012-13. Based on 2010-11 performance, achievements against planned arrangements would result in a 75% grant being received. The Sustainability Board were of the opinion that this needed to be tightened up in order to maximize the amount of grant available.

The Sustainability Board noted the contents of the report.

8. CORPORATE SUPPORT TO IDENTIFIED RISKS AND PROJECTS

Reported by the Interim Head of Function (Resources) and S.151 Officer – That during the current financial year, the reports that had been presented to this meeting had highlighted the following main risks within the 2012-13 budget:-

- Integration
- Adult Services Transformation
- Children's Out of County placements
- Parks and Outdoor facilities
- Outsourcing of Beaumaris Leisure Centre
- Slippage on Corporate efficiency savings

A number of these risks had led to specific projects being undertaken and additional corporate support being provided by the Directorates. From the potential overspends identified above, the main activities that had commenced and the support provided were listed at Paras 2 & 3 of the report.

A programme of service reviews had also commenced recently. These would focus on identifying savings and were intended to feed into an Efficiency Strategy for 2013 onwards. Wherever, possible, savings identified would be implemented in the current year.

The SLT recently confirmed that driving efficiency savings and challenging potential overspends would become a priority for them, in order to ensure a real corporate approach at the most senior officer level and that budget holders received appropriate support and challenge. It was envisaged that this programme be shared with the Executive at regular meetings. There would be monthly monitoring of these high risk budgets.

A potential overspend of up to £2.2m was identified in the first quarter budget monitoring report. Part of this could be corrected by actions of budget holders, with the support of Finance and robust management by the SLT. The Finance Service would be identifying options for budget amendments and regularly reviewing projections.

The Sustainability Board noted the contents of the report, endorsed the actions taken and the plans for programme management. It was also noted that the SLT would be regularly reporting back on addressing the potential overspend of £2.2m which had been identified in the first quarter monitoring report.

9. FUTURE MEETINGS

It was noted that the next meeting would be held at 11:00am on Thursday 29th November, 2012.

The meeting concluded at 1:00p.m.

**COMMISSIONER MICK GIANNASI
CHAIR**

IMPROVEMENT AND SUSTAINABILITY BOARD

Minutes of the meeting held on 29th November, 2012, (11:00am)

- PRESENT:** Commissioner Alex Aldridge (Chair)
Commissioner Byron Davies
- Councillors W.J.Chorlton; K.P.Hughes; R.LI.Hughes; Bryan Owen; Bob Parry, OBE; G.O.Parry, MBE;
Chief Executive; Deputy Chief Executive; Director of Community; Director of Sustainable Development; Director of Lifelong Learning; Interim Head of Function (Resources).
- IN ATTENDANCE:** Committee Services Manager
- ALSO PRESENT:** Mr. Steve Pomeroy (Welsh Government); Messrs. Andy Bruce and Huw Lloyd Jones (Wales Audit Office)
- APOLOGIES:** Commissioner Mick Giannasi; Councillors T.LI.Hughes, O.Glyn Jones.

1. DECLARATION OF INTEREST

None to declare

2. APOLOGIES

As above

3. MINUTES

Submitted and confirmed as a true record, the minutes of the meeting of the Sustainability Board held on 1st October, 2012.

4. DRAFT TERMS OF REFERENCE

Commissioner Byron Davies reported that the draft Terms of Reference was a mechanism to bring everything relating to corporate governance in Anglesey together at monthly Board meetings. Commissioners were in agreement that the Council should now be reporting on its own assessment of matters to the Board and that the Commissioners role would then be to measure and evaluate progress being made. The Commissioners would like the Chief Executive to administer this meeting in future so as to reflect that it was now being owned as a corporate governance improvement and sustainability reporting mechanism by the Authority.

The Commissioners would evaluate and measure three aspects in terms of corporate governance sustainability - progress against the Commissioners 10 Corporate Governance themes, a mature approach to Organisational Development, and remove as many as possible of the 'trailing wires' which could be impediments to full recovery before the end of May. Commissioners were wishing to establish arrangements that the Executive and SLT, Wales Audit Office and Welsh Government would be content with, in relation to the Commissioners' role in facilitating the second phase of the intervention.

The Chair stated that the Commissioners felt that they had now reached a key crossroads as regards the appropriate level and the role of their intervention. He saw no added value in Commissioners attending formal meetings of the Council since he was more than confident in the ability of the combined forces of the new SLT and the Executive to manage the day to day running of the Authority. Agreement in this respect would of course have to be reached with the Minister. The Chair sought the views of the Executive and the SLT in this respect.

The Chief Executive stated that the Council had come a very long way on the improvement journey at the end of Phase 1. The second phase was now an opportunity for the Authority to prove how robust their achievements were. It was also an opportunity for it to be held accountable and to prove that it had matured sufficiently as a corporation to enable it to move ahead intervention free in the future.

The sign of a healthy corporation was that it was able to self-assess or self-evaluate itself continuously. This needed to be challenged both internally and externally. The external criteria were the expectations of the WAO. Also, one had to accept that there was a direct interest from the Minister since he had taken specific and unique steps in relation to this Council and he was not going to step back unless he was of the opinion that the prospects for success were genuinely good as well as long term sustainability.

By May, he hoped that the Authority could bring both expectations together and ensure that the procedures were robust enough and that evaluating self-performance would enable the Council to have the confidence to work and meet the expectations that had to be met. He accepted that there were some '*trailing wires*' that needed to be addressed and he welcomed the Commissioners input to assist with those matters. He was also very appreciative of the way Commissioners assisted the Council through the transfer of knowledge in addition to undertaking a monitoring role.

He was now eager to see a number of improvement programmes across the Services regularly reporting progress to this Board. The SLT was now ready to be called to account and they all realised the expectations placed upon them. The collaboration between the Executive and the SLT was now very strong and robust and they considered themselves to be one team, one entity, embarking on an improvement journey together.

On behalf of the Commissioners, the Chair put a recommendation before the Board as regards what Commissioners believed would be the appropriate level for their future attendance. A recommendation would be put to the Minister that as from 1st January, 2013, the input from Commissioners should be:-

- Second Thursday of the month – Commissioners to meet with the SLT and the Executive to exchange views on any high strategic issues;
- Third Thursday of the month – Commissioners to meet in Cardiff along with the Minister's officials. (The Chief Executive was requested to provide a draft copy of the

Improvement and Sustainability Board Minutes and other matters relating to the Terms of Reference to assist the deliberations at this meeting).

- Fourth Thursday of the month – Commissioners would attend the Improvement and Sustainability Board meeting.

Commissioners felt that this was the appropriate level of attendance, but should there be a need for them to attend any meeting at the request of Anglesey Council they would be happy to do so.

They considered that there was a strong SLT now in place, with an Executive that was committed to ensure that organisational development and transformation change was of the highest order. Commissioners wished to move away slowly, but to a point where the Regulators and the Minister and his Officials were comfortable that the Council could demonstrate full control of its day to day business. The Chair asked the Board members whether they were content with what was being proposed?

The Chief Executive in response stated that the SLT were happy with what was being proposed. He mentioned that there were some serious tests facing the Authority, namely setting the budget for 2013-14 and ensuring that there was full engagement leading up to the May 2013 election.

Commissioner Byron Davies stated that it would be helpful to invite the Education Recovery Board to attend meetings of the Board and to consider and evaluate any reports emerging from them. Similarly, an invitation should be extended to Estyn and the CSSIW to attend to demonstrate the open and mature way that the Board wished to address the business of improvement and sustainability in Anglesey. He requested the Chief Executive to amend the draft Terms of Reference to reflect the discussion that had taken place today and to include an invitation to attend future meetings to the organisations mentioned above.

The important matter for Commissioners was how they reported by January 2013 and May 2013. It was quite clear that the Board would now be the Commissioners self-assessment tool in relation to the corporate governance sustainability journey ahead and Commissioners would assess and challenge where necessary the progress being made at the Board. Commissioners would consolidate the monthly Board reports into a quarterly report which was an important document that would allow the Minister and his officials, the WLGA and the WAO to evaluate the corporate governance sustainability progress being made by Anglesey during Phase 2 intervention.

The Quarter 6 report for October, November and December 2012 would be reviewed following the Minister's visit to these offices on 13th December and its contents would become available to this Board in January 2013. The Commissioners would wish to provide the Minister with an early indication that the Authority was on the right track during January 2013. The following Quarter 7 report for the period January–March 2013 would take the Council very close to the elections in May 2013 and the Commissioners would wish to provide the Minister with a robust assessment and evaluation of the corporate governance sustainability in this report.

The Commissioners confirmed that the co-operation from Anglesey, Welsh Government, Welsh Audit Office and the Welsh Local Government Association to date had been excellent and he hoped that would continue. The aim now was for the Quarter 7 report, where Commissioners would be in a position to indicate to the Minister that Anglesey was

mature enough as an organisation to move forward into a new administration based on the corporate governance – sustainability evaluation.

The Leader stated that the Council had come a long way since the commencement of the intervention. The advice and support from the Commissioners, Welsh Government, WLGA and the WAO had been exemplary. Now was the time for Members and the SLT to take back ownership of the Council. He felt that it was a good idea to meet with Commissioners on a monthly basis. The Council was far stronger with the Senior Leadership Team in place to take the Council forward and there was also a good healthy working relationship with the Executive. He acknowledged as the Chief Executive had previously mentioned, that there were some serious issues to be tackled.

The Chair thanked the Leader and his Executive for their support in how Commissioners should continue to interface with the Authority. The Board was also in agreement in extending an invitation to the Education Recovery Board, Estyn and CSSIW to attend meetings of this Board when necessary.

The Chair requested that the Welsh Government and WAO officials present today, kindly take on board the comments made by the Commissioners as regards the appropriateness of their future attendance and he sought their support in ensuring that the Minister could at the appropriate time consider allowing the Authority to become once more an integral part of the local government family and run its business without intervention through proving its corporate governance sustainability.

The Improvement and Sustainability Board resolved to request the Chief Executive to update the proposed Terms of Reference taking into account the discussion held at today's meeting and present it in its final form to the next meeting of the Board on 20th December, 2012.

(b) Isle of Anglesey Transformation Plan

The Deputy Chief Executive reported -That with the period of intervention coming to an end and in order to support the Council to move forward in a sustainable manner, the Isle of Anglesey Transformation Plan had been deliberated and developed by the SLT.

The New Anglesey Roadmap which was a strategic, high level report was agreed and endorsed by the Council in September 2012 and was the framework under which the Council would need to drive the change agenda forward. Key to the next phase was the identification of the programme of work emanating from the Roadmap, integrating it with the other work which the Council was undertaking, set against the challenging financial context; organising the full programme of work in a way this Authority had ownership, ensured accountability at the highest level for delivery, provided focus and prioritised work, and that it was deliverable with the capacity that could be created.

The Transformation Plan set out the agenda for the remainder of this term of the Council until May 2013 and then the following three years up to 2016.

In order to focus work between now and April 2012, the Commissioners would like to focus improvement activity in two 90 day cycles. Work had been undertaken by SLT in conjunction with Commissioners and Hay to map out a number of key components to get the Transformation Strategy and Programme started. Progress on establishing the Transformation Strategy and Programme and the two 90 day cycles would be reported monthly to the Improvement and Sustainability Board up to May 2013. After that date and

as part of preparing for the new Council 2013, the Council would need to ensure appropriate reporting and accountability mechanisms were in place to ensure that the momentum was not lost.

The Transformation Plan was still regarded as work in progress but it was intended to formally present the Plan at the next Board meeting on 20th December, 2012. In the meantime there was a need to ensure alignment with the 10 Corporate Governance themes and with the current WAO recommendations.

Commissioner Byron Davies stated that he had over the years looked at many organisational change documents and whilst many failed because they were not owned by the implementers of change, he was really delighted at what the SLT had managed to accomplish and take ownership of. It embraced probably everything Commissioners had tried to achieve on Anglesey since the intervention commenced 18 months ago. If the Council could now achieve ownership of this Plan and create a system of self-evaluation, then he was extremely confident that the Council could make a convincing argument by May 2013 that would allow the Minister to consider Anglesey being free of intervention. He considered that the SLT had prepared a well thought out and structured document which would remedy the problems of the past and whilst it would take three years to complete the two 90 days periods, it had rightly become a key part of the plan. He very much looked forward to evaluating the Plan in conjunction with the Executive over the coming months.

The Chief Executive in response stated that there now needed to be complete joint ownership of the Plan right across the organisation. The next stage would be to get the Heads of Service, middle managers and the backbenchers on board and ultimately changing the mindset of the Council as an entity.

The Chair thanked the SLT for the Transformation Plan which, together with the Ten Corporate Governance Themes and any 'trailing wires' - would now define the role of the Commissioners over their remaining months at the Authority. It would provide the confidence for Commissioners to convey to the Minister and the Regulators that there was now a clear cohesive vision within the Authority as to how it would mature and develop into a fully sustainable corporate governance recovery.

On behalf of the WAO, Mr. Huw Lloyd Jones stated that there was common recognition today that the leadership skills of Commissioners had been immense, but he agreed that it was now time for the Authority to take its own first steps towards recovery. The key test of this second phase of intervention was whether the Authority was ready to stand up for itself in a mature and thoughtful way to prove that the building blocks that had been put in place during the first phase of the intervention had succeeded. WAO would do everything possible to support the Authority in moving the new agenda forward.

The Chair stated that the Transformation Plan could be a key indicator for WAO as regards problems elsewhere and ensuring that this level of intervention never occurred again. This anecdotal evidence would assist the Auditor General, the Ministerial office and the Welsh Local Government Association and others, that no council should be allowed to reach a similar position in future and Anglesey could be a local government exemplar for other authorities

Mr. Steve Pomeroy stated that everything he had heard today suggested to him that the Council could now stand up on its own two feet. It would now be important for the Minister to see the actual delivery of the Plan. The intention by Commissioners to spend two days on Anglesey and one day in Cardiff per month seemed perfectly acceptable to him in the spirit of what was trying to be achieved.

The Improvement and Sustainability Board requested the Deputy Chief Executive to present the final version of the Transformation Plan to the next meeting of the Board on 20th December, 2012.

5. DATES OF FUTURE MEETINGS

The Sustainability Board agreed to the following dates that had been set aside for future meetings of the Board (all at 11:00a.m. and on the last Thursday of the month):-

20th December, 2012
31st January, 2013
28th February, 2013
28th March, 2013
25th April, 2013
30th May, 2013

The meeting concluded at 12:25 p.m.

**COMMISSIONER ALEX ALDRIDGE
(CHAIR)**

IMPROVEMENT AND SUSTAINABILITY BOARD

Minutes of the meeting held on 20th December, 2012 (11:00am)

- PRESENT:** Commissioner Alex Aldridge (Chair)
Commissioner Mick Giannasi
- Councillors W.J.Chorlton; K.P.Hughes; R.LI.Hughes; T.Lloyd Hughes; Bryan Owen; Bob Parry,OBE; G.O.Parry,MBE;
Chief Executive; Deputy Chief Executive; Director of Community; Director of Sustainable Development; Director of Lifelong Learning.
- IN ATTENDANCE:** Committee Services Manager
- ALSO PRESENT:** Mr.Steve Pomeroy (Welsh Government); Messrs. Andy Bruce and Huw Lloyd Jones (Wales Audit Office); Mrs.Tanis Cunnick (Project Manager Anglesey Education Recovery Board)
- APOLOGIES:** Commissioner Byron Davies; Councillor O.Glyn Jones.

1. DECLARATION OF INTEREST

None to declare

2. APOLOGIES

As above

3. MINUTES

Submitted and confirmed as a true record, the minutes of the meeting of the Improvement and Sustainability Board held on 29th November, 2012.

4. DRAFT TERMS OF REFERENCE

Submitted – An updated draft version of the Terms of Reference and Operating Procedures for the Improvement and Sustainability Board which would provide a formal mechanism for the Commissioners to discharge their responsibility to oversee the 'Improvement and Sustainability' phase of the Welsh Government's intervention at the Isle of Anglesey County Council. This Board would continue to meet for the duration of the Improvement and Sustainability Phase of the Ministerial intervention which currently ran until 31 May 2013.

The Chief Executive mentioned that he had taken on board the comments raised at the last Board meeting and had incorporated them within the revised draft Terms of Reference.

He sought clarity as regards two particular matters within the document, namely:-

1. The role and contribution of the scrutiny side of the Council within the proposed terms of reference, since at present there was no opportunity to scrutinise the performance of the Board.
2. It was strongly suggested in the document that the Education Recovery Board and the CSSIW should present their findings to the Board so that it had a complete overview of the Authority's performance and how it reacted to the corporate governance risks. He was strongly in favour of such course of action. Those reports could then go before the Minister and this Board so that both parties were aware of progress. If the Terms of Reference were accepted he considered that the Chairs of the Education Recovery Board and the CSSIW should be approached seeking their acceptance of such course of action.

The Chair suggested that perhaps the Corporate Scrutiny Committee could scrutinise matters, once each 90 day cycle had been completed and that the Chief Executive or Deputy Chief Executive be invited to report to that meeting.

Mr. Huw Lloyd Jones, WAO, had a slight reservation in that if the Corporate Scrutiny Committee wanted to question the deliberations of this Board, the end of the 90 day cycle may be too late. He enquired as to whether the minutes of this meeting could go to the next available meeting of the Scrutiny committee as a compromise? The response of the Scrutiny committee could then come back to the earliest meeting of this Board.

The Chair was agreeable to such course of action and suggested that an extraordinary meeting of the Corporate Scrutiny Committee could be convened if deemed necessary. He asked the Chief Executive and the Deputy Chief Executive to come up with a formula where these minutes could be subjected to scrutiny and the outcome reported back to this Board.

The Leader stated that he was happy with such course of action. He queried what the make up of this Board meeting would be post the 2013 election?

The Chief Executive in response stated that the purpose of the Board at the moment was to take the Council to the end of the intervention period. After that time, the Council would need to assess the contribution of this type of meeting in the future running of the new Council.

The Chair concurred with the Chief Executive in that it was hoped by the end of May 2013, that the work of the Board would be dovetailed into the normal working process of a fully engaged Executive and SLT.

The Chief Executive went on to state that this needed to be seen as part of the overall structure of the Council going forward. This meeting was very much about monitoring and assessing performance and holding officers to account. Regular informal meetings were now being held between the Executive and the SLT, the rationale behind it being that a conversation and an exchange of views could take place regarding strategy and policy development. There were also regular meetings with Group Leaders with information being disseminated back to the backbenchers.

The Chair mentioned that Commissioners would be meeting the Leader and the SLT on the second Thursday of the month. As part of that dialogue, he requested the Chief Executive to examine the detail within the Improvement and Sustainability Board so that everyone were fully aware of the direction of travel. Apart from day to day issues, a substantive part of that dialogue would revolve around the work of this Board. He also

requested officers to consider the appropriateness of Scrutiny involvement and feedback from the CSSIW and Estyn Recovery Board. It was important for this Board to examine issues that were live and current.

Commissioner Mick Giannasi referred to the integration between the work of this Board and the CSSIW and Estyn Recovery Board. These Terms of Reference had been drafted based on specific comments made by Ministers at the time that the CSSIW and Estyn intervention was put in place. He felt that there was a need to integrate the work of those bodies into this Board's deliberations. There was a danger that the Authority could end up with two different agendas if such integration did not take place.

The Chief Executive stated that the professional officer supporting the Education Recovery Board had been invited to this meeting today as an observer with the intention of reporting back to the Recovery Board.

Councillor R.LI.Hughes drew attention to Para 5 of the Terms of Reference, namely "*to receive progress reports and assessments from the Education Recovery Board and the CSSIW which will enable the Commissioners to consider how effectively the Council is responding to recommendations from statutory regulators and auditors.*" He suggested that the words '*and Executive*' be added after the word '*Commissioners*' to that paragraph.

The Chair agreed to such request and that the SLT should also be added.

Commissioner Mick Giannasi mentioned that under Phase 1 of the Intervention, the Chairs of the Scrutiny Committees were actually members of the Board. The reason why they were not included under Phase 2 of the Intervention was because this was a fixed term Board with a very specific purpose, i.e. to monitor, assess and report to the Minister on progress in respect of the delivery of the two 90 day cycles of work against the transformational change programme.

Because of that, Commissioners had kept the membership and the terms of reference tied around those types of issues. Probably after 31st May, 2013, this Authority would require something very similar to ensure sustainability. Bringing back the Chairs of Scrutiny was possibly an option after this date, feeding the Board's minutes through to the Scrutiny Committees was another option or aligning the cycle of work so that the process of the Board was interlinked with Scrutiny.

Councillor R.LI.Hughes referred to Par 8 of the Operating Procedures, "*where all the performance information would reach the Commissioners and the Chief Executive ten days prior to the date of the Board meeting.*" He enquired as to whether all members of the Board and the Chair of the Corporate Scrutiny Committee would receive the same information?

The Chief Executive confirmed that this would be the case.

The Chair left the points raised at this meeting to the Deputy Chief Executive to develop by the meeting between Commissioners, Executive and SLT on 10th January 2013.

Commissioner Mick Giannasi referred to Para 2 of the Operating Procedures. The wording therein needed to be amended since on that Thursday, Commissioners would be meeting the Minister in Cardiff. It was therefore necessary to re-schedule that informal pre-meeting with the Chief Executive and Programme Manager to discuss the forthcoming Board meeting and to agree the agenda, content and format.

There was also reference within the report to specific requirements as regards timescales and reporting. If these terms of reference were accepted today, it would mean that by 31st January, the Authority would need to have its first highlight report, the highlight reports from the CSSIW and the Estyn Recovery Board and their first self-assessment. On that basis, Commissioners would then report to the Minister within 10 days of that date.

The Improvement and Sustainability Board resolved to accept the Terms of Reference subject to the amendments raised at this meeting.

5. ISLE OF ANGLESEY TRANSFORMATION PLAN

The Deputy Chief Executive submitted a revised draft version of the Transformation Plan which had been updated since the previous meeting of the Board meeting on 29th November, 2012.

Reported by the Deputy Chief Executive – That since the last meeting, a workshop had been held with the Heads of Service to discuss the Transformation Plan. Originally there had been 9 key themes to underpin the way in which the Council would work. Following discussion with the Heads of Service, this had been reduced to a more manageable 6 themes and to also reduce an element of duplication that had previously existed. It was these 6 themes that members, managers and staff needed to think about when they carry out their day to day work and also in setting out their strategic and operational plans.

In addition the SLT had worked through the first 90 day agenda and also reviewed some other areas of the report. The Deputy Chief Executive sought guidance as to where this document should now go for member ownership, the Executive or Council or both?

In terms of the Programme Boards that were envisaged, she envisaged that there would be members of the Executive, Scrutiny and SLT being represented on those Boards in order to oversee progress and then reporting back to this Board meeting so that it could receive an overview of the work of those programme boards.

In the New Year there was an intention to organise communications sessions for staff where members of the SLT and Heads of Service would be involved in explaining the Transformation Plan with the workforce. It was also intended to talk through the plan and the efficiency agenda with middle managers since they would be key to ensuring implementation of the new culture.

There were a number of adopted plans that already set out key objectives, values and themes for the Council. The election of a new Council in May 2013 for a period of 4 years provided the Authority with the opportunity to clarify and align plans and to take account of the priorities of the new Council. Developing a corporate plan was therefore a key activity to be achieved by October 2013, within 6 months of the election.

In order to focus work between now and April 2013, the Commissioners would like to focus improvement activity on two 90 day cycles. Work had already been undertaken by SLT in conjunction with Commissioners and Hay to map out a number of key components to get this Transformation started. These were included at Appendix 1, and Appendix 2 outlined the two 90 day cycles of work that the SLT had set out and agreed.

Progress on establishing the Transformation and the two 90 day cycles would be reported monthly to this Board meeting up to May 2013. After this date and as part of preparing for the new Council, the Council needs to ensure appropriate reporting and accountability mechanisms are in place to ensure that the momentum was not lost.

The Deputy Chief Executive drew the Board's attention to specific matters of importance within the report in order to drive the Plan forward.

Commissioner Mick Giannasi was of the opinion that officers had now successfully translated this high level generic transformational change agenda that Hay had produced into something which was now relevant, practical, meaningful and most importantly in the ownership of the Council. Commissioners were comfortable with the Plan going forward as the basis for the Transformation journey and were prepared to say that to the Minister when they next reported to him on 31st January. The Plan would be included as an appendix to their report to the Minister and it was a document that the Commissioners could hold to account in achieving the two 90 day cycles of delivery.

All Commissioners would then require a highlight report supported by evidence against those two 90 day cycles. They needed to know what had or had not been delivered, what was intended for the next period, what risks Commissioners needed to be aware of and what blockages and issues that needed to be addressed. Commissioners required enough information to convince the Minister that the recovery journey was on track. If Commissioners could agree within the next 14 days what that highlight report looked like, it would be a big step forward. Commissioners then needed to agree what the self-assessment process looked like on a quarterly basis.

Members felt that if the Transformation Plan was to work it needed to cascade down through all members of staff and some also questioned whether the Authority had sufficient resources and capacity to meet the challenge?

The Chair in reply stated that it would now be a team effort to implement a very challenging agenda. He stressed that not everything had to be completed by 31st May 2013. This was a programme that went beyond that date and up to 2016.

Commissioner Mick Giannasi stated that the first two 90 day cycles were fundamental building blocks that needed to be in place to enable the change to take place. All the matters referred to by members were already built in to those cycles. However, one of the key principles that probably wasn't explicitly translated, was around looking at the processes and where the costs lay and then systematically seeking to drive out waste. He asked the Council to consider whether it should explicitly have as one of its principles, a systematic review which asked '*what this Council is about, what does it seek to achieve, what are its key processes, are they as efficient as they might be, how much does it cost, where do we put our money and where do we start to drive out those costs*' because the Council faced a challenging situation of delivering increasingly better services, increasing demand for its services within a decreasing budget. He urged the Council to consider such course of action.

Councillor W.J.Chorlton enquired as to whether the Plan needed to go before the Executive or Council?

The Chair in response stated that the matter should go before the Executive as a policy decision. Commissioners would provide a process by January to be inclusive with Scrutiny. He asked the Chief Executive, Deputy Chief Executive to work with the members to consider the role of Scrutiny, Estyn and the CSSIW in the reporting mechanism.

The Improvement and Sustainability Board noted the contents of the report as a basis for moving ahead with the Transformation Plan early in the New Year.

The meeting concluded at 12:40 p.m.

**COMMISSIONER ALEX ALDRIDGE
(CHAIR)**

IMPROVEMENT AND SUSTAINABILITY BOARD

Minutes of the meeting held on 31st January, 2013 (11:30 am)

- PRESENT:** Commissioner Alex Aldridge (Chair)
Commissioner Mick Giannasi
Commissioner Byron Davies
Chief Executive
- Executive : Councillors K.P.Hughes; R.LI.Hughes;
G.O.Parry,MBE.
- Scrutiny Chairs : Councillors Keith Evans; Selwyn Williams.
Deputy Chief Executive; Director of Sustainable Development;
Director of Lifelong Learning; Head of Function (Resources);
Children Service Improvement Programme Manager (JD)
- IN ATTENDANCE:** Committee Services Manager
- ALSO PRESENT:** Mr.Steve Pomeroy and Ms Lisa Hughes(Welsh Government)
Mr.Mark Roberts (Local Authority Inspector, CSSIW); Messrs.
Andy Bruce and Huw Lloyd Jones (Wales Audit Office);
Ms.Tanis Cannick(Project Manager for the Anglesey Education
Recovery Board).
- APOLOGIES:** Councillors W.J.Chorlton, Bryan Owen, R.G.Parry,OBE;
Director of Community.

In view of the workload and staff absences within the Translation Section, the Board agreed to dispense with the need for a Translator at the meeting.

The Chief Executive explained that the intention following the last Board meeting was to convene this meeting in a less formal location. However, following a review of the terms of reference, the number of invitees was in excess of 28 persons and this warranted the meeting being convened at the Council Chamber. It was also necessary in view of the requirements for translation and recording purposes.

1. DECLARATION OF INTEREST

None to declare.

2. APOLOGIES

As above.

3. MINUTES

Submitted and confirmed as a true record, the minutes of the meeting of the Improvement and Sustainability Board held on 20th December, 2012.

4. TRANSFORMATION STRATEGY – STRATEGIC LEADERSHIP TEAM (SLT) EVALUATION OF PROGRESS REPORT

Reported by the Deputy Chief Executive – That the New Anglesey Roadmap was agreed and endorsed by Council in September 2012 and the Executive on 14th January, 2013 and was the framework under which the Council was driving the transformation agenda forward.

In order to focus between now and May 2013, Welsh Government Commissioners had requested that we focus improvement activity in two 90 day cycles. Work had been undertaken by the SLT in conjunction with the Commissioners and Hay to map out a number of key components to get the transformation started and these were outlined in two 90 day cycles of work that the SLT had set out and agreed.

Overall, solid progress was being made in all areas. There had been a good response to the Programme Manager post and the SLT were confident that an appointment would be made shortly. Plans were in place to start to communicate the Plan to the staff and in that respect all members of the SLT and Heads of Service would be involved in that dissemination. It was planned that all the key strategies and plans would be aligned for approval by the new Council in the Autumn of 2013.

The Deputy Chief Executive was afforded the opportunity of providing a summary for each of the 16 theme areas that needed to be progressed as part of the two 90 day cycles of work. For each of those 16 areas of work, there was a summary which identified progress made to date and some of the areas which would be worked upon next.

Councillor R.LI.Hughes mentioned that he had attended a community council meeting last night where one of the queries raised with him had been the necessity for the transformation agenda Programme Manager post. He felt that it was important that the public were made aware of what the Authority was trying to achieve in this respect.

The Chief Executive in response stated that it would be advantageous to communicate the intentions of the Plan to Council staff because they would have an influence upon local community perceptions. If the Authority managed the corporate agenda robustly and effectively, then at the end of the day there would be efficiency savings and better value for money in terms of service delivery to the taxpayers of Anglesey.

The Chair requested Commissioner Mick Giannasi to liaise with the Deputy Chief Executive as regards communicating the Commissioners sound reasoning for promoting inward investment.

Mr.Steve Pomeroy stated that the Welsh Government were hopeful of providing an article in the Minister's name to the local newspapers mid February explaining (inter-alia) why such expenditure was necessary.

The Chair stated that the members of the Board would be appreciative of that effort by the Minister.

The Chief Executive stated that there was a need to ensure that the Authority's Corporate Plan and its mid term financial plan complemented each other. In the past they had been approached from different perspectives. They now needed to be far more integrated.

Mr.Huw Lloyd Jones welcomed the Chief Executive's comments but had slight reservations, in that as Auditors, one of their duties under the legislation was to comment on progress in relation to improvement objectives. There was a danger that there were two parallel streams, namely the Corporate Plan drawn up by the Authority last May and the Transformation Plan. Bringing those two elements together would address those concerns. The WAO would be

reporting on the Authority's Forward Working Plan in June but come next October, the Authority would be producing a self-assessment of how it performed against its improvement objectives set last May. That was where the disconnect could emerge if not addressed.

Commissioner Byron Davies stated that self-assessment was a major exercise and Commissioners were discussing how that could be emphasised more. He would appreciate WAO discussing a methodology with the Chief Executive so that both parties were aware of each others requirements.

The Chief Executive went on to state that the SLT were extremely keen to engage with regulators and other key partners in an informal way on a regular basis. Hopefully, there could be monthly / six weekly meetings with WAO colleagues to track progress. Officers took notice of the advice and guidance provided at these informal meetings to ensure that the Authority did not find itself in serious difficulty in going off track.

Commissioner Byron Davies referred to the People Strategy Theme within the Plan and specifically the Job Evaluation process. Excellent progress was being made but he warned officers not to be too hard on themselves in this respect as most Authorities had struggled with it. He considered there was real engagement and traction by the Authority and concluding job evaluation would make a massive difference.

The Chair asked those present today to note that there was a clear and unequivocal demonstration by the administration to move ahead in terms of collaboration.

Commissioner Byron Davies referred to the 2013-14 Council budget and stated that he had seen what was being done as regards the budget process and in reality it was as good as anywhere. The engagement process had been excellent and the WAO must be thanked for the work they had done to assist in that process. Similarly, the Anglesey Asset Strategy was very innovative in its approach and if the surplus property issue could be addressed on the Island then he was sure that the Recovery Board would be pleased. The Authority would also be further forward in this respect than most other authorities in the UK.

The Chief Executive mentioned under the Collaborative Theme, that this Authority was involved in a myriad of low level unstructured collaborative arrangements. These needed to be prioritised as they were soaking up officer time and some were questionable in terms of attaining value for money to the Authority. It would be more productive to concentrate on bigger projects.

Commissioner Mick Giannasi concluded, by stating that it had been important today for the Deputy Chief Executive to go through the report in depth. At the last meeting Commissioners had requested detail and evidence of delivery against the Plan. The report before the Board today provided a shared understanding of the scope, scale and complexity of the Plan being embarked upon. This was the first 180 day segment of a 3 year development plan now owned by the SLT and the Executive. Commissioners over the next 3-4 meetings would try and get this to a manageable process.

Having now seen the big picture, Commissioners would now move to a highlight report, exception basis reporting process. They had requested by the next meeting a two page summary of what had been delivered in the previous month against the Plan, what had slipped, why, how it was being addressed, risk factors and mitigation. After the next two meetings there would be the all important self-assessment of where the Council currently was in terms of its future sustainability. The SLT would need to demonstrate to the Commissioners and Regulators the progress made, where they were positioned and then the final report by Commissioners would be about commenting upon the Authority's own self-assessment.

The Improvement and Sustainability Board endorsed the progress being made in developing the Transformation Agenda and supported the direction of travel set out in the attached progress report.

5. (a)UPDATE ON THE DEVELOPMENT OF THE ANGLESEY EDUCATION RECOVERY BOARD

Submitted – A report by the Project Manager of the Anglesey Education Recovery Board providing an update of developments in respect of the school improvement agenda since the first meeting of the Board on 7th November 2012.

The Project Manager stated that Mr.Mel Ainscow and Mr.Steve Vincent of the Recovery Board would welcome the opportunity of attending the next meeting of this Board on 28th February, 2013 to answer questions on any issues that required clarification. She stated that the Recovery Board was of the view that Anglesey had the potential to become an excellent Education Authority.

The Chair thanked the Project Manager for the update and extended a welcome to Messrs Ainscow and Vincent to attend the next meeting.

Commissioner Mick Giannasi mentioned that rapid progress had been made since the last meeting of this Board, in that Commissioners had held discussions with Mr.Mel Ainscow and a further meeting was scheduled for 20th February in order to brief him upon the wider issues around the transformation plan. They had also discussed with him how a more detailed update progress report was to be incorporated in the Commissioners report and be part of the overall publication to the Minister. Mr.Mel Ainscow had particularly recognised the importance of working together and specifically around such issues as asset management and estate issues, IT and community and customer focus.

Commissioner Byron Davies hoped that the Project Manager would take back this Board's comments to her colleagues on the Education Recovery Board.

The Improvement and Sustainability Board noted the contents of the report.

(b)UPDATE ON PROGRESS IN CHILDRENS' SERVICES

Submitted – A progress report by the Director of Community against the Service Delivery Plan. This Plan had been agreed, monitored and challenged by the Service Improvement Board on a monthly basis with reports also going to the Housing and Social Services Scrutiny Committee. Appendix 1 of the report provided agenda issues for 2013 and Appendix 2 provided key performance indicators for the period April – December 2012.

Progress to date had been significant, and that within a context of a significant increase in referrals, the LAC population and numbers on the CP Register. This progress had been expressed in the CSSIW Annual Review Letter and in the IST Final Report.

One of the most significant changes had been in staffing which had been a fundamental area of concern for CSSIW. Since the Autumn, 12 new staff had been recruited and there had been a 55% reduction in agency staff over the year with a planned further reduction during 2013-14 to 0% if remaining issues over the ability to recruit senior manager positions were resolved.

Remaining areas of concern were referred to at Para 3.1 of the report together with the remedial action in that respect.

In conclusion, considerable progress had been made over the last year in improving the Service, such that in several areas, the Authority was able to achieve the best results in Wales, and in most areas was now performing at, or well above, the all-Wales median – no mean achievement when it was starting from a position of being amongst the poorest performers in Wales only a year ago. The programme of improvement had moved from immediate recovery and stabilisation, to one of sustaining and embedding those improvements. The challenge for Children Services was to continue the improvement across all areas and make that a sustained and on-going process.

Councillor K.P.Hughes, Portfolio Holder, stated that he was a great believer in systems and processes being in place that could identify any slippage or concerns quickly. He was fairly happy that those were now in place and he had been assured that individual staff knew exactly what their role was, what was expected of them and what their contribution was to the whole team. There was always room for improvement and he would be keen to ensure that continued.

Mr.Mark Roberts, CSSIW stated that CSSIW had seen an improvement in performance and in performance indicators. The Independent Support Team's report at the end of October identified progress and the corporate initiatives discussed earlier at today's meeting addressed many of the issues previously identified. There were still challenges to the Service and there were engagement meetings planned over the next few months to discuss any remaining issues of concern.

The Improvement and Sustainability Board noted the contents of the report.

6. ANGLESEY COUNTY COUNCIL MINISTERIAL INTERVENTION TIMELINE (31ST JANUARY – 31ST MAY, 2013)

Submitted for information – correspondence received from the Local Government Finance and Public Service Performance Division of the Welsh Government.

Reported – That the new direction issued to this Council in October 2012 ended the existing intervention and resulted in the powers held by the Minister's Commissioners returning back to the Council with immediate effect. However, Commissioners maintain their power to confirm or override any Council decision that went against the advice of statutory officers.

The current direction was due to run until the end of May 2013 and the Minister confirmed to the Assembly at the end of September that if the Council continued to improve then he would be minded to draw the intervention to a complete end. However, the Minister would still need to be convinced whether there was a strong case to do so. Although any decision to end the intervention would not be completely irrevocable, it would have to be based on the clearest possible evidence that the Council had overcome its problems and was capable of sustaining itself. Welsh Government would therefore be monitoring progress particularly closely in the coming months, including the setting of the Council budget for 2013-14.

The report provisionally set out a number of key action/stages for January to May 2013 that ideally should be achieved/demonstrated by the Council in order to bring the intervention to an end. Those highlights which the Council were responsible for should be monitored and evaluated by Commissioners. In the timeline, there were also a number of reports due to be published during this period which would assist the Minister in his decision.

The Chief Executive took the opportunity to mention that the Welsh Government Housing Minister, Huw Lewis, would be visiting Anglesey tomorrow to congratulate the Authority in becoming the first local authority in North Wales to successfully achieve the Welsh Housing Quality Standard (WHQS) and only the second to do so in Wales.

Mr. Steve Pomeroy stated that this was a tremendous achievement for the Authority.

The Chair, on behalf of the Commissioners, extended congratulations to the Authority in improving the housing stock of 4,000 County Council owned properties on Anglesey to an acceptable level by December 2012.

The Improvement and Sustainability Board noted the contents of the report.

7. UPDATE REPORT ON PROGRESS ON THE 10 THEMES ISSUED BY THE WELSH GOVERNMENT COMMISSIONERS

Reported for information – That in line with the Corporate Planning and Performance Management Framework, this Quarter 3 report outlined the progress made in the Council's performance against planned arrangements across key areas of delivery as outlined in the Corporate Business Plan 2012-15.

The details within the report were presented in accordance with the agreed RAG rating formulation so as to give a clear indication of the current state of play with regard to performance.

The Improvement and Sustainability Board noted the contents of the report.

The meeting concluded at 1:20 p.m.

**COMMISSIONER ALEX ALDRIDGE
(CHAIR)**

THE EXECUTIVE'S FINAL BUDGET PROPOSALS 2013-14

The Executive's final budget proposals are contained in:

- Table A - Medium Term Revenue Budget Strategy;
- Table B - Revenue Budget 2013-14 And Change From 2012-13;
- Table C - Capital Budget 2013-14;
- Table Ch - Prudential and Treasury Indicators.

The following details follow the requirements of the Budget Procedure Rules:-

(i) **if the Council has adopted a budget strategy, whether the proposed annual budget conforms to that strategy, and details of any departures**

The proposed budget has been developed within the Executive's Budget Statement and Strategy presented at Executive meeting 3 December 2012. This is now updated for the Medium Term Revenue Budget Strategy at Table A.

(ii) **the proposed Council Tax for the year**

The proposed Council Tax is a figure of £939.15 at Band D, an increase of 5% on 2012-13. The Police and Crime Commissioner North Wales has agreed an increase of 4.0% in its precept. The precept of the Town or Community Council brings the total increase to taxpayers to 4.8%.

(iii) **any proposed transfers to or from financial reserves**

An amount of £500k is to be transferred into general balances to ensure that balances remain at an adequate level following a projected reduction in general balances as a result of an overspend in 2012-13.

(iv) **a summary of proposed expenditure by service**

This is given in Table B for the revenue budget and Table C for the capital budget.

(v) **details of significant changes to service delivery implied by the budget**

Significant changes are expected in 2013-14. The budget has been set in line with the Corporate Plan and the Improvement Priorities. Money has also been set aside for investment in Energy Island to assist in preparing for the changes.

Given the scale of savings required, there will be an expectation across a number of services that the way they are delivered will change.

Resources for schools have been protected in line with Welsh Government expectations and additional capacity has been prioritised for children's services which will give the function the ability to respond in accordance with statutory responsibilities and the additional pressures on the service.

During 2013-14, to deliver efficiency savings, Education, Adult Social Care, Leisure and Libraries will be undergoing a service redesign and reconfiguration, which will result in a change to the way services are delivered. This will potentially have an impact on both current and new service users.

Building up capacity within the corporate centre in 2013-14 ensured that sufficient and relevant support was given to the organisation to aid in the provision of value for money services. This has created a more flexible structure, able to provide timely advice and guidance to service areas, to help achieve their objectives. However, the introduction of new systems and the use of better technology and assets, should deliver efficiency savings in this area during 2013-14.

(vi) the extent to which the proposals take account of reports of Committees

The final proposals were drawn up after consultation with Scrutiny Committees and take account of their response. They also take account of decisions of the Appointments and Pay and Grading Panel.

(vii) the extent to which the proposals take account of any consultation that has been undertaken

The proposals follow consultation on the budget proposals as follows:-

- Commissioners, Shadow Executive and Executive throughout the budget process;
- Elected members and Commissioners, through three separate workshop sessions in August and December 2012 and January 2013;
- Scrutiny Committees at their January/February 2013 meetings;
- Schools Forum on 3 December 2012 and 4 February 2013;
- Voluntary Sector Liaison Committee - 19 January 2013;
- Town and Community Councils - 29 January 2013;
- Economic Regeneration Partnership – 7 February 2013.

(viii) details of any other significant differences between the initial and final proposals

The main differences between initial and final proposals are:

- the adoption of £2.860m savings proposals from a total of £3.977m;
- the adoption of £384k of growth proposals from a total of £863k.

1	The Process Contingency of £500k has been allocated to cover the following: a) a reduction of £250k in savings previously programmed in the Affordable Priorities Programme for 2013-14, in respect of residential care home fees, and b) an increase of £250k in the amount allowed for the forecast pressures for Looked After Children, from £600k to 850k.
2	Following the late changes that have been made to the implementation of Welfare Reform, the amount estimated to be required to cover the cost of increased service demand resulting from the changes, in Social Care and in Housing, has been reduced by £150k.
3	One of the service specific contingencies has been reduced by £50k.
4	There is a minor change to the Levies line, which has reduced by £3k.
5	Also, as a result of the late changes to the implementation of Welfare Reform, it is estimated that the Council will benefit by a net increase in the amount of Council Tax collectable of £156k.
6	The Improvement Contingency is to be used to fund expenditure on the Education Improvement Board and other spending related directly to the improvement of services, and the description shown has been amended to clarify this.
7	A reduction of £125k in the savings previously programmed in the Affordable Priorities Programme in respect of staff car allowances.
8	Adjustments within Corporate and Democratic Costs, reducing the total by £135k.

(ix) **the Executive's proposals for virement provisions during the year**

These are detailed formally in the proposed budget resolution.

(x) **proposals for borrowing**

The proposals for borrowing and investment are contained in the separate report by the Head of Function (Resources) and Prudential Indicators as in Table Ch.

(xi) **any other statutory matters to be decided by the full Council**

See the report of the Head of Function (Resources).

TABLE A

PROPOSED MEDIUM TERM REVENUE BUDGET STRATEGY

	2013-14 £m	2014-15 £m	2015-16 £m
Previous Year Budget	125.6	128.2	130.4
Schools Inflation and Protection	0.8	0.5	0.5
Cost Increases	1.5	2.6	2.6
Demographic Changes	0.6	0.5	0.5
Capital financing and Interest	0.1	0.1	0.1
Financing unsupported borrowing	0.0	0.2	0.4
Salary & Grading Review	-0.4	1.3	0.7
Investing in change	1.5	-0.1	-0.3
Contribution to balances	0.5	-0.5	0.0
Identified Pressures	1.0	-	-
New Priorities	0.4	0.7	1.0
Savings	-2.9	-	-
Funding Gap	-	-3.1	-4.0
Total	128.2	130.4	131.9
Funded by WAG funding	100.2	101.0	101.0
Council Tax	28.0	29.4	30.9
	128.2	130.4	131.9

**ISLE OF ANGLESEY COUNTY COUNCIL
REVENUE BUDGET 2013/14
EXECUTIVE'S FINAL PROPOSALS**

DEPARTMENT	FINAL PROPOSED BUDGET 2013/14 £'000
Lifelong Learning	47,678
Education Service	47,060
Youth Services	618
Communities	31,804
Social Services (including Mōn Care Services)	27,976
Housing Service	924
Leisure & Culture Services	2,904
Deputy Chief Executive	8,106
Senior Management	925
Finance Service	2,425
Information Communication Technology Service	1,685
Audit Service	230
Policy Service	622
HR Service (including central & professional training)	705
Committee and Legal Services	1,514
Sustainable Development	21,366
Economic Development Service	1,555
Planning and Public Protection Service	2,519
Property Service	1,840
Highways and Transportation Service	8,030
Waste Service	7,422
DEPARTMENTAL TOTAL	108,954
Corporate and Democratic Costs	2,034
Council Tax Support Scheme	5,283
Levies	3,220
Capital Financing and Interest	7,185
Contributions from Outside Accounts	-358
Outcome Agreement	-355
Outcome Agreement Grant	-545
Improvement and Education Recovery Board Contingency	190
Earmarked Funding	2,550
Investing in the Cost of Change	500
Salary and Grading Review	450
Senior Management Arrangements contingency	0
Severance Contingency	1,000
Specific Contingency	600
Unallocated contingency	-521
Unallocated contingencies	
Increased income targets	-166
Unallocated savings	-355
Contributions to/ (from) Balances and Reserves	500
General Balances	500
Reserves	
BUDGET REQUIREMENT	128,492
Discretionary Rate Relief	50
GRAND TOTAL	128,542
FUNDED BY	
Revenue Support Grant	78,203
National Non Domestic Rate Pool	22,024
Special Grant	458
Council Tax	27,857
TOTAL	128,542

Table C
Capital Budget 2013/14 with Commitments to 2015/16
Executive's Final Proposals

Table C
Cyllideb Cyfalef 2013/14 gydag ymrwymionau hyd at 2015/16
Cynllunio Terfynol y Pwyllgor Gwaith

Mae'r cyfartalebau sy'n vmddeangos mewn print itaig ar sail dros dro ac yn amodol ar gadarnhad

Projects shown in italics are included on a provisional basis and are subject to confirmation

	Lithro Slippage 2012/13 £'000	Cyllideb Budget 2013/14 £'000	Ymrwymionau Commitments 2014/15 £'000	Ymrwymionau Commitments 2015/16 £'000	SERVICE
GWASANAETH					
Adyso					Education
Ysgolion - Adnewyddu		700	400		Schools - Refurbishment
Ysgol Gyrradd Newydd - Caerdybi	lg	545	4,500	2,500	New Primary School - Holyhead
Ysgol y Bont - adleoli	lg	4,500			Relocation of School - Ysgol Y Bont
Dechrau'n Deg Ehangu Rhaglen Gyfalef	lg	550	750		Flying Start Capital Expansion Programme
Is-gyfanswm		6,295	5,650	2,500	Sub-Total
Cynllunio					Planning
Grant PEG	lg	455			PEG standalone grant
Is-gyfanswm		455	0	0	Sub-Total
Gwastraff					Waste
Safle Ailgyrchu Gwastraff Domesig (Aral)		500	500		Household Waste Recycling Centre (Other)
Is-gyfanswm		500	500	0	Sub-Total
Datblygu Economaidd					Economic Development
Astudiaethau Dichonolwydd Cyfalef	200				Capital Feasibility Studies
Cyllido Parthriaeth	200	70			Partnership Funding
Cydgylido cynllun Cyfenter	170	70			Matchfunding Cyfenter Scheme
Isadeildd Strategol ar Ynys Môn - Safleoedd ac Adelladau	scec	300	1,700		Strategic Infrastructure on Anglesey - Sites and Premises
Is-gyfanswm		440	1,700	0	Sub-Total
Prifysdd a Thrafnidiaeth					Highways and Transportation
Flydd (gan gynnwys grant)		200			Roads (including grant)
Prifysdd - arall		300			Highways - other
Menter Benthycia Llywodraeth Leol	lg	1,800	1,800		Local Government Borrowing Initiative
Cerbydau		150			Vehicles
Is-gyfanswm		2,450	1,800	0	Sub-Total

Table C
Capital Budget 2013/14 with Commitments to 2015/16
Executive's Final Proposals

Table C
Cyllideb Cyfalfaf 2013/14 gydag ymrwymionau hyd at 2015/16
Cynlligion Terfynol y Pwyllgor Gwaith

Mae'r cyfrifiadau sy'n ymddangos mewn print itaig ar sail dros dro ac yn amodol ar gadarnhad
Projects shown in italics are included on a provisional basis and are subject to confirmation

	Lithro Slippage 2012/13 £'000	Cyllideb Budget 2013/14 £'000	Ymrwymionau Commitments 2014/15 £'000	Ymrwymionau Commitments 2015/16 £'000	
Eiddo					Property
Mynediad i'r Anabi i Adeiladau Cyhoeddus	100	200	200		Disabled Access to Public Buildings
Rheoli Rieg Adeiladau a Chymal Strwythurol	100	450			Buildings Risk Management & Structural Maintenance
Mandalladau (rhaglen wedi ei hangau)		250			<i>Smallholdings (Ringfenced programme)</i>
Is-gyfanswm		900	200	0	Sub-Total
Corfforaethol					Corporate
Offer / TGCh		150			Equipment / ICT
Is-gyfanswm		150	0	0	Sub-Total
Iw Ddyrannu					To be allocated
Cyllid Cyfatebol/Adfywio	735				Match funding / Regeneration
Cronfa with gefn – Gwelliannau Hamdden	195				Leisure Improvements Reserve
Offer / TGCh heb ei ddyrannu	100				Unallocated Equipment / ICT
Astudiaethau Dichonolrwydd - Cyffredinol	466	850			Feasibility Studies - General
Rhaglenn Rhesymol Aseadau	1,270				Asset Rationalisation Programme
Heb ei ddyrannu	1,000				Unallocated
Derpariaeth benthyca digefnogaeth		1,000			Unallocated
Adfywio Ffisegol (Cyddyfeiriant)		2,000			Unallocated
Is-gyfanswm		3,850	900	0	Sub-Total
Cyfanswm - Cyffredinol		15,040	10,750	2,500	Total - General
Afnodau Cyffredinol					General Resources
Cyllid Cyfalfaf Cyffredinol		2,540	1,005		General Capital Funding
Benthyca digefnogaeth		1,000			Unallocated Borrowing
Benthyca digefnogaeth (derbyniadau cyfalfaf gohiredig) - Ysgol y Bont		1,300			Unallocated Borrowing (delayed capital receipts) Ysgol y Bont
Benthyca digefnogaeth (derbyniadau cyfalfaf gohiredig) - Ysgol newydd Caerdybi		248			Unallocated Borrowing (delayed capital receipts) New School Holyhead
Menter Benthyca Lywodraeth Leol		1,800	1,800		Local Government Borrowing Initiative
Grantiau Ewrop		2,000			European Grants
Grantiau/Cyfraniadau Eraill		4,802	3,000		Other Grants / Contributions
Derbyniadau Cyfalfaf		850		1,250	Capital Receipts
Refeniw/Cronfeydd with Gefn		500		1,250	Revenue / Reserves
Cyfanswm Afnodau Cyffredinol		15,040	10,750	2,500	Total General Resources

Table C
Capital Budget 2013/14 with Commitments to 2015/16
Executive's Final Proposals

Table C
Cyllideb Cyfalaf 2013/14 gydag ymrwymionau hyd at 2015/16
Cynlligion Terfynol y Pwyllgor Gwaith

Mae'r cynlluniau sy'n vmdannos mewn print itaig ar sail dros dro ac yn amodol ar gadarnhad

Projects shown in italics are included on a provisional basis and are subject to confirmation

	Lithro Slippage 2012/13 £'000	Cyllideb Budget 2013/14 £'000	Ymrwymionau Commitments 2014/15 £'000	Ymrwymionau Commitments 2015/16 £'000	
Tai					Housing
Tai Sector Gyhoeddus :					Public Sector Housing :
Rheglu Gyfalaf y Gronfa Refeniw Tai		4,948	500		Housing Revenue Account Capital Programme
Cynlluniau Tai Sector Preifat:					Private Sector Housing Schemes :
Grantiau Tai Sector Preifat a Chynlluniau Benithyca		900	400		Private Sector Housing Grants and Loans Schemes
Cynlluniau Tai Fforddiadwy					Affordable Housing Schemes
Cyfanswm Tai		5,848	900	0	Total Housing
Adnoddau Tai					Housing Resources
Cyllid Cyfalaf Cyffredinol		900	400		General Capital Funding
Lwfans Trwsio Sylweddol		2,600	500		Major Repairs Allowance
Derbyniadau Cyfalaf		575			Capital Receipts
Refeniw/Balansau		1,773			Revenue / Balances
Cyfanswm Adnoddau Tai		5,848	900	0	Total Housing Resources
CYFANSWM CYLLIDEB		20,888	11,650	2,500	TOTAL BUDGET

Cymryd yn ganiateol bydd yr holl gyllidebau derbyniadau cyfalaf 2012/13 ar gael

Assume all 2012/13 budgeted capital receipts become available

**PRUDENTIAL & TREASURY INDICATORS
BUDGET SETTING 2013/14 - THE EXECUTIVE'S FINAL PROPOSALS - FEBRUARY 2013**

Table Ch

No. Indicator	2011/12 out-turn	2012/13 estimate	2013/14 proposal	2014/15 proposal	2015/16 proposal
Affordability					
1,2	Estimates of [or actual] ratio of financing costs to net revenue stream:				
	5.16%	5.98%	5.19%	5.48%	5.51%
	14.28%	17.42%	17.68%	16.31%	14.79%
	5.90%	7.08%	6.32%	6.49%	6.41%
3	Estimates of incremental impact of capital investment decisions on the Council Tax				
			£6.01	£31.24	£51.26
	<i>for the Band D Council Tax</i>				
4	Estimates of incremental impact of capital investment decisions on housing rents				
			£8.98	£7.83	£8.25
	<i>on average weekly rents</i>				
Prudence					
5	YES	✓	✓	✓	✓
	Net debt and the Capital Financing Requirement (CFR)				
	<i>Is the gross external debt < the CFR for the preceding year plus the estimates of any additional CFR for the current and the next two financial years?</i>				
Capital Expenditure					
6,7	£000	£000	£000	£000	£000
	Estimates of [or actual] capital expenditure				
	12,382	17,609	19,000	23,000	11,900
	9,237	8,000	4,900	4,200	4,300
	21,619	25,609	23,900	27,200	16,200
8,9	Estimates of [or actual] Capital Financing Requirement				
	78,855	80,810	88,500	93,900	98,000
	21,811	24,954	23,700	22,500	21,300
	100,666	105,764	112,200	116,400	119,300
External Debt					
10	£000	£000	£000	£000	£000
	Authorised Limit : Borrowing				
	115,000	123,000	122,000	126,000	129,000
	: Other long term liabilities				
	2,000	2,000	2,000	2,000	2,000
	: Total				
	117,000	125,000	124,000	128,000	131,000
11	Operational Boundary : Borrowing				
	110,000	118,000	117,000	121,000	124,000
	: Other long term liabilities				
	2,000	2,000	2,000	2,000	2,000
	: Total				
	112,000	120,000	119,000	123,000	126,000
12	Actual External Debt				
	96,103				

PRUDENTIAL & TREASURY INDICATORS

BUDGET SETTING 2013/14 - THE EXECUTIVE'S FINAL PROPOSALS - FEBRUARY 2013

Table Ch

No. Indicator

Treasury Management

2011/12 out-turn
2012/13 estimate
2013/14 proposal
2014/15 proposal
2015/16 proposal

	2011/12 out-turn	2012/13 estimate	2013/14 proposal	2014/15 proposal	2015/16 proposal
13	YES	✓	✓	✓	✓
	£000	£000	£000	£000	£000
	105,000	105,000	110,000	110,000	115,000
14	The upper limit on fixed rate exposures:				
	<i>(net principal outstanding)</i>				
15	20,000	20,000	20,000	20,000	20,000
	<i>(net principal outstanding)</i>				
17	The limit for total principal sums invested for periods longer than 364 days				
	15,000	15,000	15,000	15,000	15,000
	8,000	8,000	8,000	8,000	8,000
		2013/14 upper limit	2013/14 upper limit	2013/14 lower limit	2013/14 lower limit
16	The upper and lower limits for the maturity structure of fixed rate borrowing				
		20%	20%	0%	0%
		20%	20%	0%	0%
		50%	50%	0%	0%
		75%	75%	0%	0%
		100%	100%	0%	0%
		no change	no change	no change	no change

DANGOSYDDION PWYLLLOG A THRYSORLlys

GOSOD Y GYLLIDEB 2012/13 – CYNIGION TERFYNOL Y PWYLLGOR GWAITH - CHWFROR 2013

Tabl Ch

Rhif Dangosydd

	2011/12 Alldro	2012/13 Amcangyfrif	2013/14 Cynnig	2014/15 Cynnig	2015/16 Cynnig
Eforddiadwyaeth					
1,2	Amcangyfrif o [neu wir] gymhareb costau dyled i ffrwd refeniw net:				
	5.16%	5.98%	5.19%	5.48%	5.51%
	Cronfa'r Cyngor				
	14.28%	17.42%	17.68%	16.31%	14.79%
	Cyfrif Refeniw Tai				
	5.90%	7.08%	6.32%	6.49%	6.41%
	Cyfanswm				
3	Amcangyfrifon o effaith ymylol penderfyniadau buddsoddi cyfalaf ar y Dreth Gyngor				
			£6.01	£31.24	£51.26
	<i>y Dreth Gyngor ar fand D</i>				
4	Amcangyfrifon o effaith ymylol penderfyniadau buddsoddi cyfalaf ar Renti Tai				
			£8.98	£7.83	£8.25
	<i>ar gyfartaledd rhent wythnosol</i>				
Pwyll					
5	YDY	✓	✓	✓	✓
Dyled gros a'r Angen Cyllido Cyfalaf (CFR)					
<i>Ydy dyled allanol gros yn llai na'r CFR am y flwyddyn blaenorol ynghyd ag amcangyfrifon unrhyw gynnydd am y flwyddyn gyfredol a'r ddwy flynedd dilynol?</i>					
Gwariant Cyfalaf					
	£000	£000	£000	£000	£000
6,7	Amcangyfrif o [neu wir] Wariant Cyfalaf				
	12,382	17,609	19,000	23,000	11,900
	Cronfa'r Cyngor				
	9,237	8,000	4,900	4,200	4,300
	Cyfrif Refeniw Tai				
	21,619	25,609	23,900	27,200	16,200
	Cyfanswm				
8,9	Amcangyfrif o [neu wir] Angen Cyllido Cyfalaf				
	78,855	80,810	88,500	93,900	98,000
	Cronfa'r Cyngor				
	21,811	24,954	23,700	22,500	21,300
	Cyfrif Refeniw Tai				
	100,666	105,764	112,200	116,400	119,300
	Cyfanswm				
Dyled Allanol					
	£000	£000	£000	£000	£000
10	Terfyn Awdurdodedig : Benthycia				
	115,000	123,000	122,000	126,000	129,000
	: Ymrwymadau tymor hir eraill				
	2,000	2,000	2,000	2,000	2,000
	: Cyfanswm				
	117,000	125,000	124,000	128,000	131,000
11	Ffin Ymarferol : Benthycia				
	110,000	118,000	117,000	121,000	124,000
	: Ymrwymadau tymor hir eraill				
	2,000	2,000	2,000	2,000	2,000
	: Cyfanswm				
	112,000	120,000	119,000	123,000	126,000
12	Gwir Ddyled Allanol				
	96,103				

DANGOSYDDION PWYLLG A THRYSORLYS

GOSOD Y GYLLIDEB 2012/13 – CYNIGION TERFYNOL Y PWYLLGOR GWAITH - CHWFROR 2013

Tabl Ch

Rhif Dangosydd

Rheoli'r Trysorlys

	2011/12 Alldro	2012/13 Amcangyfrif	2013/14 Cynnig	2014/15 Cynnig	2015/16 Cynnig
	YDY	✓	✓	✓	✓
	£000	£000	£000	£000	£000
13	Fod yr Awdurdod Lleol wedi mabwysiadu Cod Ymarfer Cipfa ar Reoli'r Trysorlys yn y Gwasanaethau Cyhoeddus.				
14	Y terfyn uchaf ar raddfeydd sefydlog : (<i>prif-sw m net neilltuol</i>)	105,000	110,000	110,000	115,000
15	Y terfyn uchaf ar raddfeydd amrywiol: (<i>prif-sw m net neilltuol</i>)	20,000	20,000	20,000	20,000
17	Terfyn cyfanswm y prif-symiau a fuddsoddir am gyfnodau dros 364 diwrnod: • at 2014/15 • at 2016/17 o fewn y terfyn uchod	15,000 8,000	15,000 8,000	15,000 8,000	15,000 8,000
		2013/14 terfyn uchaf		2013/14 terfyn isaf	
16	Terfyn uchaf ac isaf ar gyfer strwythur aeddfedu y benthyca graddfa sefydlog • dan 12 mis • 12 mis ac o fewn 24 mis • 24 mis ac o fewn 5 mlynedd • 5 mlynedd ac o fewn 10 mlynedd • 10 mlynedd a throsodd		20% 20% 50% 75% 100%	0% 0% 0% 0% 0%	dim newid dim newid

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ISLE OF ANGLESEY COUNTY COUNCIL

COMMITTEE :	COUNTY COUNCIL
DATE :	5 MARCH 2013
TITLE OF REPORT :	BUDGET 2013-14
PURPOSE OF REPORT :	TO DEAL WITH STATUTORY MATTERS
REPORT BY :	HEAD OF FUNCTION (RESOURCES)
ACTION :	ADOPT RESOLUTION

1. INTRODUCTION

The Executive have formulated their proposals to the Council in respect of the 2013-14 budget and the medium term strategy. These are outlined in a separate report in the name of the Executive.

In order to adopt its budget for the year 2013-14 and to determine the level of Council Tax for the year, the County Council is required to adopt a formal resolution which deals in some detail with all connected matters.

This report is my formal advice to the Council as a whole concerning the budget. It deals with statutory matters and other matters required to complete the advice on the budget. The draft budget resolution is intended to give effect to the Executive proposals and take account of this advice.

This report is based on the Executive's final budget proposals on the assumption that these will be carried by the Council. If there is any amendment to these proposals, I may need to reconsider this report. To assist me to do so, the Budget Procedure Rules in the Council Constitution 4.3.2.2.6 provide that three working days' notice of an amendment should be given.

2. ROBUSTNESS OF ESTIMATES

I am required under section 25 (1) (a) of the Local Government Act 2003 to report to the Council on the robustness of estimates made in the course of drawing up the budget. In this year's more challenging situation facing local authorities, CIPFA's Chief Executive has this year again reminded Chief Finance Officers of their duties in this respect. This assessment summarises my report to the Executive, in which I referred to the following risks potentially affecting the robustness of estimates:

Inflation risk;
Interest rate risk;
Grants risk;
Income risk;
Optimism risk;
Over-caution risk;
Salary and grading risk;
Risk of slippage on achievement of savings;
Specific significant risks against identified items of income and expenditure.

I concluded that optimism risk and salary and grading risk were the greatest. Looking at the financial position estimated for the 2012-13 outturn and the contribution of non-achievement of savings to this, there is a further significant risk of slippage in the delivery of the savings programme.

I also drew attention to the risk that, having not completed its salary and grading review, and already having a number of equal pay claims lodged at the Employment Tribunal, the Council may be required to pay compensation claims to staff because of alleged unfairness of its pay arrangements. The revised proposals implemented in 2012-13 are expected to reduce staff costs but may risk more claims, although the risks to the Authority in all scenarios have been carefully evaluated by the Pay and Grading Panel. The Panel has met regularly throughout 2012-13 and it has been recommended that Job Evaluation and Equal Pay considerations should be dealt with together. A timetable has now been agreed for implementation of Job Evaluation which will finalise matters in April 2014. Job Evaluation is a long-standing risk which is now coming to fruition, and challenges the robustness of the budget as in previous years. In mitigation, there remains an annual contingency budget (reduced to £450k in 2013-14) towards the cost of the new pay structure and an accumulated reserve which, by March 2013, is projected at about £2.5m. The Medium Term Revenue Budget Plan has been amended to cover projected costs of implementation.

Looking to the medium term, there is a risk to the Authority from national economic conditions. Inflation affecting pay and prices may affect what can be afforded within the indicative funding totals announced by WG. Further decline in the economy may threaten those spending totals. There is also a risk that adverse demographic changes, or lower than average increases compared to the rest of Wales, will reduce this Authority's share of the national total. In a situation where the budget gap has not yet been bridged for 2014-15 and 2015-16, the prospect of deterioration means a need to over-plan and over-achieve savings.

3. ADEQUACY OF RESERVES

Under section 25(1)(b) of the Local Government Act 2003, I am required to report to the Council on the adequacy of financial reserves. Formally this relates to the reserves at the start and at the end of the financial year of the budget. Again, CIPFA's Chief Executive has commented on this requirement, and also specifically commented on the need for the level of balances to be based on local decisions.

Earmarked reserves have been established to deal with known commitments, plans or risks. In assessing the level of reserves, I have assumed that commitments will be honoured, that plans, if still planned, will be delivered, and the provision for risk is reasonable given its amount and likelihood. The assessment of general balances considers risks and uncertainty not provided for as earmarked reserves or contingency budget.

The level of reserves is reviewed regularly. This assessment draws on the report to the Executive in December 2012 and updated in the report to the Executive on 18 February, which took account of the third quarter budget monitoring report for 2012-13.

In these reports, we referred to:

- A projected level of balances of £4.4m by year end - £0.5m lower than planned;
- Earmarked reserves being generally appropriate, although low in comparison with other councils, with £0.1m identified as no longer being required;
- Schools reserves becoming more variable and a greater number in deficit.

The projected financial position for 2012-13 leads to the general balances being below the level I would judge “adequate”, in view of the current economic situation and the risks for future years, £500k has been set aside in 2013-14 for ‘the cost of change’ which will enable some of the main services to transform the way those services are delivered. Inevitably, with the level of reductions in expenditure deemed necessary, based on the projections in the three year strategy, staffing levels may need to reduce or change. In consequence, I am proposing to set aside £1m in the budget to finance severance costs and other related one off costs.

The projected level of general balances of £4.4m is too low in the context of the continuing economic pressures and as a result, I am recommending that a sum of £500k is used to replenish general balances in 2013-14. It is vital that a system is in place to monitor the achievement of this year’s savings and bring forward a programme of additional cuts for 2014-15 and future years. Achievement of these savings will be closely monitored by the programme management through the Transformation Plan. Continuing slippage and non- achievement of previous year savings programmes continue to pose a challenge and both addressing these, and ensuring the timely achievement of the latest proposals is vital to maintaining the robustness of the Council’s financial position.

4. ACHIEVING THE BUDGET

Once the 2013-14 budget is agreed there will be a further efficiency programme to develop the service efficiencies for the next three years. There are also areas remaining from the APP to be explored. This will provide an opportunity to review the whole savings programme and ensure that robust arrangements are in place to support these so that the budget next year and in future years is achievable. Key to achieving delivery of all budgets will be bringing under control those budgets which are in deficit, including schools. As well as focusing on efficiencies, there is clearly a risk relating to funding streams and general income. Work has been done in 2012-13 on a number of areas which should have been identified to support the funding and income:

- A project to optimise numbers registered as eligible for school meals;
- Closer monitoring of specific grants;
- Programme of Council Tax discount and exemption reviews;
- Closer monitoring of fees and charges.

As in 2012-13, the 2013-14 programme of savings and efficiencies is more significant than in previous years, and brings with it additional risks. It is clear that these savings programmes need to be managed as a fundamental part of the corporate budget monitoring arrangements and risk assessed. The key areas identified as a risk to the Council in terms of delivering both the savings programme and the base budget will need both strong project management and financial support to assist in achieving delivery of the overall budget. This will be done through the programme management arrangements set out in the new Transformation Plan. These will be put in place shortly to maximise the use of project and financial management skills and resources to manage the whole Council budget.

5. THE PRUDENTIAL CODE AND TREASURY MANAGEMENT

The legislative framework introduced by the Local Government Act 2003 requires the Council to have regard to The Prudential Code for Capital Finance in Local Authorities. The Executive has already affirmed this. The primary requirements of the Prudential Code are that authorities should have regard to affordability and prudence.

Affordability

The Executive's budget proposals have regard to affordability. As always, the capital budget is financed by a combination of external grants, capital receipts, revenue funds and borrowing. Anticipated funding from grants is linked to what is approved or realistically achievable; some spending proposals are to be included in the capital budget but subject to confirmation of grants: if the grants are not confirmed, the schemes will fail. Capital receipts are based on sales made or in progress or included in the agreed Outcome Agreements with WG; amounts expected but not yet confirmed as definite have been discounted, with any surplus or shortfall being carried forward to future years' budgets. Revenue funding is in place, consistent with the revenue budget.

Unsupported Borrowing

The Treasury Management report deals with the circumstances in which unsupported borrowing is used. This year, the contingent use of unsupported borrowing by the Council Fund to support spend-to-save schemes continues, but larger projects are deferred.

The Treasury Management Strategy includes the Local Government Borrowing Initiative funding for the three years from 2012-13. Borrowing projections have been increased by the Authority's estimated share of £170m for Wales (up to £5.25m). Although specific revenue grant was received to cover the modelled cost of debt repayment in 2012-13, this now becomes part of RSG.

The medium term revenue budget strategy had allowed for capital financing costs of up to an additional £5 million a year of unsupported borrowing in order to compensate for loss of WG capital and to help fund the asset rationalisation programme. This helps to demonstrate that such borrowing would be affordable. This has been deferred to 2014-15. However, the interim capital budget and the proposed Treasury Management policy do not assume this borrowing will take place, and the Council has not yet been asked to authorise this additional level of borrowing. Only when specific capital expenditure plans are in place that requires this borrowing will the Council be asked to authorise this.

Local Authority Mortgage Scheme

The Housing Service is working on a proposal to take part in a national initiative to support the provision of mortgages by the banking sector for first time buyers. Effectively, the Authority uses the strength of its balance sheet to guarantee the loans. Again, the proposed Treasury Management Policy does not assume this initiative will be adopted locally, and the Council is not yet asked to authorise implementation. Only when specific proposals are in place will the Council be asked to authorise them.

Treasury Management Strategy

The necessary Treasury Management policies are included this year in Appendix 4 to this report. I recommend that these should be adopted.

6. COUNCIL RESOLUTION

The draft Council resolution covers all matters on which a decision is required arising out of the Executive's proposals and this report.

The Council's draft budget requirement includes formal levies by the following bodies:-

£	2013-14	2012-13 COMPARISON
North Wales Fire Authority	3,219,270	3,236,550
Malltraeth Marsh Internal Drainage Board	1,870	1,870
Board of Conservators of Towyn Trewan	1,500	1,500

and the draft resolution includes precepts by the Police and Crime Commissioner, North Wales the 40 community councils as separate items at 6 dd and 7.

7. OVERALL POSITION

Having regard to the Budget Strategy, to economic projections and to the reported position on robustness of estimates and adequacy of reserves, my recommendation is that the increase in council tax for 2013-14 should be no lower than 5% and that the target level of general balances should be no lower than £5m.

CLARE WILLIAMS
HEAD OF FUNCTION (RESOURCES)

21 FEBRUARY 2013

TREASURY MANAGEMENT STRATEGY STATEMENT

ANNUAL INVESTMENT STRATEGY, MINIMUM REVENUE PROVISION POLICY STATEMENT AND TREASURY MANAGEMENT POLICY STATEMENT 2013/14

1. Introduction

1.1 Background

The Council is required to operate a balanced budget, meaning that total revenue due during the financial year must be sufficient to meet expenditure, and also that actual cash inflows must be adequate to cover cash outflows. A key part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk approach, ensuring adequate liquidity before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion, debt previously drawn may be restructured to meet Council risk or cost objectives.

A particular point is that a local authority must calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This means that:-

- increases in revenue costs resulting from increases in interest charges, incurred to finance additional borrowing to finance capital expenditure; and
- any increases in running costs from new capital projects, must be limited to a level which is affordable within the Council's projected income.

The Treasury Management Policy Statement defines the policies and objectives of the treasury management activities. See Appendix 9.

1.2 Reporting Requirements

The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals. These reports are required to be adequately scrutinised by committee before being recommended to the Council. This role is undertaken by the Audit Committee.

Prudential and Treasury Indicators and Treasury Strategy - The first and most important report, covers:-

- the Treasury Management Strategy (how the investments and borrowings are to be organised) including treasury indicators;
- an investment strategy (the parameters on how investments are to be managed);
- a Minimum Revenue Provision (MRP) Policy (how residual capital expenditure is charged to revenue over time); and
- a Treasury Management Policy Statement (definition of the policies and objectives of the treasury management function).

Reporting is also required on the capital plans (including the associated prudential and treasury indicators).

A Mid Year Treasury Management Report - This will update members with the progress of the capital position, amending prudential indicators as necessary, and whether the treasury strategy is meeting its objectives or whether any policies require revision. Rather than this minimum requirement, these reports will be produced quarterly (with quarters one and three being reported only to the Audit Committee).

An Annual Treasury Report - This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

1.3 Treasury Management Strategy for 2013/14

The suggested strategy for 2013/14 in respect of the following aspects of the treasury management function is based upon the treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's treasury advisor, Sector Treasury Services.

The strategy for 2013/14 covers two main areas:-

Capital Issues

- the capital plans and the prudential indicators; and
- the minimum revenue provision (MRP) strategy.

Treasury management Issues

- the current treasury position;
- treasury indicators which will limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, the WG MRP Guidance, the CIPFA Treasury Management Code and the WG Investment Guidance.

1.4 Training

The CIPFA Code requires the responsible officer to ensure that Members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. In October 2012 Member training on treasury management issues was undertaken in order to support the scrutiny role of members of the Audit Committee. Further training will be arranged as required.

The training needs of treasury management officers are periodically reviewed.

1.5 Adoption of the Code

The Council is required to indicate if it has adopted the CIPFA Code of Practice on Treasury Management. This original, 2001 Code, was adopted on 5 March 2002 by the full Council, a revised Code was adopted on 4 March 2010 and the current, 2011, Code now requires adoption.

2. Capital Considerations

The Council's current capital expenditure projection for 2013/14 is set out below. In respect of the years after 2012/13, the amounts shown are limited to existing commitments associated with ongoing schemes, but also account for the assumption that 'annual budgets' will continue, at their 2013/14 level, that an annual unsupported borrowing contingency of £1m is utilised in full in each year, that in 2014/15 and 2015/16 £5m per annum is spent on asset rationalisation, and that the HRA expenditure follows the current 30 year plan.

The key points to note are:

- the overall programmes will be limited to what is affordable, both in terms of actual capital spend and in terms of the revenue implications (see 1.1 above);
- the programmes for future years will be significantly reduced, compared to current levels, due, in part, to the HRA Welsh Housing Quality Standard Programme being completed in 2012.

£m	2011/12 Actual £m	2012/13 Projected £m	2013/14 Estimate £m	2014/15 Estimate £m	2015/16 Estimate £m
TOTAL	21.6	25.6	23.9	27.2	16.2

3. Borrowing

The capital expenditure plans, set to be out in a separate report to the Executive Committee, provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury/prudential indicators, the current and projected debt positions and the annual investment strategy.

3.1 Current Portfolio Position

The Council's treasury portfolio position at 16 January 2013 comprised:-

		Principal (£m)	Average Rate (%)
Fixed Rate Funding	PWLB	96.1	5.53
Variable Rate Funding	n/a	0.0	n/a
Total Debt		96.1	5.53

PWLB: Public Works Loans Board

A more detailed breakdown of external debt is shown at Appendix 1.

3.2 Treasury Indicators: Limits to Borrowing Activity

It is a statutory duty under Section 3 of the Act and supporting regulations, for the Council to determine and keep under review how much it can afford to borrow. The amount so determined is termed the "Affordable Borrowing Limit". The Prudential Code refers to this as the Authorised Limit.

The Council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax and council rent levels is 'acceptable'.

Whilst termed an "Affordable Borrowing Limit", the capital plans to be considered for inclusion incorporate financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

3.3 Prospects for Interest Rates

The Council's appointed treasury advisor is Sector Treasury Services and part of their service is to assist the Council to formulate a view on interest rates. Appendix 3 draws together a number of current City forecasts for short term (Bank Rate) and longer fixed interest rates. The following table gives the Sector central view.

Annual Average (%)	Bank Rate (%)	PWL B Borrowing Rates (including certainty rate adjustment)		
		5 year	25 year	50 year
Dec 2012	0.50	1.50	3.70	3.90
March 2013	0.50	1.50	3.80	4.00
June 2013	0.50	1.50	3.80	4.00
Sept 2013	0.50	1.60	3.80	4.00
Dec 2013	0.50	1.60	3.80	4.00
March 2014	0.50	1.70	3.90	4.10
June 2014	0.50	1.70	3.90	4.10
Sept 2014	0.50	1.80	4.00	4.20
Dec 2014	0.50	2.00	4.10	4.30
March 2015	0.75	2.20	4.30	4.50
June 2015	1.00	2.30	4.40	4.60
Sept 2015	1.25	2.50	4.60	4.80
Dec 2015	1.50	2.70	4.80	5.00
March 2016	1.75	2.90	5.00	5.20

The economic recovery in the UK since 2008 has been the worst and slowest recovery in recent history, although the economy returned to positive growth in the third quarter of 2012. Growth prospects are weak and consumer spending, the usual driving force of recovery, is likely to remain under pressure due to consumers focusing on repayment of personal debt, inflation eroding disposable income, general malaise about the economy and employment fears.

The primary drivers of the UK economy are likely to remain external. 40% of UK exports go to the Eurozone so the difficulties in this area are likely to continue to hinder UK growth. The US, the main world economy, faces similar debt problems to the UK, but urgently needs to resolve the fiscal cliff now that the Presidential elections are out of the way. The resulting US fiscal tightening and continuing Eurozone problems will depress UK growth and is likely to see the UK deficit reduction plans slip.

This challenging and uncertain economic outlook has several key treasury management implications:-

- The Eurozone sovereign debt difficulties provide a clear indication of high counterparty risk. This continues to suggest the use of higher quality counterparties for shorter time periods;
- Investment returns are likely to remain relatively low during 2013/14 and beyond;
- Borrowing interest rates continue to be attractive and may remain relatively low for some time. The timing of any borrowing will need to be monitored carefully; and
- There will remain a cost of carry - any borrowing undertaken that results in an increase in investments will incur a revenue loss between borrowing costs and investment returns.

A detailed review of the current economic background is contained within Appendix 4 to this report.

3.4 Borrowing Requirement

The forecast movements in the Council's capital financing requirement (CFR) are:-

ESTIMATED MOVEMENTS IN THE CAPITAL FINANCING REQUIREMENT AND REPLACEMENT BORROWING 2012/13 TO 2015/16				
	2012/13 Projected £'000	2013/14 Estimate £'000	2014/15 Estimate £'000	2015/16 Estimate £'000
Movement in the CFR				
New borrowing to support capital expenditure				
<i>Supported Borrowing</i>	3,758	4,820	2,140	2,140
<i>Unsupported Borrowing</i>	5,720	6,308	6,850	6,000
Total	9,478	11,128	8,990	8,140
<i>Reduce by: Minimum Revenue Provision and set aside capital receipts</i>	(4,380)	(4,618)	(5,120)	(5,167)
Net movement in the CFR	5,098	6,510	3,870	2,973
Potential movements in actual borrowing				
Movement in the CFR (above)	5,098	6,510	3,870	2,973
Externalisation of pre 2012/13 internal borrowing	4,564	-	-	-
Replacement Borrowing	6	6,507	7	8
Total potential new borrowing	9,668	13,017	3,877	2,981

This incorporates the full impact of the draft Capital Programme for 2013/14. For the following financial years, the amounts of new borrowing are limited to the notified (indicative) allocations for supported borrowing, plus an annual amount of £1m of additional unsupported borrowing, plus cover for delayed capital receipts and the effect of the Local Government Borrowing Initiative. It also assumes the capital receipt from the sale of the current Ysgol y Bont site will be as budgeted and will arise in 2014/15, reducing the requirement for unsupported borrowing in that year.

The likelihood is that not all of this requirement will be met by external borrowing (see 3.4.1 below).

3.5 Borrowing Strategy

The Council is currently in an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This approach is prudent as investment returns are low and counterparty risk is high, and will continue to be followed where appropriate (see 3.5.1 below for a more detailed consideration of internal and external borrowing).

Against this background and the risks within the economic forecast, caution will be adopted with the 2013/14 treasury operations. The S151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:-

- if it was felt that there was a significant risk of a sharp FALL in long and short term rates, e.g. due to a marked increase of risks around relapse into recession or of risks of deflation, then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.

- if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.

Any decisions will be reported to the appropriate decision making body at the next available opportunity.

In view of the above, the Council's borrowing strategy will be based upon the following sources providing value:-

- Temporary borrowing from the money markets or other local authorities;
- PWLB variable rate loans for up to 10 years;
- Short dated borrowing from non PWLB sources;
- There will be a flexible approach to the mix of internal and external borrowing (see 3.5.1 below);
- Long term fixed rate market loans, where rates are significantly below PWLB rates for the equivalent maturity period, and to maintain an appropriate balance between PWLB and market debt in the debt portfolio;
- PWLB borrowing for periods under ten years where rates are expected to be significantly lower than rates for longer periods. This offers a range of options for new borrowing which will spread debt maturities away from a concentration in longer dated debt.

The S151 Officer will also keep under review potential opportunities to join in bond issues or other collaborative borrowing arrangements.

3.5.1 External v. internal borrowing

The comparison of gross and net debt positions as at year end is as follows (this is on the basis of being fully funded):-

NET BORROWING 2011/12 TO 2015/16					
	2011/12 Actual £'000	2012/13 Projected £'000	2013/14 Estimate £'000	2014/15 Estimate £'000	2015/16 Estimate £'000
Total Borrowing	96,103	105,764	112,274	116,347	119,367
Total Investments	16,151	20,967	20,000	20,000	20,000
Net Borrowing	79,952	84,797	92,274	96,347	99,367

Current conditions indicate a need for a flexible approach to the choice between internal and external borrowing. Many of the factors which lay behind the previous policy to externalise all borrowing remain valid, e.g.:

- To protect the council tax payer from losses caused by the method of calculation of Housing Revenue Account Subsidy in the current system;
- To mitigate any liquidity issues caused by the implementation in the future of the long stop provisions to limit unsupported borrowing;
- With a continuing historically abnormally low Bank Rate, there remains an unique opportunity for local authorities to actively manage their strategy of undertaking new external borrowing.

However, it remains the case that there are certain limitations to this approach, as previously noted, e.g.:-

- The policy can cause exposure to credit risk, so this aspect must be very carefully managed;
- Careful on going consideration needs to be given to the difference between borrowing rates and investment rates to ensure the Council obtains value for money once an appropriate level of risk management has been attained to ensure the security of its investments.

In favour of internalisation, over the next three years investment rates are expected to be below long term borrowing rates. This means that value for money considerations would indicate that value could best be obtained by avoiding new external borrowing and by using internal cash balances to finance new capital expenditure, or to replace maturing external debt (this is referred to as internal borrowing). This would maximise short term savings.

However, short term savings by avoiding new long term external borrowing in 2013/14 must also be weighed against the potential for incurring additional long term extra costs, by delaying unavoidable new external borrowing until later years when PWLB long term rates are forecast to be significantly higher.

Potential changes to Housing Subsidy will have a bearing on the balance of the internalisation/externalisation, but further information on this is awaited from WG.

The Council has examined the potential for undertaking early repayment of some external debt to the PWLB in order to reduce the difference between its gross and net debt positions. However, the introduction by the PWLB of significantly lower repayment rates than new borrowing rates in November 2007, compounded by a considerable further widening of the difference between new borrowing and repayment rates in October 2010, has potentially meant that large premiums would be incurred by such action; such levels of premiums are unlikely to be justifiable on value for money grounds. This situation will be monitored in case these differentials are narrowed by the PWLB at some future date.

Against this background, caution will be adopted with the 2013/14 treasury operations. The S151 Officer will monitor the interest rate market and adopt a pragmatic approach to changing circumstances, reporting any decisions to the appropriate decision making body at the next available opportunity.

3.6 Policy on borrowing in advance of need

The Council will not borrow more than, or in advance of, its needs, solely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

In determining whether borrowing will be undertaken in advance of need the Council will:-

- ensure that there is a clear link between the capital programme and maturity profile of the existing debt portfolio which supports the need to take funding in advance of need;
- ensure the ongoing revenue liabilities created, and the implications for the future plans and budgets, have been considered;
- evaluate the economic and market factors that might influence the manner and timing of any decision to borrow;
- consider the advantages and disadvantages of alternative forms of funding;

- consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use; and
- consider the impact of borrowing in advance on temporarily (until required to finance capital expenditure) increasing investment cash balances and the consequent increase in exposure to counterparty risk, and other risks, and the level of such risks given the controls in place to minimise them.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.7 Debt Rescheduling

The introduction by the PWLB in 2007 of a spread between the rates applied to new borrowing and repayment of debt, which was compounded on 20 October 2010 by a considerable further widening of the difference between new borrowing and repayment rates, has meant that PWLB to PWLB debt restructuring is now much less attractive than it was before these events. In particular, consideration would have to be given to the large premiums which would be incurred by prematurely repaying existing PWLB loans and it is very unlikely that these could be justified on value for money grounds if using replacement PWLB refinancing. However, some interest savings might still be achievable through using LOBO (Lenders Option Borrowers Option) loans, and other market loans, in rescheduling exercises rather than using PWLB borrowing as the source of replacement financing.

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (i.e. premiums incurred).

The reasons for any rescheduling to take place will include:-

- the generation of cash savings and/or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

All rescheduling will be reported to the Audit Committee, at the earliest practicable meeting following its action.

4. Annual Investment Strategy

4.1 Current Portfolio Position

The Council's treasury portfolio position at 16 January 2013 comprised:-

	Principal (£m)	Average Rate (%)
Deposits – Call to 30 days	14.4	0.74
Deposits – Fixed Term < 1 year	10.0	1.63
Deposits – Fixed Term 1 year +	-	-
Total Deposits	24.4	1.11

4.2 Investment Policy

The Council's investment policy has regard to the WG's Guidance on Local Government Investments ("the Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice for Local Authorities and Cross-Sectorial Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, and then return.

In accordance with the above, and in order to minimise the risk to investments, the Council has clearly stipulated the minimum acceptable credit quality of counterparties for inclusion on the lending list (see Appendix 5). The creditworthiness methodology used to create the counterparty list fully accounts for the ratings, watches and outlooks published by all three ratings agencies with a full understanding of what these reflect in the eyes of each agency. Using the Sector ratings, service banks' ratings are monitored on a real time basis with knowledge of any changes notified electronically as the agencies notify modifications.

Furthermore, the Council's officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end, the Council will engage with its advisors to maintain a monitor on market pricing such as "Credit Default Swaps" and overlay that information on top of the credit ratings. This is fully integrated into the credit methodology provided by the Council's advisors, Sector, in producing its colour codings which show the varying degrees of creditworthiness.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

The aim of the strategy is to generate a list of highly creditworthy counterparties which will also enable diversification and thus avoidance of concentration risk.

The intention of the strategy is to provide security of investment and minimisation of risk.

Investment instruments identified for use in the financial year are listed in Appendix 5 under the 'Specified' and 'Non-Specified' Investments categories.

The Council will also from time to time, make loans, deposits and investments 'for the purpose of delivery of its Service'. These transactions will require the authority of the County Council for amounts over £100k. All transactions will be subject to adequate credit quality and the approval of the Section 151 Officer in consultation with the Portfolio Holder for Finance.

4.3 Creditworthiness policy

The Chief Finance Officer will maintain a counterparty list in compliance with the criteria set out in Appendix 5 and will revise the criteria and submit them to Council for approval as necessary.

The minimum rating criteria uses the lowest common denominator method of selecting counterparties and applying limits. This means that the application of the Council's minimum criteria will apply to the lowest available rating for any institution. For instance, if an institution is rated by two agencies, one meets the Council's criteria, the other does not, the institution, on the basis of credit rating, will fall outside the lending criteria. Credit rating information is supplied by Sector, our treasury consultants, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria could be omitted from the counterparty list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing.

As an additional layer to the minimum credit rating criteria described above, this Council also employs the creditworthiness service provided by Sector. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:-

- credit watches and credit outlooks from credit rating agencies;
- Credit Default Swaps (CDS) spreads to give early warning of likely changes in credit ratings;
- Sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads from which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to assist in determining the duration for investments. The Council will, therefore, normally use counterparties within the following durational bands:-

- Yellow 5 years
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 3 months
- No Colour not to be used without specific approval by S151 Officer

The Sector creditworthiness service uses a wider array of information than just primary ratings and, by using a risk weighted scoring system, does not give undue preponderance to just one agency's ratings.

All credit ratings will be monitored weekly. The Council is alerted to changes to ratings of all three agencies through its use of the Sector creditworthiness service.

- if a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum credit rating criteria, its further use for new investment will cease immediately, unless otherwise authorised; and
- in addition to the use of credit ratings, the Council will be advised of information in movements in Credit Default Swap spreads against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Reference will also be made to market data and market information, information on government support for banks and the credit ratings of that supporting government.

4.4 Country limits

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch Ratings (or equivalent from other agencies if Fitch does not provide). The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 6. This list will be added to or deducted from by officers should ratings change in accordance with this policy.

4.5 Investment Strategy

In-house funds: Based on cash flow forecasts, the S151 Officer anticipates that the available cash balances in 2013/14 will be up to £30m on average and will range between £15m and £35m. This estimate is based on available cash balances, on a fully funded basis, of £30m on average this year to date (with a range of £16m to £34m). There is a core balance of up to £15m available for investment over a 2-3 year period. Investments will accordingly be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

As at the date of this report the Council holds no investments with a maturity of more than one year.

Investment returns expectations: Bank Rate has been unchanged at 0.50% since March 2009. Bank Rate is forecast to commence rising in quarter 4 of 2014. Bank Rate forecasts for financial year ends (March) are: -

- **2012/2013** 0.50%
- **2013/2014** 0.50%
- **2014/2015** 0.75%
- **2015/2016** 1.75%

There are downside risks to these forecasts (i.e. start of increases in Bank Rate is delayed even further) if economic growth remains weaker for longer than expected. However, should the pace of growth pick up more sharply than expected there could be upside risk, particularly if Bank of England inflation forecasts for two years ahead exceed the Bank of England's 2% target rate.

The Council will avoid locking into longer term deals while investment rates are down at historically low levels unless exceptionally attractive rates are available which make longer term deals worthwhile.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to three months during each financial year for the next four years are as follows:-

2012/13	0.50%
2013/14	0.50%
2014/15	0.60%
2015/16	1.50%

For its cash flow generated balances, the Council will seek to utilise its business reserve instant access and reserve accounts, and short-dated deposits (overnight to three months) in order to benefit from the compounding of interest.

4.6 End of year investment report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

4.7 External fund managers

The Council has not appointed external fund managers. The need for this will be kept under review and a report will be made to the Executive before such an appointment is made.

4.8 Policy on the use of external service providers

In order to acquire access to specialist skills and resources, the Council uses Sector Treasury Services as its external treasury management advisors. The terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

Final responsibility for treasury management decisions remains with the Council.

4.9 Delegation

The Treasury Management scheme of delegation and the role of the Section 151 Officer are outlined in Appendix 7.

APPENDICES

1. Loan maturity profile
2. MRP Policy Statement
3. Interest rate forecasts
4. Economic background
5. Specified and non specified investments / Approved Lending List
6. Approved countries for investments
7. Treasury management scheme of delegation and the role of the section 151 officer.
8. Treasury Management Key Principles
9. Treasury Management Policy Statement
10. Prudential and Treasury Indicators – **TO BE CONFIRMED BY THE COUNCIL**

DADANSODDIAD BENTHYCIADAU YN AEDDFEDU 2012/13 YMLAEN/ LOANS MATURITY ANALYSIS 2012/13 ONWARDS						
	PWLB Aeddfedu/ PWLB Maturity £'000	PWLB EIP/ Annuity/ PWLB EIP/ Annuity £'000	Benthyciadau Marchnad/ Market Loans £'000	PWLB Amrywiol/ PWLB Variable £'000	Cyfanswm yn Aeddfedu/ Total Maturing £'000	%YN Aeddfedu o'r Cyfran yn sefyll/ Maturing of Total Outstanding %
2012/13	0	6	0	0	6	0.0
2013/14	6,500	7	0	0	6,507	6.8
2014/15	0	7	0	0	7	0.0
2015/16	0	8	0	0	8	0.0
2016/17	0	9	0	0	9	0.0
2017/18	5,500	9	0	0	5,509	5.7
2018/19	5,000	10	0	0	5,010	5.2
2019/20	5,000	11	0	0	5,011	5.2
2020/21	4,500	12	0	0	4,512	4.7
2021/22	0	14	0	0	14	0.0
2022/23	2,285	15	0	0	2,300	2.4
2023/24	1,854	16	0	0	1,870	1.9
2024/25	0	18	0	0	18	0.0
2025/26	0	20	0	0	20	0.0
2026/27	854	22	0	0	876	0.9
2027/28	1,675	24	0	0	1,698	1.8
2028/29	0	26	0	0	26	0.0
2029/30	854	21	0	0	875	0.9
2030/31	0	15	0	0	15	0.0
2031/32	1,281	9	0	0	1,290	1.3
2032/33	0	8	0	0	8	0.0
2033/34	0	0	0	0	0	0.0
2034/35	0	0	0	0	0	0.0
2035/36	0	0	0	0	0	0.0
2037/38	0	0	0	0	0	0.0
2039/40	5,000	0	0	0	5,000	5.2
2040/41	3,500	0	0	0	3,500	3.6
2045/46	0	0	0	0	0	0.0
2047/48	0	0	0	0	0	0.0
2050/51	2,000	0	0	0	2,000	2.1
2052/53	28,238	0	0	0	28,238	29.4
2054/55	3,000	0	0	0	3,000	3.1
2055/56	3,500	0	0	0	3,500	3.6
2056/57	5,000	0	0	0	5,000	5.2
2057/58	8,513	0	0	0	8,513	8.9
2059/60	1,763	0	0	0	1,763	1.8
	95,816	287	0	0	96,102	100.0
Cyfartaledd bywyd (blynyddoedd)/ Average life(years)	25.64	11.84	0.00	0.00	25.60	
Cyfartaledd graddfa (%)/ Average rate (%)	5.52	9.41	0.00	0.00	5.53	

Minimum Revenue Provision Policy Statement 2013/14

The Council implemented the new Minimum Revenue Provision (MRP) guidance in 2008/09, and will assess the MRP for 2013/14 having regard to the main recommendations contained within the guidance issued by Welsh Ministers under section 21(1A) of the Local Government Act 2003. This relates to Council Fund only, not to HRA.

The major proportion of the MRP for 2013/14 will relate to the more historic debt liability that will continue to be charged at the rate of 4% of Capital Financing Requirement (in accordance with *option 2* of the guidance). Certain expenditure, generally that funded from unsupported borrowing, reflected within the debt liability at 31st March 2007 will be subject to MRP (under *option 3*), in accordance with the asset life method as below.

Although the regulations give discretion to charge MRP on new expenditure either at 4% as previously, or according to estimated asset life, MRP will normally be charged at 4%. However, expenditure financed by unsupported borrowing will be charged in accordance with the asset life method. This distinction will be kept under review.

Under the Asset Life method, MRP is charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

Estimated life periods will be determined by the S151 Officer. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Council. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

The S151 Officer will determine the appropriate and prudent use of the paragraph 13 exception to defer charging MRP until the year following the one in which the asset became operational.

As some types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

The Housing Revenue Account share of the Capital Financing Requirement is generally subject to a 2% MRP charge; however, unsupported borrowing will be charged to HRA revenue over a shorter period according to the approved 30 year business plan.

**Rhagolygon Graddfeydd Llog 2013-2016/
Interest Rate Forecasts 2013 – 2016**

Sector's Interest Rate View														
	Now	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16
Sector's Bank Rate View	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%
3 M onth LIBID	0.39%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.60%	0.60%	0.70%	0.80%	1.10%	1.40%	1.70%
6 M onth LIBID	0.54%	0.70%	0.70%	0.70%	0.70%	0.70%	0.70%	0.80%	0.90%	1.00%	1.10%	1.30%	1.60%	1.90%
12 M onth LIBID	0.88%	1.00%	1.00%	1.00%	1.00%	1.00%	1.10%	1.10%	1.20%	1.30%	1.30%	1.50%	1.80%	2.10%
5yr PW IB Rate	1.85%	1.50%	1.50%	1.60%	1.60%	1.70%	1.70%	1.80%	2.00%	2.20%	2.30%	2.50%	2.70%	2.90%
10yr PW IB Rate	2.87%	2.50%	2.50%	2.60%	2.60%	2.70%	2.70%	2.80%	3.00%	3.20%	3.30%	3.50%	3.70%	3.90%
25yr PW IB Rate	4.02%	3.80%	3.80%	3.80%	3.80%	3.90%	3.90%	4.00%	4.10%	4.30%	4.40%	4.60%	4.80%	5.00%
50yr PW IB Rate	4.15%	4.00%	4.00%	4.00%	4.00%	4.10%	4.10%	4.20%	4.30%	4.50%	4.60%	4.80%	5.00%	5.20%
Bank Rate														
Sector's View	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%
UBS	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	-	-	-	-	-
Capital Economics	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	-	-	-	-	-
5yr PW IB Rate														
Sector's View	1.85%	1.50%	1.50%	1.60%	1.60%	1.70%	1.70%	1.80%	2.00%	2.20%	2.30%	2.50%	2.70%	2.90%
UBS	1.85%	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Economics	1.85%	1.55%	1.30%	1.30%	1.30%	1.30%	1.30%	1.50%	1.60%	-	-	-	-	-
10yr PW IB Rate														
Sector's View	2.87%	2.50%	2.50%	2.60%	2.60%	2.70%	2.70%	2.80%	3.00%	3.20%	3.30%	3.50%	3.70%	3.90%
UBS	2.87%	3.00%	3.10%	3.20%	3.40%	3.50%	3.60%	3.70%	3.80%	-	-	-	-	-
Capital Economics	2.87%	2.55%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	-	-	-	-	-
25yr PW IB Rate														
Sector's View	4.02%	3.80%	3.80%	3.80%	3.80%	3.90%	3.90%	4.00%	4.10%	4.30%	4.40%	4.60%	4.80%	5.00%
UBS	4.02%	4.20%	4.30%	4.40%	4.50%	4.50%	4.50%	4.50%	4.50%	-	-	-	-	-
Capital Economics	4.02%	3.70%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	-	-	-	-	-
50yr PW IB Rate														
Sector's View	4.15%	4.00%	4.00%	4.00%	4.00%	4.10%	4.10%	4.20%	4.30%	4.50%	4.60%	4.80%	5.00%	5.20%
UBS	4.15%	4.30%	4.40%	4.50%	4.60%	4.60%	4.60%	4.60%	4.60%	-	-	-	-	-
Capital Economics	4.15%	4.00%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	-	-	-	-	-

*Rhan o gyngor dderbyniwyd gan SECTOR Cyf/
An extract from advice received from SECTOR Ltd*

Economic Background

The Global economy

The Eurozone debt crisis has continued to cast a pall over the world economy and has depressed growth in most countries. This has impacted the UK economy which is unlikely to have grown significantly in 2012 and is creating a major headwind for recovery in 2013. Quarter 2 of 2012 was the third quarter of contraction in the economy; this recession is the worst and slowest recovery of any of the five recessions since 1930. A return to growth @ 0.9% in quarter 3 is unlikely to prove anything more than a washing out of the dip in the previous quarter before a probable return to negative growth in quarter 4; this would leave overall growth in 2012 close to zero and could then lead into negative growth in quarter 1 of 2013, which would then mean that the UK was in its first triple dip recession since records began in 1955.

The **Eurozone sovereign debt crisis** abated following the ECB's commitment to a programme of Outright Monetary Transactions i.e. a pledge to buy unlimited amounts of bonds of countries which ask for a bailout. The immediate target for this statement was Spain which continues to prevaricate on making such a request, (for a national bailout), and so surrendering its national sovereignty to IMF supervision. However, the crisis in Greece has subsided, for the time being, as a result of the Eurozone agreement to provide a further €50bn financial support package in December. Many commentators, though, still view a Greek exit from the Euro as being likely in the longer term as successive rounds of austerity packages could make it more difficult to bring down the annual deficit and total debt as ratios of GDP due to the effect they have on shrinking the economy and reducing employment and tax revenues. However, another possible way out would be a major write down of total Greek debt; this has now been raised by the German Chancellor as a possible course of action, but not until 2014-15, and provided the Greek annual budget is in balance.

Sentiment in financial markets has improved considerably since this ECB action and additional financial support for Greece to ensure that the Eurozone remained intact during 2012. However, the foundations to this "solution" to the Eurozone debt crisis are still weak and do not address the huge obstacle of unemployment rates of over 25% in Greece and Spain. It is also possible that the situations in Portugal and Cyprus could deteriorate further in 2013 and, although they are minor economies, such developments could unnerve financial markets. There are also general elections coming up in Italy and Germany which could potentially produce some upsets on the political scene. It is, therefore, quite possible that sentiment in financial markets could turn during 2013 after the initial burst of optimism at the start of the year. While equity prices have enjoyed a strong start to 2013, the foundations for this stock market recovery are shallow given the economic fundamentals in western economies. In addition, QE has to come to an end at some point in time and there is a distinct increase in doubt in the central banks of the US and UK as to the effectiveness of any further QE in stimulating economic growth. An end to central purchases of bonds may lead to a fall in bond prices.

The US economy has only been able to manage weak growth in 2012 despite huge efforts by the Federal Reserve to stimulate the economy by liberal amounts of quantitative easing (QE) combined with a commitment to a continuation of ultra low interest rates into 2015. Unemployment levels have been slowly reducing but against a background of a fall in the numbers of those available for work. The fiscal cliff facing the President at the start of 2013 has been a major dampener discouraging business from spending on investment and increasing employment more significantly in case there is a sharp contraction in the economy in the pipeline. The fiscal cliffs, and raising the total debt ceiling, still await final resolution by the end of February. The housing market, though, does look as if it has, at long last, reached the bottom and house prices are now on the up.

Hopes for a broad based recovery have, therefore, focused on the **emerging markets**. Recent news from China appears to indicate that the economy has returned to a healthier rate of growth. However, there are still concerns around the unbalanced nature of the economy which is heavily dependent on new investment expenditure. The potential for the bubble in the property sector to burst, as it did in Japan in the 1990s, could have a material impact on the economy as a whole.

The UK economy

The Government's austerity measures, aimed at getting the public sector deficit into order, have now had to be extended, in the autumn statement, over a longer period than the original four years. Achieving this new extended timeframe will still be dependent on the UK economy returning to a reasonable pace of growth towards the end of this period.

Currently, the UK is enjoying a major financial benefit from some of the lowest sovereign borrowing costs in the world as the UK is seen as a safe haven from Eurozone debt. However, the subsiding of market concerns over the Eurozone has unwound some of the attractiveness of gilts as a safe haven and led to a significant rise in gilt yields. There is little evidence that UK consumer confidence levels are recovering, nor that the manufacturing sector is picking up. The dominant services sector disappointed in December with the PMI survey indicating the first fall in activity in two years. On the positive side, banks have made huge progress since 2008 in shrinking their balance sheets to more manageable levels and also in reducing their dependency on wholesale funding. However, availability of credit remains tight in the economy and the Funding for Lending scheme, which started in August 2012, has not yet had time to make a significant impact in respect of materially increasing overall borrowing in the economy. Finally, the housing market remains tepid and the outlook is for house prices to be little changed for a prolonged period.

Economic Growth. Economic growth has basically flat lined since the election of 2010 and, worryingly, the economic forecasts for 2012 and beyond were revised substantially lower in the Bank of England Inflation quarterly report for August 2012 and were then further lowered in the November Report. Quantitative Easing (QE) increased by £50bn in July 2012 to a total of £375bn. Many forecasters are expecting the MPC to vote for a further round of QE in early 2013 to try to stimulate economic activity. The announcement in November 2012 that £35bn will be transferred from the Bank of England's Asset Purchase Facility to the Treasury (representing coupon payments to the Bank by the Treasury on gilts held by the Bank) was also effectively a further addition of QE.

Unemployment. The Government's austerity strategy has resulted in a substantial reduction in employment in the public sector. Despite this, total employment has increased to the highest level for four years as over one million jobs have been created in the private sector in the last two years.

Inflation and Bank Rate. Inflation has fallen sharply during 2012 from a peak of 5.2% in September 2011 to 2.2% in September 2012. However, inflation increased back to 2.7% by the end of the year, though it is expected to fall back to reach the 2% target level within the two year horizon.

AAA rating. The UK continues to enjoy an AAA sovereign rating. However, the three main credit rating agencies have stated that they will be reviewing this rating in early 2013; they will, thereafter, also be carefully monitoring the rate of growth in the economy as a disappointing performance in that area could lead to a major derailment of the plans to contain the growth in the total amount of Government debt over the next few years.

Sector's forward view

Economic forecasting remains difficult with so many external influences weighing on the UK. There does, however, appear to be consensus among analysts that the economy remains relatively fragile and whilst there is still a broad range of views as to potential performance, expectations have all been downgraded during 2012. Key areas of uncertainty include:

- the potential for the Eurozone to withdraw support for Greece at some point if the Greek government was unable to eliminate the annual budget deficit and the costs of further support were to be viewed as being prohibitive, so causing a worsening of the Eurozone debt crisis and heightened risk of the breakdown of the bloc or even of the currency itself. The same considerations could also apply to Spain;
- inter government agreement on how to deal with the overall Eurozone debt crisis could fragment;
- the impact of the Eurozone crisis on financial markets and the banking sector;

- the impact of the Government's austerity plan on confidence and growth and the need to rebalance the economy from services to manufactured goods;
- the under-performance of the UK economy which could undermine the Government's policies that have been based upon levels of growth that are unlikely to be achieved;
- the risk of the UK's main trading partners, in particular the EU and US, falling into recession;
- stimulus packages failing to stimulate growth;
- elections due in Italy and Germany in 2013;
- potential for protectionism i.e. an escalation of the currency war/trade dispute between the US and China;
- the potential for action to curtail the Iranian nuclear programme;
- the situation in Syria deteriorating and impacting other countries in the Middle East.

The focus of so many consumers, corporates and banks on reducing their borrowings, rather than spending, will continue to act as a major headwind to a return to robust growth in western economies.

Given the weak outlook for economic growth, Sector sees the prospects for any changes in Bank Rate before 2015 as very limited. There is potential for the start of Bank Rate increases to be even further delayed if growth disappoints.

Sector believes that the longer run trend is for gilt yields and PWLB rates to rise due to the high volume of gilt issuance in the UK, and the high volume of debt issuance in other major western countries. The interest rate forecast in this report represents a balance of downside and upside risks. The downside risks have already been commented on. However, there are specific identifiable upside risks as follows to PWLB rates and gilt yields, and especially to longer term rates and yields:-

- UK inflation being significantly higher than in the wider EU and US causing an increase in the inflation premium in gilt yields;
- Reversal of QE; this could initially be allowing gilts held by the Bank to mature without reinvesting in new purchases, followed later by outright sale of gilts currently held;
- Reversal of Sterling's safe haven status on an improvement in financial stresses in the Eurozone;
- Investors reverse de-risking by moving money from government bonds into shares in anticipation of a return to worldwide economic growth;
- The possibility of a UK credit rating downgrade.

*Rhan o gyngor dderbyniwyd gan SECTOR Cyf/
An extract from advice received from SECTOR Ltd*

**Buddsoddiadau Penodedig ac Amhenodedig/Rhestr Benthycy Cymeradwyedig/
Specified and Non-Specified Investments/Approved Lending List**

Rheolau/Criteria

<p>BUDDSODDIADAU PENODEDIG</p> <p>Adneuron y Trysorlys</p> <p>Adneuron gydag awdurdodau lleol y DU hyd at 364 diwrnod.</p> <p>Adneuron gyda banciau a chymdeithasau adeiladu sydd wedi derbyn cyfradd credyd uchel, am gyfnodau o hyd at 364 diwrnod (gweler 4.1).</p>	<p>SPECIFIED INVESTMENTS</p> <p>Treasury Deposits</p> <p>Deposits with UK local authorities for up to 364 days.</p> <p>Deposits with banks and building societies which have been awarded a high credit rating, for up to 364 days (see 4.1).</p>
<p>BUDDSODDIADAU AMHENOEDIG <i>Mwyafswm ar unrhyw bryd £30m.</i></p> <p>Grŵp 1 (<i>wedi eu cymeradwyo</i>) Adneuron gyda banciau am gyfnodau o hyd at 5 mlynedd (gweler 4.2).</p> <p>Mwyafswm ar unrhyw bryd £15m.</p> <p>Adneuron gyda banciau a chymdeithasau adeiladu nad ydynt wedi derbyn cyfradd credyd uchel, am gyfnodau o hyd at 364 diwrnod (gweler 4.2).</p> <p>Mwyafswm ar unrhyw bryd £5m.</p> <p>Banciau'r DU sydd wedi eu gwladoli</p> <p>Banciau a ddaw dan Becyn Cefnogi System Bancio'r DU</p> <p>Giltiau</p> <p>Biliau'r Trysorlys</p> <p>Cronfeydd Marchnad Arian a raddiwyd AAA</p> <p>Gwarant Ddiamwys y Llywodraeth ar faterion dyled penodol (e.e. tystysgrifau adneuron, bondiau, a.y.b.) gan fanciau sy'n cael diogelwch dan y pecyn cefnogi system bancio.</p> <p>Grŵp 2 (<i>angen cymeradwyaeth y Pwyllgor Gwaith</i>) Dyrodidiadau Euro-Sterling gan rai cyrff rhyngwladol a restrir ar Gyfneddfeydd Stoc gwledydd cymwys yr AEE.</p> <p>Mwyafswm ar unrhyw bryd £10m.</p> <p>Grŵp 3 (<i>angen cymeradwyaeth y Cyngor</i>) Pob math arall o fuddsoddiad i bwrpas Rheoli'r Trysorlys.</p> <p>Dim ond gwrthbartïon a gymeradwywyd o wledydd sydd â chyfradd credyd isaf o AA- trwy Fitch Ratings (neu gyfatebol trwy asiantaethau eraill os nad yw Fitch yn eu darparu) fydd y Cyngor yn eu defnyddio.</p> <p>Bydd y Cyngor hefyd yn gwneud benthyciadau i bwrpas cyflwyno ei wasanaethau lle mae cyllideb benodol wedi ei gytuno i'r pwrpas e.e. tai fforddiadwy. Bydd hefyd yn gwneud adneuron a buddsoddiadau yn sefydliadau ariannol i bwrpas darparu ei wasanaethau.</p>	<p>NON-SPECIFIED INVESTMENTS <i>Overall limit at any time £30m.</i></p> <p>Group 1 (<i>approved for use</i>) Deposits with banks for up to 5 years (see 4.2).</p> <p>Overall limit at any time £15m.</p> <p>Deposits with banks and building societies which have not been awarded a high credit rating, for up to 364 days (see 4.2).</p> <p>Overall limit at any time £5m.</p> <p>Nationalised Banks in the UK</p> <p>Banks covered by UK Banking System Support Package</p> <p>Gilts</p> <p>Treasury Bills</p> <p>Triple A Rated Money Market Funds</p> <p>UK Government Explicit Guarantee on specific debt issues (e.g. certificates of deposits, bonds, etc.) by banks covered by the banking system support package.</p> <p>Group 2 (<i>requires Executive approval</i>) Euro-Sterling issues by certain Supranational bodies listed on the Stock Exchanges of qualifying EAA states.</p> <p>Overall limit at any time £10m.</p> <p>Group 3 (<i>requires the Council's approval</i>) All other types of investment for Treasury Management purposes.</p> <p>The Council will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch Ratings (or equivalent from other agencies if Fitch does not provide).</p> <p>The Council will also make loans for the purposes of the delivery of its services where there is an approved budget for that specific purpose e.g. affordable housing. It will also make deposits and investments in financial institutions for the purposes of the delivery of its services.</p>

CYNGOR SIR YNYS MÔN – ISLE OF ANGLESEY COUNTY COUNCIL
CYRFF Y GELLIR RHOI ARIAN AR FENTHYG IDDYNT YN ÔL Y GYFRADD CREDYD - ADNEUON
Rheolau diwygiedig - Mawrth 2013
APPROVED LENDING LIST BY CREDIT RATING – DEPOSITS
Revised Criteria – March 2013

4.1	BUDDSODDIADAU PENODEDIG/SPECIFIED INVESTMENTS*	Rheolau/Criteria
Si) aiii	Cymdeithasau Adeiladu; Banciau'r DU a thramor- £10m am 12 mis (364 diwrnod) Building Societies; UK & Foreign Banks - £10m for 12 months (364 days)	AA- & A1 + /P1/F1+
Si) aiii	Banciau'r DU sydd wedi eu gwladoli/eu gwladoli'n rhannol - £10m am 12 mis (364 diwrnod) Nationalised/Semi Nationalised UK Banks - £10m for 12 months (364 days)	Pob un /All : CC neu PGC/ HoF(R) or HoS(F)
Si) b	Cymdeithasau Adeiladu; Banciau'r DU a thramor - £7.5m am 6 mis Building Societies; UK & Foreign Banks - £7.5m for 6 months	A & A1 + /P1/F1
Si) c	Cymdeithasau Adeiladu; Banciau'r DU a thramor - £5m am 3 mis Building Societies; UK & Foreign Banks - £5m for 3 months	A & A1 + /P1/F1
Si)d	Banciau'r DU a thramor - £10m am 1 mis UK & Foreign Banks - £10m for 1 month	A & A1 + /P1/F1
Sv)	Trysorlys y DU – dim mwyafswm UK Treasury – no maximum	
Svi)	Awdurdodau Lleol y DU - £5m am 12 mis UK Local Authorities - £5m for 12 months	Pob un /All : CC neu PGC/HoF(R) or HoS(F)
4.2	BUDDSODDIADAU AMHENODEDIG/NON-SPECIFIED INVESTMENTS*	
Ni) ai	Banciau'r DU a thramor - £10m am 5 mlynedd UK & Foreign Banks - £10m for 5 years	AA & A1 + /P1/F1 + Cefnogaeth/Support ½ CC neu PGC/ HoF(R) or HoS(F)
Ni) ai	Banciau'r DU a thramor - £10m am 3 blynedd UK & Foreign Banks - £10m for 3 years	AA & A1 + /P1/F1 + Cefnogaeth/Support ½ CC neu PGC/ HoF(R) or HoS(F)
N ii)	Is-gwmnïau Prif Fanciau'r DU - £1m am 1 mis Subsidiaries Major UK Banks - £1m for 1 month	Pob un /All : CC neu PGC/ HoF(R) or HoS(F)
N iii)	Banciau Clirio Eraill y DU - £1m am 1 mis Other UK Clearing Banks - £1m for 1 month	Pob un /All : CC neu PGC/ HoF(R) or HoS(F)
N iv) c	Cymdeithasau Adeiladu'r DU - £2m am 2 fis UK Building Societies - £2m for 2 months	Graddfa unigol/ Cefnogaeth dda Good individual/ Support Ratings
N iv) ch	Cymdeithasau Adeiladu'r DU - £1m am 1 mis UK Building Societies - £1m for 1 months	Pob un /All : CC neu PGC/ HoF(R) or HoS(F)
	* Yn amodol ar uchafswm fesul gwrth barti a fesul grŵp. * Subject to limits by counterparty and by group. * Yn amodol hefyd ar raddfa credyd y wlad y mae'r banc yn perthyn iddo. * Subject also to the sovereign credit rating of the country the bank is from.	

Approved countries for investments

Based upon lowest available rating

AAA

- Australia
- Canada
- Denmark
- Finland
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- France
- Hong Kong
- U.S.A.
- U.K.

AA

- Abu Dhabi
- Qatar
- UAE

AA-

- Belgium
- Japan
- Saudi Arabia

Treasury management scheme of delegation

(i) County Council

- receiving and reviewing reports on treasury management policies, practices and activities; and
- approval of annual strategy.

(ii) County Council or Executive

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities; and
- approving the selection of external service providers and agreeing terms of appointment.

(iii) Audit Committee

- reviewing the treasury management policy and procedures and making recommendations to the responsible body; and
- receiving and reviewing regular monitoring reports and acting on recommendations.

The treasury management role of the section 151 officer

The S151 (responsible) officer's role includes:

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit; and
- recommending the appointment of external service providers.

Capital Issues

- the capital plans and the prudential indicators; and
- the MRP strategy.

The CIPFA Treasury Management in the Public Services: Code of Practice

This Authority adopts the key principles of CIPFA's *Treasury Management in the Public Services: Code of Practice (2011 Edition)*, as described in Section 4 of that Code as follows:-

Key Principle 1:

Public service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.

Key Principle 2:

Their policies and practices should make clear that the effective management and control of risks are prime objectives of their treasury management activities and that responsibility for these lies clearly within their organisations. Their appetite for risk should form part of their annual strategy, including any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and liquidity when investing funds.

Key Principle 3:

They should acknowledge that the pursuit of value for money in treasury management and the use of suitable performance measures are valid and important tools for responsible organisations to employ in support of their business and service objectives; and that, within the context of effective risk management, their treasury management policies and practices should reflect this.

The Code then goes on to say that:

“In framing these recommendations, CIPFA acknowledges the difficulties of striving for effective risk management and control, whilst at the same time pursuing value for money. This code does not seek to be prescriptive about how this issue should be handled, particularly since it covers such a wide variety of organisations. However, where appropriate, the sector specific guidance notes give suitable advice. CIPFA recognises that no two organisations in the public services are likely to tackle this issue in precisely the same manner but success in this area of treasury management is likely to be viewed, especially in value for money terms, as an indicator of a strongly performing treasury management function.”

“Even though it dates back to 1991, CIPFA considers that the report by the Treasury and Civil Service Committee of the House of Commons on the BCCI closure is still pertinent, wherein it was stated that:”

“In balancing risk against return, local authorities should be more concerned to avoid risks than to maximise returns.”

“Indeed this view was supported by the Communities and Local Government Select Committee report into local authority investments in 2009.”

“It is CIPFA’s view that throughout the public services the priority is to protect capital rather than to maximise return. The avoidance of all risk is neither appropriate nor possible. However, a balance must be struck with a keen responsibility for public money.”

Accordingly the Authority will adopt, as part of the standing orders, the following four clauses;

1. The Authority will create and maintain, as the cornerstones for effective treasury management:
 - a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities; and
 - Suitable treasury management practices (TMPs) setting out the manner in which the Authority will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

The content of the Policy Statement and TMPs will follow the recommendations contained in Sections 6 and 7 of the Code, subject only to amendment where necessary to reflect the particular circumstances of the Authority. Such amendments will not result in the Authority materially deviating from the Code's key principles.

2. The Authority will also have regard for the Guidance on Local Government Investments issued by the Welsh Assembly Government and effective from 1st April 2010.
3. Full Council will receive reports on its treasury management policies, practices and activities, specifically; an annual strategy and plan in advance of the year, a mid year review and an annual report after its close, in the form prescribed in the TMPs. In addition to this the Audit Committee will receive quarterly review reports for first and third quarters.
4. The Authority delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Audit Committee, and for the execution and administration of treasury management decisions to the Chief Financial Officer, who will act in accordance with the Authority's policy statement and TMPs and, if he/she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.
5. The Authority nominates Audit Committee to be responsible for ensuring effective scrutiny of treasury management policies, practices and performance.

Treasury Management Policy Statement

1. The Authority defines its treasury management activities as: “The management of the authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.
2. This organisation regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
3. This organisation acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.”

Prudential and Treasury Indicators

TO BE CONFIRMED BY THE COUNCIL



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

**PENDERFYNIAD DRAFFT
AR OSOD
Y DRETH GYNGOR
2013-14**

**DRAFT RESOLUTION
ON SETTING
THE COUNCIL TAX
2013-14**

DRAFT COUNCIL TAX RESOLUTION

1. RESOLVED

- (a) Pursuant to the recommendations of the Executive, to adopt the Medium Term Revenue Budget Strategy at Table A, as a Budget Strategy within the meaning given by the Constitution, and to affirm that it becomes part of the budget framework with the exception of figures described as current.
- (b) Pursuant to the recommendations of the Executive to adopt a revenue budget for 2013/14 as shown at Table B.
- (c) Pursuant to the recommendations of the Executive to adopt a capital budget as shown at Table C.
- (ch) To delegate to the Head of Function (Resources) the power to make adjustments between headings in Table B in order to give effect to the Council's decisions on restructuring, and the decisions on centralisation of ICT and fleet budgets.
- (d) To delegate to the Executive Committee for the financial year 2013/14 the powers to transfer budgets between headings as follows:
 - (i) unlimited powers to spend each budget heading in Table B against the name of each service, on the service to which it relates;
 - (ii) powers to allocate sums from specific contingencies and cost of change contingency in Table B;
 - (iii) powers to vire from the severance contingency in Table B to the extent that the transactions reflect actual costs of achieving staff savings;
 - (iv) powers to vire from the Improvement and Education Recovery Board contingency budget for the purpose of performance improvement, for addressing high risks identified in the Improvement Plan, for delivering on outcome agreements and for systems to modernise the authority and facilitate performance management and for the Education Recovery Board;
 - (v) powers to vire from the Leisure Improvement Reserve in support of proposals which maintain or enhance the leisure service's assets or develop strategic sporting facilities;
 - (vi) powers to vire from new or increased sources of income.
- (dd) To delegate to the Executive Committee in respect of the financial year 2013/14 and on the advice of the Head of Function (Resources), the power to release up to £300k from general balances to deal with priorities arising during the year.
- (e) To delegate to the Executive Committee in respect of the period to 31 March 2016, the following powers:
 - (i) powers to make new commitments from future years' revenue budgets up to amount identified under New Priorities in the Medium Term Revenue Budget Strategy;
 - (ii) the power and the duty to make plans for achievement of revenue budget savings implied by the Medium Term Revenue Budget Strategy;
 - (iii) powers to transfer budgets between capital projects in Table C and to commit resources in following years and consistent with the budget framework.
- (f) To set the prudential indicators which are estimates for 2013/14 and onwards as shown at Table Ch and to confirm the limits on borrowing and investments identified as items 10,11 and 14 to 17.
- (ff) To approve the Treasury Management Strategy for the year.
- (g) To adopt the revised CIPFA Treasury Management Code of Practice 2011.
- (ng) To confirm that items 1(b) to (ff) become part of the budget framework.

2. **RESOLVED** to adopt and affirm for the purposes of the financial year 2013/14 the decision of the County Council on 10 March 1998 to set the discount level applicable to the prescribed Class A and prescribed Class B of dwellings under Section 12 of the Local Government Finance Act 1992 (as amended), as described by the Council Tax (Prescribed Classes of Dwellings) (Wales) Regulations 1998, as follows:

Prescribed Class A Nil Discount
 Prescribed Class B Nil Discount

3. **RESOLVED** to adopt and affirm for the purposes of the financial year 2013/14 the decision of the County Council on 6 March 2007 to set the discount level applicable to the prescribed Class C of dwellings under Section 12 of the Local Government Finance Act 1992 (as amended), as described by the Local Authorities (Calculation of Tax Base) and Council Tax (Prescribed Classes of Dwellings) (Wales) (Amendment) Regulations 2004 as follows:-

Prescribed Class C Nil Discount

4. That it be noted that at its meeting on 28 February 1996 the Council resolved not to treat any expenses incurred by the Council in part of its area or in meeting any levy or special levy as special expenses and that the resolutions remain in force until expressly rescinded.

5. That it be noted that at its meeting on 19 November 2012 The Executive calculated the following amounts for the year 2013/14 in accordance with regulations made under Section 33(5) of the Local Government Finance Act 1992:

- a) 29,662.00 being the amount calculated by The Executive, in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) (Wales) Regulations 1995, as its council tax base for the year.

b) **Part of the Council's area**

Amlwch	1,429.69
Beumaris	1,051.62
Holyhead	3,707.82
Llangefni	1,864.25
Menai Bridge	1,381.95
Llanddaniel-fab	357.46
Llanddona	356.82
Cwm Cadnant	1,113.66
Llanfair Pwllgwyngyll	1,275.20
Llanfihangel Esceifiog	648.77
Bodorgan	424.02
Llangoed	609.56
Llangristiolus & Cerrigceinwen	579.09
Llanidan	400.16
Rhosyr	951.37
Penmynydd	226.13
Pentraeth	537.11
Moelfre	599.74
Llanbadrig	641.08
Llanddyfnan	479.47
Llaneilian	529.04
Llannerch-y-medd	489.92
Llaneugrad	170.72
Llanfair Mathafarn Eithaf	1,705.03
Cylch y Garn	398.81
Mechell	526.49
Rhos-y-bol	455.72

Aberffraw	284.10
Bodedern	405.05
Bodffordd	408.51
Trearddur	1,191.96
Tref Alaw	247.95
Llanfachraeth	220.61
Llanfaelog	1,181.44
Llanfaethlu	268.50
Llanfair-yn-neubwll	558.16
Valley	952.34
Bryngwran	345.42
Rhoscolyn	333.93
Trewalchmai	353.33

being the amounts calculated by The Executive, in accordance with regulation 6 of the Regulations, as the amounts of its council tax base for the year for dwellings in those parts of its area to which one or more special items relate.

6. That the following amounts be now calculated by the Council for the year 2013/14 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:

- a) £190,368,853 being the aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (d) of the Act.
- b) £ 60,931,280 being the aggregate of the amounts which the Council estimates for the items set out in Section 32(3)(a) and (c) of the Act.
- c) £129,437,573 being the amount by which the aggregate at 6(a) above exceeds the aggregate at 6(b) above, calculated by the Council, in accordance with Section 32(4) of the Act, as its budget requirement for the year.
- ch) £100,634,828 being the aggregate of the sums which the Council estimates will be payable for the year into its council fund in respect of redistributed non-domestic rates, revenue support grant and specific grant, reduced by any amount calculated in accordance with Section 33(3) of the Act.
- d) £ 971.03 being the amount at 6(c) above less the amount at 6(ch) above, all divided by the amount at 5(a) above, calculated by The Executive, in accordance with Section 33(1) of the Act, as the basic amount of its council tax for the year.
- dd) £ 945,678 being the aggregate amount of all special items referred to in Section 34(1) of the Act.
- e) £ 939.15 being the amount at 6(d) above less the result given by dividing the amount at 6(dd) above by the amount at 5(a) above, calculated by the Executive, in accordance with Section 34(2) of the Act, as the basic amount of its council tax for the year for dwellings in those parts of its area to which no special item relates.

f) Part of the Council's area		D
Amlwch	£	993.51
Beaumaris	£	964.29
Holyhead	£	1,014.14
Llangefni	£	995.25
Menai Bridge	£	986.18
Llanddaniel-fab	£	955.94
Llanddona	£	953.58
Cwm Cadnant	£	964.74
Llanfair Pwllgwyngyll	£	966.60
Llanfihangel Esceifiog	£	961.58
Bodorgan	£	956.60
Llangoed	£	954.47
Llangristiolus & Cerrigceinwen	£	946.30
Llanidan	£	959.02
Rhosyr	£	959.65
Penmynydd	£	952.42
Pentraeth	£	963.35
Moelfre	£	957.65
Llanbadrig	£	964.11
Llanddyfnan	£	953.50
Llaneilian	£	956.16
Llannerch-y-medd	£	951.16
Llaneugrad	£	959.65
Llanfair Mathafarn Eithaf	£	962.90
Cylch y Garn	£	952.06
Mechell	£	953.81
Rhos-y-bol	£	952.32
Aberffraw	£	963.79
Bodedern	£	955.81
Bodffordd	£	951.39
Trearddur	£	961.51
Tref Alaw	£	954.07
Llanfachraeth	£	957.62
Llanfaelog	£	956.08
Llanfaethlu	£	960.57
Llanfair-yn-neubwll	£	957.60
Valley	£	961.94
Bryngwran	£	962.89
Rhoscolyn	£	951.13
Trewalchmai	£	954.72

being the amount given by adding to the amount at 6(e) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 5(b) above, calculated by the Executive in accordance with Section 34(3) of the Act, as the basic amounts of its council tax for the year for dwellings in those parts of its area to which one of more special items relate.

Valuation Bands

ff) Part of the Council's Area :		A	B	C	D	E	F	G	H	I
Amlwch	£	662.34	772.73	883.12	993.51	1,214.29	1,435.07	1,655.85	1,987.02	2,318.19
Beaumaris	£	642.86	750.01	857.15	964.29	1,178.58	1,392.87	1,607.16	1,928.59	2,250.02
Holyhead	£	676.10	788.78	901.46	1,014.14	1,239.51	1,464.88	1,690.24	2,028.29	2,366.34
Llangefni	£	663.50	774.08	884.67	995.25	1,216.42	1,437.58	1,658.75	1,990.50	2,322.25
Menai Bridge	£	657.46	767.03	876.61	986.18	1,205.34	1,424.49	1,643.64	1,972.37	2,301.10
Llanddaniel-fab	£	637.29	743.51	849.72	955.94	1,168.37	1,380.80	1,593.23	1,911.87	2,230.52
Llanddona	£	635.72	741.68	847.63	953.58	1,165.49	1,377.40	1,589.31	1,907.17	2,225.03
Cwm Cadnant	£	643.16	750.35	857.55	964.74	1,179.13	1,393.52	1,607.90	1,929.48	2,251.06
Llanfair Pwllgwyngyll	£	644.40	751.80	859.20	966.60	1,181.40	1,396.20	1,610.99	1,933.19	2,255.39
Llanfihangel Esceifiog	£	641.05	747.89	854.74	961.58	1,175.26	1,388.94	1,602.63	1,923.15	2,243.68
Bodorgan	£	637.73	744.02	850.31	956.60	1,169.18	1,381.76	1,594.34	1,913.20	2,232.07
Llangoed	£	636.31	742.36	848.42	954.47	1,166.57	1,378.67	1,590.78	1,908.93	2,227.09
Llangristiolus & Cerrigceinwen	£	630.87	736.01	841.15	946.30	1,156.59	1,366.88	1,577.17	1,892.60	2,208.03
Llanidan	£	639.34	745.90	852.46	959.02	1,172.13	1,385.25	1,598.36	1,918.03	2,237.71
Rhosyr	£	639.76	746.39	853.02	959.65	1,172.90	1,386.16	1,599.41	1,919.29	2,239.18
Penmynydd	£	634.94	740.77	846.59	952.42	1,164.06	1,375.71	1,587.36	1,904.83	2,222.31
Pentraeth	£	642.24	749.28	856.31	963.35	1,177.43	1,391.51	1,605.59	1,926.71	2,247.83
Moelfre	£	638.43	744.84	851.24	957.65	1,170.46	1,383.27	1,596.08	1,915.30	2,234.52
Llanbadrig	£	642.74	749.86	856.98	964.11	1,178.35	1,392.60	1,606.85	1,928.22	2,249.59
Llanddyfnan	£	635.66	741.61	847.55	953.50	1,165.39	1,377.27	1,589.16	1,906.99	2,224.83
Llaneilian	£	637.44	743.68	849.92	956.16	1,168.64	1,381.12	1,593.60	1,912.32	2,231.04
Llannerch-y-medd	£	634.11	739.79	845.48	951.16	1,162.53	1,373.90	1,585.27	1,902.32	2,219.38
Llaneugrad	£	639.77	746.40	853.02	959.65	1,172.91	1,386.16	1,599.42	1,919.30	2,239.19
Llanfair Mathafarn Eithaf	£	641.93	748.92	855.91	962.90	1,176.87	1,390.85	1,604.83	1,925.79	2,246.76
Cylch y Garn	£	634.71	740.49	846.28	952.06	1,163.63	1,375.20	1,586.77	1,904.13	2,221.48
Mechell	£	635.87	741.85	847.83	953.81	1,165.77	1,377.72	1,589.68	1,907.62	2,225.55
Rhos-y-bol	£	634.88	740.69	846.50	952.32	1,163.94	1,375.57	1,587.19	1,904.63	2,222.07
Aberffraw	£	642.53	749.61	856.70	963.79	1,177.96	1,392.14	1,606.32	1,927.58	2,248.84
Bodedern	£	637.21	743.41	849.61	955.81	1,168.22	1,380.62	1,593.02	1,911.63	2,230.23
Bodffordd	£	634.26	739.97	845.68	951.39	1,162.81	1,374.23	1,585.65	1,902.78	2,219.91
Trearddur	£	641.00	747.84	854.67	961.51	1,175.18	1,388.84	1,602.51	1,923.01	2,243.52
Tref Alaw	£	636.05	742.06	848.06	954.07	1,166.09	1,378.10	1,590.12	1,908.14	2,226.17
Llanfachraeth	£	638.41	744.81	851.22	957.62	1,170.42	1,383.22	1,596.03	1,915.23	2,234.44
Llanfaelog	£	637.39	743.62	849.85	956.08	1,168.54	1,381.00	1,593.46	1,912.16	2,230.85
Llanfaethlu	£	640.38	747.11	853.84	960.57	1,174.02	1,387.48	1,600.94	1,921.13	2,241.32
Llanfair-yn-neubwll	£	638.40	744.80	851.20	957.60	1,170.40	1,383.21	1,596.01	1,915.21	2,234.41
Valley	£	641.29	748.17	855.06	961.94	1,175.70	1,389.47	1,603.23	1,923.88	2,244.52
Bryngwran	£	641.93	748.91	855.90	962.89	1,176.86	1,390.84	1,604.82	1,925.78	2,246.74
Rhoscolyn	£	634.09	739.77	845.45	951.13	1,162.49	1,373.85	1,585.21	1,902.26	2,219.30
Trewalchmai	£	636.48	742.56	848.64	954.72	1,166.88	1,379.03	1,591.19	1,909.43	2,227.67

being the amounts given by multiplying the amounts at 6(e) and 6(f) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Executive, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

7. That it be noted that for the year 2013/14 the Police and Crime Commissioner North Wales has stated the following amounts in a precept issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

Precepting Authority	Valuation Bands								
	A	B	C	D	E	F	G	H	I
Police and Crime Commissioner North Wales	148.74	173.53	198.32	223.11	272.69	322.27	371.85	446.22	520.59

8. That, having calculated the aggregate in each case of the amounts at 6(ff) and 7 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2013/14 for each of the categories of dwellings shown below:

Part of the Council's Area:	Valuation Bands								
	A	B	C	D	E	F	G	H	I
Amlwch	£ 811.08	946.26	1,081.44	1,216.62	1,486.98	1,757.34	2,027.70	2,433.24	2,838.78
Beaumaris	£ 791.60	923.54	1,055.47	1,187.40	1,451.27	1,715.14	1,979.01	2,374.81	2,770.61
Holyhead	£ 824.84	962.31	1,099.78	1,237.25	1,512.20	1,787.15	2,062.09	2,474.51	2,886.93
Llangefni	£ 812.24	947.61	1,082.99	1,218.36	1,489.11	1,759.85	2,030.60	2,436.72	2,842.84
Menai Bridge	£ 806.20	940.56	1,074.93	1,209.29	1,478.03	1,746.76	2,015.49	2,418.59	2,821.69
Llanddaniel-fab	£ 786.03	917.04	1,048.04	1,179.05	1,441.06	1,703.07	1,965.08	2,358.09	2,751.11
Llanddona	£ 784.46	915.21	1,045.95	1,176.69	1,438.18	1,699.67	1,961.16	2,353.39	2,745.62
Cwm Cadnant	£ 791.90	923.88	1,055.87	1,187.85	1,451.82	1,715.79	1,979.75	2,375.70	2,771.65
Llanfair Pwllgwyngyll	£ 793.14	925.33	1,057.52	1,189.71	1,454.09	1,718.47	1,982.84	2,379.41	2,775.98
Llanfihangel Esceifiog	£ 789.79	921.42	1,053.06	1,184.69	1,447.95	1,711.21	1,974.48	2,369.37	2,764.27
Bodorgan	£ 786.47	917.55	1,048.63	1,179.71	1,441.87	1,704.03	1,966.19	2,359.42	2,752.66
Llangoed	£ 785.05	915.89	1,046.74	1,177.58	1,439.26	1,700.94	1,962.63	2,355.15	2,747.68
Llangristiolus & Cerrigceinwen	£ 779.61	909.54	1,039.47	1,169.41	1,429.28	1,689.15	1,949.02	2,338.82	2,728.62
Llanidan	£ 788.08	919.43	1,050.78	1,182.13	1,444.82	1,707.52	1,970.21	2,364.25	2,758.30
Rhosyr	£ 788.50	919.92	1,051.34	1,182.76	1,445.59	1,708.43	1,971.26	2,365.51	2,759.77
Penmynydd	£ 783.68	914.30	1,044.91	1,175.53	1,436.75	1,697.98	1,959.21	2,351.05	2,742.90
Pentraeth	£ 790.98	922.81	1,054.63	1,186.46	1,450.12	1,713.78	1,977.44	2,372.93	2,768.42
Moelfre	£ 787.17	918.37	1,049.56	1,180.76	1,443.15	1,705.54	1,967.93	2,361.52	2,755.11
Llanbadrig	£ 791.48	923.39	1,055.30	1,187.22	1,451.04	1,714.87	1,978.70	2,374.44	2,770.18
Llanddyfnan	£ 784.40	915.14	1,045.87	1,176.61	1,438.08	1,699.54	1,961.01	2,353.21	2,745.42
Llanelian	£ 786.18	917.21	1,048.24	1,179.27	1,441.33	1,703.39	1,965.45	2,358.54	2,751.63
Llannerch-y-medd	£ 782.85	913.32	1,043.80	1,174.27	1,435.22	1,696.17	1,957.12	2,348.54	2,739.97
Llaneugrad	£ 788.51	919.93	1,051.34	1,182.76	1,445.60	1,708.43	1,971.27	2,365.52	2,759.78
Llanfair Mathafarn Eithaf	£ 790.67	922.45	1,054.23	1,186.01	1,449.56	1,713.12	1,976.68	2,372.01	2,767.35
Cylch y Garn	£ 783.45	914.02	1,044.60	1,175.17	1,436.32	1,697.47	1,958.62	2,350.35	2,742.07
Mechell	£ 784.61	915.38	1,046.15	1,176.92	1,438.46	1,699.99	1,961.53	2,353.84	2,746.14
Rhos-y-bol	£ 783.62	914.22	1,044.82	1,175.43	1,436.63	1,697.84	1,959.04	2,350.85	2,742.66
Aberffraw	£ 791.27	923.14	1,055.02	1,186.90	1,450.65	1,714.41	1,978.17	2,373.80	2,769.43
Bodedern	£ 785.95	916.94	1,047.93	1,178.92	1,440.91	1,702.89	1,964.87	2,357.85	2,750.82
Bodffordd	£ 783.00	913.50	1,044.00	1,174.50	1,435.50	1,696.50	1,957.50	2,349.00	2,740.50
Trearddur	£ 789.74	921.37	1,052.99	1,184.62	1,447.87	1,711.11	1,974.36	2,369.23	2,764.11
Tref Alaw	£ 784.79	915.59	1,046.38	1,177.18	1,438.78	1,700.37	1,961.97	2,354.36	2,746.76
Llanfachraeth	£ 787.15	918.34	1,049.54	1,180.73	1,443.11	1,705.49	1,967.88	2,361.45	2,755.03
Llanfaelog	£ 786.13	917.15	1,048.17	1,179.19	1,441.23	1,703.27	1,965.31	2,358.38	2,751.44
Llanfaethlu	£ 789.12	920.64	1,052.16	1,183.68	1,446.71	1,709.75	1,972.79	2,367.35	2,761.91
Llanfair-yn-Neubwll	£ 787.14	918.33	1,049.52	1,180.71	1,443.09	1,705.48	1,967.86	2,361.43	2,755.00
Valley	£ 790.03	921.70	1,053.38	1,185.05	1,448.39	1,711.74	1,975.08	2,370.10	2,765.11
Bryngwran	£ 790.67	922.44	1,054.22	1,186.00	1,449.55	1,713.11	1,976.67	2,372.00	2,767.33
Rhoscolyn	£ 782.83	913.30	1,043.77	1,174.24	1,435.18	1,696.12	1,957.06	2,348.48	2,739.89
Trewalchmai	£ 785.22	916.09	1,046.96	1,177.83	1,439.57	1,701.30	1,963.04	2,355.65	2,748.26

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	County Council
Date:	5 March, 2013
Subject::	Single Integrated lan
Lead Officer:	Head of Service – Policy
Lead Officer:	Carol Wyn Owen (ext 2561)
Action:	To adopt the Single Integrated Plan

1. Background

In accordance with the Local Government Measure (2010), the County Council and its key partners is required to produce a Single Integrated Plan by 1 April, 2013 in order to simplify local arrangements to reduce duplication and release resources. The following plans will be merged and will be replaced by the Single Integrated Plan:

- Health, Social Care and Well-being Strategy
- Community Strategy
- Children and Young People’s Plan
- Community Safety Plan

On 11 February, 29013 the Executive was provided with an update on the findings of the public consultation exercise conducted on the Single Integrated Plan. The Executive was also requested to consider the comments of the Local Service Board in its meeting on 30 January, 2013 and then refer the final version of the Plan to the County Council for approval on 5 March, 2013.

2. Local Service Board’s Observations

The following observations were made by the Local Service Board in its meeting on 30 Jnauary, 2013:

- The length of the Plan needs to be reviewed
- The Action Plans need to be included in a separate document
- An Executive Summary needs to be included

3. Revisions to the Plan

Revisions have been made to the Plan to reflect the outcomes of the consultation process and the changes/additions have been included in bolded italics in the final draft version of the document.

4. Further Considerations

It was reported to the Executive on 11 February, 2013 that a joint Local Service Board has been created with Gwynedd as part of the partnership rationalisation agenda. The Board's work programme will be steered by the merging of the Single Integrated Plans of both Counties and the priority areas identified for joint working. The Joint Local Service Board will prioritise the key action areas and work across agencies to complete the work that will make the most impact. The work programmes will be reviewed annually. The following comments received as a response to the consultation will be considered as part of the process:

- Importance of job creation and significance of major inward investment projects Wylfa B.
- Importance of encouraging entrepreneurship and increasing leisure facilities.
- The importance of responding to the needs of young people and their employment requirements.
- Valuable contribution of social enterprises and volunteering to community prosperity.
- Emphasis on early intervention and the preventative agenda in relation to health.
- The Plan should demonstrate the amount of resources required to support the aims.
- Need to give attention to the changes in the Welfare system (including specific areas such as fuel poverty) as a priority area.
- Plan length and cost questioned as well as insufficient emphasis on implementation (action plans were included with the Plan)
- Plan too aspirational in places e.g, poverty is a national problem and such a large area to tackle locally.
- Recognition that Anglesey, due to economies of scale needs to work collaboratively to succeed in delivering effective and efficient services.
- Recognition that a balance needs to be maintained between some of the outcomes can conflict and e.g. capitalize on energy and sustainable economy can conflict with enhancing the environment and promoting tourism.
- Responses focused on certain specific issues e.g. windturbines.
- Recognition that investment in young people and good educational provision is of paramount importance.
- Expression of interest made in contributing to decision making process and suggestion made to establish a Citizen's Panel.

5 . Recommendation

The County Council is requested to adopt the Single Integrated Plan for Anglesey and note that the work of merging the Plan with Gwynedd's will commence from 1 April, 2013.

Ynys Môn

THE ISLE OF Anglesey

ISLE OF ANGLESEY SINGLE INTEGRATED PLAN



2013 - 2025



HEDDLU GOGLEDD CYMRU
Ddisgwrdd Cymru a'r Iwgeledd
NORTH WALES POLICE
A safon North Wales



CYNGOR SIR
YNYNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL



PRIFYSGOL
BANGOR
UNIVERSITY



Coleg
Menai



GIG
YNYNYS MÔN
Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board



Aiamath yr
Angleseidd Cymru
Environment
Agency Wales



Llywodraeth Cymru
Welsh Government

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WELCOME TO THE SINGLE INTEGRATED PLAN

OUR ISLAND – OUR FUTURE

As Chair of the Local Service Board (LSB), I am pleased to introduce you to the Single Integrated Plan for Anglesey, **Our Island – Our Future**. This Plan sets out our vision and the work that needs to be done for the future of the Island.

Here on Anglesey key partners are represented on the LSB and are committed to improving the quality of life on the Island. Creating **Our Island – Our Future** has been a joint effort and has involved integrating four key plans (Community Strategy, Health, Social Care and Wellbeing Strategy, Children and Young People's Plan and the Community Safety Plan). This new streamlined way of working will identify outcomes we want to achieve and will make a positive impact upon the lives of people living on Anglesey.

We would now like to know what you think of the Plan **Our Island - Our Future** and perhaps you could consider the following questions:

- Do you understand what the plan is trying to do?
- Do you think it will have a positive impact on the lives of local people?
- Have we got our priorities right?
- Have we identified the actions that will have the biggest impact for local people?
- Will you be able to measure our success?
- Have you got enough opportunities to be involved?
-

You can read a copy of **Our Island - Our Future** online by visiting www.anglesey.gov.uk. Your views can be shared with us by filling in the online questionnaire, emailing community@anglesey.gov.uk or by writing to Freepost RRBH-LCAT-AXJS, **Our Island - Our Future**, Policy Unit, Isle of Anglesey County Council, County Offices, Llangefni, LL77 7TW. The consultation period starts on 26 November, 2012 and ends on 18 January, 2013.

The LSB's share vision for Anglesey is 'working together to create jobs, improve health and deliver a safe and sustainable place to live'. With your input, **Our Island – Our Future** will enable us to bring this vision to life.

A handwritten signature in dark ink, appearing to be 'Stuart', with a long horizontal line extending to the right.

Chair of the Local Service Board

March 5, 2013

INTRODUCTION

Welcome to the Isle of Anglesey's Single Integrated Plan **Our Island, Our Future** which is the Local Service Board's vision and work plan for the future of the Island.

The aim of this Plan is to improve the quality of life of local people and communities by enhancing our economic, social and environmental wellbeing over the next 12 years. The Plan sets out the vision for the next 12 years and the priorities for action for the next 4 years to address the big challenges. The action plans under each strategic outcome will be measured and reviewed to make sure that we are prioritising the right things that make a difference locally.

This Plan tackles complex issues that can't be tackled by one organisation alone and has been created through a partnership approach, involving input from partners, service users, communities and residents.

In February, 2012 the County Council commissioned a Residents' Survey that provided valuable input into the process on what you felt were the most important factors in making Anglesey a good place to live, they were:

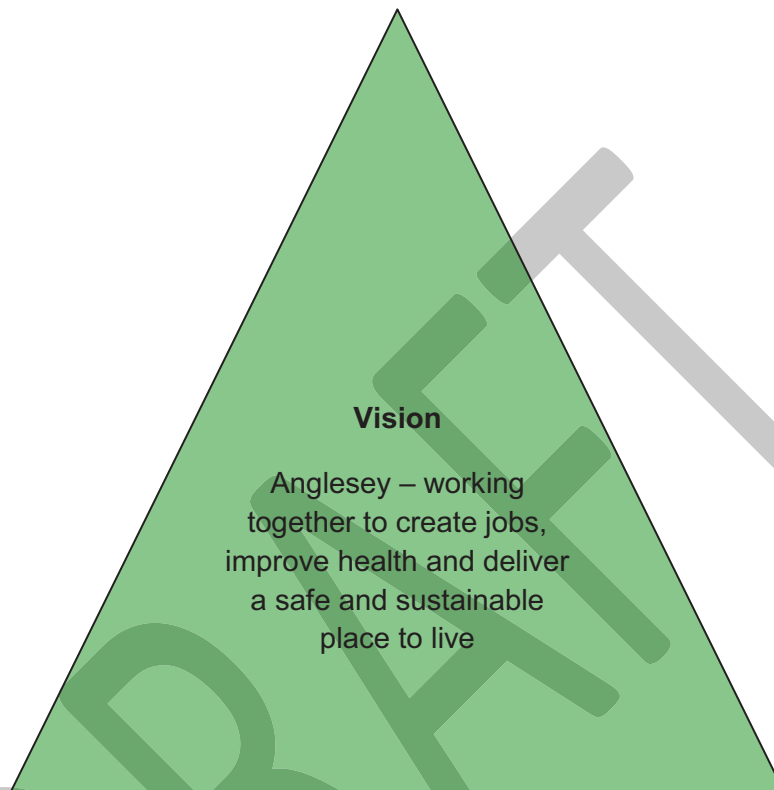
- health services
- low crime levels
- education facilities
- support for older people and
- jobs and job prospects

The survey also asked residents to prioritise the issues considered to be in most need of improvement, they were jobs and job prospects, affordable housing, activities across all age groups, road repairs and support for vulnerable children and young people.

We care about what you've told us and this has helped us focus on three key themes that will help achieve our vision.

OUR VISION

During 2011 the vision for **Our Island, Our Future** was developed with local partners and took on board the feedback from community consultations. This vision underpins the delivery of the key themes and the shared outcomes we wish to achieve.



MAKING A DIFFERENCE

To achieve the vision for Anglesey to create jobs, improve health and deliver a safe and sustainable place to live the focus on action will be on three key themes:

- People
- Place
- Jobs

Some of the actions to address the three key theme areas, People, Place and Jobs are already included in existing work streams of partner organisations. However, the Local Service Board recognises that planned action is necessary around a number of 'Big Issues' under each theme in order to make a real difference. Concentrating our efforts on the big issues affecting our communities based on an assessment of need and opportunity provides the focus to achieving the outcomes required to make a difference.

‘THE BIG ISSUES’

Our planned action during the next few years will focus on tackling many of the complex and long term big issues that exist:

- Improving economic performance and skills to create/and sustain jobs focussing on lifelong learning opportunities
- Enabling communities and individuals to maintain and develop their independence
- Ensuring opportunities exist for young people to remain on the Island to live and work
- Meeting the needs of individuals and communities with less available public money
- Reducing poverty and providing effective services that meet the needs of vulnerable groups
- promoting and sustaining our environment and rich culture

WHY ARE THESE IDENTIFIED AS ‘THE BIG ISSUES’?

Economic Performance & Skills

One of the major issues we need to address is improving Anglesey’s economy and creating more jobs. The recent designation of Anglesey as an Enterprise Zone will help to strengthen the competitiveness of the Island’s economy. The Enterprise Zone provides an opportunity to capitalise on the proposed investment and growth potential of the low carbon energy sector on Anglesey.

The proposed major energy infrastructure developments will also contribute positively towards the economic transformation of the Island. Through mitigating impacts and maximising economic and community benefits, we will focus upon achieving our legacy aspirations.

Tourism remains a major contributor to the Island’s economic well-being ***and the adoption of a Destination Management Plan provides an appropriate framework to co-ordinate the promotion, protection and enhancement on the Island’s tourism.***

Opportunities

- Opportunities to capitalise upon the transformational potential of major developments

- Opportunities to develop the Tourism industry
- Capitalising on the designation of Enterprise Zone status for Anglesey and the proposed major energy infrastructure developments on Anglesey to provide numerous opportunities to contribute positively towards the economic transformation of the Island.

Challenges

- ***One of the lowest GVA's in the UK at 57.2%***
- House price to earnings ratio
- ***Higher levels of economic inactivity***

Individuals and Communities

Future changes to our population structure means that there will be an increase in older people on the Island and greater demands on certain services. This will require more early intervention and targeted services.

Although we have an ageing population, the aim is to develop solutions to care needs that focus on maintaining independence.

Safeguarding children and vulnerable adults is one of the priorities of all the partners. The relationship of the Local Safeguarding Children's Board (LSCB) with other partnerships, needs to be robust with clear boundaries and responsibilities.

The Plan also recognises that safeguarding children, young people and vulnerable adults is everybody's responsibility and is committed to preventing their abuse and will respond promptly when any abuse is suspected. The LSCB will have a critical role in ensuring that we are all playing our part.

The challenge will be for the local authority and other statutory partners to work in collaboration with the third and community sectors to develop early intervention and prevention services to promote physical and mental health and well-being and social inclusion in order to reduce dependency on more long term statutory services and statutory interventions.

At the same time, with less public resources available different service models need to be developed to make best use of budgets. This means that different solutions need to be explored to enable individuals and communities to become independent and sustainable.

Opportunities

- Providing services differently to meet individual/community needs
- Utilisation of early intervention strategies to support people

Challenges

- The population is projected to grow by around 4% by 2031 with growth in life expectancy and ageing population leading to increased pressure on services and housing
- Changing nature of communities impacting on access to services in rural areas
- Higher hospital admissions than national average due to alcohol and drug related issues levels of smoking in adults (24%)
- Likely effect on the educational provision in rural areas
- Likely impact of population trends on Welsh language and culture

Young People

Since our young people are tomorrow's future, it is important that we create the right opportunities for them in terms of, lifelong learning, skills and employment, housing and leisure. We recognise that many young people move away from the area and we need to create the right conditions to keep them here and encourage those that have left to return.

Opportunities

- A potential increase in apprenticeship opportunities
- The development of a Vocational Academy to respond to the training needs of the Energy Island

Challenges

- Availability of work opportunities

Working Differently With Less Money

As partner organisations, we will be facing continued financial pressures over the next few years. This means that we will need to work differently, make best use of our assets and modernise services to meet the differing needs of individuals and communities. This situation provides a window for organisations to think outside the box and grasp the opportunity of new ways of working.

Opportunities

- Closer collaboration between services, partnerships and counties in delivering public services

Challenges

- Reduction in Public Sector Finances
- Providing citizens with adequate access to information and the opportunity to express their views for feeding into the decision making process
- Risk of an escalation in crime & disorder due to the current economic climate and its impacts on public services
- The impact of future large scale projects on communities
- The need to encourage social cohesion and integration

Reducing poverty

We also recognised the importance of targeting action not only across different age groups but also towards the needs of groups in society who are vulnerable and in need of support. This covers a range of issues including measures to address poverty and those at risk of exploitation e.g. rogue traders. ***The current changes in Welfare Reform poses many challenges to the relevant agencies.***

Opportunities

- 67% of Anglesey's population considered themselves to be in good health compared to the Welsh average of 65%
- Decrease of 8.5% in overall crime since April, 2009
- The need to encourage social cohesion and integration

Challenges

- Impact of Welfare Reform (Changes to Benefit System)
- High levels of smoking in adults (24%)
- Higher hospital admission
- Life expectancy which is starting to fall behind the Welsh average
- Risk of an escalation in crime & disorder due to the current economic climate and its impacts on public services
- The impact of future large scale projects on communities

Environment and Culture

Responding to the challenges of Climate Change needs to be addressed by partner organisations and we all have a role to play to safeguard the environment. We also recognise the importance of reducing our Carbon Footprint.

We recognise that the climate change agenda and measures to improve carbon reduction are important to everyone. Energy Performance Certificates for homes and transparent Energy labelling contribute to the mitigation agenda.

Anglesey has a unique and distinct character both in terms of culture and heritage and enhancing the Island's unique cultural identity are central to the process of improving the quality of life of our residents. We recognise that the Welsh language, culture and heritage are an integral element of the social fabric of the Island's communities and are central to many people's sense of identity.

Opportunities

- Sustainably protecting the natural environment - Statutory targets to recycle / compost 70% of all waste by 2025
- Increase education, awareness and behaviours towards energy demand / use
- Anglesey's natural environment is designated an Area of Outstanding Natural Beauty (AONB) with 125 miles of coastal path
- Anglesey is a designated Unesco Global Geopark

Challenges

- Fuel poverty risks with bills likely to rise by between 14% and 25% by 2020
- Sustainable use of transport
- How can renewable energy be accommodated locally?
- Improving the quality of design of buildings

LINKING EVERYTHING TOGETHER

To tackle the 'Big Issues' that are identified in this Plan, our aim is to achieve a number of important outcomes under the key thematic areas of People, Place and Jobs. Achieving these outcomes will make a positive impact on our economic, social and environmental wellbeing. The priorities under each theme are inter-dependent and support each other.

The Key Themes



Action Plans and Measuring What We Do

Initial Action Plans have been created to support work under the People, Places and Jobs themes. These Action Plans will be refined further over the coming months and will form the basis of the Local Services Board's Work Programme.

Your contribution

Under each outcome and supporting evidence we have outlined ways in which you can help us achieve our goals and make a difference to your communities.

Merging Key Partnerships and Plans

During the coming months existing partnerships will be streamlined and reduced and as part of this reform programme the Anglesey and Gwynedd Local Service Boards are merging. This Plan will merge with Gwynedd's into a joint Single Integrated Plan for both areas from 1 April, 2013.

We have adopted an outcome based approach when preparing this Plan. The aim is to respond to your needs as a local population and ensure that citizens and communities are at the heart of planning and delivery. These needs have been established through collecting a sound evidence base and through consultation with practitioners, service users and residents.

DRAFT

THE KEY THEMES

PEOPLE

During the lifespan of this Plan we recognise that we need to respond to and support the needs of people across all ages.

These will be the areas that we will focus upon to make a difference:

- **Every child and young person on Anglesey reaches his/her potential**
- **People in Anglesey are healthy and active**
- **Anglesey is an Island where the Welsh Language and Culture is flourishing**

Story behind the baseline

Why are these areas important?

- The resident population of Anglesey is projected to increase by 4% from 2006 to 2031, typically 120 per year
- In 2009 19.5% of children were said to be living in poverty on the Isle of Anglesey
- 21.9% of the total population of the Isle of Anglesey was aged 65+ in 2010, compared with 18.6% in Wales as a whole. This is the third highest proportion of people aged 65+ across all local authorities in Wales
- With higher life expectancy and greater numbers of people retiring to the area the population aged 65+ has increased by 17.2% (+2,205) since 2001
- The population aged 85+ has also increased by 20.6% (+318) on the island
- **According to the 2011 Census, 57.2% of the population speak Welsh**
- According to the 2009 Annual Population Survey (Welsh Government) 0.6% of people were from a non-white background

The changing structure of the population means more pressure and greater demands on a range of services e.g. health and social care, housing, welfare and other services used by the population. This requires collective action and early intervention to empower and support people.

One of the key challenges ahead is how best to address poverty and access to a range of support services. There are particular challenges ahead to address poverty across the various age groups and access to appropriate support services.

We fully recognise that the young people are our future on the Island. It is therefore of particular concern that a number of children are said to be living in poverty on the Island since this can impact negatively on educational attainment and wellbeing.

Children and Young People continue to be an important work stream on a partnership level.

What does this tell us?

In summary the baseline information in this key theme tells us that:

- We need to respond to the needs of an ageing population
- Poverty across age-groups and access to support services is an issue. As almost 1/5th of children and young people live in poverty we need to continue to focus on giving them a better start in life
- Promote individual and community independence
- We need to respond to the needs of an area which has one of the highest percentages of Welsh speakers. The Island also has a rich cultural history

Making a difference:

The Local Service Board is committed to making a difference in the following areas:

- Making sure children and young people get a good start, are safe and respected and not disadvantaged by poverty
- Promoting early intervention and independence and improving health and wellbeing for all ages
- Increasing use of the Welsh language, promoting literacy and interest in cultural issues
- Safeguarding children and young people on Anglesey who are vulnerable, in need or at risk
- Ensuring children and young people have access to a wide range of relevant learning and career opportunities
- Provide the best possible learning environment for all children and young people
- Access to safe and high quality play provision for children and young people
- Children and young people have the opportunity to take part in sport, leisure and cultural activities
- Children and young people are active participants in their communities
- Work in partnership with agencies to ensure a co-ordinated service for all children, young people and families
- Establish a community wide language forum
- Work in partnership with local agencies to increase the use of the Welsh language

Every child and young person on Anglesey reaches his/her full potential

Key Facts

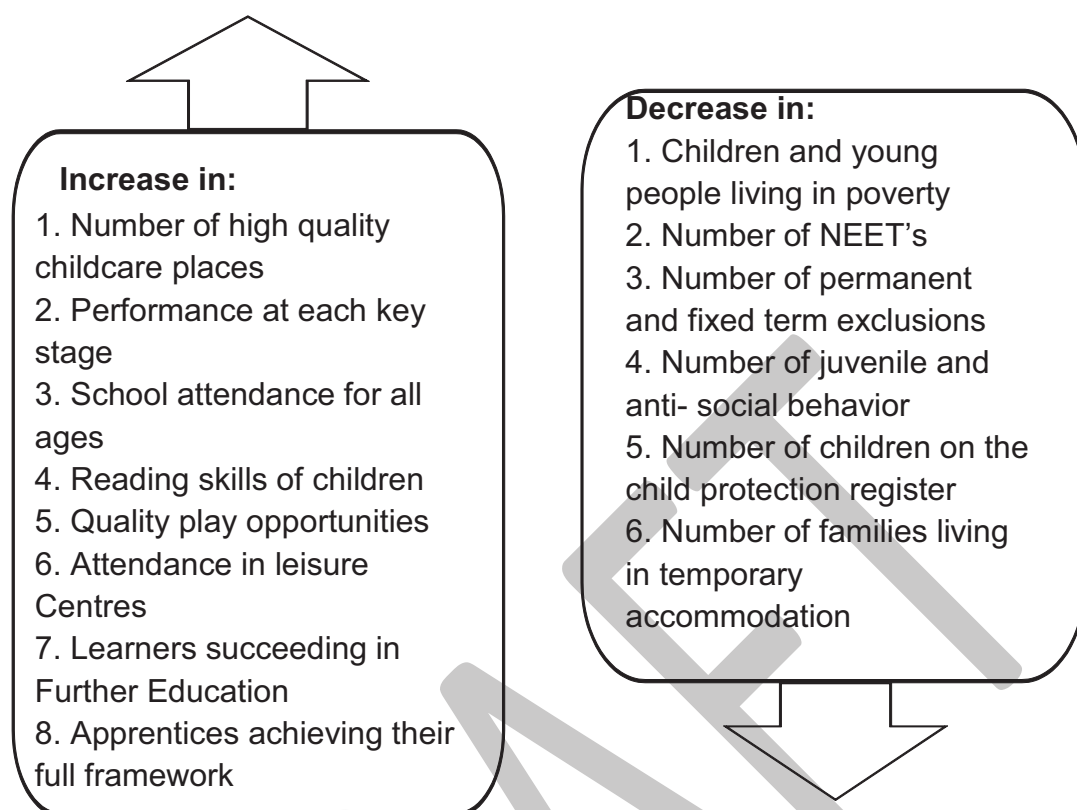
While educational achievement is often used as a measure of success it is also important to recognise that there are a number of different ways that children and young people can fulfil their potential. To take an active part within their community through leisure, sport, culture or volunteering enhances the lives of children and young people and we aim to ensure that all children and young people have access to these opportunities regardless of their background.

Early intervention will also be a focus of our work with families able to access advice and support early before problems and issues affect their lives irrevocably.

Throughout our work we will consult and include children and young people ensuring that their voices are heard and that they participate fully in the decision about their futures. It is important that when difficult decisions are taken about the future of public services on Anglesey that children and young people feel able to be part of those decisions and are confident that their opinions will be considered and respected.

- Attendance in primary schools for the academic year 2011/2012 was 93.5%
- Attendance in secondary schools for the academic years 2011/2012 was 92.2%
- % of 11year olds achieving Core Subject Indicators was 78.6%
- % of 15 year olds achieving level 2 threshold including English or Welsh and Maths was 47.0%
- 16% of young people achieving recognised qualification through the Youth Service
- In 2011 the % of school leavers not in education, employment or training (NEET) was 2.68% (one of the best results in Wales)
- 83% of learners entering Further Education at Coleg Menai are successful (2% above national benchmark)
- 87% of apprentices at Coleg Menai achieve their full framework (6% above national average)

Measuring our success



Your contribution:

- Read with your child from an early age. Talk to your health visitor or your child's teacher to see what kind of books or magazines you could read with your child
- Make sure your child is immunised, check with your health visitor or GP
- Make sure your child goes to school on time with the right books and equipment for their day
- Claim Free School Meals if you are eligible
- Encourage your child to take part in activities in the community
- Find out about the free swimming during the school holidays and take your child along to a session
- Encourage your child to take part in school councils and youth forums to make sure their voice is heard
- Contact one of the support agencies if you are struggling and require help with your family
- Walk or cycle with your child with your child to school to encourage them to do so on their own or with friends
- Explore an apprenticeship as a career path

People in Anglesey are healthy and active

Key Facts

Anglesey now has an ageing population. On the whole, life expectancy for our population is increasing, although average life expectancy for both men and women is slightly below the Welsh average. Variation and inequalities in health outcome also exist between the most and least deprived communities. Demand for health and care services and the cost of these traditional services are increasing greatly.

These emerging themes and pressures mean that current models and approaches of addressing present needs will not be fit for purpose in the future. Citizens and families will be at the heart of controlling and choosing the support needed for adults and older people and their carers to enable them to manage their own health and develop solutions to their social care needs which where possible will enable them to either maintain or regain independence. To achieve this we are going to need to work in partnership both to promote prevention, early intervention and equal opportunity for good health and change the way we provide services to ensure there is a good supply of support which is rich, diverse and fair.

Below are some key facts about our communities:

- There will be an increase of at least 20% in the number of older people by 2020 and this proportion will continue to increase
- About a third of people aged 75+ will have a long term health condition (e.g. Heart failure, Diabetes) by 2020
- Poorer health is more common in deprived communities
- On Anglesey, there are 21 registered Residential Care establishments providing services for up to 612 residents. Fewer people are choosing to use residential care. This is a national trend and has been consistent for a number of years. In Anglesey as a whole, there is an overdependence on residential care beds with the need to develop more services in the community
- The number of looked after children on Anglesey has increased to its highest level. In 2011 there were over 2,800 referrals to the service leading to the highest numbers for Looked after Children (at 92, which is a 29.5% increase since 2009/10) and numbers on the Child Protection Register (at 77, which is a 156% increase since 2009/10). One particular area of concern is the number of referrals where domestic violence is cited as the main contributory factor, and in 2011 1377 of the total referrals, or 47.5%, were from the Police

The main findings of the 'Anglesey Life' needs assessments include the following:

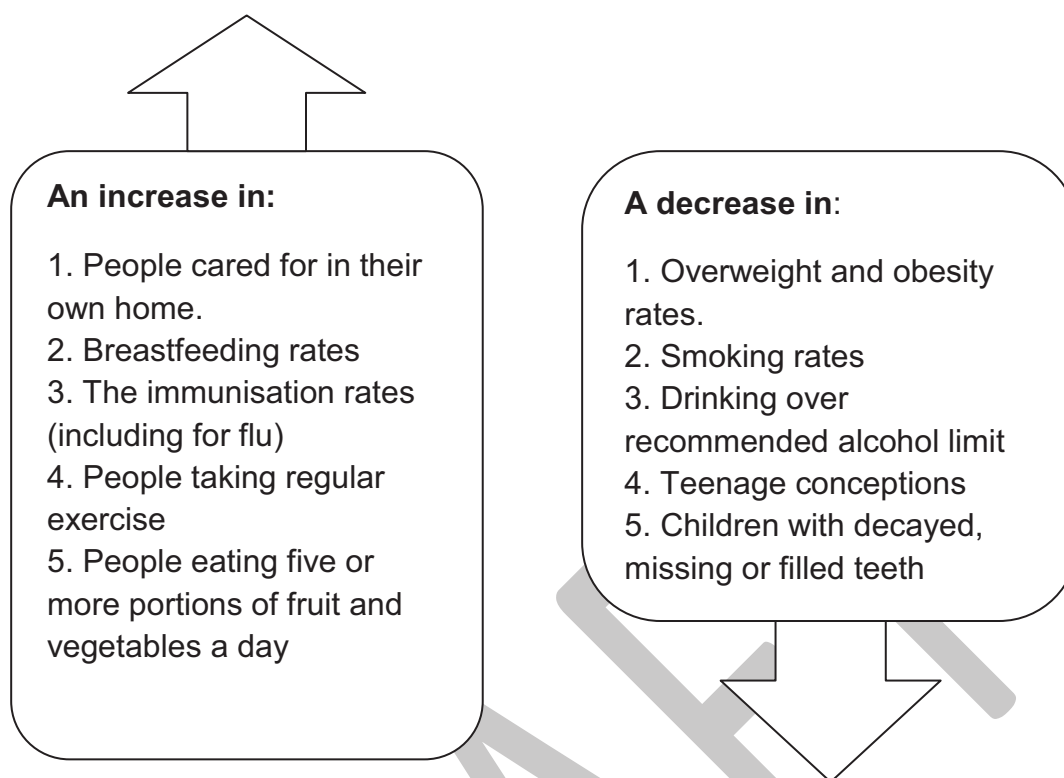
Promoting Healthy Lifestyles

- There is an increase in males and females who drink alcohol above recommended guidelines and who binge drink
- Anglesey registers a significantly higher number of male admissions to hospital for alcohol and drug related conditions than the Welsh average
- Two thirds of Anglesey's adult population are not physically active enough, and for children and young people physical activity levels for girls are much lower than for boys
- A quarter of Anglesey adults smoke and a third of pregnant women smoke

Care at Home

- Enhancing resilience by supporting all children and their families to have access to healthy lifestyles and play
- Supporting older people and their carers to independence by providing timely services
- Increasing the availability of healthy ageing provision in the Community

Measuring Our Success



Your contribution

- Drink within recommended limits 21 units per week for men, 14 for women, two alcohol free days a week and don't binge drink
- Don't smoke, and don't make children breathe your smoke, especially in cars. Get help to stop from your GP, Pharmacist or Stop Smoking Wales
- Take responsibility for your own and your family's health. Commit to regular exercise and healthy eating. Ask for free Change of Life information packs
- Join in with activities in your local community e.g. Contact Leisure Services and find out what can be accessed locally or find out about play opportunities in your area
- Breastfeed your babies and encourage others to breastfeed
- Make sure your children get their immunisations

- Register with a Dentist and take your children regularly. Teach them to clean and floss their teeth. Avoid or limit sugary drinks
- Talk to your children about growing up, healthy relationships and safer sex
- Make sure you go to any screening invites – it could save your life. For more information contact your GP
- Go for a flu vaccine if you are at risk or a carer
- Keep an eye on your elderly neighbours, offer to do some shopping, gardening or even just pop in for a chat. Help them to keep their home safe
- Volunteer through Medrwn Môn

Anglesey is an Island where the Welsh Language and Culture is flourishing

Key Facts

Welsh Language

- The highest percentage of Welsh speakers is amongst 3-24 year olds which highlights the influence of the bilingual education provision and conversely the lowest percentage is amongst the over 50 year olds due to the inward migration of people within this age group
- Over the last 30 years the composition of the population has changed considerably and consequently we see that 32% of the population were born outside Wales
- There is a difference in the number of people who speak Welsh in the various communities on Anglesey. The highest percentage i.e. over 70% are located in the centrally located communities whilst the coastal communities have only 40% Welsh speakers
- The Energy Island Programme could have an effect on the Welsh Language within communities. A Language Impact Assessment would be able to consider these effects and suggest appropriate mitigation
- The Isle of Anglesey County Council has Supplementary Planning Guidance (SPG) on 'Planning and Welsh Language' which offers guidance on how it will make decisions regarding proposed developments at a planning application stage on the Welsh Language
- Anglesey has the second highest number of pupils at Key Stage 2 and 3 receiving their teacher's assessment through the medium of Welsh

Culture

- There are a range of communities and groups who promote the use of the Welsh language e.g., Young Farmers Clubs, Merched y Wawr and the Urdd
- The Library Service had 271,995 visitors to its libraries in 2012-13
- The County's public libraries lend over 300,000 items every year
- A wealth of formal designations identify and protect the most important features in Anglesey's historical and architectural heritage
- Oriel Ynys Môn is a nationally recognised arts and heritage centre which houses collections of national importance. It provides a high quality programme of events and exhibitions attracting over 100,000 visitors annually
- ***There are opportunities to promote the culture and language through partnership working to enhance historical sites, monuments and landscapes***

- Anglesey Archives collects and preserves historical documents relating to the island of Anglesey and makes them available to anyone who wishes to use them

Measuring Our Success



An increase in:

1. Number of Welsh Speakers
2. Use of the Welsh Language
3. Visits to places of historical interests

Your contribution

- The Learning Welsh website can give you information about joining Welsh classes in your area – telephone (01248 383928)
- The Visit Anglesey website will help you support cultural events in your local area
- The local press will provide details of cultural events and evening classes in your area

PLACE

During the lifespan of this plan we recognise that we need to make a positive impact on protecting and enhancing the environment and enabling communities to thrive.

These will be the areas that we will focus upon to make a difference:

- **People in Anglesey enjoy a sustainable, rich and diverse environment**
- **People in Anglesey belong to communities that are strong, vibrant, inclusive and diverse**
- **People in Anglesey are safe and feel safe**

Story behind the baseline

- The Isle of Anglesey is a geographical area of approximately 71,100 hectares
- In 2010, the approximate population was 68,592, the third smallest population of all local authority areas in Wales after Merthyr Tydfil and Blaenau Gwent. This is a decrease of 262 individuals since 2009
- Anglesey is designated an Area of Outstanding Natural Beauty (AONB)
- Average house prices are just under £139,000, median household income is £24,351 with house price to income ratio 6:1
- The 55% of all municipal waste on Anglesey re-used, recycled and/or composted in 2011/12 was the fourth highest performance of local authorities in Wales. The long term statutory target is to recycle/compost 70% of municipal waste by 2024/25
- Anglesey is one of the safest places to live and work in North Wales, and since 2007 overall crime has continued to fall

The landscape is mostly rural and the 200km coastline includes a wide variety of sandy beaches and rocky coves that attract a significant number of tourists in the summer months. The A55 forms one of two crossings that connects the island to the mainland and enables passengers and freight to travel to and from the port of Holyhead. The Island has rail links and an airport with direct links to Cardiff and the Isle of Man over the summer months. There are five main towns on the Island, the largest of which by far is Holyhead with a population of about 13,500. Regenerating the Island's economy and focussing on investment in low carbon energy opportunities has been identified as a major priority for the area. The Island has been designated as an Enterprise Zone to maximise regeneration opportunities.

Anglesey is mainly a lowland island with much of the earlier woodland and wetlands now being used as farmland. The island's 200km coastline has many conservation and landscape designations, some of the finest areas of sand dunes in Wales and spectacular cliff and heathland. Much of the coast is designated an Area of Outstanding Natural Beauty (AONB). Air and water quality on the Island are good.

Present estimates for Wales suggests that over the next 25 years summers could become drier and winters wetter due to climate change, with more rain in total. Temperatures are also likely to increase. Changes in rainfall patterns and amounts could affect the availability and demand of water for people and the environment.

Anglesey as a predominantly rural area, which is more sparsely populated than most local authorities in Wales, faces challenges in terms of providing access to services, especially at a time when public finances are limited.

What does this tell us?

In summary the baseline information in this section tells us that:

- There is a lack of suitable affordable housing in the area and there is demand for social housing
- We need to maintain a balance between developing the economy and protecting the environment
- Crime has reduced in the area
- Tackling financial inclusion is important

Making a Difference:

The Local Service Board is committed to making a difference in the following areas:

- Taking care of the Island's natural environment and use our resources sustainably
- Making sure we have strong communities, access to services and that everybody's voice is heard
- Helping individuals and communities to develop and maintain their independence
- Making sure that Anglesey is a safe place
- Ensuring all children and young people are healthy and live in a safe environment
- Tackling Community Safety issues such as harm caused by alcohol
- Promoting financial inclusion to facilitate access to affordable financial products and services
- Providing opportunities for active travel

People in Anglesey enjoy a sustainable, rich and diverse environment

Key facts

The red squirrel, crested newt and some specialist orchids are more common on Anglesey than much of the mainland. 78% of the coast of Anglesey is designated an Area of Outstanding Natural Beauty (AONB). The coastal path links 36 coastal villages providing a long coastal path across the island. ***Some of the main features of the Anglesey AONB are:***

- ***low cliffs alternating with coves and pebble beaches***
- ***sheer limestone cliffs interspersed with fine sandy beaches***
- ***stretches of sand dunes with beaches***

The AONB is also home to approximately 7000 people who live in creative and dynamic communities. These communities are also popular holiday destinations for those who wish to relax on the island or participate in the wide range of outdoor activities such as walking the 201km (125 miles) coastal path.

Anglesey also has got geo park status, 'GeoMôn', which recognised the Island's geological wealth.

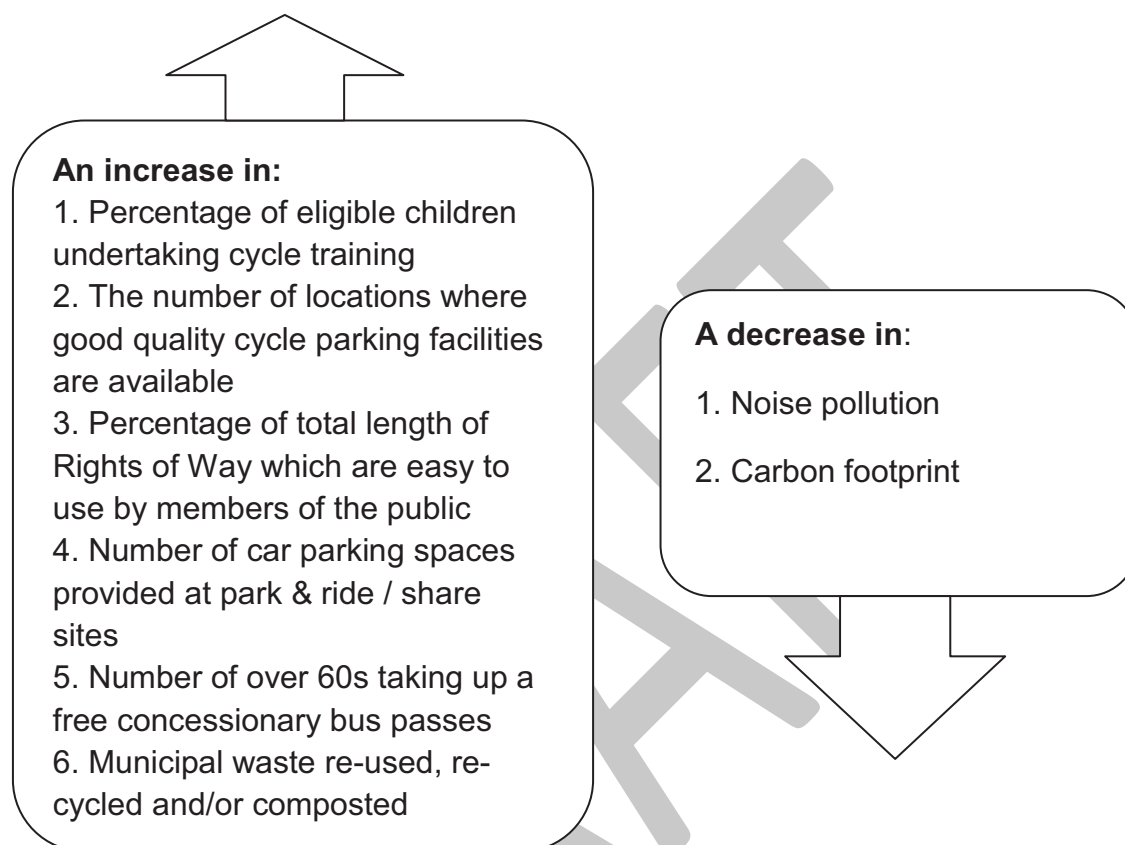
Beaumaris Castle is also designated as a World Heritage Site.

Recycling not only helps our environment here on Anglesey and beyond - it also saves money, energy and creates local employment.

At a national level greenhouse gas emissions, of which Carbon Dioxide is the main contributor, have steadily increased since 2002, and emissions continues to be a problem and a significant contributor to climate change. Industry, housing and road transport are major contributors to greenhouse gas emissions in Anglesey. The largest contributor of CO2 emissions in Anglesey is industry and commercial activity (54%). Housing (fuel emissions) is the largest component of the ecological footprint of Wales accounting for 22-27%.

Through the North Wales Regional Transport Plan, Anglesey plans to provide, promote and improve sustainable forms of transport to minimise the negative impacts of transport on the local and global environment. This includes improving the quality and provision of passenger transport and providing infrastructure such as park & ride / share schemes.

Measuring Our Success



Your contribution

- If you are interested in volunteering with the Area Outstanding Natural Beauty (AONB) team please call : (01248) 751877
- For more information about recycling call: (01248) 752860
- Recycle on your doorstep - take advantage of the kerbside recycling service provided. Make sure you encourage everyone in your house to think whether items can be reused or recycled before they're thrown away
- Routine recycling - make a visit to one of the Household Waste Recycling Centres as part of your routine. The Centres at Penhesgyn and Gwalchmai offer a range of facilities to recycle household waste
- Avoid food waste - planning your meals, buying what you need and cooking correct portions can all save you money and reduce the amount of food waste
- Smart shopping - try to buy only what you need. You can easily reduce the amount of plastic carrier bags that are used when shopping by reusing them or by using a 'bag for life'
- Research into green energy efficiency options for your home

- Walk or cycle to school / work / facilities
- Make use of public transport / car share

People in Anglesey belong to communities that are strong, vibrant, inclusive and diverse

Key facts

Welsh Index of Multiple Deprivation 2011 identified two areas on Anglesey as being amongst the most deprived in Wales.

- In 2008, 34.9% of all private households were deemed to be in fuel poverty
- There are 2000 households on the waiting list for social housing. (including transfer applicants)
- There are over 700 empty properties on the island which have been empty for more than 6 months.

The Cymunedau yn Gyntaf Môn Communities First Partnership will consist of seven Lower super output areas [LSOA's] of Morawelon, Porthyfelin 1, Holyhead Town, Maeshyfyd, London Road and Kingsland in Holyhead as well as Tudur in Llangefni. Four of these LSOA's rank in the 10% most deprived wards in one or more of the Communities First priority Welsh Index of Multiple deprivation [WIMD] domains and 10% or 20% on all the domains.

Due to the current and future forecast of constraint in public finances, effective engagement with our service users and communities is key to ensuring that resources are targeted effectively and integrated, avoiding waste and duplication. The individual can also contribute to strengthening their community by taking part in engagement activities to influence decision making, participating in voluntary activities and establishing community and **social enterprises. Such enterprises can contribute to the sustainability of communities and services.**

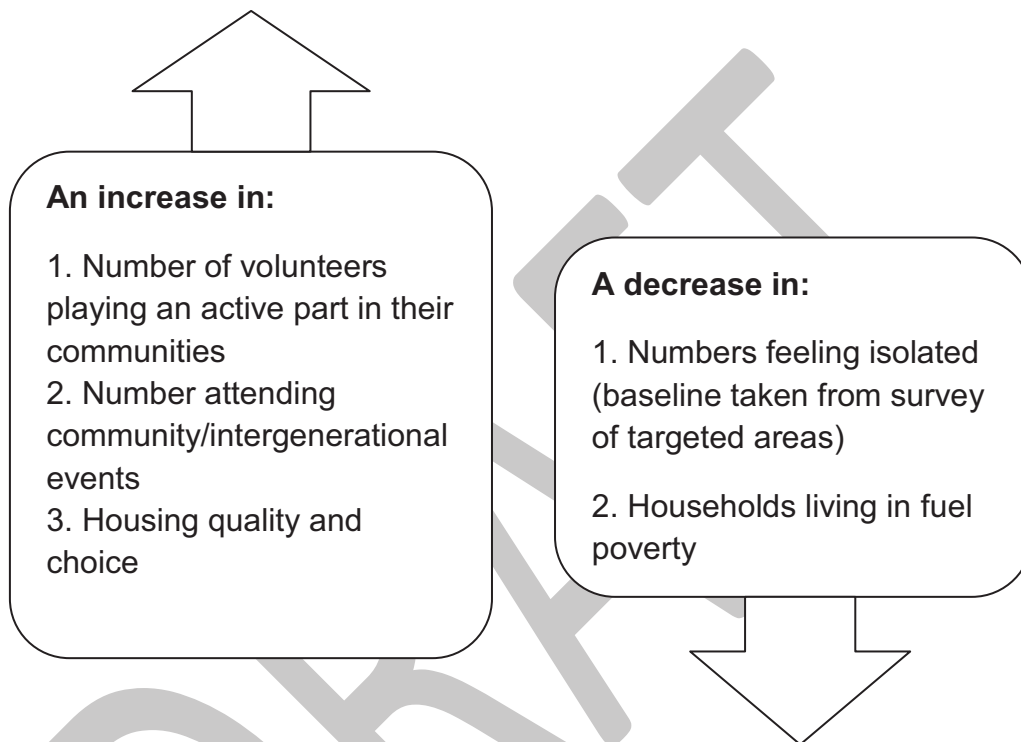
It is proven that people's living conditions in terms of the quality, suitability and affordability of their housing links to their perception of the locality and their interactions within that locality significantly impact on their capacity to develop a strong community. A strong community also requires effective transport links in order to optimise accessibility to employment, education, health and services. In addition, access to play, leisure and supporting activities contribute to wellbeing and improved health.

Community cohesion is vital to ensure good relations between people from different backgrounds where diversity is valued and individuals share a sense of belonging and work together to make their area a better place. This can be promoted through intergenerational practice which improves relations between different age groups who may have little contact. Through sharing skills, experiences and ideas the two

generations can gain a better understanding of each other and share skills, experiences and ideas.

The impending changes to the benefit system will have an impact on both households and individuals within our communities.

Measuring Our Success



Your contribution

Maximising opportunities to take part in engagement events.

Maximising opportunities to take part in volunteering schemes - contact Medrwn Môn (01248 724944)

People in Anglesey are safe and feel safe

Key facts

Community Safety encompasses more than crime and disorder; it involves quality of life issues and the need to address the fear of crime.

Anglesey is one of the safest places to live and work in North Wales, and **since 2007 overall crime has continued to fall** - Anglesey is the only county in North Wales to have succeeded in a continued year on year reduction in crime in the last five years (there was a 4% decrease from 2010 to 2011).

Due to the tough economic climate we need to be more resilient than ever to ensure that Community Safety remains a priority.

The results of the first 2012/13 North Wales Strategic Assessment highlighted Six Key Priority Areas (KPA's).

- **SERIOUS ACQUISITIVE CRIME (SAC)**
Serious Acquisitive Crimes are described as offences of Robbery (both of personal property and against business property). Anglesey listed an increase in serious acquisitive crimes in 2011 which showed as a percentage increase of 8.4% compared with 2010
- **VIOLENCE AGAINST THE PERSON**
Violence against the person carries a higher level of probability and due to the nature of the crime a potentially high level of harm. Although the violence against the person crime category has reduced, this crime type accounts for highest percentage of crime type on Ynys Môn at 29% and has a big impact on the fear of crime.
- **ALCOHOL RELATED VIOLENCE**
In terms of harm, alcohol related violence has a wide reaching impact on the Community. Incidents in public places contribute to the fear of crime, while alcohol is also linked to many sexual offences and over one third of violent domestic offences. Although this category could be described as 'stable' in terms of the number of incidents, this category needs to remain as a key priority area
- **DOMESTIC VIOLENCE (Crime and Non-Crime type)**
There is always as high level of potential harm to individuals and families from domestic violence. Domestic Violence is underreported and the profile of victims and offenders is based on reported incidents. Domestic Violence does impact on schools, health services, and a variety of other agencies beyond those that immediately respond to incidents
- **ANTISOCIAL BEHAVIOUR (ASB)**

Antisocial Behaviour impacts on the fear of crime and Community Cohesion. Generally, the potential harm posed by ASB is low but in extreme cases the potential harm to individuals is high

- **REDUCING REOFFENDING AND PREVENT OFFENDING**

Offenders that reoffend are often the most prolific causing the greatest harm to the community and require the greatest resources to manage them.

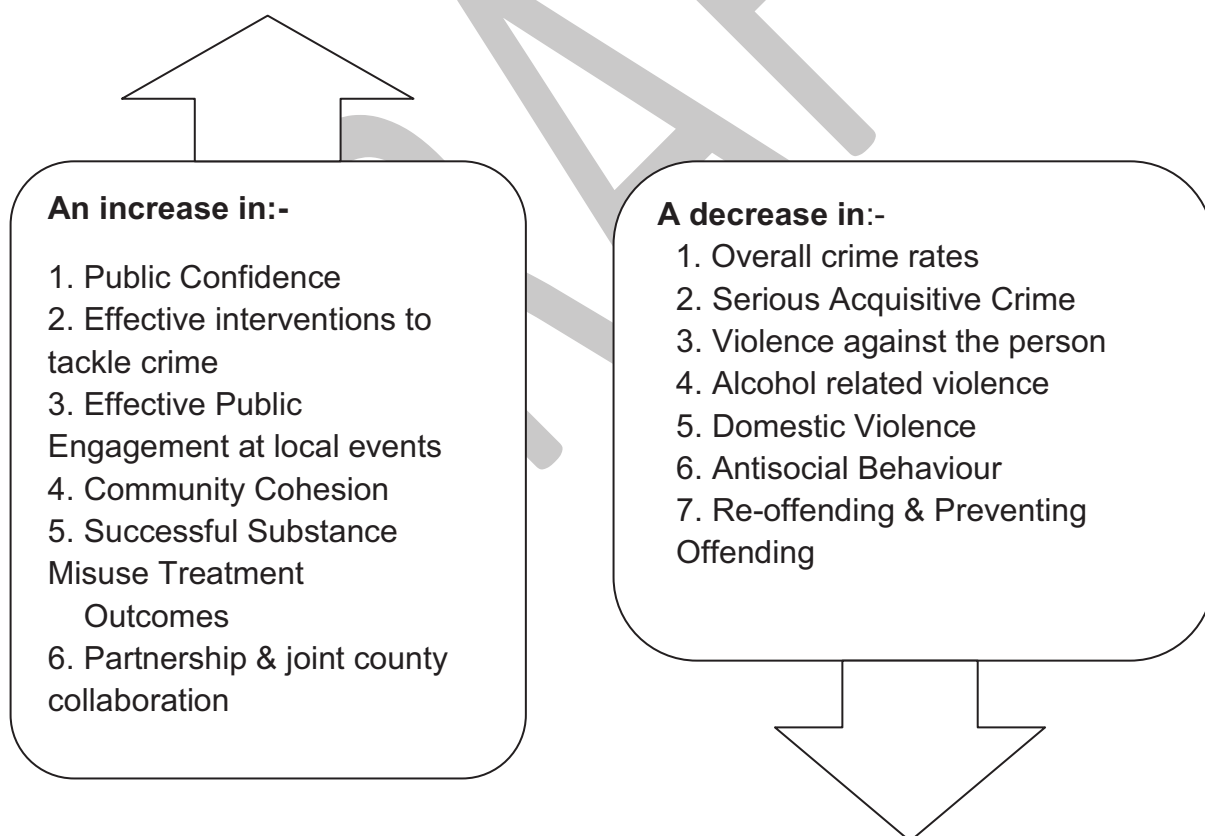
Reductions in offending will have a broad impact in all areas of crime and disorder. There is a high risk for potential harm to all areas of the community when considering re-offending

Other areas that will be continually monitored during the forthcoming period will include sexual offences, hate crime, arson, substance misuse and reducing the fear of crime.

It is Important to Note:-

- The Cross-Cutting nature of the issues identified as Key Priority Areas
- The significant influence that substance misuse has e.g. acquisitive crime
- Alcohol problems featured regularly throughout identified problems

Measuring Our Success



Your contribution

- Taking part in watch schemes e.g. Neighbourhood watch, shopwatch, boatwatch schemes etc via the North Wales Police OWL Alert Scheme – see North Wales Police website <http://www.owl.co.uk/northwales/>
- Keeping your home safe and secure (see CSP website) <http://www.anglesey.gov.uk/community/community-safety/>
- Influencing the policing in your area by contacting your local neighbourhood policing team (contact via local PCSO) http://www.north-wales.police.uk/your_neighbourhood.aspx
- Have your say on police priorities by visiting the Balance your Bobbies website- North Wales Police website <https://balanceyourbobbies.com/>
- Book a free home fire safety check - call 0800 169 1234 or visit North Wales Fire and Rescue website <http://www.nwales-fireservice.org.uk/>
- Drive carefully
- Look out for your neighbours, particularly those that may be vulnerable with low public confidence
- Become a volunteer on the Crime and Prevention Panel and the Area Crime and Disorder Committees (Contact via Community Safety Partnership – 01248 752814)

JOBS

During the lifespan of this plan we recognise that we need to make a positive impact on the economy to ensure the sustainability of the Island.

These will be the areas that we will focus upon to make a difference:

- **People in Anglesey are part of a thriving and sustainable economy**
- **Anglesey takes full advantage of all strategic energy investment opportunities**
- **Anglesey has a successful and sustainable tourism industry**

Story behind the baseline:

- The Energy Island Programme has the potential to contribute nearly £2.5 billion to the Anglesey and North Wales economy over the next 15 years, bringing economic, social and environmental benefits to Anglesey
- In March 2012, 71.6% of working age people were employed
- In August 2012, there were 1,834 people claiming jobs seekers allowance. This is 4.4% of the working age population
- In 2010 74.8% of jobs were based in the service sector and 25.4% in distribution, hotels and restaurants which shows the reliance on the public sector and tourism
- In March 2011, there were 2,825 registered businesses on Anglesey. Of these 74.4% were small businesses with less than 5 employees
- Net outward migration of 16-24 year old and inward migration of 45-64 year olds will have a significant impact on economic activity
- Tourism, on a seasonal basis, already injects much needed revenue into the local economy (£250m in 2011) and supports over 4,000 jobs on the Island
- Anglesey attracts around 1m staying visitors and just over **0.5 million** day visits each year
- 42% of all staying holiday visitors are on short breaks, 31% are on longer holidays and 26% are on a secondary holiday

In summary the baseline information in this section tells us that:

- Increased employment opportunities are vital to the regeneration of the island
- We need to move away from over reliance on the Public Sector for jobs
- The importance of tourism as an income generator for the Island
- Significance of EIP

Making a difference:

The Local Service Board is committed to making a difference in the following areas:

- Generate job opportunities
- Ensuring that people have the right skills
- Maximising the Island's Tourism potential
- Provide support to the Energy Island programme to provide a broader and sustainable base for the Island's economy in the 21st Century
- Ensuring co-ordination between the Energy Island Programme, Destination Management Plan and Regeneration initiatives to **provide job opportunities for local people**
- Support and encourage diverse businesses and employment growth opportunities
- Capitalise upon all strategic energy investment proposals on Anglesey, to realise our collective aspirations
- Promote Anglesey's image and distinctive strengths

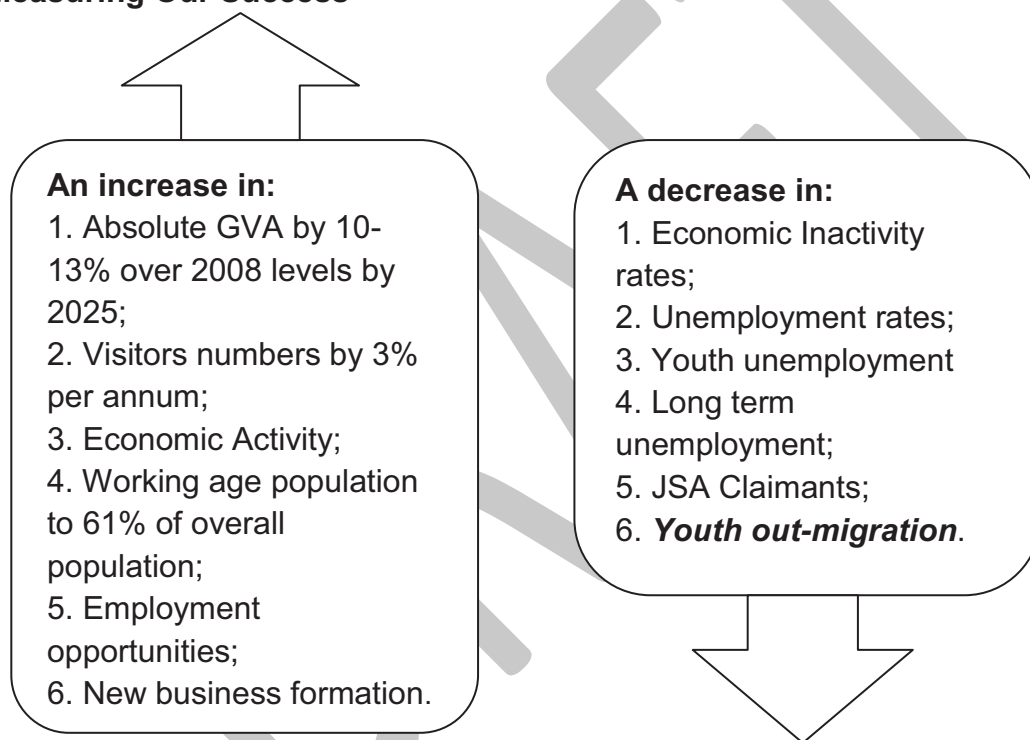
People in Anglesey are part of a thriving and sustainable economy

Key facts

Anglesey's fragile economic status has been well documented, with the Island currently experiencing a number of significant socio-economic challenges. The recession has only served to exacerbate and further compound these difficulties.

An area's economic prosperity has a direct link with wellbeing, health, education attainment, community cohesion and the overall quality of life, which clearly illustrates the paramount importance of supporting sustained economic regeneration. However, there are key social, economic and demographic trends, including managing an aging population, economic inactivity and youth out-migration, which need to be addressed if we are to see a positive impact on the Island's economy.

Measuring Our Success



Your contribution

- Commit to personal development and career progression
- Contact the Isle of Anglesey County Council Economic Development Unit if you are thinking of setting up your own business for advice and support
- Social Enterprises and Co-operatives should contact the Wales Co-operative for free help and business advice
- Support local small businesses, town centres and local events
- Support all activities to sustain a thriving Welsh culture and environment
- Become an Ambassador for the Island to represent it in a positive light

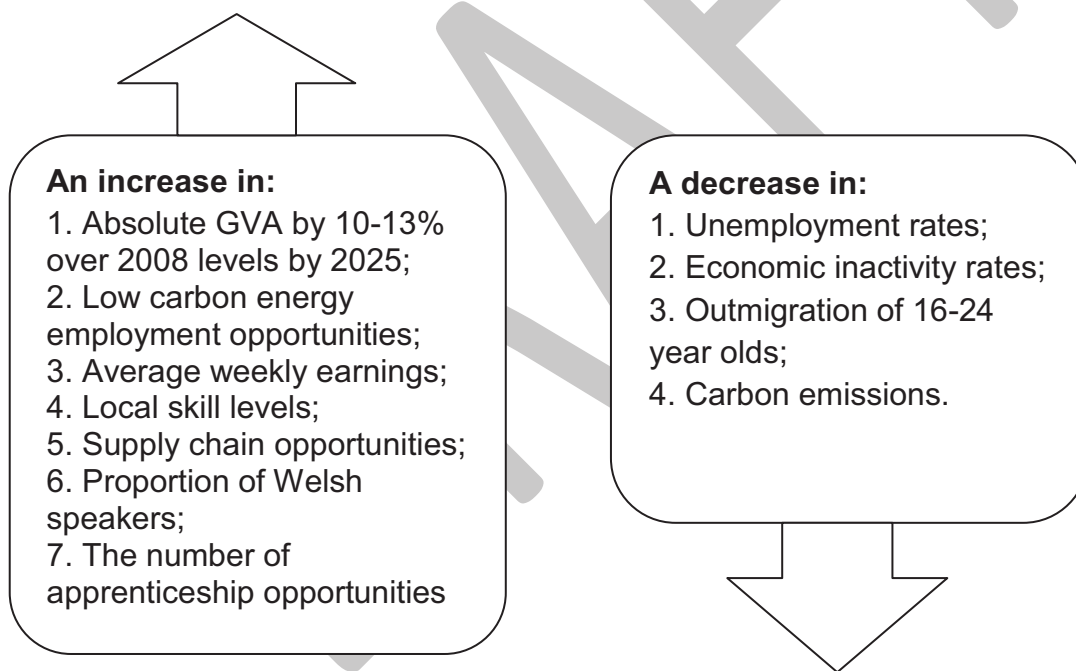
Anglesey takes full advantage of all strategic energy investment opportunities

The magnitude, diverseness and importance of the Energy Island Programme to the socio-economic future of Anglesey cannot be underestimated. The energy market has long been of significant importance to the island's economy, and it is imperative that Anglesey continues to be integral to UK low carbon energy generation.

The Energy Island Programme is a once in a generation opportunity to capitalise on the planned investment and growth potential of the low carbon energy sector on Anglesey. The scale of the planned investment is considerable offering significant employment; supply chain and community benefit opportunities.

The Energy Island programme will also provide a catalyst for cultural and behavioural change, ensuring sustainable economic development, community cohesion and an improvement in the quality of life of the island's residents.

Measuring Our Success



Your contribution

- Contribute towards the consultation/ engagement activities regarding all major energy investment proposals;
- As an employer consider taking on apprentices

Anglesey has a successful and sustainable tourism industry

Key facts

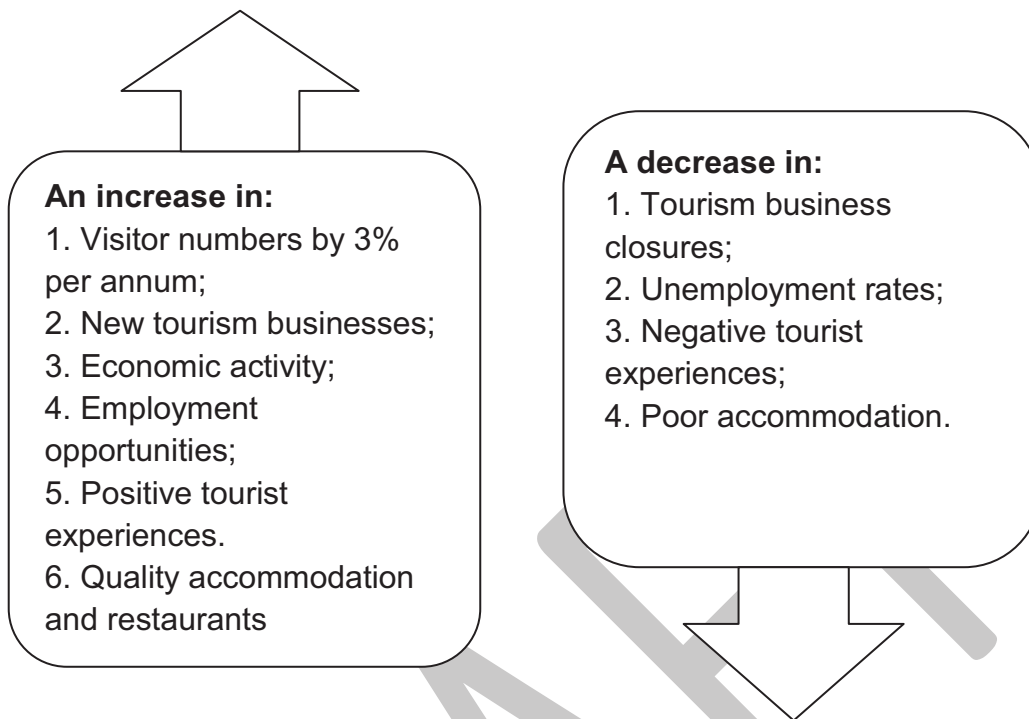
Tourism is an important activity on Anglesey that contributes significantly towards local prosperity and the quality of life on the Island. Tourism currently generates revenue of £250m per year into the local economy and provides employment for over 4000 people. It is the quality of the island's natural environment and coastline which are integral to the appeal of Anglesey as a tourist destination.

The County Council is committed to destination management and is leading a joint public and private sector partnership to co-ordinate a strategic approach to tourism on the island. Destination Management is a process of coordinating all the aspects of a destination that contribute to a visitor's positive experience, taking account of the needs of visitors, local residents, businesses and the environment.

A Destination Management Plan has recently been adopted by the County Council which is a shared statement of intent with external stakeholders, explaining the roles of the different partners and identifying clear actions that they will take and the apportionment of resources delivered through an agreed Delivery Plan.

Tourism is a complicated industry involving the public, private and third sectors – and the local community. Working alone, local businesses cannot manage and sustain tourism across a destination. Similarly, there are many public agencies that contribute in different ways to tourism development and management.

Measuring Our Success



Your contribution

- Tourism businesses on Anglesey can become involved in the Destination Anglesey Partnership (11 trade sector representatives have recently been elected);
- Help improve Anglesey's image as a modern and increasingly competitive destination of choice;
- Contact the Destination Management Team for further details (01248 752450 or dmp@anglesey.gov.uk).

Engagement with you

The plan is about working together to make a difference and achieve a vibrant and sustainable future for Anglesey and its residents.

To ensure we meet the needs and understand where to prioritise we need to hear from you and for you to get involved.

You are also key in making it happen and can help achieve positive change by looking out for your neighbours, use a bag for life and take part in engagement events.

Talk to us

We want to know what you think of the plan and what's important to you.

How to Respond

This process will provide us with the opportunity to listen to the views of people who live or visit the Island to ensure that we are concentrating on the right priorities to deliver the right outcomes for all of us. You will be regularly updated on our progress against the set priorities.

If you do not want your name or address published, please tell us this in writing when you send your response. We will then blank them out.

Need more information or require a copy of this plan in an alternative format?

**Please contact the Policy Unit on e-mail:
community@anglesey.gov.uk or phone 01248 752561**

Appendix 1

PRINCIPLES OF THE SINGLE INTEGRATED PLAN

Below are the key principles that will underpin the Single Integrated Plan:

SUSTAINABLE DEVELOPMENT

This is about enhancing the economic, social and environmental wellbeing of people and communities, achieving a better quality of life for our own and future generations. This is done:

- In ways which promote social justice and equality of opportunity
- In ways which enhance the natural and cultural environment and respect its limit – using only our fair share of the earth’s resources and sustaining out cultural legacy
- In ways that alleviate and adapt to the effects of climate change
- In ways which achieve positive outcomes for local communities and the environment from all major developments through minimising impacts and securing economic and community benefits

EQUALITY AND HUMAN RIGHTS

This about ensuring a fair deal for everyone and focuses on ending discrimination, advancing equality of opportunity and fostering good relations between different individuals and communities.

UN CONVENTION ON THE RIGHTS OF THE CHILD

This is about ensuring that the needs of children and young people are recognised, appropriate services provided and that their voice is heard and their rights respected.

THE WELSH LANGUAGE AND CULTURE

This is about ensuring that the Welsh and English languages are treated equally. The Welsh Language and culture should be given due consideration as part of the strategic needs assessment for the Plan and any identified outcomes should be included in the Plan.

CITIZEN ENGAGEMENT

This is about listening to the voice of citizens and communities as a force for understanding where system failings are occurring and where lack of co-ordination between services providers is wasting resources so that outcomes can be improved.

TOWN AND COMMUNITY COUNCILS

This is ensuring that Town and Community Councils are key partners involved in the prioritisation of outcomes for the Island.

EFFECTIVE COLLABORATION

This is about ensuring that key partners work together to make the most of the resources available and tackle the big issues facing the Island.

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Appendix 2

Frequently Asked Questions?

What Is The Local Service Board?

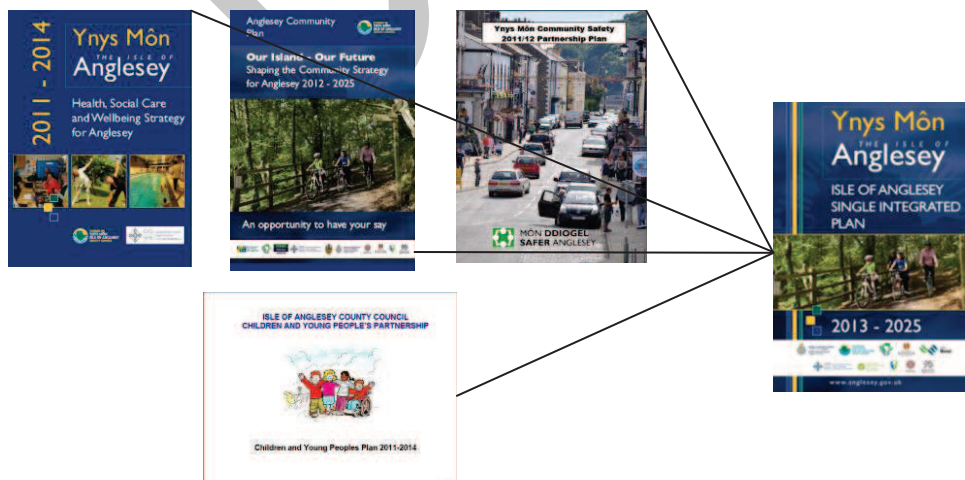
The Local Service Board consists of the Isle of Anglesey County Council, representatives from the Police, Health, Voluntary Sector, Fire and Rescue Service, Further and Higher Education sectors and 'One Voice Wales' which represents local Town and Community Councils. Its purpose is to act as the strategic and innovative local leadership team who collaborate to improve outcomes and service provision for the people of Anglesey.

Why Produce A Single Integrated Plan?

The Welsh Government places a requirement upon us to produce a Single Integrated Plan by 1 April, 2013 in order to simplify the current arrangements to reduce duplication and free up resources. We currently produce the following 4 statutory plans:

- Health, Social Care and Wellbeing Strategy
- Community Strategy
- Children and Young People's Plan
- Community Safety Plan

These 4 plans will merge and be replaced by one streamlined long term plan



What is the link between the Single Integrated Plan and the Anglesey and Gwynedd Joint Local Development Plan (Joint LDP)?

The Joint LDP and the Single Integrated Plan will be the two main strategic plans for the area. The Single Integrated Plan will set out the overarching strategic vision for the Island and how different organisations and partnerships will work together to deliver the identified strategic outcomes.

Based on a sound evidence base and engagement with local communities and a variety of other interested parties, the Joint LDP will set out Anglesey's land use planning policies and proposals, which will guide future development and use of land and buildings on the Island between 2012 and 2026. The Joint LDP will set out a spatial strategy that will carry statutory weight, which can direct how the Single Integrated Plan's strategic outcomes should be delivered spatially.

Both Plans are therefore dependent on each other.

How will we be accountable for delivering the Plan?

The Local Service Board partners will be accountable for the effective delivery of the Plan. This will be done through the identification of the outcomes, indicators and performance measures by which progress can be evaluated. A summary report will be produced annually and will contain a balanced report of delivery and its effectiveness over the previous year. Progress will also be evaluated through local scrutiny arrangements and the Wales Audit Office.

What is Regional Joint Working?

In order to meet the Welsh Government's expectation on Local Authorities to work collaboratively together, work has been undertaken on a regional and sub-regional basis to reduce the number of partnerships. During the coming months existing partnerships will be streamlined and reduced and as part of this reform programme the Anglesey and Gwynedd Local Service Boards are merging. This will also mean that a joint Single Integrated Plan will be produced for Anglesey and Gwynedd during 2013/14.

Appendix 3

Partnership Work In Action – Case Studies

We have put together a set of case studies in order to provide you with live examples of how we already make a difference on a partnership level. Together, as partners we will continue to work together to improve the quality of life of our citizens and communities.

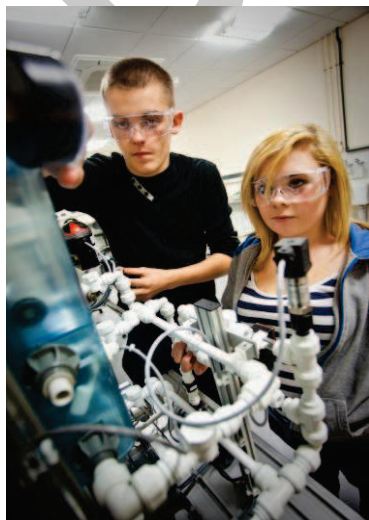
HOW WE MAKE A DIFFERENCE

‘Energy Island’

The Energy Island Programme (EIP) is a collective effort between several stakeholders within the public and private sector working in partnership to put Anglesey at the forefront of energy research and development, production and servicing, potentially bringing with it huge economic rewards.

It is anticipated that the EIP could contribute c£2.5 billion to the Anglesey and North Wales economy over the next 15 years. Through harnessing a rich mix of energy streams, including nuclear, offshore wind, tidal, biomass and solar (together with the associated servicing) it provides a significant opportunity to impact positive change in the local in local economic, social and environmental gains.

The Energy Island Programme is much more than the Energy Industry alone and runs through all aspects of life for Anglesey and North Wales communities, providing the opportunity to improve transport infrastructure, housing, tourism and leisure facilities.



Copper Kingdom Visitor Centre

The Copper Kingdom Visitor Centre is a collaborative approach between various stakeholders from within the public, Private and third sectors all working in partnership to place Amlwch firmly on the map as a must visit destination.

Officially launched on the 5th of July 2012 by Huw Lewis AM, this new visitor centre tells the story of how the island was once the world's leading producer of copper.

Parys Mountain, near Amlwch, has been mined for around four thousand years, dating back to the Bronze Age. During the 18th and 19th century it was the largest copper mine in the world and at its peak 2,000 people worked there.

The underground workings were last mined in the early part of the 20th century and the new centre is part of a major project to preserve and promote its heritage. An estimated 15,000 people are expected to visit The Copper Kingdom in its first year.

The centre has been built on the site of the old Copper Bins, where copper was stored on the quayside before being loaded onto ships at Port Amlwch for export all over the world. An interpretative exhibition gives an insight into copper mining in Amlwch and how the wealth created by the industry shaped the area.

The project is one of 24 to benefit from Cadw's Heritage Tourism Project, which is backed with European funding through the Welsh Government, and backed by the County Council and the Mon a Menai fund, amounting to an investment of £554,000

The Heritage Lottery Fund also supported the project with a grant of £497,000.



Healthy Living

The National Exercise Referral Schemes aim to promote independence by encouraging adults to manage illness and chronic health conditions. These schemes are delivered successfully on a partnership basis. The Generic Exercise Referral and Cardiac Rehabilitation Programmes receive referrals in respect of issues/conditions such as weight loss, diabetes, hypertension and heart attacks.

The professional National Exercise Referral Team organises fitness room sessions and other group activity sessions such as Pilates, swim rehabilitation and circuit training. Not only is the aim to rehabilitate – but it is also to encourage clients to understand their health condition – and hopefully independently choose to follow exercise and a healthy lifestyle.



Arts in the Community

The aim of 'Cyffro Celf', which was launched on the 11 September, 2012, is to enable people to learn Welsh whilst learning about Art.

'Cyffro Celf' provides resources for full classes or individuals who are learning Welsh or Welsh speakers who wish to develop their proficiency. These resources may be used in the class and at Oriol Ynys Môn.

Most of the paintings within the 'Cyffro Celf' resource, some of which are world renowned, are in the Oriol Ynys Môn collection but permission has also been obtained to use examples from other collections.

Art is a key part of the culture of Wales and for many years now leading Welsh artists such as some of those included in 'Cyffro Celf' have been campaigning to raise the profile of Art in Wales. This project contributes to that goal.

By gaining some understanding about art it is possible to appreciate and enjoy paintings and sculpture in their own right whilst learning also about our language and culture.

(With the permission of Catrin Williams)



‘Benllech and District Good Turn Scheme’

The Benllech and District Good Turn Scheme is one of 5 voluntary group transport schemes on Anglesey and is the largest of its kind in North Wales. It is affiliated and supported by the Community Transport Association.

The scheme is a fantastic example of partnership and community activity working for the benefit of all. The Anglesey County Council has provided on-going support to the scheme including recent funding for IT equipment. Having set up in the year 2000 with support from Medrwn Mon, the County Voluntary Council, the group has recently celebrated its twelfth anniversary. In the twelve years it has been operating the drivers have covered the equivalent to go around the earth over 9 times!

In a typical month the Good turn Scheme will receive over 190 requests for support, leading to 50 people volunteering around 200 hours and covering 2,000 miles.

The overall aim of the Good Turn Scheme is to improve the “Welfare and Quality of Life” within the community by providing services, which are not currently covered by other agencies. The objectives are to promote the welfare of the neighbourhood in general, and in particular that of the elderly, infirm or house bound, and to relieve old age, sickness and infirmity.

The Good Turn Scheme has a team of volunteer drivers that provide transport for people in order to access essential services. Volunteers are recruited from the local area and the scheme offers Service Users transport to Hospitals, Doctors Surgeries, Dentists and Opticians etc. Other services the scheme delivers in the community include dog walking, visiting, helping with paper work, shopping and collecting.



Looking After Our Environment

On the Isle of Anglesey the Silver Slashers, volunteer members of the Ynys Môn Ramblers Group, have been working for five years to improve the local walking environment and show how good links between local Ramblers Volunteers and the Local Authority can reap real rewards for all walkers as well as helping the Ramblers Group to achieve its aims.

The photograph shows a volunteer work party installing a new section of board-walk along a waterlogged section of Public Footpath at Nant y Sebon, Moelfre. In this instance, the boards being used were previously part of the extensive raised walkway within the Dingle Local Nature Reserve in Llangefni. Following a refurbishment of the raised walkway, some of the boards were deemed re-useable and put to good use at this location.

This is an excellent example of commitment and co-operation between the Ynys Môn Ramblers Association and the Public Rights of Way / Countryside Services sections within the Isle of Anglesey County Council.



Safer Communities

The British Red Cross Mobile Youth Outreach Bus is a community tailored service which uses needs assessments to fit each individual community's circumstances.

The overall aim of the service is to work with young people between the ages of 11 and 18 in remote areas across the island, to promote a safe and positive culture in communities. A team of dedicated local organisations and volunteers offer help, support, information and guidance on a range of topics. The project works with targeted groups of young people and then moves on to another community.

Since 2010, over a 100 young people have gained accreditations or certificates for work delivered by the service. Up to the end of March 2012 the project has reached 8,194 young people in Ynys Môn since 2004/2005 and has had a significant impact on reducing juvenile antisocial behaviour.

The bus can accommodate up to twelve people, offering modern entertainment and computer system including a high-tech speaker system, Internet access, flat screen television and a small kitchen to offer refreshments



GLOSSARY

Anglesey Life	Anglesey Life is a needs assessment overview of the main factors influencing quality of life of individuals and communities on Anglesey.
Action Plans	Action Plans are a timetable of what you want to achieve over a given period of time.
Annual Population Survey	The Annual Population Survey is a combined statistical survey of households.
AONB	An Area of Outstanding Natural Beauty (AONB) is a precious landscape whose distinctive character and natural beauty are so outstanding that it is in the nation's interest to safeguard them.
Baseline	A baseline is a clearly defined starting point used as a measurement, calculation, or a location used as a basis for comparison.
BCUHB	Betsi Cadwaladr University Health Board.
CAB	Citizens Advice Bureau.
Carbon Footprint	The amount of carbon dioxide emitted due to the consumption of fossil fuels.
Climate Change	A change in global or regional climate patterns, attributed largely to the increased levels of atmospheric carbon dioxide produced by the use of fossil fuels.
Core Subject Indicators	The core subject indicator represents the percentage of pupils achieving level 2 or above in English or Welsh (first language), mathematics and science in combination.
Collaboration	Collaboration is the act of working with another or others on a joint project.
Community Cohesion	Community cohesion refers to 'togetherness' and bonding exhibited by members of a community, the "glue" that holds a community together. This could include having a shared sense of culture.
CO2	Carbon Dioxide

CSSIW	Care and Social Services Inspectorate Wales
CyMAL	CyMAL helps to promote and protect the culture and heritage of Wales by supporting museums, archives and libraries.
Destination Management Plan	A formal tourism partnership consisting of Anglesey Council and partners such as Tourism Partnership North Wales and Welsh Government's Visit Wales to create a formal partnership for better communication and collaboration.
DWP	Department for Work and Pensions
Enterprise Zone	Enterprise Zones offer specific incentives to attract new business to prime locations.
Funky Dragon	Funky Dragon is the children and young people's assembly for Wales to enable children and young people in Wales to get their voices heard by Government and others who make decisions about policies and services that affect their lives.
GP	General Practitioner
Global Geopark	Geoparks are recognised and promoted by UNESCO (United Nations Educational, Scientific & Cultural Organisation), and the European Geoparks Network (EGN). Ynys Môn is an internationally recognised Geopark which covers some 720 square kilometres and has 201 kilometres of coastline.
GVA	According to National Statistics - Gross Value Added (GVA) measures the contribution to the economy of each individual producer, industry or sector in the UK
JPPU	Joint Planning Policy Unit for Gwynedd and Anglesey.
14-19 Learning Network	The regional 14-19 Network ensures that all the educational, training, employment and support needs of young people are met and are suitably prepared for local employment requirements.
LSCB	Local Safeguarding Children Boards (LSCBs) gives a statutory responsibility to each locality to have this mechanism in place. LSCBs are now the key system in every locality of the country for organisations to come together to agree on how they will cooperate with one another to safeguard and promote the

welfare of children. The purpose of this partnership working is to hold each other to account and to ensure safeguarding children remains high on the agenda across their region.

LSOA's	Local Super Output Areas LSOAs were designed by the Office for National Statistics to have consistent population sizes and stable geographies, so that statistical comparisons of small areas over time can be carried out. However, population size between LSOAs varies considerably.
Menter Môn (Incorporating Menter Iaith Môn)	Menter Môn was established in 1995 to deliver EU rural development programmes. It is a third sector company with a board of directors made up of the private, voluntary and community sector.
NEETS	A generic term for 16 and 18 year olds who are not in education, employment or training (NEET).
Outcomes	Outcomes are end results
Poverty	According to the Child Poverty Strategy for Wales, poverty is a long-term state of not having sufficient resources to afford food, reasonable living conditions or amenities or to participate in activities that are taken for granted by others in their society. The Children and Families (Wales) Measure 2010 defines poverty as where household income is less than 60% of median income in the United Kingdom
RSLs	Registered Social Landlords
Supplementary Planning Guidance (SPG)	From time to time the Council prepares supplementary planning guidance (SPG) to provide more detailed policy advice and guidance on individual topics than the Development Plan itself can accommodate. SPG can also be used to make the main document easier to use.
Sustrans	Sustrans Cymru is working with communities, schools, workplaces and policy makers to promote walking, cycling and public transport as realistic alternatives to the car for everyday journeys.
Third Sector	The voluntary sector or community sector (also non-profit sector).
TNA	The National Archives

TPNW	Tourism Partnership North Wales
TWF	TWF offers free advice to parents on raising children in 2 languages from day 1.
Unesco	GeoMôn was set up as a major project to establish Anglesey as
Welsh Index of Multiple Deprivation 2011	The Welsh Index of Multiple Deprivation (WIMD) is the official measure of deprivation in small areas in Wales. It is a relative measure of concentrations of deprivation at the small area level.
YJS	Youth Justice Service
WLGA	Welsh Local Government Association

DRAFT

Strategic Outcome – Every child and young person on Anglesey reaches his/her full potential

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	
	Increase + (including baseline)	Decrease - (including baseline)							
<p>1</p> <p>To provide every child with a flying start in life so that they may reach their full potential</p>	<p>Number of high quality childcare spaces.</p> <p>Educational attainment at 7 years old.</p> <p>Number of supporting environments under the Welcome Breastfeeding scheme.</p> <p>Number of enquiries to FIS.</p>	<p>Number of dental caries in the under 5 year olds.</p>	<ul style="list-style-type: none"> Develop and implement and Early Years Support Strategy for children, including those with disabilities Develop high quality childcare provision which meets the needs of both children and parents and to development of a Childcare Strategy. Every Flying Start childcare setting will be of a high quality Every child in a Flying start childcare setting will be part of the Designed to Smile Strategy Every child in a Flying Start childcare setting will be part of the Healthy and Sustainable pre-school scheme Implement a Family Support Strategy which provides for family support in local communities for the well-being of children, young people and their families. Take preventative steps to improve children and families outcomes Improve access to the Family Information Service 	<p>Flying Start</p> <p>BCUHB</p> <p>CSSIW</p> <p>Third Sector</p>	X	X	X	X	X

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
<p>2</p> <p>Ensure that every child and young person, including those most vulnerable, have the skills and confidence to prepare them for adulthood and employment.</p>	<p>Improved performance at each key stage.</p> <p>% NEET</p> <p>School attendance</p> <p>Number of young people in the YJS accessing 25 hours education, training of work opportunities</p> <p>Number of 16 year olds gaining key skills qualifications.</p> <p>% achieving L2+ at KS4.</p>	<p>Number of unauthorised absences from schools</p> <p>The number of permanent and fixed term exclusions</p>	<ul style="list-style-type: none"> Ensure curriculum provision meets the needs of young people and provides all young people with the opportunity to gain accreditation in the key skills. Promote multi-agency and multi-service working to ensure that learners overcome barriers to education. Ensure continuity in pupil's bilingual development throughout each key stage. Provide intensive support for individuals identified as being likely NEETs 	<p>Coleg Menai</p> <p>Bangor University</p> <p>YJS</p> <p>BCHUB</p> <p>14-19 Learning Network</p> <p>Potential</p> <p>North Wales Police Careers Wales</p>	X	X	X	X

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	
	Increase + (including baseline)	Decrease - (including baseline)							
<p>3</p> <p>Ensure that every child and young person on the Isle of Anglesey is healthy and feels safe</p>	<p>Number of young people with mental health problems.</p> <p>The number of children who are fully immunised</p> <p>The number of children and young people receiving alcohol and substance misuse awareness support.</p> <p>Number of young people identified as having weight problems.</p>	<p>Number of bullying referrals within schools</p> <p>Number of looked-after children who are cared for in out of county care /placements</p>	<ul style="list-style-type: none"> Continue to develop the mental and emotional well-being programme in schools Implement well-being strategy that addresses smoking, substance misuse and childhood obesity, sexual health. Ensure that all children and young people in difficulty are aware of where to access help and support. Reduce number of children and young people who are at risk of significant harm Improve access to services for children and young people with disabilities. Develop provision to ensure that every young person is able to access and enjoy play, leisure, sport and cultural activities of their choice to improve their physical and emotional wellbeing. 	<p>Parents/ Carers</p> <p>Public Health Wales</p> <p>Communities First</p> <p>North Wales Police</p> <p>BCHUB</p> <p>Third Sector</p>	X	X	X	X	X

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
4 All children and young people have the opportunity to participate and are respected.	Number of staff attending Participation Training Participation within vulnerable group		<ul style="list-style-type: none"> Ensure that participation and advocacy is an integral part of workforce development All partners to review their governance procedures to ensure participation of children and young people. Ensure that Children and Young People's Rights is an integral consideration in the work of the Council and its partners. Improve the range and quality of information that is children and young people friendly 	Third Sector Funky Dragon Children's Commission er for Wales Community Councils	X	X	X	X
								Funding is uncertain Funding is uncertain

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
5 Every child and young person supported and live in a safe home and community		<p>Number of juvenile Anti-Social Behaviour incidents in the community.</p> <p>Number of road traffic accidents involving young people.</p> <p>Number of families and vulnerable young people living in temporary accommodation.</p> <p>Number of first time entrance to Juvenile Justice system</p>	<ul style="list-style-type: none"> Continue to improve multi-agency support & preventative support for vulnerable groups Develop further the mental health and substance misuse support services Continue to support Drug and Alcohol programme in Schools Promote road safety and personal safety initiatives. 	North Wales Police North Wales Fire and Rescue Service BCUHB YJS LSCB Parents / Carers	X	X	X	X

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
6 Ensure that children and young people are not disadvantaged by poverty	<p>Numbers accessing e-forms</p> <p>Numbers taking up their entitlement to free school meals (FSM)</p> <p>Increase in number of FSM pupils gaining L1 and L2+ at the end of KS4</p>	<p>Number of young people who are NEET.</p> <p>Number of pupils leaving full time education with no approved qualification.</p> <p>Number of families living in temporary accommodation</p>	<ul style="list-style-type: none"> Promote and encourage full take up of free school meals Identify programmes supporting poorer households to gain qualifications Develop and implement an anti-poverty strategy for children and young people. Develop a Young People's Accommodation Strategy Improve access to and information about services across the Isle of Anglesey 	<p>Careers Wales</p> <p>LSB</p> <p>Parents / Carers</p> <p>Communities First YJS</p> <p>Third Sector</p> <p>BCHUB</p> <p>Housing Associations</p>	X	X	X	X

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
7 Children and young people receive high quality learning experiences in the right type of educational ac	Improved performance at the end of KS2.	Decrease in the cost per head across the service.	Develop a school modernisation programme that provides all pupils and staff with the best possible learning environment		X	X	X	X
8 Develop a relevant vocation curriculum	N° of learners engaged in an energy related curriculum		Develop a vocational academy to respond to the training needs of the Energy Island	Coleg Menai Horizon	X			
9 Increase the number of apprenticeships	% of learners going into apprenticeships		Raise the profile of apprenticeships as a route to professional employment	Coleg Menai IOACC Careers Wales	X	X	X	X

Strategic Outcome - People in Anglesey are healthy and active - part one: health improvement (to me modified by the Model Môn Group)

* tbc (Action Plan dates to be confirmed)

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
1 Improve health and well-being: People of all ages living on Anglesey are healthier		Low Birth Weight Rate Infant Mortality Rate	<ul style="list-style-type: none"> • Support the reduction of poverty in families <ul style="list-style-type: none"> ○ Debt management / financial literacy ○ Increased benefits uptake ○ Promote access to education, training and employment • Provide accessible affordable childcare • Focus services and engagement with the more deprived communities in North Wales, i.e. proportional to need • Deliver systematic brief intervention for smoking cessation (women and their partners / families) • Support the reduction in exposure to second hand smoke through smoke free homes, cars, playgrounds and other public areas • Introduce systematic approaches to reducing unplanned pregnancy, including teenage pregnancy • Targeted services for vulnerable young people (e.g. looked after children; parental drug / alcohol abuse) 		*tbc	*tbc	*tbc	*tbc

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
			<ul style="list-style-type: none"> • Develop and implement a systematic approach to preconceptional care, including: <ul style="list-style-type: none"> ○ Nutrition (including folic acid) ○ Healthy and safe weight management ○ Smoking cessation advice & support ○ Alcohol Brief Intervention ○ Drug (illegal & prescription) advice ○ Immunisation (rubella, seasonal flu) ○ Prevent harm to children by young people accessing age-restricted goods ○ Working with businesses and the public to ensure high hygiene standard and safety of private drinking water supplies to prevent and control notifiable and communicable diseases • Provide high quality antenatal care to all women <ul style="list-style-type: none"> ○ Nutrition throughout pregnancy ○ Smoking cessation (brief intervention and referral) ○ Alcohol Brief Intervention ○ Healthy and safe weight management ○ Anxiety / depression / stress management 					*tbc

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	
	Increase + (including baseline)	Decrease - (including baseline)							
	% mothers breastfeeding at birth Immunisation rates	Childhood mortality under 5 years	<ul style="list-style-type: none"> • Provide health visiting services which deliver interventions to support: <ul style="list-style-type: none"> ○ Breast feeding ○ Infant feeding ○ Whole family nutrition ○ Immunisation ○ Reduction in parental and whole family smoking ○ Injury prevention ○ Reduction in parental drug and alcohol abuse ○ Early recognition and treatment of post natal depression • Support parents / grandparents / extended families to provide positive influences in relation to smoking, nutrition and alcohol misuse • Implement immunisation programmes to meet national targets • Systematic and co-ordinated partnership approach to increasing breastfeeding rates and achieving UKBFI accreditation for acute and community services • Provide breastfeeding peer support groups • Recruit premises such as cafes to the Breastfeeding Welcome scheme and publicise the scheme 	BCUHB IOACC Voluntary Sector	*tbc	*tbc	*tbc	*tbc	*tbc

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
		Average no. of decayed missing or filled teeth in 5 year olds	<ul style="list-style-type: none"> Deliver oral health programmes for all preschool children Ensure availability of accessible dental services 		*tbc	*tbc	*tbc	*tbc
	<p>% adults who meet physical activity guidelines (5x30)</p> <p>% adults eating more fruit and vegetables (5 a day)</p>	Overweight / obesity rates in adults and children	<ul style="list-style-type: none"> Implement whole school approaches which support physical well-being, including <ul style="list-style-type: none"> Healthy eating & cooking skills, and physical activity Provide opportunities for all children to experience developmental play Provide multi-component community and family based overweight and obesity management programmes Provide access to services for increasing physical activity levels Support implementation of the North Wales Obesity Plan Provide access to services for weight management Provide access to services for increasing physical activity levels Encourage more people to be physically active through the implementation of <i>Creating An Active Wales</i> Implement programmes to support good nutrition in older people and prevent malnutrition 		*tbc	*tbc	*tbc	*tbc

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
	Increase in the SF-36 Mental component summary score (a higher score indicates better mental health)		<ul style="list-style-type: none"> • Implement whole school approaches which support mental well-being, including <ul style="list-style-type: none"> ○ Self-esteem and emotional resilience ○ Anti-bullying programmes • Develop family centred services to enable early identification and intervention • Support health literacy among children, young people and adults 		*tbc	*tbc	*tbc	*tbc

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
			<ul style="list-style-type: none"> Identify high risk areas and ensure creation of 20 mph traffic zones Provide effective child protection services and continue to embed child protection in all services Implement co-ordinated multi-agency enhanced services for vulnerable groups of children and young people, including: <ul style="list-style-type: none"> Children excluded from school Looked after children / leaving care Young people not in education, employment or training Young offenders Young carers Children and young people who have a disability Provide services focussed on reducing the harm from risk taking behaviours: <ul style="list-style-type: none"> Alcohol misuse and binge drinking Substance misuse Offer Alcohol Brief Interventions to parents / grandparents / extended family members to support role modelling behaviour 		*tbc	*tbc	*tbc	*tbc
		<p>Hospital admission rates due to injury <18 years</p> <p>Teenage Conceptions < 18 years</p>	<ul style="list-style-type: none"> Deliver sex and relationships education in all schools Ensure equitable access to contraceptive and sexual health services including C-card schemes and school based services 					

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
		<p>Morbidity rate (Chronic Conditions prevalence)</p> <p>Smoking Attributable mortality</p> <p>Adult smoking rate</p> <p>Alcohol Attributable mortality</p>	<ul style="list-style-type: none"> • Implement the Tobacco Action Plan for Wales • Provide services focussed on reducing the harm from risk taking behaviours in children and young people: <ul style="list-style-type: none"> ○ Smoking ○ Alcohol misuse and binge drinking ○ Substance misuse • Provide alcohol brief advice in primary and secondary healthcare • Provide Tobacco Brief Intervention training for front line NHS and Local Authority staff including staff working with older people • Provide access to services for smoking cessation • Offer Smoking Cessation support for everyone referred to hospital and listed for elective surgery • Implement evidence based vascular risk assessment programmes in primary care • Implement programmes to support Smoking Cessation including in older people 		*tbc	*tbc	*tbc	*tbc
		Mortality rates (Excess seasonal deaths)	<ul style="list-style-type: none"> • Deliver Flu Immunisation programmes to maximise uptake in seasonal and pneumococcal vaccination 		*tbc	*tbc	*tbc	*tbc

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
		Hospital admissions – Hip fracture	<ul style="list-style-type: none"> Identify older people at risk of falling Provide tailored services through National Exercise Referral Scheme and other programmes to promote physical activity in older people focussed on strengthening bone and muscle health and postural stability Provide housing tailored to meet the specific needs of older people, ensuring independence is maintained 		*tbc	*tbc	*tbc	*tbc

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
2 Manage chronic conditions effectively		Mortality Rates (Under 75)	<ul style="list-style-type: none"> Implement systems for detection of, and early intervention in Chronic Conditions Deliver national screening programmes and secure maximum uptake (Breast, Cervical, Bowel and AAA) <ul style="list-style-type: none"> Implement programmes to support good nutrition in older people and prevent malnutrition Provide and implement clinical management pathways for obesity, hypertension, diabetes and raised cholesterol Develop targeted programmes to address the health impacts of worklessness Support return-to-work schemes for people with chronic health conditions Mainstream understanding of mental wellbeing by supporting communities to improve mental wellbeing, and promoting organisational approaches to workplace mental wellbeing Mainstream understanding of mental wellbeing by supporting the development of social and community networks which secure financial stability and community safety, and promote lifelong learning 		*tbc	*tbc	*tbc	*tbc

We want to:	How will we measure Progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead Partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
			<ul style="list-style-type: none"> Support the development of social and community networks which support financial stability and community safety, and promote lifelong learning Provide appropriate support to carers 					

Strategic Outcome – Anglesey is an Island where the Welsh Language and culture is flourishing

We want to:	How we will measure progress: (<i>Headline Indicator & baseline</i>)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
1 Increase number of Welsh speakers by providing opportunities to use the Welsh Language	Improved strategic direction to Language issues Obtain a current baseline of the number of Welsh speakers on the Island	Expected decrease in the number of Welsh speakers	<ul style="list-style-type: none"> Establish a County wide Language Forum Interpret implications of 2011 Office for National Statistics results for the Island Conduct a Language impact Assessment proposal project which form part of the Energy Island Programme Develop land use planning policies in the Anglesey and Gwynedd Joint Local Development Plan that support new appropriate development which maintains or enhances the integrity of the Welsh Language Undertake a Language Impact Assessment at key stages during the JLDP preparation process to identify possible impacts on the Welsh Language that may result from development 	County Council/ Menter Iaith Môn County Council/ Menter Iaith Môn Language Forum County Council Joint Planning Policy/Language Forum	x	x	x	x

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
	Increase in the number of children raised in a bilingual environment		<ul style="list-style-type: none"> Deliver the TWF programme to encourage parents young children to raise them in a bilingual environment Ensure that every pupil is assessed through the medium of Welsh as first language at the end of KS1 and KS2. Encourage School Councils to promote the use of the Welsh Language. Encourage School Governors to identify a member to be responsible for promoting the use of the Welsh Language in school. Ensure continuation of primary school age centres and a monitoring system to measure progression in the primary schools Ensure continuation of current provision for secondary age pupils and attempt to increase the provision, if finance is available, to include latecomers in the early years of secondary school 	TWF	X	X	X	X
	Increase in the number of 7 year olds who receive their education through the medium of Welsh				X	X	X	X
	Increase the bilingual skills of pupils who are newcomers to the County			Isle of Anglesey County Council	X	X	X	X

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
	Increase the number of Year 9 pupils who are assessed through the medium of Welsh (first language)		<ul style="list-style-type: none"> Each pupil who has reached level 3+ at the end of KS2 to continue with Welsh as a first language in Year 7 and to receive their Welsh first language assessment at the end of KS3 	Isle of Anglesey County Council	X	X	X	X
	Increase in the number of pupils studying for qualifications through the medium of Welsh Increase in the number of people learning Welsh		<ul style="list-style-type: none"> Increase in the number of 14-16 year old students studying for qualifications through the medium of Welsh Increase in the number of pupils 16-19 year old studying subjects through the medium of Welsh Deliver the Welsh for Adults provision on the Island in collaboration with the independent providers Provide opportunities for children and young people to use the Welsh Language in a social and sporting context . Promote Welsh Language Awareness amongst staff in youth work and leisure centres 	Isle of Anglesey County Council/ further education providers North Wales for Adults Centre Isle of Anglesey County Council/ Menter Iaith Môn Various community groups	X	X	X	X

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
	Increase in number of children and young people taking part in activities		<ul style="list-style-type: none"> Provide opportunities for learners of school age to practice their Welsh outside the classroom environment Working in partnership with local agencies to promote the Welsh Language through facilitating activities e.g. reading groups for Welsh Learners 'Cyffro Celf' project promoting opportunities to learn the Welsh Language through the medium of art appreciation based on Oriel Ynys Môn's historical art collections 	Welsh Government and Bangor University	X	X	X	X
	Increase in Welsh Language activities				X	X	X	X
	Number of reading group sessions Organised				X	X	X	X
2	Preserve, present and promote Anglesey's unique cultural and physical heritage	Number of participants Number of physical and virtual visits Increase in satisfaction levels	<ul style="list-style-type: none"> Promoting Oriel Ynys Môn and Heritage sites as key attraction Conduct consultation on the level of user satisfaction provided by the Museums/Heritage sites 	Isle of Anglesey County Council	X	X	X	X

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	
	Increase + (including baseline)	Decrease - (including baseline)							
3 Provide an open door to information, reading, literacy and learning and culture	Number of participants/sessions organised Number of participants/sessions organised Number of participants/sessions organised Usage data : issues / visitors/ various activities / computer usage, etc.		<ul style="list-style-type: none"> Delivering 'StwnchO' project, Arts club for children Delivering 'Criw Celf' project for artistically talented (North Wales Partnership) Further develop the range of reading and literacy activities for children and young people through library and author visits Providing an effective Library Service to the people of Anglesey – Anglesey Library Service will extend its provision of a library service to those who are unable to utilise the service due to being housebound 'Reach the Heights Project', in partnership with Engage Cymru. Project aimed at young people not in employment, education or training. 	Arts Council for Wales Arts Council for Wales CyMal CyMAL/ TAINet Isle of Anglesey County Council Engage Cymru	X	X	X	X	X

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
	Increase in usage		<ul style="list-style-type: none"> Individuals selected and matched with appropriate 'artist' for intense individually tailored package Continue to work in partnership with the Bookstart Trust and local Health Visitors in the delivery of the bookstart initiative The running of 'Arts B' – Arts In Health Initiative [arts on prescription – GP referrals Collaborative / partnership working To engage positively with North Wales library authorities in identifying opportunities for more efficient and cost-effective service delivery models 		x	x	x	x
	Number of participants/ sessions organised			Bookstart Trust	X	X	X	X
	Number of participants/ sessions organised			Health Authority Arts Council for Wales CyMAL All 6 North Wales Library Authorities	X	X	X	X
	Number of participants/ sessions organised							

We want to:	How we will measure progress: (Headline Indicator & baseline)		Actions to ensure implementation	Lead partner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
4 Collect and preserve records of historical significance	Number of participants/sessions organised		<ul style="list-style-type: none"> Running of a 'Volunteering Programme' at Anglesey Archives and Museums Service Undertaking consultation on the level of user satisfaction with services provided by the Record Office. [Undertake the annual TNA PSQG survey.] Survey results to inform future service improvements. 	Isle of Anglesey County Council TNA	X	X	X	X
5 Provide accessible lifelong learning opportunities	Number of participants/sessions organised		<ul style="list-style-type: none"> Organisation and delivery of range of relevant community based adult education opportunities, within the context of the Isle of Anglesey Community Education Partnership 	Isle of Anglesey Community Education Partnership	X	X	X	X

Strategic Outcome - People in Anglesey enjoy a sustainable, rich and diverse environment
 * tbc (Action Plan dates to be confirmed)

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
1 Tackle the causes and mitigate the effects of climate change	Increase use of renewable energy/energy efficiency measures	Reduce energy in Council Buildings	<ul style="list-style-type: none"> • Ensure legal compliance with Climate Change Act 2008. • Reduce Carbon Emissions and enforce legislation for building energy performance • Raise awareness of flood risk – awareness and duties required of the Flood and Water Management Act 2010 • Ensure products have energy labelling and monitor the environmental credentials of products and services • Utilise the JLDP land use planning policies to ensure that new development mitigates and reduces the impacts of climate change, e.g. by maximising renewable and low carbon development, as well as adapts to the predicted impacts of climate change, e.g. by avoiding inappropriate developments in areas at risk from flooding 	Isle of Anglesey County Council	*tbc	*tbc	*tbc	*tbc

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s)	
	Increase + (including baseline)	Decrease - (including baseline)			
2 Conserve and enhance wildlife and ecosystems	Best information made available e.g. from relevant organisations (CCW etc) and any monitoring resources allow	Best information made available e.g. from relevant organisations (CCW etc) and any monitoring resources allow	<ul style="list-style-type: none"> Lead Wildlife Forum in the new BARS (Biodiversity Action Reporting System)-based LBAP (Local Biodiversity Action Plan) process Relevant Wildlife Forum members to consider and outline 2-3 (at least) potential local wildlife partnership projects, based on the Habitat Priority Maps produced by the all-Wales Ecosystem Groups (under Wales Biodiversity Partnership). Projects to be realistic, provisionally signed up to, and held in readiness for future funding opportunities (such as WG's Ecosystem Resilience Fund, next likely in Spring 2013). <p>Note: Council's role is chairing project formulation/facilitating application as LBAP Lead, meaning some input of staff time (and potentially more if Council land is in the project areas)</p> <ul style="list-style-type: none"> Utilise the JLDP land use planning policies to protect, maintain, enhance and conserve the range and vitality of habitats and species to create a viable ecological network on the island. 	Isle of Anglesey County Council	2016 - 2017 *tbc 2015 - 2016 *tbc 2014 - 2015 *tbc 2013 - 2014 *tbc

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s)	
	Increase + (including baseline)	Decrease - (including baseline)			
3 Promote, protect and improve the Island's high quality natural and built environment	Improve % of Public Rights of Way that are easy to use by the public		<ul style="list-style-type: none"> • Where appropriate improve access to our environment • Protect rural heritage by improving the physical environment, conserving the ecology and providing support for traditional processes • Ensure high quality cleanliness of the Island's streets and that customers are satisfied with the street cleansing service • Monitoring and enforcing standards for discharges to air, soil and water • Utilise JLDP's land use planning policies to preserve and enhance the diversity and distinctiveness of the Island's towns, villages and landscapes including the conservation and management of buildings, sites and areas of architectural, historic or archaeological importance and their setting 	Isle of Anglesey County Council	2013 - 2014 * tbc 2014 - 2015 * tbc 2015 - 2016 * tbc 2016 - 2017 * tbc

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	
	Increase + (including baseline)	Decrease - (including baseline)							
4 Use resources sustainably			<p>Work at Community level to reduce waste production and increase recycling</p> <ul style="list-style-type: none"> Implement the North Wales Residual Waste treatment Project Increase commercial waste recycling rate. Utilise the JLDP's land use planning policies to ensure the efficient use of land and buildings, and incorporate the principles of sustainable construction to contribute to energy efficiency, use of renewable or low carbon technologies, waste reduction/recycling, reduce water consumption and wastage and the use of sustainably sourced materials. 	Isle of Anglesey County Council	* tbc	* tbc	* tbc	* tbc	* tbc

Strategic Outcome – People in Anglesey belong to communities that are strong, vibrant, inclusive and diverse

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	
	Increase + (including baseline)	Decrease - (including baseline)							
1 Promote Community Engagement	Better targeted use of resources		<ul style="list-style-type: none"> Develop a multi-agency Engagement Framework to effectively utilise resources and avoid duplication Via the Charter, continue to develop and strengthen working relationships with Town and Community Councils Continue to implement the Armed Forces Community Covenant with partner organisations Communities First Community Engagement Plan Promote volunteering in the community 	Local Service Board Partner organisations Isle of Anglesey County Council/Town and Community Councils Isle of Anglesey County Council and partner organisations Communities First Medrwn Môn	X	X	X	X	
	Increased community involvement in service planning				X	X	X	X	X
	Improved communication and dialogue				X	X	X	X	X
	Improved communication and dialogue				X	X	X	X	X
	Increased community involvement				X	X	X	X	X
					X	X	X	X	X

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
2 Service Re-design/Community Enterprise	Better targeted use of resources/ Increased community involvement in service planning		<ul style="list-style-type: none"> Develop a range of options on a multi-agency basis to support service transformation 	Local Service Board Partner organisations	x	x	x	x
3 Identify and maximise the opportunities to tackle the effect of Welfare Benefit Reform	Improved financial viability of households and individuals Income maximisation for both Tenants and Landlords	Income inequalities	<ul style="list-style-type: none"> Promote Financial Inclusion to facilitate access to affordable financial products and services. Tackle poverty 	Communities First Isle of Anglesey County Council CAB Housing Associations DWP	x	x	x	x

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	
	Increase + (including baseline)	Decrease - (including baseline)							
4 Provide access to play, leisure and sporting activities	<p>Number of participants in outdoor pursuits (baseline = 2,000)</p> <p>Number of participants attending Camu Allan Scheme (baseline = 2,300)</p> <p>Number of walking groups in community (baseline= 35)</p>		<ul style="list-style-type: none"> In collaboration with private sector and Educational/Adventure learning sites – provide activity programmes for young people and adults in a variety of pursuits Promote walking in the natural environment for adults and promote walks for vulnerable/disadvantaged groups (e.g. NEETS, adults with learning difficulties, single parents, GP referrals) Provide opportunities for active travel: Safe Routes in Communities Schemes/Sustainable Travel Centre Schemes/Traffic Engineering Road Safety Schemes/Maintenance of Infrastructure Conduct an annual play feasibility assessment and action plan 	<p>Conwy Centre Rhosneigr Alternative Centre</p> <p>North Wales Outdoor Partnership /</p> <p>Indefatigable Centre/ Canolfan Byron/Town and Community Councils/Age Well Centres/Betsi Cadwaladr Health Trust</p> <p>Isle of Anglesey County Council/Welsh</p>	X				

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	
	Increase + (including baseline)	Decrease - (including baseline)							
	Number of walks for disadvantaged groups (baseline=7) Leisure Centres with good quality cycle parking facilities Percentage of eligible children undertaking cycle training		<ul style="list-style-type: none"> Road Safety – Cycle Training / Sustrans Bike It Project 	Government/ Sustrans	x				

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
5 Promoting access by meeting transport needs	Number of over 60's taking up a free concessionary bus pass		<ul style="list-style-type: none"> Provide an accessible and safe Public Transport network within available budgets Community Transport to be supported as a means of providing transport to persons unable to use conventional bus services and/or where no public transport provision exists 	Isle of Anglesey County Council/Welsh Government/bus operators Isle of Anglesey County Council/Medwrn Môn/Red Cross/Age UK/Social Car Schemes (various)/Welsh Government	X	X	X	X
6 People in Anglesey to live in safe and appropriate housing	<p>Maintain WHQS standards</p> <p>Increase supply and quality of affordable housing</p> <p>Increase private sector landlords accreditation</p>	<p>Reduce number of households living in fuel poverty</p> <p>Reduce number of empty properties</p> <p>Reduce time to administer DFGs</p>	<ul style="list-style-type: none"> Increase the range of housing options available to households in terms of tenure, affordability and suitability Tackle homelessness with a strong focus on preventative initiatives Bring empty properties back into use including a number of affordable units in line with Empty Homes Strategy using tools such as advice, information and enforcement where required. 	Isle of Anglesey County Council Welsh Government Homelessness Forum Rural Housing Forum	X	X	X	X

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
	Increase prevention of Homelessness		<ul style="list-style-type: none"> Continue to improve housing quality standards across all tenures Reduce the impact of fuel poverty on households, targeting low-income households and hard-to-treat homes(off gas) 	Affordable Housing Forum RSLs Estate Agents Private Sector Organisations	X	x	X	X
7 Promote Equality of Opportunity	Improved awareness		<ul style="list-style-type: none"> Local Service Board to adopt an Equality and Diversity Policy 	Local Service Board Partner Organisations	x			
8 Prevent people being victims of commercial crimes			<ul style="list-style-type: none"> Trading Standards will work with a range of partners and will take part in multi-agency raids alongside, for instance, the Police, HM Revenue and Customs, Department of Transport. 	Isle of Anglesey County Council	x	x	x	x

Strategic Outcome: People in Anglesey are safe and feel safe

We want to:	How we will measure progress: <i>(Headline Indicator & baseline)</i>		What we will do:	Project Owner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
1 Reduce all crime		Reduction from 2011-2012 levels	The detailed interventions for all Community Safety Key Priority Areas will be included in the statutory partnership plan – part B – Action Plans & the SMAT action plan. See below					

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
2 Reduce victim based crime			<p>The detailed interventions for all Community Safety Key Priority Areas will be included in the statutory partnership plan – part B – Action Plans & the SMAT action plan.</p> <ul style="list-style-type: none"> Tackle Robbery (both of personal property & against business property), Domestic Burglary dwellings, including aggravated burglary, Vehicle Crime, theft of and from motor vehicles. Reduce Violence against the person Reduce the number of most serious violence which includes wounding or carrying out an act endangering life, and less serious violence which includes assault without injury or racial crime. Reduce Alcohol related violence (with the assistance of key partners e.g. Trading Standards, Pubwatch etc). to tackle all alcohol related violence in order of priority i.e. incidents involving actual bodily harm, incidence causing Public fear, alarm or distress, wounding or carrying an act to endanger life. Reduce Domestic violence (Prepare an active and dynamic business plan and interventions delivery action plan for the Anglesey Domestic Abuse Forum to tackle themed areas of Domestic Abuse in accordance with Welsh Government Minimum Standards for Domestic Abuse.) 	<p>North Wales Police. North Wales Police. North Wales Police. North Wales Police IoACC. IoACC. North Wales Police</p>	X	X	X	X
3 Reduce Antisocial Behaviour		Reduction from 2011 – 2012 levels	<ul style="list-style-type: none"> To maintain support for private and council tenants suffering from the effects of Antisocial Behaviour so that effective action and interventions can be implemented to improve the quality of life and effects of environmental, nuisance and personal forms of unsociable behaviour. 	<p>North Wales Police IoACC.</p>	X			
4 Reduce Offending & Preventing Re-offending		Reduction from 2011 - 2012 levels	<ul style="list-style-type: none"> The Focus will be on (1) PPO scheme, (2) Developing offender skills & employment opportunities, (3) Youth Justice interventions (4) Researching Integrated Offender Management (IOM) - if resources allow. 	<p>North Wales Police, Wales Probation.</p>	X			

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
5 Reduce Substance Misuse		Reduction from 2011 - 2012 levels	<p>The detailed interventions for all Community Safety Key Priority Areas will be included in the statutory partnership plan – part B – Action Plans & the SMAT action plan.</p> <ul style="list-style-type: none"> The focus will be on (1) Supply of Class A Drugs and (2) SM preventative & treatment measures – see SMAT action plan for further detail. 	IoACC. North Wales Police	x			

Strategic Outcome : People in Anglesey are part of a thriving and sustainable economy

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s) including Project Lead Officer(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
1 Fully utilise funding opportunities to regenerate the Island	Need to identify projects to increase: Economic activity; Employment growth; Skills/ Work force development;	Need to identify projects to decrease: Economic inactivity; Youth unemployment; Long term unemployment; JSA claimants;	<ul style="list-style-type: none"> • Capitalise on strategic interventions associated with the Enterprise Zone status; • Capitalise on regeneration potential and investment opportunities; • Maximise the impact of EU and domestic funding opportunities in the Island. • Collaborate to influence post 2013 funding programmes; • Collaborate to influence future domestic policy and funding developments. 	NW Local Authorities; WLGA; Welsh Government;	X	X	X	X
2 Develop skills capacity to meet the needs of the labour market	TBC Need to identify projects to increase: Economic activity; Work force development	TBC Need to identify projects to decrease: Economic inactivity; Youth unemployment; Long term	<ul style="list-style-type: none"> • Contribute to initiatives which develop skills, employment and combat economic inactivity. 	NW Local Authorities; Welsh Government; Job Centre Plus	X	X	X	X

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s) including Project Lead Officer(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
3 Continue to develop and promote tourism opportunities	TBC Need to identify projects to increase; 3% increase in visits per annum; Value of tourism; Visitor satisfaction; New and Return visitors; Employment opportunities	unemployment; JSA claimants; TBC Need to identify projects to decrease: Economic inactivity; Youth unemployment; Long term unemployment; JSA claimants;	<ul style="list-style-type: none"> Facilitate and progress the implementation of an effective Destination Management Plan; Promote the Island's distinctive strengths and increase overall exposure; Improve the quality of the Island's Tourism product. 	North Wales Local Authorities; Welsh Government; Tourism Partnership North Wales; DMP Partnership; Local Tourism providers;	x	x	x	x

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s) including Project Lead Officer(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
4 Support and encourage diverse business and employment growth opportunities.	TBC Need to identify projects to increase: New business start-ups; Employment opportunities; Jobs safeguarded;	TBC Need to identify projects to decrease: Economic inactivity; Youth unemployment; Long term unemployment; JSA claimants;	<ul style="list-style-type: none"> • Deliver, monitor and administer business support packages; • Collaborate to ensure a co-ordinated approach to business support services; • Encourage business networking and enhance local supply chain opportunities; • Promote and support entrepreneurship and social enterprise. 	North Wales Local Authorities; Welsh Government; Menter Môn	X	X	X	X

Strategic Outcome : Anglesey takes full advantage of all strategic energy investment opportunities

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s) including Project Lead Officer(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
1 Develop, support and implement the Energy Island concept	10-13% in absolute GVA over 2008 levels by 2025. 33% employment growth in the period up to 2025. Young people (16-24 year olds) - growth from 10% to 12% of the working age population. 16-64 year olds increase to 61-62% of the population by 2015.	Economic inactivity; Youth unemployment; Long term unemployment; JSA claimants;	<ul style="list-style-type: none"> • Capitalise upon major energy infrastructure projects to create sustainable jobs; • Enhance the educational and skills development opportunities for young people; • Enhance the Island's infrastructure; • Mitigate impacts, maximise benefits and secure appropriate positive economic and community outcomes. 	New Major Energy Developers; National Grid; NW Local Authorities; JPPU; Welsh Government	X	X	X	X
2 Increase the number of employees offering apprenticeships	% increase in number of employers offering apprenticeships		<ul style="list-style-type: none"> • To market apprenticeships to a wider range of employers on Anglesey • Increase the number of apprenticeships through 'Cwmni Prentis Menai' model 	Coleg Menai IOACC Horizon	X	X	X	X

Strategic Outcome : Anglesey has a successful and sustainable tourism industry

We want to:	How we will measure progress: (<i>Headline Indicator & baseline</i>)		What we will do:	Project Owner(s) including Project Lead Officer(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
1 Promote Anglesey's image and distinctive strengths.	<ul style="list-style-type: none"> 3% increase in visits per annum; Value of tourism; Visitor satisfaction; New and Return visitors; Employment opportunities; 	<ul style="list-style-type: none"> Economic inactivity; Youth unemployment; Long term unemployment; JSA claimants; 	<ul style="list-style-type: none"> Develop a portfolio of market research (linked to monitoring); Define target markets; Clarify the branding of Anglesey; Develop a tourism media relations strategy; Develop an on-line tourism marketing strategy; Review the range of printed materials; Develop joint initiatives to promote Anglesey as a destination; 	IACC Destination Anglesey Partnership TPNW Private Sector Welsh Government National Rail Careers Wales Coleg Menai	x	x	x	x

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s) including Project Lead Officer(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
2 Invest in product excellence	Increase + (including baseline)	Decrease - (including baseline)	<ul style="list-style-type: none"> • Support the upgrading, extension and development of the local accommodation stock; • Support the upgrading and extension of existing visitor attractions/ activities and develop new enterprises; • Develop and implement a local produce strategy; • Develop and implement an event strategy 	IACC Destination Anglesey Partnership TPNW Private Sector Welsh Government National Rail Careers Wales Coleg Menai	x	x	x	x
	<ul style="list-style-type: none"> • 3% increase in visits per annum; • Value of tourism; • Visitor satisfaction; • New and Return visitors; • Employment opportunities; 	<ul style="list-style-type: none"> • Economic inactivity; • Youth unemployment; • Long term unemployment; • JSA claimants; 			x	x	x	x

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s) including Project Lead Officer(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
3 Provide an outstanding experience	<ul style="list-style-type: none"> • 3% increase in visits per annum; • Value of tourism; • Visitor satisfaction; • New and Return visitors; • Employment opportunities; 	<ul style="list-style-type: none"> • Economic inactivity; • Youth unemployment; • Long term unemployment; • JSA claimants; 	<ul style="list-style-type: none"> • Enhance and manage coastal resources; • Enhance the quality of the local environment in local settlements; • Enhance access to the Countryside; • Support the development of transport infrastructure (in conjunction with Energy Island infrastructure development); • Support the development of local tourism infrastructure; • Improve tourism human resource opportunities e.g. training(in conjunction with Energy Island training development); 	IACC Destination Anglesey Partnership TPNW Private Sector Welsh Government National Rail Careers Wales Coleg Menai	x	x	x	x

We want to:	How we will measure progress: (Headline Indicator & baseline)		What we will do:	Project Owner(s) including Project Lead Officer(s)	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
	Increase + (including baseline)	Decrease - (including baseline)						
4 Work together in partnership	<ul style="list-style-type: none"> • 3% increase in visits per annum; • Value of tourism; • Visitor satisfaction; • New and Return visitors; • Employment opportunities; 	<ul style="list-style-type: none"> • Economic inactivity; • Youth unemployment; • Long term unemployment; • JSA claimants; 	<ul style="list-style-type: none"> • Establish an appropriate structure for destination management; • Establish a set of performance indicators; 	IACC Destination Anglesey Partnership TPNW Private Sector Welsh Government National Rail Careers Wales Coleg Menai	x	x		

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to	THE EXECUTIVE AND THE COUNTY COUNCIL
Date	19th NOVEMBER 2012 AND 5 MARCH 2013
Subject	Concerns and Complaints Policy
Portfolio Holder	Councillor John Chorlton
Lead Officer	Lynn Ball – Head of Function (Legal and Administration – Monitoring Officer)
Contact Officer	Beryl Jones, Customer Care Officer (Tel. 01248 752588)
<p>Nature and reason for reporting: The Council is requested to endorse the recommendation by the Executive on 19.11.12 that the Concerns and Complaints Policy and the Unacceptable Actions by Complainants Policy be adopted with an implementation date of 1st April, 2013.</p>	

A – Introduction / Background / Issues
<p>Report to the Executive 19.11.12 (Attached)</p> <p>The new Policy was reported to the Executive on 19th November 2012 and the Executive resolved as follows:-</p> <p>“To recommend to the County Council:-</p> <ul style="list-style-type: none"> • That it adopts the new Concerns and Complaints Policy, together with the Unacceptable Actions by Complainants Policy; • That the implementation date of 1st April, 2013 be endorsed. <p>Reason for the Decision</p> <p>To comply with the Welsh Government proposal to develop a common complaints handling system for public service providers in Wales”</p>

B – Considerations		
Please see attached report		
C – Implications and Impacts		
1	Finance / Section 151	
2	Legal / Monitoring Officer	The corporate administration of the Policy rests within this Section
3	Human Resources	Discussions underway regarding training programme for relevant officers
4	Property Services	
5	Information and Communications Technology (ICT)	Discussions underway regarding common recording system.
6	Equality	Undertaken by the Welsh Government
7	Anti-poverty and Social	
8	Communication	The new Policy will be widely advertised at implementation
9	Consultation	Internal consultation on the two draft policies has taken place and amendments incorporated in the attached documents
10	Economic	
11	Environmental	
12	Crime and Disorder	
13	Outcome Agreements	

CH - Summary
The Welsh Government strongly recommend that all public service providers in Wales adopt the Concerns and Complaints Policy in order to standardise the public's experience of complaints handling.

D – Recommendation
<p>That the County Council adopts new Concerns and Complaints Policy, together with the Unacceptable Actions by Complainants Policy, with a start date of 1st April, 2013.</p>

Name of author of report: Beryl Jones

Job Title: Customer Care Officer

Date: 11.02.13

Appendices:
<p>Appendix 1 – Concerns and Complaints Policy Appendix 2 - Unacceptable Actions By Complainants Policy</p>

Background papers
<p>None</p>

ISLE OF ANGLESEY COUNTY COUNCIL	
MEETING:	The Executive
DATE:	19 November 2012
TITLE OF REPORT:	Concerns and Complaints Policy
REPORT BY:	Beryl Jones Corporate Complaints Officer
PURPOSE OF REPORT:	To Endorse a new Corporate Complaints Policy

1. Introduction and Background.

- 1.1 In 2009, the Welsh Government (WG) established the Complaints Wales Working Group, chaired by the Public Services Ombudsman. The Group was asked to develop a proposal for a common complaints handling system for public service providers in Wales.

A letter was received from the WG in August 2010 stating that a Policy had been devised and was endorsed by the Welsh Ministers and commended to all public service providers, urging them to consider its use as the basis for a complaints procedure: “open and accessible to service users; designed to deal with complaints in the most efficient and effective way; and uses the outcomes of, and learning from, complaints resolution to inform the delivery of high-quality, citizen-centred public services”.

2. The New Policy

2.1 In light of this strong recommendation, the Council is now asked to adopt a new Policy, based on the suggested model. The significant differences between the Council's current Policy, and the proposed new Policy, are:-

- Emphasis on customer care
- Systematic recording of ALL concerns (not just complaints)
- Early resolution, including redress (compensation)
- Standard Information Leaflet and Complaint Form for the public
- Assess and prioritise complaints
- New investigation requirements
- High level reporting to the Executive and SLT
- Demonstrating lessons learnt and improvements implemented
- No internal appeal process/ no operational role for Members
- The requirement for the Council to adopt an "Unacceptable Actions by Complainants" Policy

3. Internal Consultation

3.1 The draft "Concerns and Complaints" Policy and the draft "Unacceptable Actions by Complainants" Policy were sent out to Corporate Directors and Heads of Service for consultation on 26.9.12 and the responses received have been incorporated into the documents at Appendix 1 and Appendix 2 to this Report.

4. The New Policy

4.1 The new Policy is in 2 parts:-

- **Part 1** to be issued to the public, and should be standardised across Wales, other than reflecting the nature of the service provider.
- **Part 2** is guidance and each public service provider may tailor their Policy according to the size and operational requirements of the organisation provided this does not impact on the public's experience of complaints

handing – “elements such as the form, the timescales and the number of stages should be consistent for all”.

4.2 The New Approach

Stage 1 - Informal Resolution

- This stage offers the opportunity for informal engagement at the point of service delivery to try and resolve complaints, either at the time the concern arises, or very shortly thereafter. This stage should be part of front line service delivery and not viewed as a separate stage. This step will normally be an explanation, or other appropriate remedial action, by frontline staff.
- The informal resolution stage should be done as quickly as possible and certainly take no longer than 10 working days. If it is not possible to resolve the concern within that timescale, then the matter should be escalated to the formal investigation stage.

Stage 2 Formal Internal Investigation

- “Investigate once, investigate well” is the principle for this stage of the process. Emphasis is placed on one investigation to deal thoroughly with the concerns raised, rather than multiple investigations, at different levels of the organisation, which can result in protracted and, sometimes, open ended investigations.
- However, the Stage 2 element of the process is intended to be flexible and to respond appropriately to the complaint. “Investigating well” also means conducting an investigation in a manner that is proportionate to the nature and degree of seriousness of the complaint. Proportionate means that for less serious complaints, the investigation may not need to be so detailed/comprehensive.

5. The Unacceptable Actions by Complainants Policy

This Policy addressed those complainants whose behaviour is unacceptable. The Council currently has no equivalent policy. This new policy defines the types

of behaviour that are deemed unacceptable and provides advice and guidance on how these behaviours will be managed.

6. The Way Forward

In order for the new Policy to be introduced effectively the following actions need to be completed by all Services:-

1. Identify frontline staff who will need to receive training on the new Policy
2. Identify those staff who will be trained as investigators
3. Liaise with the Training and Development Officer to arrange training
4. Liaise with the ICT Service in order to ensure there is an adequate system in place to enable the recording of all concerns
5. Ensure signposting arrangement is in place so that Members know who to contact in order to receive assistance with queries from electors
6. Publicise the new Policy (corporately)

7. Implementation

To allow time to complete steps 1 to 6 it is suggested that the implementation date is 1st April, 2013.

Recommendations:-

1. That the Executive recommend and the Council adopt the Concerns and Complaints Policy, together with the Unacceptable Actions by Complainants Policy

- 2 That the implementation date of 1st April, 2013 be approved.



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

Concerns and Complaints Policy

Commitment Statement: People will find it easy to complain and get things put right when the service they receive is not good enough

Preface

This policy consists of two parts:

Part 1

The first part of this policy is designed for customers. It advises customers what to do if they have a concern or complaint and how it will be dealt with by the Council. There is a separate Concerns and Complaints Information Leaflet that is to be made available to the public.

Part 2

The second part of this policy is designed for officers of the Council and describes how concerns and complaints will be managed internally subject to statutory guidance e.g. on education or social care complaints.

Note: Hereafter whenever reference is made to a 'concern' or 'complaint' it refers to both concerns and complaints.

Concerns and Complaints Policy

Anglesey County Council is committed to dealing effectively with any concerns or complaints you may have about our services. We aim to clarify any issues about which you are not sure and learn from our mistakes and use the information we gain to improve our services.

When to use this policy

When you express a concern or a complaint, we'll usually respond in the way we explain below. However, sometimes you may have a statutory right of appeal e.g. against a refusal to grant planning permission or the decision not to give your child a place in a particular school so, rather than investigate your complaint, we'll explain to you how you can appeal. Sometimes, you might be concerned about matters that aren't decided by us e.g. if you have a complaint about your GP, we'll advise you about how to make your concerns known.

This policy doesn't apply if you have a concern or complaint relating to Data Protection, Freedom of Information or Environmental Information Regulations. In these instances, you should write, giving full details of your complaint, to the Customer Care Officer, Legal Section, Isle of Anglesey County Council, Council Offices, Llangefni, LL77 7TW or send an e-mail to the following e-mail address:

- legalpolicy@anglesey.gov.uk

Have you asked us yet?

If you're approaching us for a service for the first time e.g. reporting a faulty street light, a missed bin collection or a housing repair then this policy doesn't apply. You should first give us a chance to respond to your request. If you make a request for a service and then are not happy with our response, you'll be able to make your complaint known as we describe below.

Step 1 - Informal Resolution

If possible, we believe it's best to deal with things straight away rather than try to sort them out later. If you have a concern, raise it with the service you're dealing with and the Member of Staff will try to resolve it for you there and then. If there are any lessons to learn from addressing your concern then the member of staff will draw them to our attention. If it's not possible to resolve the matter there and then they will explain why and you can then ask for a formal investigation.

You can express your complaint in any of the following ways:

- You can ask for a copy of our concerns and complaint form from the person with whom you are already in contact.
- You can get in touch with our Customer Care Officer:

e-mail: *details to be inserted*

the website:

phone: 01248

writing to: Complaints, Legal Section, Isle of Anglesey County Council, Council Offices, Llangefni, Anglesey, LI77 7TW.

Copies of this policy and the concerns and complaint form are available in Welsh, other languages and as audio, large print etc. on request.

Dealing with your concern

- We'll formally acknowledge your complaint within 5 working days from receipt and let you know how we intend to deal with it.
- If you have not already told us, we'll ask you to tell us how you would like us to communicate with you e.g. by e-mail or telephone, your language preference and if you have any particular requirements e.g. if you have a disability.
- We'll deal with your complaint in an open and honest way.

- We'll make sure that your dealings with us in the future do not suffer just because you have expressed a concern or made a complaint.

Normally, we'll only be able to look at your complaint if you tell us about it within 6 months from when the problem occurred. This is because it's better to look into your complaint while the issues are still fresh in everyone's mind.

There may be exceptions where we may be able to look at complaints which are brought to our attention later than this. However, you must give us strong reasons why you have not been able to bring it to our attention earlier and we'll need to have sufficient information about the issue to allow us to consider it properly. (In any event, regardless of the circumstances, we will not consider any concerns or complaints about matters that took place more than three years ago).

If you're expressing a concern or complaint on behalf of somebody else, we'll need their written agreement for you to act on their behalf as we may share personal sensitive information with you.

What if there is more than one organisation involved?

If your complaint covers more than one organisation e.g. a Housing Association and the Council, we'll usually work with them to decide who should take a lead in dealing with your complaint. We'll tell you if we need to speak to another organisation and how long this will take. You will then be given the name of the person responsible for communicating with you while we consider your complaint.

If the complaint is about an organisation working on our behalf e.g. housing repair contractors, you may wish to raise the matter informally with them first. However, if you want to express your concerns to us, we'll look into this ourselves and respond to you.

What if I am dissatisfied with the response I receive?

Step 2 - Investigation

If you're not satisfied with the response you receive from us when you first complain, you can ask for your complaint to be formally investigated.

We will tell you the name of the officer asked to look into your complaint. We'll set out to you our understanding of your complaint and ask you to confirm that we've got it right. We'll also ask you to tell us what outcome you're hoping for if you haven't already done so.

The Officer looking at your complaint will usually need to see the files we hold relevant to your complaint. If you don't want this to happen, it's important that you tell us.

If there is a simple solution to your problem, we may ask you if you're happy to accept this. For example, where you failed to receive a service you requested and we see straight away that you should have had it; we'll offer to provide the service.

We'll aim to resolve complaints as quickly as possible and expect to deal with the vast majority of Step 2 complaints within 20 working days from receipt. If your complaint is more complex, we'll:

- Let you know within 20 working days why we think it may take longer to consider;
- Tell you how long we expect resolution to take;
- Give you regular updates and tell you whether any developments might change our original estimate.

The officer considering your complaint will aim firstly to establish the facts. The extent of an investigation will depend on how complex and how serious the issues you have raised are. In some instances, we may ask to meet you to discuss your complaint. Occasionally, we might suggest mediation or another method to try to resolve disputes.

We'll look at relevant evidence. This could include files, notes of conversations, letters, e-mails or whatever may be relevant to your particular complaint. If necessary, we'll talk to employees or others involved and apply our policies and any legal entitlement and guidance.

Outcome

We'll let you know what we have found in your preferred form of communication and your preferred language. This could be by letter or e-mail, for example. If necessary, we'll produce a report. We'll explain how and why we came to our conclusions.

If we find that we got something wrong, we'll tell you what and why it happened. We'll show how the mistake affected you, and where possible rectify the mistake.

If we find there is a fault in our systems or with the way we do things, we'll tell you what it is and how we plan to change things to stop it happening again.

If we got something wrong, we will apologise.

Putting things right

If we didn't provide a service you should have received, we'll aim to provide it straight away if that's possible. If we haven't done something well, we'll aim to do it better. If you've lost out as a result of a mistake on our part we'll try to put you back in the position you would have been in if we had got it right first time.

If you had to pay for a service yourself, when you should have received one from us, or if you were entitled to funding which you did not receive we will usually aim to make good what you have lost.

Step 3

Ombudsman

If we're unable to resolve your complaint, you may complain to the Public Services Ombudsman for Wales. The Ombudsman is independent of all government bodies and can look into your complaint if you believe that you personally, or the person on whose behalf you are complaining:

- Have been treated unfairly or received a bad service through some failure on the part of the Council;
- Have been disadvantaged personally by a service failure or have been treated unfairly.

The Ombudsman expects you to bring your concerns to our attention first and to give us a chance to put things right. You can contact the Ombudsman by:

phone: 0845 601 0987
e-mail: ask@ombudsman-wales.org.uk
the website: www.ombudsman-wales.org.uk
writing to: Public Services Ombudsman for Wales, 1 Ffordd yr Hen Gae, Pencoed CF35 5LJ

There are also other organisations that consider complaints. For example, the Welsh Language Commissioner for services provided in Welsh. We can advise you about such organisations.

Learning lessons

We take your concerns and complaints seriously and try to learn from any mistakes we've made.

Where there is a need for change, we'll develop an action plan setting out what we'll do, who will do it and a timescale of when we plan to do it. We'll let you know when any changes we have promised have been made.

If you need help

Our employees will aim to help you make your concerns or complaint known to us. If you need extra assistance, we'll try to put you in touch with someone who can help. You may wish to contact organisations such as:

Age Cymru Gwynedd & Môn

Phone 01286 677711

Fax 01286 674389

e-mail: info@acgm.co.uk

www.ageuk.org.uk/cymru/gwyneddmon

Citizens Advice Bureau

Phone 08444 772020

Fax 01407 769300

www.ynysmoncab.org.uk

Taran Disability Forum Ltd

Phone 01407 721956

www.tarandisability.co.uk

Carers Outreach

(Gwynedd, Conwy & Anglesey)

Phone 01248 370797

Fax 01248 371302

www.carersoutreach.co.uk

North Wales Advice and Advocacy Association

Phone 01286 670852

www.nwaaa.co.uk

RNIB Cymru – supporting blind and partially sighted people

Phone 0303 123 999

www.rnib.org.uk

National Youth Advocacy Service

e-mail: help@nyas.net

phone 0800 616101

www.nyas.net

North Wales Deaf Association

phone 01492 542235

Minicom 01492 542236

fax 01492 542238

Videophone 01492 549987

www.deafassociation.co.uk

You can also use this policy if you are someone under the age of 18. If you need help, you can speak to someone on the Meic Helpline by phone 080880 23456 and further information can be found on their website at www.meiccymru.org

You can also contact the Children's Commissioner for Wales by phone 01492 523333 or by e-mail post@childcomwales.org.uk and further information can be found on their website at www.childcom.org.uk

What we expect from you

In times of trouble or distress, some people may act out of character. There may have been upsetting or distressing circumstances leading up to a complaint. We don't view behaviour as unacceptable just because someone is forceful or determined.

We believe that all complainants have the right to be heard, understood and respected. However, we also consider that our employees have the same

rights. We, therefore, expect you to be polite and courteous in your dealings with us. We will not tolerate aggressive or abusive behaviour, unreasonable demands or unreasonable persistence. **We have a separate policy to manage situations where we find that someone's actions are unacceptable – please see our “Unacceptable Actions by Complainants Policy”.**

DRAFT

Concerns and Complaints Policy - Part 2

1. Introduction

1.1 Purpose of the policy

1.1.1 The Welsh Government's vision for improving public services in Wales recognises that complaints systems and redress* can make an important contribution to the improvement of services.

1.1.2 The Council has adopted the Welsh Government's model policy for dealing with concerns and complaints in Wales (hereafter referred to as the "policy") to establish across the spectrum of public service providers common principles for the effective handling of concerns and complaints.

1.1.3 In adopting the model policy, the Council has followed guidance provided by the Welsh Government to enable:

- Common data collection procedures across Wales;
- Common methods for learning from concerns and complaints;
- Common means to identify and disseminate good practice.

1.1.4 This policy came into effect on

** Redress: appropriate redress can take many forms, this includes an explanation and an apology, remedial action, on occasion financial compensation, or a combination of these. Redress should seek to put the complainant back in the position they would have been in if nothing had gone wrong. Where this is not possible – as will often be the case – the remedy should fairly reflect the harm the complainant has suffered.*

2. Definition and principles

2.1 What is a complaint?

2.1.1 Whether about the Council itself, a person acting on its behalf, or a partnership, a complaint is:

- An expression of dissatisfaction or concern;
- Either written or spoken or made by any other communication method;
- Made by one or more members of the public;
- About the Council's action or lack of action or;
- About the standard of service provided.

2.1.2 A complaint is not:

- An initial request for a service, such as reporting a missed bin collection;
- An appeal against a properly made decision;
- A means to seek change to legislation or a properly made policy decision;
- A means for lobbying groups/organisations to seek to promote a cause.

2.2 Principles for dealing with complaints

2.2.1 When someone complains they inevitably have an issue about a service which has been received or not received. Complaints need to be handled in such a way that the complainant is the focus and not the process itself. It is within this context that the following principles apply to this policy:

(i) Accessible and Simple

- Well publicised;
- Easy to find, understand and use – both for public and employees;
- Simple with clear instructions about how to make a complaint;

- Flexible to meet the different needs of different people ensuring that those who face challenges in access are not excluded;
- Provides information on advocacy and support services;
- The stages in the complaint handling process are kept to a minimum.

(ii) Fair and Impartial

- Complaints are dealt with in an open-minded and impartial way;
- Complainants are assured that making a complaint will not adversely affect their future dealings and contacts with the Council;
- Ensures that complainants get a full response and that decisions are proportionate, appropriate and are fair;
- The employees complained about are treated as fairly as complainants.

(iii) Timely, Effective and Consistent

- Within the parameters of what is appropriate and possible, frontline employees themselves should seek to resolve complaints;
- Investigate Once, Investigate Well – when a complaint requires investigation, this will be done thoroughly to establish the facts of the case;
- Dealt with as quickly as possible;
- Consistent so that people in similar circumstances are treated in similar ways;
- Complaints involving more than one public service provider are dealt with in such a way that the complainant's experience is of one system.

(iv) Accountable

- Provides honest, evidence-based explanations and gives reasons for decisions;
- Information is provided in a clear and open way;

- When concerns are found to be justified, as appropriate:
 - acknowledge mistakes;
 - apologise in a meaningful way;
 - put matters right;
 - provide prompt, appropriate and proportionate redress.
- Follow up to ensure any decisions are properly and promptly implemented;
- Where appropriate, the complainant is told about the lessons learnt and changes made to the service, guidance or policy;
- Ensures that complainants are informed of their right to complain to the Public Services Ombudsman for Wales (or of other appropriate routes open to them, for example, the Welsh Language Commissioner in respect of complaints about compliance with Welsh Language Schemes or Welsh Language Standards; Equality and Human Rights Commission).

(v) Delivers Continuous Improvement

- Lessons learnt from complaints are gathered and feedback is used to improve service design and delivery;
- An appropriate electronic system in place to record, analyse and report on the learning from concerns;
- The leadership of the Council:
 - takes ownership of the complaints process;
 - regularly reviews and scrutinises its effectiveness;
 - receives regular complaints monitoring reports; and
 - demonstrates what the Council has done to improve service delivery as a result of complaints.

3. Complaint handling arrangements

3.1.1 The aim of this policy is to provide a common approach for handling complaints that is simple, flexible and places emphasis on getting the most appropriate outcome for individuals and services. It requires officers to take a proactive approach to dealing with complaints by focusing on people's needs.

3.1.2 The policy is designed to streamline complaints arrangements across the Council and make it easier to deal with complaints that relate to more than one service area.

3.2 Commitment statement

3.2.1 The Welsh Government has published a principle on redress for public services (Making the Connections – Building Customer services, March 2007). This is the touchstone for the model complaints policy and every public service provider in Wales in adopting the model will in turn publish a commitment statement as follows:

*“People will find it easy to complain and get things put right
when the service they receive is not good enough”*

3.2.2 Note: The above statement applies to circumstances where there has been a failure to deliver a service someone is entitled to receive. However, it does not apply in circumstances where people are making a request for an initial service.

3.3 The people who may put forward a concern or complaint

3.3.1 Any member of the public, including a child, who has received, or was entitled to receive, a service from the Council may make a complaint. The same applies if they have suffered due to the inappropriate action or lack of action by the Council.

3.3.2 Where a complaint is made by a young person or child, the Council will provide them with such assistance that they may reasonably require in order to pursue the complaint. This should include making the young person or child aware of the help that could be provided by the Children's Commissioner for Wales.

3.3.3 A complaint can also be put forward by someone on behalf of another person:

- (a) Someone who has died;
- (b) A child;
- (c) Those who lack the capacity (as defined by the Mental Capacity Act 2005(1));
- (d) They have been asked to do so by the person affected.

3.3.4 In the case of (b), (c) and (d), we must satisfy ourselves, as far as the circumstances of the person affected allow for it, that the representative is acting with the authority of that person and if possible obtain their signature to confirm this.

3.3.5 This policy is not a means for a member of staff to raise employment issues. There are other internal mechanisms for these type of concerns, for example, whistleblowing, bullying, or grievance procedures.

3.4 Roles

3.4.1 The Deputy Chief Executive is responsible for ensuring this policy is adopted and followed by officers. *{Each organisation should appoint a named officer with responsibility for ensuring that the policy is adopted}*

3.4.2 The Customer Care Officer (Central Complaints Handler) is responsible for recording all complaints received and must be informed of all complaints dealt with under Step 1.

- 3.4.3 All formal complaints must be channelled through the Customer Care Officer.
- 3.4.4 Frontline Staff – role to be defined
- 3.4.5 Directorate Complaints Officers – role to be defined
- 3.4.6 Senior Officers within Departments who will investigate complaints

3.5 Resources

3.5.1 The Council will ensure that the necessary resources are made available to enable delivery of this policy, this includes:

- Staffing
- Training;
- Complaint handling systems e.g.

3.6 Accessibility and publicising the complaints procedure

3.6.1 The concerns and complaints policy is accessible to everyone. The complaints process is widely published e.g.

- Promotion via website and newsletter;
- Bilingual concerns and complaint forms and the Policy are readily available at public reception points and local offices of relevant advice and advocacy organisations;
- A copy of the policy is also available in alternative formats such as on CD, in large print, Braille, etc.

3.7 The complaints leaflet and complaint form

3.7.1 The wording of the concerns and complaint information leaflet is as per the Welsh Government's model policy.

3.7.2 In raising a concern, ideally people should complete a concern and complaint form either printed version or the form on the Website. However, people may prefer to present their complaint by telephone, e-mail, or in person (or other method). In doing so employees dealing with the complaint should ensure that they have gathered the same information as that being sought on the complaint form and ensure it is recorded on the system.

4.0 The concerns and complaints procedure

4.1.1 Step 1

4.1.2 This policy consists of three steps (two internal and one external step) for dealing with complaints.

4.1.3 Step 1 offers the opportunity for informal engagement at the point of service delivery to seek to resolve complaints either at the time the complaint arises or very shortly thereafter. This stage should be part and parcel of front line service delivery and not viewed as separate from it. This first step will normally be an explanation or other appropriate remedial action by frontline staff or service manager. Staff are empowered to deal with complaints as they arise with the aim of resolving issues on the spot. However, staff will be trained to recognise the seriousness of a complaint and understand when it should be referred to a more senior member of staff.

4.1.4 The complaint should be recorded on the system at the first point of contact and given an unique reference number which should be quoted on all correspondence.

- 4.1.5 The aim at Step 1 is to respond to the complaint within 10 working days. If the complaint can be dealt with immediately then there is no need to send an acknowledgement. If however it is unlikely that the complaint will be dealt with within 5 working days an acknowledgement must be sent. This acknowledgement should state that the matter will be dealt with within 10 working days of the date of receipt of the complaint and confirm the name and telephone number of the contact officer. If the service is unable to respond within 10 working days then on the eighth day a holding letter, e-mail, or phone call should be sent. It is very important to keep the customer informed and just as important to update the record to show that the matter is in hand.
- 4.1.6 Although every effort should be made to direct the complainant to the service area in the first instance, there will be occasions when the complainant chooses to contact other officers or service areas, such as the Chief Executive, Monitoring Officer, Internal Audit, Customer Services Team, Welsh Language Officer etc.
- 4.1.7 In these situations the recipient of the complaint will need to decide whether they will deal with it or pass it on to a different service area. Whatever the decision it is important to record the details on the system and ensure that the Customer Care Officer is aware of the complaint.
- 4.1.8 Employees may receive complaints that do not involve their own service, but that of another department. It may be difficult to know whom the complainant should be referred to, but at the very least all employees should be able to direct the complainant to the Customer Care Officer who will then be able to advise the complainant appropriately.
- 4.1.9 In a similar vein, employees may receive a complaint that not only involves their own service but that of another section/department. In these instances – since it is unlikely that the employee will have the necessary authority to resolve a complaint on behalf of another service –

details of the complaint should be taken and then referred to the Customer Care Officer.

4.1.10 When the complaint has been dealt with thesystem must be updated to reflect this. It is important to record the action taken and where appropriate a copy of the correspondence (letters and e-mails) should be attached to the record. If this is not possible then a copy should be sent to the Customer Care Officer clearly marked with the unique reference number. The reason for this is to hold a central record just in case the complainant is not satisfied with the response or they make a similar complaint again in the future.

4.1.11 If after an employee has given the matter full consideration they feel that there is nothing more that can be added, the employee must advise the complainant how to progress their complaint to Step 2 if they are not satisfied with the outcome of their complaint at the end of Step 1. The following should be included in the Step 1 response:

“If you are not satisfied with this response please contact the Customer Care Officer by e-mail, post or telephone – *details to be inserted*. You will be asked to explain why you are not satisfied with the outcome and you will be given the opportunity for the matter to be considered under Step 2 of the concerns and complaints policy”

4.1.12 Complainants may wish their complaint to be ‘fast tracked’ straight through to Step 2. This may particularly be so if there have been disagreements with employees directly responsible for delivering the service. It is the complainant’s prerogative to seek to take their complaint directly to Step 2 of the procedure and employees should advise how they may do so.

4.1.13 Employees are encouraged to provide appropriate information on advice and advocacy support at Step 1. However, it is recognised that they may not have (nor could they be expected to) the breadth of knowledge of all types of help available, particularly when operating in a specialist field

themselves. Nevertheless, a housing officer, for example, should be sufficiently knowledgeable to advise a complainant with a housing complaint about the services of organisations such as Shelter Cymru.

4.1.14 The Customer Care Officer is a source of support for frontline employees in respect of local resolution.

5.0 Step 2 – Formal Internal Investigation

5.1.1 “Investigate once, investigate well” is the principle for this step of the process. Emphasis is placed on consideration of the complaint to deal thoroughly with the concerns raised, rather than multiple investigations at different levels which can result in protracted and sometimes open ended investigations. However, the Step 2 element of the complaints process is flexible to respond appropriately to the complaint. “Investigating well” also means conducting an investigation in a manner that is proportionate to the nature and degree of seriousness of the complaint. Proportionate means that for those complaints not so serious in their nature, the investigation may not need to be so detailed.

5.1.2 Step 2 complaints should be sent by the complainant to the Customer Care Officer and any employee who receives a complaint form should forward it promptly.

5.1.3 Having formally received a Step 2 complaint an acknowledgement will be sent by the Customer Care Officer as soon as is possible but within 5 working days.

5.1.4 If the complaint is “out of time” i.e. the issue being complained about is older than 6 months (from the time that the complainant first became aware of the problem), consideration will be given as to whether there are good reasons as to why it should nevertheless be accepted.

5.1.5 The Customer Care Officer will offer to discuss the matter with the complainant, including:

- Helping the person who is complaining understand the process;
- Confirming with them their preferred method of communication and what they want as an outcome to making the complaint;

5.1.6 The information will be recorded on the system by the Customer Care Officer.

5.1.7 Depending on the nature of the complaint it may be necessary to obtain the complainant's permission to access their personal file. If the complainant refuses to give permission, then it will be explained to them that this will have an effect on the ability to conduct a thorough investigation.

5.1.8 If the complainant is complaining on behalf of someone else, consideration will be given as to whether written consent is needed to investigate the complaint.

5.1.9 Once satisfied that they sufficiently understand the details of the complaint the Customer Care Officer should:

- Allocate the complaint to the Officer identified within the Council with sufficient seniority, credibility and independence from the source of the complaint to undertake the investigation;
- Depending on the nature of the complaint, this may still be someone within the service section/department, but it may require someone independent from the section/department, including the Customer Care Officer themselves;
- When deciding who the contact officer will be, the Customer Care Officer will take account of whether the investigation will need to span across more than one service and the level of seniority required to investigate across all those areas;

5.1.10 The Customer Care Officer will keep track of (and record) progress and take responsibility for monitoring the smooth running of the investigation, ensuring that timescales are met. Step 2 complaints should normally be concluded within 20 working days. Where this is not possible complainants will be informed of the reasons and there will be regular contact with the complainant, updating them on progress on the case.

5.1.11 A complainant may withdraw their complaint at any time, however, the Council may continue to investigate if it feels that it is necessary to do so.

5.1.12 If after the matter has been given full consideration and an investigation carried out if necessary, there is nothing more that can be done the complainant should be informed of their right to complain to the Public Services Ombudsman for Wales.

5.2 Complaints Investigations

5.2.1 A complaint investigation should be a fact finding exercise which is impartial, open and transparent and proportionate to the seriousness of the complaint. For serious complaints, a plan will be drawn up enabling the complaint to be investigated systematically.

5.2.2 However, even though the complaint has reached Step 2, there may still be potential for resolving the concern to the complainant's satisfaction through a 'quick fix' and without having to undertake a full and lengthy investigation. Consideration will be given to the possibility of this. Consideration will also be given as to whether face to face meetings and/or mediation could provide a means to resolving the complaint.

5.2.3 Evidence gathering may include:

- Correspondence (letters and e-mails)
- Notes of telephone conversations
- Organisational policies and procedures

- Good practice guidance
- Records (including those specifically related to the complaint under consideration and training records of staff involved in the complaint)
- Legislation
- Interviews (including detailed note taking)
- Site plans and visits
- Photographic evidence
- Recordings in various formats (e.g. phone, video, CCTV)
- Obtaining professional/expert advice
- Training records of relevant staff.

5.2.4 Recommendations arising from complaints will be Specific, Measurable, Achievable, Realistic and Timed (SMART). At the end of an investigation a written outcome such as letter or e-mail will be produced, and in more serious cases a report. Where a report is produced this will include where appropriate:

- The scope of the investigation;
- A summary of the investigation:
 - Details of key issues, setting out a brief chronology of events leading to the complaint
 - Those who were interviewed (including setting out to what degree the complainant, and if appropriate, any affected relatives, advocates, etc were involved in the investigation)
- Conclusion;
- If the complaint is found to be justified/upheld:
 - How it happened - i.e. what went wrong
 - Why it happened – i.e. the root cause of the problem (e.g. human error, a systemic failure)
 - What impact did it have on the complainant

- If a systematic failing has been identified, an explanation of actions taken to put things right, with a view to ensuring the same problem does not occur again;
- If appropriate an apology;
- If appropriate an offer of redress.
- If the complaint has not been upheld, there will be an explanation of why this conclusion has been reached, demonstrating that it has been arrived at based on the evidence gathered.

5.2.5 Overall the report will demonstrate throughout that the complaint has been taken seriously, that the investigation undertaken has been fair and, in accord with the seriousness of the complaint, proportionately thorough.

5.2.6 Even in cases where an investigation upholds the complaint and offers remedy/redress, it may be that the complainant remains dissatisfied for some reason. Therefore, in all cases, the report should inform the complainant that if they remain dissatisfied then they have the right to seek an independent external consideration of their complaint. Information about making a complaint to the Public Services Ombudsman for Wales and other appropriate complaint handlers including the Welsh Language Commissioner should be provided.

5.3 The final steps

5.3.1 The fact that complaints will vary in the degree of seriousness has already been referred to. There will be times when it will be appropriate for the Customer Care Officer to sign off complaints (i.e. signs any report or letter), other times a Director or Head of Service and other times the Chief Executive. The Corporate Complaints Officer will in any case provide Directors and Heads of Service with quarterly reports.

5.3.2 In cases where a complaint has been upheld and there is a clear systematic issue, the appropriate Director or Head of Service in liaison with the Directorate Complaints Officer will ensure that an action plan is devised setting out how the recommendations will be implemented and identify who will be responsible for ensuring implementation. The plan should also include arrangements for confirming to the complainant that changes have been implemented and make provision for the monitoring and evaluation of new arrangements introduced to assess their impact.

5.3.3 On closing a complaint, the Customer Care Officer (or senior officer) will ensure that working documents used during the course of the investigation are retained in an orderly fashion and stored securely. If the complaint becomes the subject of further external investigation such as by the Public Services Ombudsman for Wales, these working documents may be needed as the Council's evidence. Complaint records will be retained for at least two years following closure at the end of Step 2.

5.4 Complaints involving other legal or disciplinary proceedings

5.4.1 Occasionally, complaints received will involve legal or disciplinary proceedings. It may from time to time be necessary to put the investigation of a complaint 'on hold' until the conclusion of those other proceedings. However, it should not automatically be assumed that this is necessary in every case. An assessment will be made (with legal advice sought, if appropriate) to identify whether it is possible to address the subject of the complaint, without impacting unfairly on the other proceedings underway. It is important that if a complainant is in a continued state of disadvantage as a result of likely poor service delivery that every step is taken to conclude this part of their complaint. This will mean that, if the complaint is upheld, it has been demonstrated that the Council is doing everything it can to return them as soon as possible to the position they would have been in if that failure had not occurred in the first place.

5.5 Complaints involving more than one service provider

- 5.5.1 There are occasions when a complaint received will involve more than one organisation. In this case the role of the Customer Care Officer will be slightly different. Having established the elements of the complaint and which organisations are involved, they will contact their counterpart(s) in the other organisation(s) involved. The complaints officers will then decide which of them should lead on co-ordinating the response to the complainant. It is sensible that this will be the organisation with the greatest involvement in the complaint. However, it may be appropriate for the organisation with the largest complaints handling resource to undertake this role.
- 5.5.2 The role of the complaints officer allocated to the complaint in question is to co-ordinate the investigations in each of the service areas involved. The ultimate aim, therefore, is to provide the complainant with a single comprehensive 'joint' response on behalf of all of the organisations involved.
- 5.5.3 There will be complaints where each element is sufficiently distinct and separate so that all that will be required is to set out the details and outcome of each investigation strand and then add an overall conclusion to the response.
- 5.5.4 However, it is recognised that there will be some cases where the resolution and remedy of a complaint will involve agreement by all involved and that this could lead to tensions and disagreement. Where such disagreements lead to an impasse, it may mean having to refer the problem to senior management within each of these organisations (depending on the seriousness possibly Chief Executives) in order to try to resolve the situation.
- 5.5.5 Where the impasse still cannot be resolved, it may be prudent to refer the matter at this point to the relevant external independent complaint handler at Step 3 (e.g. the Public Services Ombudsman for Wales).

However, the complainant should be told of this intention, together with the reason for it, and their agreement should be sought before such a referral takes place.

5.6 Partnership services

5.6.1 Whilst not forming part of the Council's complaints procedure, the Council will have regard to the following when forming partnerships with similar and other types of organisations.

5.6.2 The situation in relation to complaints about partnership services is different, particularly given that not all partners may be subject to this model procedure. Nevertheless, it is good governance practice for every partnership established to have in place at the outset a protocol for dealing with complaints. That protocol should make clear where accountability lies within the partnership for any services delivered – i.e. does responsibility rest with the partnership as an entity, is each partner accountable for specific aspects of the service delivery?

5.6.3 Given that in most public service provider partnerships many members will be subject to this model procedure, it is recommended that those providers endeavour to agree a protocol with their partners for dealing with complaints in a way that corresponds with this policy.

5.6.4 In particular, it is recommended that:

- Partnerships establish a complaints process for services that they as a partnership deliver;
- They identify and publicise a single point of contact for complaints in respect of their activities/services;
- The person/team identified, co-ordinates the investigation of the complaint on behalf of the partnership;

- The partnership ensures that lessons are learnt from complaints received and considers whether there are any that should be shared more widely.

5.7 Complaints concerning services that have been contracted out

5.7.1 Even though the Council may contract out the provision of services to private/voluntary organisations, this does not absolve responsibility for those functions. Senior officers that are responsible for drafting contracts must be aware of the need to include as a matter of course a provision for complaints handling. This should include the requirement for organisations contracted to provide services to comply with similar complaint handling arrangements (i.e. the two steps), with the outcome report/letter being copied to the Council. Such organisations should also inform complainants of the third external step and their right to complain to the Public Services Ombudsman for Wales.

6. Learning Lessons

6.1 Learning from complaints and continual improvement

6.1.1 Complaints information will be used to improve the Council's service delivery and increase its effectiveness. To support this, the Council will:

- Ensure that the Customer Care Officer periodically reviews all complaint outcomes and their recommendations to identify whether there are any patterns to complaints/wider lessons to be learnt that may not be apparent from individual complaints alone. When considering the lessons that can be learnt from a complaint, an assessment will be made as to whether:
 - These are limited to the service/department in question;
 - Whether they have an organisation wide implication;

- Or indeed whether they are ones that should be shared across the sector or indeed across the whole of the public service in Wales.
- Ensure that complaints reports are considered on a regular basis by senior management, including an analysis of the data gathered and information on recommendations that have been made for improving service delivery.
- Ensure that the information received by senior management is used to target any problem areas and consider if there is potential to improve policies, procedures and accordingly services.
- Ensure that Executive Committee receives reports giving an overview of complaints received, setting out what changes have been made as a result of complaints information, and following monitoring of their implementation what results have been received.
- Ensure that an annual report on concerns is produced, drawing out lessons learnt over this period and demonstrating how they have contributed to improved service delivery

7. Recording and monitoring complaints

7.1.1 Effective approaches to complaints management collect specific data and identify recurring or system wide problems. All feedback and complaints received will be recorded to ensure that a comprehensive evaluation of data can be made. To support this, the Council will:

- Use the system to collect organisation-wide complaints data;
- Use the system to help track complaints and compliance with timescales.

7.1.2 Data recorded will enable the numbers, types, outcomes and trends of complaints to be captured, to facilitate comparisons with previous periods and identify system wide or recurring complaints. The system will also enable points from lessons learned to be captured.

7.1.3 To enable the identification of trends both within and across organisations in Wales, when categorising complaints, the following top level complaint subjects will be used by the Council:

- Adult Social Services
- Benefits administration (Council Tax/Housing/Other)
- Children's Social Services
- Community facilities, recreation and leisure
- Education
- Environment and Environmental Health
- Finance and Council Tax
- Housing
- Planning and building control
- Roads and transport (Highways and Public Rights of Way)
- Various other

8. Employees and training

8.1 Employees

8.1.1 Whilst it is not uncommon for people to look for someone to blame when things go wrong, employees that are the subject of a complaint will be assured that this is not the aim of an investigation. It should be made clear that any interview that may take place is to establish facts as part of the investigation of a complaint, and that it does not form part of a disciplinary procedure. (A separate disciplinary process could take place if this appropriate.).

- 8.1.2 When requiring employees to attend for interview, they should be told the purpose of the interview, what to expect and what preparation they need to do. They should be advised that they can bring someone (such as a colleague) for support – although the position of confidentiality and their role should be made clear. They should also be advised as to what will happen after the interview.
- 8.1.3 Being the subject of a complaint is in any event a stressful situation and depending on the circumstances of the complaint and the issues involved, it may be prudent to inform the interviewee of any employee support/counselling available.
- 8.1.4 In the same way that it is important to keep complainants informed on progress in the investigation and its outcome, the same is true in respect of employees.
- 8.1.5 As well as informing employees involved of the outcomes of complaints and any recommendations that arise, there will also be a means (employee newsletters, making the annual report available on Monitor) of disseminating to employees how the way they deal with complaints can contribute to better public services.

8.2 Training

- 8.2.1 The complaints function will be adequately resourced by appropriately trained employees.
- 8.2.2 The Customer Care Officer undertakes an assessment of the skills and competencies required by all those involved in the complaints process and ensure that there is an appropriate training strategy in place.
- 8.2.3 The Customer Care Officer will continually keep under review the number of skilled and trained officers within the Council to conduct and prepare reports on investigations. General awareness training is included in the induction programme of the Council.

9. Unacceptable Actions by complainants

9.1.1 This policy recognises that some people may act out of character in times of trouble or distress. It should be borne in mind that there may have been upsetting or distressing circumstances leading up to a complaint. A complainant's behaviour should not be regarded as unacceptable just because they are forceful or determined. However, the actions of complainants who are angry, demanding or persistent may result in unreasonable demands on the Council or unacceptable behaviour towards employees. It is these actions that are considered unacceptable. The Council therefore has in place unacceptable actions by complainants' policy. See Separate Document

DRAFT

Directorate Complaints Officers

Each directorate and/or service has a dedicated contact officer for dealing with concerns and complaints. For further information and advice you can contact the following officers:

Directorate / Service	Name	E-mail	Phone

DRAFT



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

Unacceptable Actions by Complainants Policy

DRAFT

1. Introduction

1.1 This policy sets out Anglesey County Council's (the Council) approach to the relatively few complainants whose actions or behaviour is considered unacceptable. The term complainant includes anyone acting on behalf of a complainant or who contacts the Council in connection with a complaint.

2. Aims

2.1 To make it clear to all complainants, both at initial contact and throughout their dealings with the Council, what the Council can or cannot do in relation to their complaint. In doing so, the aim is to be open and not raise hopes or expectations that cannot be met.

2.2 To deal fairly, honestly, consistently and appropriately with all complainants, including those whose actions are considered unacceptable. The Council believes that all complainants have the right to be heard, understood and respected. It is also considered that Council employees have the same rights.

2.3 To provide a service that is accessible to all complainants. However, where it is considered that complainant actions are unacceptable, the right to restrict or change access to the Council service is retained.

2.4 To ensure that other complainants and Council employees do not suffer any disadvantage from complainants who act in an unacceptable manner.

3. Defining unacceptable actions by complainants

3.1 People may act out of character in times of trouble or distress. There may have been upsetting or distressing circumstances leading up to a complaint being made. The Council does not view behaviour as

unacceptable just because a claimant is forceful or determined. In fact, it is accepted that being persistent can be a positive advantage when pursuing a complaint. However, the actions of complainants who are angry, demanding or unnecessarily persistent may result in unreasonable demands on the office or unacceptable behaviour towards Council employees. It is these actions that are considered unacceptable and ones that this policy aims to manage. The Council has grouped these actions under three broad headings:

Aggressive or Abusive Behaviour

- (i) Violence is not restricted to acts of aggression that may result in physical harm. It also includes behaviour or language (whether oral or written) that may cause an employee to feel afraid, threatened or abused.
- (ii) Examples of behaviours grouped under this heading include threats, physical violence, personal verbal abuse, derogatory remarks and rudeness. It is also considered that inflammatory statements and unsubstantiated allegations can be abusive behaviour.
- (iii) We expect our employees to be treated courteously and with respect. Violence or abuse towards employees is unacceptable. Council employees understand the difference between aggression and anger. The anger felt by many complainants involves the subject matter of their complaint. However, it is not acceptable when anger escalates into aggression directed towards Council employees.

Unreasonable Demands

- (i) Complainants may make what are considered to be unreasonable demands on the Council through the amount of information they seek, the nature and scale of service they expect or the number of approaches they make. What amounts

to unreasonable demands will always depend on the circumstances surrounding the behaviour and the seriousness of the issues raised by the complainant.

- (ii) Examples of actions grouped under this heading include demanding responses within an unreasonable time-scale, insisting on seeing or speaking to a particular officer, continual phone calls or correspondence, repeatedly changing the substance of the complaint or raising unrelated concerns.
- (iii) These demands are considered unacceptable and unreasonable if they start to impact substantially on the work of the Council, such as diverting an excessive amount of employee time that results in the disadvantage of other complainants or functions.

Unreasonable Persistence

- (i) It is recognised that some complainants will not or cannot accept that the Council is unable to assist them further or provide a level of service other than that provided already. Complainants may persist in disagreeing with the action or decision taken in relation to their complaint or contact the office persistently about the same issue.
- (ii) Examples of actions grouped under this heading include persistent refusal to accept a decision made in relation to a complaint, persistent refusal to accept explanations relating to what the Council can or cannot do and continuing to pursue a complaint without presenting any new information. The way in which these complainants approach the Council may be entirely reasonable, but it is their persistent behaviour in continuing to do so that is not.
- (iii) The actions of persistent complainants are considered to be unacceptable when they take up what the Council regards as being a disproportionate amount of time and resources.

4. Managing unacceptable actions by complainants

- 4.1 There are relatively few complainants whose actions are considered by the Council to be unacceptable. How these actions are managed depends on their nature and extent. If it adversely affects the Council's ability to do its work and provide a service to others, complainant contact with the Council may need to be restricted in order to manage the unacceptable action. The aim will be to do this in a way, wherever possible, that allows a complaint to progress to completion through the complaints process. Contact in person, by telephone, fax, letter or electronically or by any combination of these may be restricted. Effort will be made to try to maintain at least one form of contact.
- 4.2 The threat or use of physical violence, verbal abuse or harassment towards employees is likely to result in the ending of all direct contact with the complainant. Incidents may be reported to the police. This will always be the case if physical violence is used or threatened.
- 4.3 The Council will not deal with correspondence (letter, fax or electronic) that is abusive to employees or contains allegations that lack substantive evidence. When this happens the complainant will be told that their language is considered offensive, unnecessary and unhelpful. They will be asked to stop using such language and the Council will state that there will be no response to their correspondence if they do not stop. The Council may require future contact to be through a third party.
- 4.4 Council employees will end telephone calls if the caller is considered aggressive, abusive or offensive. The employee taking the call has the right to make this decision, tell the caller that the behaviour is unacceptable and end the call if the behaviour does not stop.
- 4.5 Where a complainant repeatedly phones, visits the office, sends irrelevant documents or raises the same issues, the Council may decide to:

- only take telephone calls from the complainant at set times on set days or put an arrangement in place for only one officer to deal with calls or correspondence from the complainant in the future;
- require the complainant to make an appointment to see a named officer before visiting the office (in these circumstances, 2 officers will be present and the complainant will be requested to bring a second person with them) or that the complainant contacts the office in writing only;
- return the documents to the complainant or, in extreme cases, advise the complainant that further irrelevant documents will be destroyed;
- take other action that we consider appropriate. The Council will, however, always tell the complainant what action is being taken and why.

4.6 Where a complainant continues to correspond on a wide range of issues, and this action is considered excessive, then the complainant will be told that only a certain number of issues will be considered in a given period and asked to limit or focus their requests accordingly.

4.7 Complainant action may be considered unreasonably persistent if all internal review mechanisms have been exhausted and the complainant continues to dispute the Council's decision relating to their complaint. The complainant will be told that no future phone calls will be accepted or interviews granted concerning this complaint. Any future contact by the complainant on this issue must be in writing. Future correspondence is read and filed, but only acknowledged or responded to if the complainant provides significant new information relating to the complaint.

5. Deciding to restrict complainant contact

- 5.1 Employees who directly experience aggressive or abusive behaviour from a complainant have the authority to deal immediately with that behaviour in accordance with this policy.
- 5.2 With the exception of such immediate decisions taken at the time of an incident, decisions to restrict contact with the Council are only taken after careful consideration of the situation by a more senior member of staff. Wherever possible, we give a complainant the opportunity to modify their behaviour or action before a decision is taken. Complainants are told in writing why a decision has been made to restrict future contact, the restricted contact arrangements and, if relevant, the length of time that these restrictions will be in place.

6. Appealing a decision to restrict contact

- 6.1 A complainant can appeal a decision to restrict contact. A senior officer who was not involved in the original decision considers the appeal. They advise the complainant in writing that either the restricted contact arrangements still apply or a different course of action has been agreed.

7. Recording and reviewing a decision to restrict contact

- 7.1 The Council records all incidents of unacceptable actions by complainants. Where it is decided to restrict complainant contact, an entry noting this is made in the relevant file and on appropriate computer records.
- 7.2 A decision to restrict complainant contact may be reconsidered if the complainant demonstrates a more acceptable approach.

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ISLE OF ANGLESEY COUNTY COUNCIL	
MEETING:	COUNCIL
DATE:	5 th MARCH 2013
TITLE OF REPORT:	AMENDMENT TO THE INDEMNITIES POLICY
REPORT BY:	HEAD OF FUNCTION LEGAL AND ADMINISTRATION / MONITORING OFFICER
PURPOSE OF REPORT:	TO COMPLY WITH A RECOMMENDATION FROM THE WELSH GOVERNMENT DATED 15 TH JANUARY 2013

1. CONTEXT

- 1.1 On the 9th June 2011 the Council exercised its discretion to adopt an Indemnities Policy. The Policy includes indemnity for Members to defend proceedings brought by the Public Services Ombudsman for Wales (PSOW) in connection with alleged breaches of the Code of Conduct.
- 1.2 Applications for indemnity are decided by the Indemnities Sub-Committee; which is a Sub-Committee of the Council, with full powers to act.
- 1.3 Since June 2011 the Indemnities Sub-Committee has granted three indemnities and, while the Policy does not include a financial cap, the Sub-Committee has thus far imposed a cap of ten thousand pounds in every case.
- 1.4 However, this approach is not always been mirrored in other Councils, resulting in concerns expressed by the Welsh Government in a letter to the Leader dated the 15th January 2013. A copy is attached at **Enclosure 1**. The relevant sections are highlighted.
- 1.5 The Welsh Government's request has been canvassed with our Group Leaders; who favour amending the current Policy to introduce a cap of twenty thousand pounds in those cases which relate to the defence of PSOW complaints.
- 1.6 At **Enclosure 2** is a copy of the Council's Resolution of the 9th June 2011, with suggested changes highlighted.
- 1.7 At **Enclosure 3** is a copy of the Policy adopted by this Council on the 9th June 2011, with suggested changes highlighted.

2. **RECOMMENDATION**

- 2.1 The Council amend its Indemnities Policy to impose a maximum indemnity of twenty thousand pounds to defend proceedings brought by the PSOW under the Code of Conduct.
- 2.2 The maximum indemnity be imposed by means of the suggested changes highlighted at **Enclosures 2 and 3**.

PAPUR / ENCLOSURE

1

Carl Sargeant AC / AM
Y Gweinidog Llywodraeth Leol a Chymunedau
Minister for Local Government and Communities



Llywodraeth Cymru
Welsh Government

Eich cyf/Your ref
Ein cyf/Our ref SF/CS/0102/13

To:
Leaders, County and County
Borough Councils

Chairs, Fire and Rescue
Authorities

Chairs, National Park Authorities

15th January 2013

LOCAL GOVERNMENT ETHICAL FRAMEWORK

I am writing to follow up aspects of last year's 'Promoting Local Democracy' White Paper covering matters relating to the operation of the ethical framework established under the Local Government 2000 ("the 2000 Act").

The 'Programme for Government', published in September 2011, included a commitment to review the process for making a complaint under the local government member code of conduct to ensure that it is used only for the purpose for which it was intended.

Last year's White Paper conveyed our view that the current framework in Wales, founded upon a common set of guiding principles and a statutory model code of conduct, provides an appropriate balance between guiding members on standards of conduct and giving reassurance to the public that misconduct will be dealt with consistently and appropriately. However, I believe that there is scope for a more local approach to the resolution of low-level complaints, without immediate resort to the full and potentially costly investigatory role of the Public Services Ombudsman for Wales, in some circumstances.

With this in mind, the White Paper welcomed discussions that had already taken place on the voluntary adoption by local authorities of a common, national approach to informal local processes for dealing with member-on-member and officer-on-member complaints. The White Paper indicated that the Welsh Government wished to see such processes

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implemented by all county and county borough councils, national park authorities and fire and rescue authorities as soon as practicable following last year's local elections.

The White Paper also welcomed discussions that have taken place on the introduction of a voluntary cap of £20,000 on the level of indemnity offered by authorities to members subject to misconduct proceedings under the 2000 Act. Authorities powers to provide indemnities are derived from the 'Local Authorities (Indemnities for Members and Officers) (Wales) Order 2006'. These powers would enable them to set such a limit and, again, the White Paper indicated that the Welsh Government wished to see this implemented soon after last year's elections.

I understand that some authorities have responded positively to these proposals. However, I am concerned that perhaps not all authorities have made progress and, through this letter, I want to impress upon those who have yet to do so the importance that I place on taking this forward.

In order that I have a complete picture of the current position across Wales, I ask that you report back to me on what steps your authority has taken, or plans to take (with timescales), to introduce a local resolution process and to adopt the voluntary cap on indemnities for member code of conduct proceedings. This information should be sent by email by the end of February to: CorrespondenceMail-CS@Wales.GSI.Gov.UK.

To facilitate the introduction of local resolution processes, I intend to remove the obligation on members contained in paragraph 6(1)(c) of the model code of conduct to report potential breaches of the code to the Ombudsman. The Ombudsman has issued guidance on how he will deal with low-level alleged breaches made to his office and this obligation need not, therefore, give cause for delay in the introduction of local resolution processes where this has yet to be done.

In addition to removing the obligation to report breaches to the Ombudsman, I intend to address concerns arising from the interpretation of paragraph 10(2)(b) by removing this from the model code. Members taking decisions, whether acting collectively or individually, would still be required by paragraph 8 of the code to act objectively and in the public interest when doing so. I consider, therefore, that paragraph 10(2)(b) can be removed without detriment to the code.

Also in relation to the code, you will no doubt be aware of the High Court ruling last year – '*R (Calver) v the Adjudication Panel for Wales*' - in relation to the requirement in paragraph 4(b) of the code for members to show respect and consideration for others. The Ombudsman has revised his guidance to take account of the ruling, but I have also asked my officials to consider whether any modification of the code is necessary.

Whilst writing, I note with concern that the Ombudsman has again found it necessary to make reference in his latest annual report to the number of member on member complaints which might be regarded as vexatious. Paragraph 6(1)(d) of the code could not be clearer in stipulating that members must not make vexatious, malicious or frivolous complaints against other members or anyone who works for their authority. If unchecked, such actions have potential to clog up the system and divert resources from more important matters. I would ask that this issue is given some prominence when refresher training on the code is arranged for members.

Also, you will not have failed to have seen recent reporting in the media of unfortunate events arising from the inappropriate use of social media. The Ombudsman's guidance on the code makes clear the circumstances in which use of electronic and social media is covered by the code. This is a continually evolving area and again it is timely, I believe, to

encourage members to avail themselves of the training which authorities provide on the use of social media and the potential pitfalls to be avoided.

Any observations or comments that you may wish to make in relation to these or other aspects of the code when responding as requested above would be most welcome.

Finally, I would like to take this opportunity to mention an issue that has been raised with me recently regarding the publication of registers of members' interests maintained under section 81 of the 2000 Act. At present, registers must be available at an office of the authority for inspection by members of the public at all reasonable hours. However, citizens increasingly expect to be able to access information about councils and their elected members via the internet. Consequently, I have sympathy with the view expressed to me that authorities should be required to additionally publish these registers on their websites to facilitate access and to improve transparency. I am, therefore, minded to bring forward an amendment to the Local Government (Democracy) (Wales) Bill to give effect to this. There is a brief window of opportunity for bringing forward such an amendment but, before doing so, I would welcome any views that you may have on this.



Carl Sargeant AC / AM

Y Gweinidog Llywodraeth Leol a Chymunedau
Minister for Local Government and Communities

PAPUR / ENCLOSURE
2

3. INDEMNITIES FOR MEMBERS AND OFFICERS

(a) Reported - That the County Council at its meeting on 12th May, 2011, had resolved *“to agree in principle at this stage that the Council wishes to adopt the power to grant indemnities as provided for by the Order, and that a further report on the matter be submitted to Council in due course.”*

(b) Reported by the Legal Services Manager – That it was necessary to adopt a policy and procedure for the making and determining of applications for indemnities under the Order. This report set out a proposed policy, procedure and general form of wording for an indemnity which were set out in the Appendix to this report.

As indicated in the previous report to Council on 12th May, 2011, an Equalities Impact Assessment had been carried out on the proposed policy which concluded that it had, overall, a positive impact.

The Legal Services Manager stated that the report referred to establishing a Sub-Committee of at least 3 members of the Council to determine applications for indemnity. However, having looked further at the figures, there were further choices available to members in this respect, namely a Sub-Committee of four members consisting of a representative from each Political Group or a Sub-Committee of 5 members to include, in addition, one unaffiliated member.

It was proposed and seconded that the recommendations within the report be accepted and that the Sub-Committee should consist of 5 members and that the Chair and Vice-Chair of the Council be exempted as members of the Sub-Committee.

An amendment was proposed and seconded that the Sub-Committee should consist of 10 members and be politically balanced.

The Legal Services Manager pointed out that a Sub-Committee of 10 members might have an effect on the overall political balance of Committees across the Council and would be administratively more burdensome.

A member stated that a complaint had been made against a member of Flintshire County Council and that the member in question did not have the means to fight the case since it would cost in the region of £250k. The member received the payment but without that money he would not have been able to win that case. However, the Councillor accepted the principle being put forward and supported the recommendations within the report.

Mr. Alex Aldridge, Commissioner, was afforded the opportunity of addressing the Council. With regard to the comment made, he wished to clarify that Flintshire County Council did not pay an individual the sum mentioned. The indemnity as it stood was to do with a case that went before the Ombudsman. The individual at Flintshire was currently facing adjudication by the Ombudsman. The Council with the advice of the Monitoring Officer, indemnified that individual to bring a lawyer to represent him through the process, on the clear understanding that if the case was lost they would have to repay in full the costs to the Council. They also set a very strict limit of spend. The case was still ongoing. At Flintshire it was the full Council that made the determination based on the advice given by the Monitoring Officer.

Following the above statement, the mover and seconder withdrew their original amendment of a Sub-Committee of 10 members and they proposed and seconded an amendment that this Council should follow the example of Flintshire Council in this respect.

The Legal Services Manager advised that it appeared from contributions by some members that the report had either not been read or understood by some members. In those circumstances, those members must be advised to refrain from voting on the matter.

The amendment was lost by 20 votes to 7 and it was resolved to accept the recommendations contained within the report subject to the establishment of a Sub-Committee of 5 members as referred to above.

Councillor Raymond Jones wished it to be minuted that he had abstained from voting on this matter.

RESOLVED

● That where the Council's existing insurance policy potentially covers a matter which can be indemnified under the terms of the Order then an indemnity for that matter will be offered by way of insurance only and upon such terms, conditions, policy limits and deductibles as may be required by the Council's insurers;

● That where the Council's existing insurance policy does not cover a matter which can be indemnified under the terms of the Order, then an indemnity for that matter will potentially be offered by way of a financial payment but subject to such terms and conditions as may be determined in accordance with the Policy as set out in the Appendix to this report;

● To establish a Sub-Committee to determine applications for indemnities as shall fall within paragraph 4.1.2 above. The Sub-Committee shall consist of at least three members, be politically balanced and appoint a Chairman from amongst their number. The Sub-Committee shall be delegated all rights to make decisions in respect of applications and be granted the power to allocate money in accordance with any decisions made on applications *save that the Sub-Committee shall not be able to grant an indemnity in excess of £20,000 to a member defending any complaint under the Code of Conduct*. The Head of Function Legal and Administration and the Head of Function Resources shall advise the Sub-Committee during their deliberations as necessary.

● To adopt the proposed form of wording for an indemnity, the policy and the procedure for dealing with Applications for indemnities as set out in the Appendix to this report.

PAPUR / ENCLOSURE

3

INDEMNITIES POLICY FOR MEMBERS AND OFFICERS

Matters Relating to Applications for and the Determining of Indemnities Pursuant to the Local Authorities (Indemnities for Members and Officers) (Wales) Order 2006

A. Procedure

- 1.1.1 This procedure shall apply where the Isle of Anglesey County Council (“the Council”) receives an application (“the Application”) by a Member or Officer of the Council (“the Applicant”) for an indemnity pursuant to the Local Authorities (Indemnities for Members and Officers) (Wales) Order 2006 (“the Order”) the powers of which Order the Council adopted by a resolution dated 12 May 2011.
- 1.2 Where an indemnity is given it shall accord with the requirements and restrictions of the Order authorizing the right to give an indemnity.

2 The Application

- 2.1 The Application for an indemnity may set out such matters as the Applicant wishes but it must comply with the following minimum requirements (where relevant to the Application):
- 2.1.1 be in writing and addressed to the Council’s Head of Function Legal and Administration
 - 2.1.2 be signed by or on behalf of the Applicant,
 - 2.1.3 identify the sum for which an indemnity is sought,
 - 2.1.4 identify the name and address of the solicitors retained by the Applicant in the matter for which an indemnity is sought (“the Matter”). The name of the individual solicitor having conduct of the Matter must be given together with that of any other fee earner who will deal with the Matter together with their hourly charging rates or agreed fee and a summary of their experience in the field of work within which the Matter falls,
 - 2.1.5 identify any barrister retained by the Applicant in the Matter together with the hourly rates agreed or the agreed brief fee for their retention. In addition details shall be given of the experience of the barrister in the field of work within which the Matter falls,
 - 2.1.6 identify any expert witness or any other witness the costs of which the Applicant will incur in dealing with the Matter together with details of those costs by way of hourly rates, agreed fee or estimated costs as the case may be,
 - 2.1.7 give an indication of the likely total costs to be incurred by the Applicant in dealing with the Matter,

- 2.1.8 provide such details of the case both for and against the Applicant as will allow a reasonable assessment to be made upon the merits of the Matter before the Application is determined.
- 2.1.9 address those matters in the Order which prevent, restrict or limit the giving of an indemnity and to do so with sufficient detail so as to enable the Council to be satisfied that the granting of an indemnity falls within the powers granted by the Order.
- 2.2 Notwithstanding the above, the Council (initially acting by its Head of Function Legal and Administration) may request further information of the Matter from the Applicant where it believes that it has insufficient information to properly determine the Application in accordance with the provisions of the Order.
- 2.3 No indemnity shall be granted in respect of any costs incurred by the Applicant prior to the submission to the Council of an Application which must comply with the requirements of this section 2.
- 2.4 Any decision on an Application does not prevent the Applicant from taking such action as he thinks fit in the conduct of the matter subject to any terms upon which an indemnity may be given.

3 Determining the Application

- 3.1 Determining the Application shall be the responsibility of the Sub-Committee established by full Council for that purpose.
- 3.2 A meeting of the Sub-Committee ("the Meeting") shall be convened as soon as is practicable to determine the Application after receipt of an Application that complies with the requirements of paragraph 2 above. Where necessary the Meeting shall be in private with the press and public excluded.
- 3.3 At the Meeting there shall be tabled a written report from the Head of Function Legal and Administration together with a copy of the Application.
- 3.4 It is possible that where the Applicant is a Member he (or she) shall have a prejudicial interest which shall preclude him (or her) from attending the Meeting. The Applicant may consider and can request that the Application be dealt with as follows by the Sub-Committee:
 - 3.4.1 as a paper Application only with no representations on behalf of the Applicant,
 - 3.4.2 by way of a brief presentation of the Application on behalf of the Applicant (such as by their solicitor), or
 - 3.4.3 by way of a brief presentation by the Applicant provided that where the Applicant has a prejudicial interest in the Matter they have first obtained a dispensation from the Council's Standards allowing them

to attend the meeting and to make their representations in accordance with the terms of any such dispensation .

- 3.5 Where the Applicant requests the right to make a presentation (either by themselves or their representative) at the Meeting the following procedure shall be followed:
- 3.5.1 The written report shall be presented to the Meeting,
 - 3.5.2 The Applicant or his (or her) representative shall be allowed to make a short presentation in support of the Application,
 - 3.5.3 Members (or officer) may ask questions of the Applicant or the representative which may be answered,
 - 3.5.4 The Applicant or representative may make a brief closing submission,
 - 3.5.5 Members shall debate the Application in the absence of the Applicant and the representative,
 - 3.5.6 Members shall determine the application (subject to the provisions of paragraph 3.7 below) having regard to any issue, restriction or condition arising from the Order or this Policy and which may be relevant to the circumstances of the Application,
 - 3.5.7 The Applicant or his representative shall receive written notice of the decision made as soon as is reasonably practicable.
- 3.6 Provided that the Sub-Committee are satisfied that there is sufficient information to make a determination on the Application then it shall determine the Application. Any decision made shall be supported by reasons which shall be recorded.
- 3.7 Where the Sub-Committee believes that further information is required before it can determine the Application, it shall endeavor to obtain that information from the Applicant or his representative at the Meeting. Where that information is not available at the Meeting, the Sub-Committee shall adjourn the Meeting having first identified and recorded the required information. The Meeting shall be reconvened as soon as practicable after receipt of the information requested.

B. Conditions and Restrictions on the Terms of any Indemnity Given

- 4.1 The Sub-Committee shall have complete discretion as to the terms, nature, duration and / or limits placed on any indemnity given to the Applicant except that any indemnity ~~granted to a Member in defending allegations of a breach or breaches of the Code of Conduct shall be~~ subject to a cap of £20,000 (twenty thousand pounds). Any indemnity granted shall be subject to such terms or restrictions as the Sub-Committee shall see fit having regard to the circumstances of each individual Matter and any advice given by Head of Function Legal and Administration at the Meeting.

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- 4.2 Without prejudice to the generality of paragraph 4.1 above, an indemnity may be granted to an Applicant subject to one or more of the following restrictions:
- 4.2.1 A cap on the monetary sum to be indemnified and that the sum paid shall be a VAT inclusive sum,
 - 4.2.2 A restriction on the hourly rates of solicitors, barristers or any other person whose costs form part of the Application,
 - 4.2.3 That sums indemnified shall only be paid to the Applicant in specified monetary tranches according to criteria or conditions laid down by the Sub-Committee as part of its decision on the Matter,
 - 4.2.4 That only certain identified costs shall be indemnified,
 - 4.2.5 That payment of any indemnity (or part of an indemnity) shall only be made following submission to the Council of receipted invoices for costs identified in the Application,
 - 4.2.6 That the prior consent or advice of a specified person (such as the Head of Function Legal and Administration or an independent counsel) must be obtained or that any specified step is taken by the Applicant in relation to the Matter before payment is made of either the whole or any part or tranche of the indemnity,

C. General Terms of the Indemnity

1. Subject to the above and to any terms, conditions or limitations determined or imposed in any particular case by the Sub-Committee, the Isle of Anglesey County Council indemnifies each member and officer of the Council against any claim liability or loss and/or damage in relation to any action or failure to act by any member or officer and:-

(a) is authorised by the Council; or

(b) forms part of or arises from any powers conferred, or duties placed upon that member or officer as a consequence of any function being exercised by that member or officer (whether or not in exercising that function the member or officer does so in the capacity of member or officer of the Council)

(i) at the request of or with the express approval of the Council; or

(ii) for the purposes of the Council

Except that the costs of defending such claim expended before an Application for an indemnity is successful shall not be paid.

Without prejudice to the generality of this indemnity (above) the indemnity extends to action :-

- (a) taken under delegated powers;
- (b) taken personally under any specific statutory provision such as Head of Paid Service, Chief Finance Officer, Monitoring Officer, Local Government (Contracts) Act 1997.
- (c) Taken at Partnerships, informal joint working arrangements, charitable organisations, companies (however constituted) when the member or officer is serving as the Council's representative on these bodies.

(For the purpose of this indemnity "member" includes independent and co-opted persons who sit on the Council's Standards Committee).

2. Conditions and Limitations applying to the Indemnity

A. Good faith

A member or officer relying on the indemnity :-

- (i) must believe that the action, or failure to act, in question was within the powers of the Council
or
- (ii) where that action or failure to act comprises the issuing or authorising of any document containing any statement as to the powers of the relevant Council, or any statement that certain steps had been taken or requirements fulfilled, believed that the contents of that statement were true;
and
in either case that it was reasonable for that member or officer to hold that belief at the time when that member or officer acted or failed to act.

The Council will provide the indemnity in relation to an act or failure to act which is subsequently found to be beyond the power of that member or officer in question, but only to the extent that the member or officer reasonably believed that the act or failure to act in question was within that member or officer's powers at the time at which that member or officer failed to act.

B. Repayment of cost

Where any indemnity is given to a member or officer in relation to the defence of criminal proceedings or proceedings alleging a breach of the code of conduct, then :-

- (i) in relation to criminal proceedings if the member or officer is convicted of a criminal offence then the sums expended by the Council or its insurers in relation to those proceedings must be reimbursed to the Council or to the insurers;

- (ii) where the proceedings relate to an allegation against a member of a breach of the code of conduct :-
- (a) if a finding is made that finds that the member has failed to comply with the code of conduct (or the member has admitted that failure) and as a consequence the member is suspended, partially suspended or disqualified, then the sums expended by the Council or its insurer must be reimbursed to the Council or its insurers
 - (b) in the case of an allegation of a breach of the code of conduct and there is a finding that the member has failed to comply with the code of conduct (or the member has admitted that failure) and as a result the member is censured or has some penalty imposed other than suspension, partial suspension or disqualification then if the Council's Standards Committee deems it appropriate the sums expended by the Council or its insurers must be reimbursed to the Council or its insurers.

Where repayment is required this will include any VAT paid as part of the sum indemnified.

C. Defamation

This indemnity does not extend to the **making** by a member or officer of any claim in relation to an alleged defamation of that member or officer.

D. Returning Officer

The work and functions of the Returning Officer are not covered by this indemnity.

E. General Principles

- (i) The Council will provide the member or officer with reasonable and proportionate access to Council employees and Council resources and facilities to enable the individual officer or individual member to properly respond to allegations of personal liability being advanced;
- (ii) The Council will allow legal representation for a member or officer separately from the Council's own legal advisers (and/or the Council's insurer's legal advisers) where the interests of the Council and the individual officer may conflict or in such other circumstances where it is agreed between the Council and the individual officer or individual member that separate legal representation is appropriate.
- (iii) The Council will not seek to recover from an individual member or officer any losses incurred by the Council as a result of an action or failure to act by the member or officer concerned except :-
 - (a) Where the member or officer involved did not reasonably believe that the act or omission in question was within his power at the time when that act or omission took place, or

(b) Where the action or failure to act constituted a criminal offence.

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Agenda Item 12

COMMITTEE	FULL COUNCIL
DATE	5 March 2013
TITLE OF REPORT	To report on the Review of the Authority's Gambling Policy Document
REPORT BY	Licensing section of the Trading Standards Department
PURPOSE OF REPORT	Submit Final Draft of Gambling Policy following consultation for endorsement
ACTION	To adopt amended Policy

1 INTRODUCTION

- 1.1 The Authority is required under the terms of the Gambling Act 2005 to Review it's Gambling Policy every three years.
- 1.2 The report summarises the consultation process and due to the fact that the Policy is considered to have worked well and not faced any challenges, responses were minimal, and amendments were slight.

2. BACKGROUND

- 2.1 Local Authorities are required under Section 5 of the Gambling Act 2005 to Review their Alcohol and Entertainment Licensing Policy every three years and the revised Policy is required to be determined by the 5th March, 2013.
- 2.2 Copy of the Gambling Policy is available for inspection in Appendix A
- 2.3 Appendix D, within the Policy, records the register of conultees whom were contacted through e-mail to avoid any additional costs in light of the current economic climate.

3. Recommendations

The County Council to endorse the above report and adopt the amended Gambling Policy.

Report prepared by D.M.JONES, Principal Licensing Officer, on behalf of Trading Standards Department

Appendix A

The Isle of Anglesey County Council



Statement of Gambling Policy

The Isle of Anglesey County Council Draft Statement of Gambling Policy

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To maintain consistency, especially where licensing authority boundaries meet and throughout North Wales the document has been developed in conjunction with the North Wales Institute of Licensing Working Group

Background

The Gambling Act 2005 gives effect to the Government's proposals for reform of the law on Gambling. The Act contains a new regulatory system to govern the provision of all gambling in Great Britain, other than the National Lottery and spread betting. It received Royal Assent on 7th April 2005.

The Gambling Act repeals the Betting, Gaming and Lotteries Act 1963, the Gaming Act 1968 and the Lotteries and Amusements Act 1976. In effect Gambling will be unlawful in Great Britain, unless permitted by the measures contained in the Act.

The Act provides for three categories of licence

Operating licences

Personal licences

Premises licences

The Isle of Anglesey County Council will be responsible for issuing premise licences and the new Gambling Commission, which replaces the Gaming Board, will be responsible for issuing the operating and personal licences.

The Gambling Commission will regulate gambling in the public interest by keeping crime out of gambling; ensuring that gambling is conducted fairly and openly and by protecting children and the vulnerable. The Commission have and will continue to issue guidance to Local Authorities regarding the manner in which they should regulate gambling, and the manner in which facilities for gambling are provided which may also include provisions about advertising gambling facilities.

The Gambling Commission can be contacted at: www.gamblingcommission.gov.uk

Gambling is defined in the Act as either gaming, betting or taking part in a lottery.

Gaming means playing a game of chance for a prize

Betting means making or accepting a bet on the outcome of a race, competition, or any other event; the likelihood of anything occurring or not occurring; or whether anything is true or not

A lottery is where persons are required to pay in order to take part in an arrangement, during the course of which one or more prizes are allocated by a process which relies wholly on chance

1. INTRODUCTION

1.1 Licensing Objectives

The Gambling Act 2005 requires that the Council carry out its various licensing functions with a view to promote the three main licensing objectives:

- preventing gambling from being a source of crime or disorder, being associated with crime or disorder, or being used to support crime;
- ensuring that gambling is conducted in a fair and open way; and
- protecting children and other vulnerable persons from being harmed or exploited by gambling.

1.2 Summary

The Isle of Anglesey County Council will become the licensing authority under the Gambling Act 2005. This will result in the Council becoming responsible for granting premises licences within the Isle of Anglesey in respect of:-

- ◆ casino premises
- ◆ bingo halls; and in premises licensed for the sale of alcohol
- ◆ betting premises, including tracks
- ◆ adult gaming centres;
- ◆ family entertainment centres
- ◆ plus gaming machines within pubs and clubs

The Council services the geographical area known as the Island of Anglesey, often referred to as the Mother of Wales which lies connected to the North West of the Welsh mainland by two fine bridges, Telford's now famous Menai Bridge and the newer Britannia link. Due to its close proximity to Ireland it is a strategic international "gateway" to the Irish Republic, with the ferry port of Holyhead connecting 2.5 million people annually by sea to and from the Emerald Isle.

Anglesey has the smallest resident population in Wales with a 2003 mid term estimate of 68,368 head count. With a 125 mile coast line encompassing an area of 720 square kilometres it is though the largest of the Welsh Islands. A map of the district is contained in Appendix A. It remains however a Welsh language and culture stronghold boasting 22,000 hectares of Areas of Outstanding Natural Beauty, 60 sites of Special Scientific Interest which underpin 4 National Nature Reserves, 3 Special Protection areas and 8 candidates for Special Areas of Conservation.

The 2005 Act requires the Council to publish a 'Statement of Licensing Policy' that sets out the policies the Council will generally apply to promote the licensing objectives when making decisions on applications and reviews under the Act.

This 'Draft Statement of Licensing Policy' has been prepared having regard to the provisions of the Gambling Act, Guidance issued by the Gambling Commission and responses received during the consultation process. It is intended to be both an educational and discussion document leading to the adoption by the Council of a formal Statement of Licensing Policy. .

The policy will come into effect on the date of adoption by the Council and will be reviewed as necessary but at least every three years from the date of adoption.

1.3 Glossary of Terms

Within this Statement of Policy, the following words and terms are defined as stated:

Licensing Objectives:	As defined in section 1.1 above.
Council:	The Isle of Anglesey County Council
District:	The Isle of Anglesey as administered by the Council
Licences:	As defined in section 1.4 below.
Applications:	For Licences or Permits defined in section 1.4 below.
Notifications:	Temporary Use Notices and Occasional Use Notices.
The Act:	The Gambling Act 2005
Regulations:	Means Regulations made under the Gambling Act 2005
Premises:	Any place to include a vehicle, vessel or moveable structure.
Code of Practice:	Related codes under section 24 of the Gambling Act 2005
Mandatory Condition:	Means a specified condition provided by regulations to be Attached to a licence
Responsible Authority:	Gambling Act 2005 defines the following as responsible authorities in relation to premises: <ul style="list-style-type: none">• The Licensing Authority (Anglesey County Council)• The Gambling Commission• North Wales Police Force• North Wales Fire & Rescue Service• Planning Section, Anglesey County Council• Environmental Health, Anglesey County Council• Social Services, Anglesey County Council• HM Revenues and Customs

Interested Party: For the purposes of the Gambling Act 2005, a person is an interested party in relation to a premises licence if, in the opinion of the Licensing Authority which issues the licence or to which the application is made, the person:

- Lives sufficiently close to the premises to be likely to be affected by the authorised activities;
- Has business interests that might be affected by the authorised activities; this could also include, for example, trade associations, charities, faith groups and medical practices.
- Represents persons who satisfy either of the above; for example Residents' and Tenants' Associations

When considering whether a person is an interested party, each case will be judged on its merits taking into consideration the relevant circumstances, including those contained in the Gambling Commission's Guidance to Local Authorities.

1.4 Types of Licence

This document sets out the policies that the Council will apply when making decisions upon applications or notifications made for:

1. Premises Licences;
2. Temporary Use Notices;
3. Occasional Use Notices;
4. Permits as required under the Act; and
5. Registrations as required under the Act

1.5 Licensable Premises and Permits

This policy relates to all those licensable premises, notices, permits and registrations identified as falling within the provisions of the Act, namely: -

- casino premises
- bingo premises
- betting premises, including tracks
- adult gaming centres
- family entertainment centres.

Except in the case of tracks (where the occupier of the track who gets the premises Licence may not be the person who actually offers the gambling) premises licences may only be issued to people with a relevant operating licence. For example, to obtain a bingo premises licence the applicant must hold a bingo operating licence. Premises licences are transferable to someone else holding a valid operating licence.

The Act provides that licensing authorities may attach conditions to premises licences. Part 9 of this Guidance suggests what conditions might be considered in relation to each type of licence.

In addition to licences, there are other forms of authorisation that a licensing authority may grant, for example, authorisations for the temporary use of premises, occasional use notices and five different sorts of permit for unlicensed family entertainment centres, prize gaming, gaming machines on alcohol-licensed premises and club gaming and club machine permits.

1.6 General Principles

Nothing in this 'Statement of Policy' will:

1. Undermine the rights of any person to apply under the Act for a variety of permissions and have the application considered on its individual merits; OR
2. Override the right of any person to make representations on any application or seek a review of a licence or permit where they are permitted to do so under the Act.

The starting point in determining applications will be to grant the application, without conditions. Conditions will only be considered where they are needed to meet the requirements of the licensing objectives and any conditions applied will not be overly onerous and will be proportionate to the scale of the application and the 'risks' involved. Conditions will generally be considered unnecessary if they are already adequately covered by other legislation.

When determining an application to grant a premises licence or whether to review a premises licence, regard will be taken regarding the proximity of the premises to schools, vulnerable adult centres, or to residential areas with a high concentration of families with children. The proximity of premises etc. taken into consideration will vary depending upon the size and scope of the gambling premises concerned. Each case will, however, be determined on its merits. Therefore, if an applicant can effectively demonstrate how they might overcome licensing objective concerns, this will be taken into account.

Licensing is about the control of licensed premises, Temporary Use Notices or Occasional Use Notices within the terms of the Act. Conditions may be attached to licences that will cover matters that are within the control of individual licensees.

When considering any conditions to be attached to licences, the Council will primarily focus on the direct impact of the activities taking place at licensed premises on members of the public living, working or engaged in normal activity in the area concerned. The Secretary of State may, by regulation, provide for specific conditions to be attached to a Premises Licence as either "mandatory" or "default" conditions. In determining an application, the Licensing Authority may not have regard to the expected demand for the facilities which it is proposed to provide.

In this respect, the Council recognises that, apart from the licensing function, there are a number of other mechanisms available for addressing issues of unruly behaviour that can occur away from licensed premises, including:

1. Planning controls;
2. Ongoing measures to create a safe and clean environment in these areas in partnership with local businesses, transport operators and other Council Departments;
3. Regular liaison with the Police on law enforcement issues regarding disorder and anti-social behaviour;
4. The power of the police, other responsible authorities or a local resident or business to seek a review of the licence.

Objectors will be required to relate their objection to one or more of the Licensing Objectives, as specified in section 1.1 above, before the Licensing Authority will be able to consider it.

Where a person, whether or not directly affected by an application or living in the vicinity of a licensable premises under consideration, puts themselves forward as representing the interests of residents in the vicinity, the Licensing Authority will normally ask them to provide evidence that they are acting as representatives of others.

The Council, in undertaking its licensing function, will have due regard to the need to eliminate unlawful discrimination and to promote equality and good relations between persons of different racial groups.

1.7 Advisory body for the Protection of Children from Harm

The Council, as the licensing authority, designates the Social Services Department of Anglesey County Council as the competent authority to provide advice on the protection of children from harm given the wealth of specialist knowledge and expertise to hand to fulfil this role. The Act indicates each Council must nominate a single body to undertake this function but it may be prudent for the Council to involve other organisations if it believes it is right to do so for the prevention of their physical, moral or psychological harm, especially where it receives representations to that effect.

1.8 Consultees

This Statement of Licensing Policy will be subject to formal consultation with:

1. North Wales Police Service;
2. North Wales Fire & Rescue Service;
3. Representatives of the holders of the various licences for premises in the District who will be affected by this policy;
4. Persons and businesses likely to be affected by authorised gambling within the District

The above list is not intended to be exclusive, indeed it is expected for the range of consultation to be far reaching, consult Appendix D for full list.

The Council, giving full regard to the Commissions Guidance, will give appropriate weight to the views of those consulted. In determining what weight to give particular representations, the Council will take into account:

- i. who is making the representation (what is their expertise or interest)
- ii. what their motivation may be for their views
- iii. how many other people have expressed the same or similar views
- iv. how far the representations relate to matters that the Council should be including in the policy statement

1.9 Information Exchange

In fulfilling its functions and obligations under the Gambling Act 2005 the Council will exchange relevant information with other regulatory bodies and will establish protocols in this respect. In exchanging such information the Council will conform to the requirements of the Gambling Act, and Sections 29, 30 and 35 of the Data Protection Act 1998 and freedom of information legislation in accordance with the Council's existing policies.

Contact details of those persons making representations and details of the representations will made available to applicants to allow for negotiation and, in the event of a hearing being held, will form part of a public document. Anyone making representation or applying for a review of a premises licence will be informed that these details will be disclosed.

2. LEGISLATION, POLICIES AND STRATEGIES

2.1 Legislation

In undertaking its licensing function under the Gambling Act 2005, the Council must also consider other legislation, including:

1. Section 17 of the Crime and Disorder Act 1988;
2. Human Rights Act 1998;
3. Health and Safety at Work etc. Act 1974;
4. Environmental Protection Act 1990;
5. The Anti-social Behaviour Act 2003;
6. Race Relations Act, 1976 (as amended)
7. The Licensing Act 2003

8. Regulatory Return (Fire Safety) Order 2005

However, the policy is not intended to duplicate existing legislation and regulation regimes that already place obligations on employers and operators.

2.2 Relationship with Planning Policies

When determining an application, regard cannot, under the terms of the Act, be given to planning or building control permissions and/or any planning restrictions.

Unmet demand is not a criterion that will be taken into consideration when determining an application for a premises licence under the Gambling Act 2005.

The issue of a Provisional Grant of a premises licence is a separate and distinct process to the granting of Planning Permission. Planning and Building Control permissions will have to be sought and approved before any development takes place.

2.3 National Strategies

The Council will also seek to discharge its responsibilities identified by other Government Strategies, so far as they impact on the objectives of the licensing function.

2.4 Local Strategies and Policies

The Council will consider applications with reference to other adopted local policies, including the Council's Vision, Strategic Aims and Priorities

2.5 Integrating Strategies

By consulting widely prior to this policy statement being published the Council will endeavour to secure proper integration with local crime prevention, planning, transport, tourism and cultural strategies.

The Council recognises that licensing applications should not be seen as a re-run of the planning application process and there will be a clear separation of the planning and licensing regimes to avoid duplication and inefficiency.

Non-compliance with other statutory requirements may be taken into account in reaching a decision about whether to grant a licence, but only if relevant representations are received.

3. DECISION MAKING

3.1 Committee Terms of Reference

A licensing panel of three councillors will sit to hear applications where representations have been received from interested parties and responsible authorities. Ward councillors will not sit on a panel involving an application within their ward.

The licensing committee will also sit to determine general licensing matters that have been delegated to it by the full Council that are not associated with the Gambling Act 2005.

Where a councillor who is a member of the licensing committee is making or has made representations regarding a licence on behalf of an interested party, in the interests of good governance they will disqualify themselves from any involvement in the decision-making process affecting the licence in question.

The licensing panel will also refer to the licensing committee any matter it is unable to deal with because of the number of its members who are unable to take part in the consideration or discussion of any matter or vote on any question with respect to it.

The licensing committee will refer to the full Council any matter it is unable to deal with because of the number of its members who are unable to take part in the consideration or discussion of any matter or vote on any question with respect to it.

Every determination of a licensing decision by the licensing committee or a licensing panel shall be accompanied with clear, cogent reasons for the decision. The decision and the reasons for that decision will be sent to the Applicant and those who have made relevant representations as soon as practicable. A summary of the decision shall also be posted on the Council's website as soon as possible after the decision has been confirmed, where it will form part of the statutory licensing register required to be kept by the Council.

The Council's licensing officers will deal with all other licence applications where either no representation have been received, or where representations have been received and it is agreed by the parties that a hearing is not necessary.

Decisions as to whether representations are irrelevant, frivolous or vexatious will be made by Council officers, who will make the decisions on whether representations or applications for licence reviews should be referred to the licensing committee or panels. Where representations are rejected written reasons as to why that is the case will be given.

In order to avoid duplication with other statutory regimes as far as possible the Council will not attach conditions to a licence unless they are considered necessary for the promotion of the licensing objectives. Conditions will generally be considered unnecessary if they are already adequately covered by other legislation.

3.2 Allocation of Decision making Responsibilities

The Council will be involved in a wide range of licensing decisions and functions and has established a Licensing Committee to administer them. Appreciating the need to provide a speedy, efficient and cost-effective service to all parties involved in the licensing process, the Committee has delegated certain decisions and functions and has established a Sub Committee to deal with them.

Many of the decisions and functions will be purely administrative in nature and the grant of non-contentious applications, for example, those licences and permits where no representations have been made, will be delegated to Council Officers. The Table shown at Appendix B sets out the agreed delegation of decisions and functions to Licensing Committee, Panels and Officers.

This form of delegation is without prejudice to Officers referring an application to a Panel, a Panel to Full Committee, or Committee to Full Council, if appropriate.

3.3 Licensing Reviews

The Council will carry out a review of a premises licence where it has received a formal application for review in accordance with the Act that is relevant to one or more of the Licensing Objectives. Representations may be that activities, including the following, are taking place:

- Use of licensed premises for the sale and distribution of Class A drugs and the laundering of the proceeds of drugs crimes;
- Use of licensed premises for the sale and distribution of illegal firearms;
- Use of licensed premises for prostitution or the sale of unlawful pornography;
- Use of licensed premises as a base for organised criminal activity;
- Use of licensed premises for the organisation of racist, homophobic or sexual abuse or attacks;
- Use of licensed premises for the sale of smuggled tobacco or goods;
- The use of licensed premises for the sale of stolen goods.
- Children and/or vulnerable persons are put at risk

Due consideration will be given to all relevant representations unless they fit the following:

- a) the grounds are frivolous;
- b) the grounds are vexatious;
- c) the grounds are irrelevant;
- d) the grounds will not cause the Council to revoke or suspend a licence or to remove or attach conditions on the Premises Licence;

- e) the grounds are substantially the same as the grounds cited in a previous application relating to the same premises; or
- f) the grounds are substantially the same as representations made at the time the application for a Premises Licence was considered.

A Premises Licence may also be reviewed by the Council on its own volition.

4. LOCAL STANDARDS

4.1 Applications

An application for a Premises Licence can only be made by a person who either holds an Operating Licence authorising him to carry out the activity in respect of which a Premises Licence is sought, OR has made an application for an Operating Licence which has not been determined.

Applications for the grant, transfer or variation of a premises licence must be accompanied by an assessment that demonstrates how the applicant will promote all the Licensing Objectives in the form of a written Operating Schedule. The Applicant may ask the Council for advice as to the scope of information to be provided.

The level of detail to be provided will be advised by the Council and will be proportional to scale and nature of the application being made.

4.2 Assessment of Need

Unmet demand is not a criterion that will be taken into consideration when determining an application for a premises licence under the Gambling Act 2005

4.3 Conditions

Conditions will be applied to licences that are proportionate and appropriate to the business, organisation or individual concerned. The Council will principally draw upon the advice issued by the Gambling Commission and attach conditions relative to the given circumstances of each individual case.

Conditions attached to the premises licences will, so far as possible, reflect local crime prevention strategies. For example, the provision of closed circuit television cameras may be appropriate in certain premises.

4.4 Enforcement

The Council will be guided by the Gambling Commission's Guidance and will endeavour to be:

- ❖ Proportional: regulators will only intervene when necessary; remedies will be appropriate to the risk posed and costs identified and minimized.
- ❖ Accountable: regulators will be able to justify decisions and be subject to public scrutiny.
- ❖ Consistent: rules and standards will be joined up and implemented fairly.
- ❖ Transparent: regulators will be open and endeavour to keep regulations simple and user friendly;
- ❖ Targeted: regulation will be focused on the problem and minimize side effects.

The Council will endeavour to avoid duplication with other regulatory regimes so far as possible.

Premises will be subject to a scheme of routine inspection, the frequency of which will be determined by the risks posed by the premises i.e. those premises considered to pose a greater risk will be subject to more frequent inspections than those posing a lower risk.

When determining risk, consideration will be given to :-

- the nature of the gambling activities carried out on the premises
- the location of the premises in relation to schools etc.
- the procedures put in place by the management to meet the licensing objectives

Additional random monitoring visits may be made, at the discretion of the licensing team, where it is considered necessary to meet the needs of the licensing objective or following receipt of complaint. The District will be monitored for unlicensed premises.

The Council will seek to work actively with the police in enforcing licensing legislation. It encourages the police to share information about licensees and licensed premises under the Crime and Disorder Act 1998.

4.5 Casinos

There is no resolution to prohibit casinos in the County at present. However, the Council reserves its right to review this situation and may, at some time in the future, resolve not to permit casinos. Currently there are no casinos operating within the County.

Should the Council choose to make such a resolution, this will be a resolution of Full Council following considered debate and the reasons for making the resolution will be provided. There will be no right of appeal against such a resolution.

4.6 Unlicensed Family Entertainment Centres

Where a premise does not hold a Premises Licence but wishes to provide gaming machines, it may apply to the licensing authority for this permit.

An application for a permit may be granted only if the licensing authority is satisfied that the premises will be used as an unlicensed Family Entertainment Centre, and if the chief officer of police has been consulted on the application. Relevant considerations to be taken into account would be the applicant's suitability, such as any convictions held that would make them unsuitable to operate a family entertainment centre plus the suitability of the premises in relation to their location and issues about disorder.

4.7 Additional Guidance

The Council notes that the term "Gaming Machine" now covers all machines on which people can gamble and the term has only been preserved in the Act because it is one that is readily understood by the general public. The definition of "gaming machines" is wider in the Gambling Act 2005 than those in previous gaming legislation and covers all types of gambling activities which can take place on a machine, including betting on virtual events.

It should be noted however that there still remains a distinction between skill machines and gaming machines plus important exemptions remain for certain equipment that is not considered a gaming machine, even when gambling can be performed on it, for example a home personal computer.

The Gambling Act 2005 provides for the Secretary of State to make regulations to define four classes of gaming machine. The details, as currently available from the Gambling Commission is shown in Appendix E together with a table summarizing the provisions as they currently stand. Full consultation by the Gambling Commission on this topic is not yet complete.

4.8 Small Lotteries

The Council will continue to register small scale lotteries but with slightly new procedures published in May, 2009 by the Gambling Commission. Further details can be found on the Gambling Commission's web site under their Guidance to Licensing Authorities – Small Society Lotteries.

4.9 Split Premises – the Council will pay particular attention if there are Issues about sub-divisions of a single building or plot and will ensure that mandatory conditions relating to access are observed.

The Council in this context will consider:

Whether the premises has a separate registration for business rates.

Whether the neighbouring premises is owned by a different person.

Whether the neighbouring premises can be accessed from the street or public Passageway.

Whether the premises can only be accessed from other licensed gambling Premises.

5. PREVENTION OF CRIME AND DISORDER OBJECTIVE

The Council will, when determining applications, consider whether the grant of a premises licence will result in an increase in crime and disorder.

The Gambling Commission, in its draft Guidance for local authorities, has noted that “disorder is intended to mean activity that is more serious and disruptive than mere nuisance. Factors to consider in determining whether a disturbance was serious enough to constitute disorder would include whether police assistance was required and how threatening the behaviour was to those who could see or hear it.” This authority agrees with this statement

Applicants are encouraged to discuss the crime prevention procedures in their premises with the Council’s Licensing Officers and/or the North Wales Police before making a formal application.

In considering licence applications, the Council will particularly take into account the following:

1. The design and layout of the premises;
2. The training given to staff in crime prevention measures appropriate to those premises;
3. Physical security features installed in the premises. This may include matters such as the position of cash registers or the standard of CCTV that is installed;
4. Where premises are subject to age-restrictions, the procedures in place to conduct age verification checks;
5. The likelihood of any violence, public order or policing problem if the licence is granted.

6 Ensuring that gambling is conducted in a fair and open way objective

Generally, the Commission would not expect licensing authorities to become concerned with ensuring that gambling is conducted in a fair and open way as this will be a matter for either the management of the gambling business, and therefore subject to the Operating Licence, or will be in relation to the suitability and actions of an individual and therefore subject to the Personal Licence, both of which are the responsibility of the Gambling Commission.

7 The Protection of Children and other Vulnerable Persons Objective

7.1 Access to licensed premises

With limited exceptions, the access of children and young persons to those gambling premises, which are adult only environments, will not be permitted.

The Council will seek to limit the advertising for premises so that gambling products are not aimed at children or advertised in such a way that makes them particularly attractive to children.

The Council will consult with the Social Services Department on any application that indicates there may be concerns over access for children or vulnerable persons.

The Council will judge the merits of each separate application before deciding whether to impose conditions to protect children on particular categories of premises. This may include such requirements as:

1. Supervision of entrances;
2. Segregation of gambling areas from areas frequented by children;
Premises should be configured so that children are not invited to participate in, have accidental access to or can closely observe gambling where they are expressly prohibited from participating.
3. Supervision of gaming machines in non-adult gambling specific premises.

The 2005 Act provides for a Code of Practice on access to casino premises by children and young persons and the Council will work closely with the police to ensure the appropriate enforcement of the law.

7.2 Vulnerable Persons

The Council does not seek to prohibit particular groups of adults from gambling in the same way that it seeks to prohibit children but it will assume, for regulatory purposes, that 'vulnerable persons' includes :

- people who gamble more than they want to;
- people who gamble beyond their means; and
- people who may not be able to make an informed or balanced decision about gambling due to a mental impairment, alcohol or drugs.

8. COMPLAINTS AGAINST LICENSED PREMISES

The Council will investigate complaints against licensed premises in relation to matters relating to the licensing objectives for which it has responsibility. In the first instance, complainants are encouraged to raise the complaint directly with the licensee or business concerned to seek a local resolution.

Where an interested party has made valid representations about licensed premises, or a valid application for a licence to be reviewed, the Council may initially recommend a conciliation meeting to address and clarify the issues of concern.

This process will not override the right of any interested party to ask that the licensing committee consider their valid objections, or for any licence holder to decline to participate in a conciliation meeting.

Due consideration will be given to all relevant representations unless they are considered to be frivolous, vexatious or repetitious.

9. Further Information

Further information about the Gambling Act 2005, this Statement of Licensing Policy and about the application process, including application forms and guidance notes can be obtained from:

The Licensing Officer
Trading Standards Section
Department of Environmental and Technical Services
The Isle of Anglesey County Council
Council Offices
Llangefni
Anglesey
LL77 7TW

Tel: 01248 752840
Fax: 01248 752884
E-mail: licensing@anglesey.gov.uk
Website: www.anglesey.gov.uk

Information is also available from the
Gambling Commission
Berkshire House
168 - 173 High Holborn
LONDON
WC1V 7AA

Tel: 020 - 7306 6219
Website: www.gamblingcommission.gov.uk



Appendix B

TABLE OF DELEGATIONS OF LICENSING FUNCTIONS

MATTER TO BE DEALT WITH	FULL COUNCIL	SUB-COMMITTEE OR PANEL	OFFICERS
Three year licensing policy	X		
Policy not to permit casinos	X		
Fee Setting - when appropriate		Executive	
Application for premises licences		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Application for a variation to a licence		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Application for a transfer of a licence		Where representations have been received from the Commission	Where no representations received from the Commission
Application for a provisional statement		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Review of a premises licence		X	
Application for club gaming /club machine permits		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Cancellation of club gaming/ club machine permits		X	
Applications for other permits			X
Cancellation of licensed premises gaming machine permits			X
Consideration of temporary use notice			X
Decision to give a counter notice to a temporary use notice		X	
Determination as to whether a person is an Interested Party			X
Determination as to whether representations are relevant			X
Determination as whether a representation is frivolous, vexatious or repetitive			X

Appendix C

Contact Details for Relevant Authorities

The Isle of Anglesey County Council	Licensing, Trading Standards Section Department of Environmental and Technical Services Council Offices Llangefni Anglesey LL77 7TW dmjpp@anglesey.gov.uk
The Gambling Commission	Berkshire House 168 - 173 High Holborn LONDON WC1V 7AA info@gamblingcommission.gov.uk
North Wales Police	Licensing Section North Wales Police Yr Ala Pwllheli LL53 5BU Ian.Williams4@nthwales.pnn.police.uk
North Wales Fire & Rescue Service	North Wales Fire & Rescue Service Head Office Llanberis Road Caerarfon Gwynedd LL55 2DF Fs.wd.supv1@nwales- fireservice.org.uk
Social Services Department	Council Offices Llangefni Anglesey LL77 7TW dwjss@anglesey.gov.uk
HM Customs & Excise	HM Revenue & Customs National Registration Unit Portcullis House 21 India Street Glasgow G2 4PZ

Consultees

Elected Members, Anglesey County Council
Town and Parish Councils on Anglesey
The Gambling Commission
North Wales Police Service
North Wales Fire & Rescue Service
Head of Social Service Department, Anglesey County Council
HM Revenues and Customs
Anglesey Community Safety Partnership
Head of Education and Leisure Department, Anglesey County Council
Head of Planning, Anglesey County Council
Bingo Association
Popelstone and Allen
William Hill
Ladbrooks
Coral
Corbetts
Carefree Racing
Empire Bingo
Crown Leisure Links
Leisure Link
Sceptre Leisure Solutions Ltd
City Vending UK Ltd
Gamestec Leisure Ltd
Group representing Premises Licensed to sell alcohol
Caravan Site owners
Religious/Faith Groups
Citizens Advice Bureau
Gam Care (Gamblers Anonymous)
Salvation Army
Debt Control Agencies
Urdd Youth Movement
Trade Unions
Voluntary/Community organizations working with children/vulnerable adults

Representatives of the holders of the various licences for premises in the District who will be affected by this policy

Members of the public who will be affected by this policy

Note: This list is not intended to be exclusive. Comments and observations will be welcome from anyone who will be affected by this policy

Table A

Schedule below demonstrates the latest proposals from the Gambling Commission regarding the different categories with maximum stakes and prizes that may apply.

Category of Machine	Maximum Stake	Maximum Prize
A	Unlimited	Unlimited
B1	£2	£4,000
B2	£100	£500
B3	£1	£500
B4	£1	£250
C	£1	£70
D	10p or 30p when non-monetary prize	£5 cash or £8 non-monetary prize

Table B, on page 23, expands on the above provisions coupling the premise type applicable to each machine category and numbers allowed per premises.

TableB

Premises Type	Machine category						
	A	B1	B2	B3	B4	C	D
Regional casino (table/ machine ratio of 25-1 up to maximum)	Maximum of 1250 machines Any combination of machines in categories A to D, within the total limit of 1250 (subject to table ratio)						
Large casino (table/ machine ratio of 5-1 up to maximum)		Maximum of 150 machines Any combination of machines in categories B to D, within the total limit of 150 (subject to table ratio)					
Small casino (table/ machine ratio of 2-1 up to maximum)		Maximum of 80 machines Any combination of machines in categories B to D, within the total limit of 80 (subject to table ratio)					
Pre-2005 Act casinos (no table/ machine ratio)		Maximum of 20 machines categories B to D or C or D machines instead					
Betting premises and tracks occupied by Pool Betting			Maximum of 4 machines categories B2 to D				
Bingo Premises				Maximum of 4 machines in category B3 or B4		No limit C or D machines	
Adult gaming centre				Maximum of 4 machines in category B3 or B4		No limit C or D machines	
Family entertainment centre (with premises licence)						No limit on Category C or D machines	
Family entertainment centre (with permit)							No limit on Category D machines
Clubs or miners' welfare institutes with permits						maximum of 3 machines in categories B4 to D	
Qualifying alcohol licensed premises						1 or 2 machines of category C or D automatic upon notification	
Qualifying alcohol licensed premises with gaming machine permit						Number as specified on permit	
Travelling fair							No Limit on Category D machines
	A	B1	B2	B3	B4	C	D

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COMMITTEE	FULL COUNCIL
DATE	5 MARCH 2013
TITLE OF REPORT	To report on the Review of the Authority's Licensing Policy Document
REPORT BY	Licensing section of the Trading Standards Department
PURPOSE OF REPORT	Submit Final Draft of Licensing Policy following consultation for endorsement
ACTION	To adopt amended Policy

1 INTRODUCTION

- 1.1** The Authority is required under the terms of the Licensing Act 2003 to Review its Licensing Policy every five years. However the introduction of the Police Reform and Social Responsibility Act 2011 introduced new legislation and changes to the Licensing Act 2013 which necessitated an early review.
- 1.2** The report summarises the consultation process and due to the fact that the Policy is considered to have worked well and not faced any challenges, response were minimal, and amendments were slight apart from highlighting the introduction of new legislation and additional control options available to the Authority

2. BACKGROUND

- 2.1** Local Authorities are required under Section 5 of the Licensing Act 2003 to Review their Alcohol and Entertainment Licensing Policy every five years and the revised Policy is required to be determined by the 5th March, 2013.
- 2.2** A complete copy of the Licensing Policy is available for inspection less Appendix A which only includes guidelines for applicants and remains unchanged. The proposed amendments to the Policy are highlighted.
- 2.3** Appendix B records the register of conultees many of whom were contacted through email to avoid any additional costs in light of the current economic climate. The Licensing Section were also mindful that Central Government are also out to consultation with "Rebalancing the Licensing Act" and several amendments to the Act could be forthcoming within the next few months possibly requiring another review shortly.

3. Recommendations

The County Council to endorse the above report and adopt the amended Licensing Policy.

Report prepared by D.M.JONES, Principal Licensing Officer, on behalf of Trading Standards Department



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

**DRAFT STATEMENT OF LICENSING POLICY
FOR THE PURPOSES OF THE LICENSING ACT 2003**

1. Background
2. Introduction
3. Prevention of Crime and Disorder
4. Public Safety
5. Prevention of Public Nuisance
6. Protection of Children from Harm
7. Cumulative Impact
8. Planning
9. Applications for New Grants and Variation of existing Terms and Conditions.
10. Hours of Operation
11. Enforcement
12. Licensing Process
13. Personal Licences
14. Additional information

Appendix 'A' – Guidance on the procedures for Applicants/Objectors

Appendix 'B' – Recommended Delegation of Function

1. Background

1.1 The Licensing Policy Statement is based upon the Licensing Act 2003. This document sets out the policies that the Council will apply when making decisions upon applications for:

- The sale by retail of alcohol;
- The supply of alcohol by or on behalf of a club to, or to the order of a member of the club;
- The provision of late night refreshment (supply of hot food or drink from a premises between 23.00 and 05.00 hours); and
- The provision of regulated entertainment to the public or club members or with a view to making profit including raising money for charity where the entertainment involves:
 - A theatrical performance or film exhibition
 - An indoor sporting event
 - Boxing or wrestling bouts
 - Performance of live music
 - Playing of recorded music
 - Dance performance
 - Provision of facilities for making music - *to be removed due to Live Music Act*
 - Provision of dancing facilities.

1.2 Guidance on the procedures to be followed by applicants and those making representations may be found attached as Appendix 'A'

2. Introduction

2.1 It is the duty of the Council to carry out its functions under the Act with a view to promoting with equal importance the licensing objectives which are:

- **Prevention of Crime and Disorder;**
- **Public Safety;**
- **Prevention of Public Nuisance and,**
- **Protection of children from harm.**

2.2 It is recognised that the licensing function is only one means of securing the delivery of the above objectives. The Council will therefore continue to work in partnership with its Local Communities, the police, local businesses and all other relevant stakeholders and partners.

2.3 In undertaking its licensing function, the licensing authority is also bound by other legislation:

- Section 17 of the Crime and Disorder Act 1998 requires a local authority to do all that it reasonably can to prevent crime and disorder in its locality.
- The European Convention on Human Rights, which is given effect by the Human Rights Act 1998, places a duty on public authorities to protect the rights of individuals in a variety of circumstances.
- Health and Safety at Work Act 1974 and Health Act 2006 (Smoke free Premises 2007)
- Environmental Protection Act 1990;

- Disability Discrimination Act 1995 and The Anti-social Behaviour Act 2003
- The Local Authorities (Alcohol Consumption in designated Public Places Regulations) 2001. Health Act 2006
- Violent Crime Reduction Act 2006 and Crime and Disorder Act 1998
- Crime and Security Act 2010 and Schedule 7 Policing & Crime Act 2009
- Race Relations Act 1976 as amended by the Race Relations (amendment) Act 2000
- Gambling Act 2005
- European Union Service Directive
- The Equality Act 2010
- Police Reform and Social Responsibility Act 2011
- The Live Music Act 2012

Notes: - Where existing law already places statutory obligations on applicants the Council will not impose the same or similar duties by way of condition on the premises licence, holder or club.

2.4 The Licensing Authority will also seek to discharge its responsibilities identified by other Government Strategies, so far as they impact on the objectives of the Licensing Bill. Examples of these Strategies are set out below:

- Action Plan for Tackling Alcohol Related Crime, Disorder and Nuisance;
- Safer Clubbing;
- Local Government Regulation /Trading Standards Institute (TSI) Code of Best Practice on Test Purchasing;
- Crime and Disorder Reduction Strategy and,
- Enforcement Concordat.
- The Government Alcohol Strategy presented to Parliament March 2012

Many of these strategies are not directly related to the promotion of the four licensing objectives, but indirectly impact upon them. Co-ordination and integration of such policies, strategies and initiatives are therefore important and are underlined in the Government Strategy which is expected to look at minimum unit pricing, integrating strategies of health, social services, criminal justice and education.

2.5 The Council would also draw attention to examples of initiatives that are relevant to licensing:

- *CCTV coverage of town centre*
- *Exclusion Orders from Town Centre*
- *Safer Clubbing Guide*
- *Pub Watch*
- *Safety Advisory Group*

2.6 The objective of the licensing process is to allow the carrying on of retail sales of alcohol and the provision of licensable activities in a way which ensures public safety and which is neither to the detriment of residents, or gives rise to loss of amenity. It is the Council's wish to facilitate well run and managed premises with licence holders displaying sensitivity to the impact of the premises on local residents.

- 2.7** The Council recognises that the entertainment industry on the Island is a contributor to the local economy. It attracts tourists and visitors, makes for vibrant towns and communities and is a major employer. Commercial occupiers of premises also have a legitimate expectation of an environment that is attractive and sustainable for their businesses. But there must be a balance with the needs of the residential population, whose amenity the Council has a duty to protect.
- 2.8** The Council will also have regard to wider considerations affecting the amenity of any area. These include littering and fouling, noise, street crime, the capacity of the Island's infrastructure, the Island's resources and also police resources to cope with the influx of visitors, particularly at night.
- 2.9** The Council has adopted this policy, which sets out the general approach the Council will take when it considers applications for premises and personal licences. In adopting this policy, the Council recognises that each application will be considered on its merits.
- 2.10** The purpose of the Statement of Licensing Policy is to assist officers and members in reaching a decision on a particular application, setting out those matters that will normally be taken into account. In addition, the Policy document seeks to provide clarity for applicants, residents and other occupiers of property and investors, enabling them to make plans to move to, remain or invest in the Island with some measure of certainty.

2.11 The Licensing Act 2003 makes provision for this policy (initially enacted in January 2005) to be consulted on and reviewed periodically however due to the introduction of the Police Reform & Social Responsibility Act 2011 the Policy was reviewed in April 2012 and subsequently in December 2012.

The Review in December 2012 centered on the Live Music Act 2011 which came into force on the 1st October and the Late Night Levy and Early Morning Restrictions Orders enacted on the 31st October, 2012

- 2.12** The policies will normally apply to any licence application determined after the date that the Council resolved to make these policies operational, irrespective of the date on which the application was made. This Policy applies to;
- Premises Licence
 - Club Premises Certificate
 - Personal Licence
 - Temporary Event Notice
- 2.13** Where the Guidance published by the Government under Section 182 of the Licensing Act 2003 is revised at any time the Licensing Authority will have regard to it where it departs from this Policy.
- 2.14** The Council will have due regard to the representations of the Public Health Authority which is one of the additional Responsible Authorities that will be consulted regarding Premises Licences. Although there is no specific Licensing Health Objective it is reasonable for a Health Authority

to comment on the safety of the public within the scope of the night time economy and any strain placed on its service and resource.

2.15 The Council will also have due regard to the representations of the Licensing Section of the Authority which is one of the additional Responsible Authorities that will be consulted regarding Premises Licences. This will allow the Licensing Authorities to take further steps in addition to the current coordinating function and be able to refuse, remove or review licences themselves without having first received representations from another party.

3. Prevention of Crime and Disorder

3.1 The Statement of Licensing Policy and the procedures and conditions that form part of the process should promote the Licensing Objectives (see Para 1.3).

3.2 To achieve these objectives the authority will use a full range of measures including its planning controls, transport controls, crime and disorder policies and powers. The Council will enter into partnership arrangements, working closely with the police, the fire authority, local Health Board, local businesses, community representatives and local people in meeting these objectives.

3.3 The Council will have regard to the Crime and Disorder Act 1998 under which it has a duty to prevent/reduce crime and disorder in the area.

3.4 One of the key priorities of the Council's Crime and Disorder Strategy is to reduce the level of crime in specified areas. The policy will have regard, therefore, to the likely impact of licensing on related crime and disorder on the Island, particularly when considering the location and impact and the operation and management of all proposed licence applications, renewals and variations of conditions.

The Council will have due regard to the representations of North Wales Police Service, unless there is clear evidence that these are not relevant, which is one of the Responsible Authorities that will be consulted regarding premises licence and Temporary Events Notices applications.

3.5 Safer Clubbing

The Council wishes to promote the principles of "Safer Clubbing". It will recommend the current Home Office guidance on the subject to relevant Premises Licence and Club Premises Certificate holders. Appropriate and proportional licensing conditions may be imposed to control the environment at relevant premises in support of the "Safer Clubbing" objectives.

3.6 Drugs

Special conditions will need to be imposed for certain types of venues to reduce the possibility of sale and consumption of drugs and to create a safer environment for those who may not have taken any cognisance of such matters, further conditions may be imposed from time to time. These conditions take into account the above-mentioned "Safer Clubbing" advice issued by the Home Office. In all cases where these conditions are to be imposed, advice will be taken from the local Drugs Action Team and the Police.

3.8 Door Supervisors

The Council may consider that certain premises require supervision for the purpose of promoting the reduction of crime and disorder, and to generally provide a safer operation of the premises. In such cases, the Council may impose a condition that licensed door supervisors (approved by the Security Industry Authority) must be employed at the premises either at all times or at such times as certain licensable activities are being carried out, and at a number and ratio to be determined by the Council.

3.9 Late Night Levy

Changes in the primary legislation through the Police Reform & Social Responsibility Act 2011 provided a potential for the Authority to adopt an additional local power to assist in the control of any adverse effect the Late Night Economy could have on the local community, including the cost of enforcement and management. The Late Night Levy would potentially allow the Authority to raise a contribution from late-opening alcohol suppliers towards the cost of Policing that aspect of the economy

3.10 Early Morning Restriction Orders

The Early Morning Restriction Orders are seen as a simple prepackages tool for potential use by the Authority to readjust the focus of the night time economy away from problem drinking, if such measures would promote the Licensing Objectives. Technically after a period of consultation and a potential Hearing the opening hours of problem premises and even problem areas could be reduced or curtailed between the hours and midnight and 0600 hours.

4. Public Safety

- 4.1 The Council wishes to promote high standards of public safety in relation to premises and activities within the scope of the Licensing Act 2003 and the non-smoking regulations laid down in the Health Act 2006..
- 4.2 The Environmental Health Section of the Council which enforces health and safety requirements in relevant premises will be consulted as a Responsible Authority and its officers may also act as Authorised Persons for enforcement purposes under the Licensing Act 2003.
- 4.3 The Council recognises that general health and safety duties will not always adequately cover specific issues that arise in premises in connection with certain entertainments and therefore conditions will need to be attached to a licence / certificate.
- 4.4 In the case of premises requiring a Premises Licence or Club Premises Certificate the Council may select certain conditions if they are appropriate and proportional to the nature of the activities specified in the operating schedule, and reflect the four licensing objectives set out at Para 1.3.
- 4.5 Where activities are organised by volunteers or a committee of a club or society or community premises the Council considers it good practice that the same level of health and safety protection is provided as if an employer / employee relationship existed, irrespective of whether there are strict legal duties applicable under the health and safety legislation.

4.6 Where any conditions have been applied to a Premises Licence or Club Premises Certificate an Authorised Officer of the Council may inspect the premises at any reasonable time for the purpose of checking that the conditions are being complied with.

4.7 The Council would expect that organizers of any large scale events, where licensable activities are to take place, to prepare an event management plan incorporating appropriate risk assessments and present them to the Safety Advisory Group.

4.8 Fire Safety

The Council will have due regard to the representations of North Wales Fire Service which is one of the Responsible Authorities that will be consulted regarding licence / premises certificate applications.

4.9 The Council may select appropriate and proportional conditions from a range conditions in relation to fire safety matters in consultation with North Wales Fire Service.

In any premises where a work activity takes place the Fire Precautions (Workplace) Regulations 1997 (as amended), The Regulatory Reform (Fire Safety) Order 2005 will also apply. These regulations are enforced by North Wales Fire Service and will confer a statutory duty on premises supervisors to conduct their own Risk Assessments on each Premises.

The Risk Assessment document should address the occupancy figures for the licensed premises.

5.0 Prevention of Public Nuisance

5.1 The Council when making objective judgments about what constitutes a nuisance will focus on impacts of the licensable activities at the relevant premises on people living and working in the vicinity that are unreasonable. The issues will mainly concern;

- Noise from premises;
- Waste;
- Litter;
- Car Parking;
- Light pollution and,
- Noxious odours.

5.2 In considering the potential impact of licensed premises on the surrounding locality the Council will initially take into account the type of entertainment activity, proposed hours of operation, the capacity of the premises and the character of the area and proximity to local residents. Additional options could be the introduction of Early Morning Restriction Orders or even the Late Night Levy within that area

5.3 The Environmental Health Section of the Council enforce the provisions of the Environmental Protection Act 1990 which relate to noise nuisance and will be consulted in relation to existing premises if a nuisance is caused to residents or the business community. They will also be consulted with regard to the prevention of public nuisance and on receipt of a Temporary Event Notice.

- 5.4 The Council will use a range of licence conditions to control noise from existing premises and to advise developers on the required noise attenuation for new premises (*reference may be made to the 'Good Practice Guide on the Control of Noise from Pubs and Clubs'*). Stricter conditions with regard to noise control will be imposed in areas where the premises are adjacent to residential property.
- 5.5 The Council will not impose conditions on licensed premises that the licensee cannot directly control, or on matters not related to the immediate vicinity of the premises.
- 5.6 North Wales Police also have powers under the Licensing Act 2003 to control noise from premises; in the event that they have to invoke these powers they shall liaise, where practicable, with the Council in accordance with the protocol regarding shared enforcement protocol.
- 5.7 Noise and disturbance arising from the behaviour of patrons that entering or leaving the premises are matters for personal responsibility and are subject to Police enforcement of the normal law concerning disorder and anti-social behaviour.
- 5.8 The Council will balance the potential for limited disturbance in neighbourhoods with the need to encourage and promote live music, dancing and theatre.
- 5.9 The introduction of the non-smoking regulations under the terms of the Health Act 2006 hold implications for potential public nuisance through noxious smells and noise disturbance from crowds gathering outside a Licensed Premises to smoke. Designated Premises Supervisors should be aware that there remains a statutory duty to abide by the four main licensing objectives.
- 5.10 The Council will work together with Licensed Premises Operators to ensure all appropriate terms of the Clean Neighbourhoods and Environment Act 2005 are upheld.
- 5.11 The Anti Social Behaviour Act 2003 makes provision for the closure of premises for up to 24 hours where noise from any licensed premises is causing a public nuisance.

6.0 Protection of Children From Harm

- 6.1 The Council recognises the great variety of premises for which licences may be sought. These will include for example; theatres, cinemas, restaurants, pubs, nightclubs, cafes, take-aways, community halls and schools. Access by children to all types of premises will not be restricted in any way unless it is considered appropriate and proportional to do so in order to protect them from harm in some way.

6.2 When considering applications for premises licences, the Council will take into account the history of a particular premises and the nature of the activities proposed to be provided when considering any options appropriate to prevent harm to children. For example where:

- There have been convictions for serving alcohol to minors or where the premise has a reputation/evidence for underage drinking (to include any action undertaken by the Trading Standards Section of the Council regarding test purchases in relation to the supply of alcohol);
- There is a known association with drug taking or dealing;
- There is a strong element of gambling on the premises; or
- Entertainment of an adult or sexual nature is commonly provided.

6.3 Where the circumstances described in 6.2 exist then conditions may be attached to the licence to protect children from harm. Such conditions may include:

- Limit the hours when children may be present;
- Restrict the age of persons on a premises (below 18);
- Limit or exclude when certain activities may take place; or
- Require an accompanying adult.

6.4 The Police Reform & Social Responsibility Act 2011 allows Licensing Authorities and the Police the option of imposing a period of voluntary closure of up to two weeks (48 hours minimum) on a premises persistently selling alcohol to children as an alternative to prosecution in some cases. The maximum fine has been increased to £20,000.

6.5 Where large numbers of children are likely to be present on any licensed premises, for example a children's show or pantomime, then the Council will require the presence of an appropriate number of adult staff (who will have provided a satisfactory Criminal Records Bureau Disclosure) to ensure their safety and protection from harm.

6.6 Where the exhibition of films is permitted the authority will expect age restrictions to be complied with in accordance with the British Board of Film Classifications recommendations. *Only in exceptional cases will the authority consider variations of this general rule.*

6.7 No film shall be exhibited at licensed premises which is likely to:

- Lead to disorder;
- Stir up hatred or incite violence towards any section of the public on grounds of colour, race or ethnic or national origin, disability, religious beliefs, sexual orientation or gender.

6.8 The Council will not impose any condition, which specifically requires access for children to be provided at any premises. Where no restriction or limitation is imposed the issue of access will remain a matter for the individual licensee or club.

6.9 The Gambling Act 2005 allows a degree of equal chance gaming on licensed premises plus a limited number of gaming machines and the presence of children or vulnerable persons will have to be monitored by the Council and the Designated Premises Supervisor.

6.10 Sexual Entertainment Venues - With the introduction of Section 27 of the Policing and Crime Act 2009 and where a Council has adopted Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 any premises used for more than 12 occasions within a 12 month period for any relevant sexual entertainment, the premises must also be licensed as a Sexual Entertainment Venue. Relevant sexual entertainment includes: lap dancing, pole dancing, table dancing, strip shows, peep shows and live sex shows.

7.0 Cumulative Impact

7.1 The cumulative effect of a proliferation of late night entertainment premises (including night cafes) may result in an increase in numbers of people either walking through or congregating in streets during the night. The consequences of this may lead to;

- An increase in crime;
- An increase in noise causing disturbance to residents;
- A significant increase in the level of pedestrian traffic;
- Traffic congestion and/or parking difficulties;
- Littering and fouling.

7.2 This may result in an unacceptable interference with the amenity of local residents, as it will not always be possible to attribute the cause to patrons of particular premises. This means that while enforcement action to ensure conditions are complied with is taken, this may not resolve all problems in a locality.

7.3 In such circumstances the Council may decide to refuse to accept new licences within that area because of the inherent problems associated with the operation of licensed premises. Any applications would, however be considered on its own merits and would be given proper consideration.

7.4 In determining applications for a particular area the Council may, among other things-

- Gather evidence or identification of serious and chronic concern from a responsible authority or local residents about nuisance and disorder
- Identify the area from which problems are arising and the boundaries of that area
- Make an assessment of the causes

7.5 It should be noted that Licensing is only one means of addressing the problems identified above, and the following mechanisms should be considered in an attempt to deal with the problem(s)

- Planning controls;
- Powers of local authorities to designate parts of the local authority area as places where alcohol may not be consumed publicly and confiscation of alcohol in these areas;
- Police powers to close down premises or temporary events for up to 24 hours on the grounds of disorder, the likelihood of disorder or excessive noise;
- Prosecution of personal licence holders who sell alcohol to people who are drunk;
- Powers of the Police, responsible authorities or a local resident or business to seek a review of a licence or premises certificate.

8. Planning

- 8.1 Any premises for which a license is required the Council will expect, although not a legal requirement, that applicants will hold an authorised use under the planning legislation.
- 8.2 Welsh Assembly planning policy is set out in Planning Policy Wales and Technical Advice Notes. The Council's Planning Policies are set out within the Anglesey Unitary Development Plan.
- 8.3 In general, planning permissions authorise a broad type of use of a premises, whereas licences are granted for a particular type of activity. A planning permission for an entertainment use, for example may cover activities that can have a wide range of different impacts in the locality. The precise nature of the impacts of the specified activities proposed by an applicant for a premises licence need to be considered when the application is made.
- 8.4 Planning and Licensing regimes involve consideration of different (albeit related) matters. For example Licensing may consider public nuisance whereas planning would consider amenities and as such licensing applications should not be a re-run of planning applications but the Council will expect applicants to submit details of any restrictions that may have been imposed by a planning committee.
- 8.5 When any hours differ from Planning and Licensing hours the applicant must observe the earlier closing time. Premises operating in breach of their planning permission would be liable to prosecution under planning law.
- 8.6 The Council will encourage licence holders to provide facilities enabling the admission of people with disabilities. No conditions will be applied which could be used to justify exclusion on the grounds of public safety.

9 Applications for New Grants and Variation of existing Terms and Conditions.

- 9.1 In considering all new or variation applications, the Council will assess them in light of the licensing objectives and in particular will consider the following:
- 9.1.1 The steps the applicant has taken or proposes to prevent noise and vibration escaping from the premises, including music, noise from ventilation equipment, and human voices. Such measures may include the installation of soundproofing, air conditioning, acoustic lobbies and sound limitation devices.
 - 9.1.2 The steps the applicant has taken or proposes to prevent disturbance by patrons arriving at or leaving the premises.
 - 9.1.3 The steps the applicant has taken or proposes to take to prevent queuing, or, if queuing is inevitable, to divert queues away from neighbouring premises, or otherwise to manage the queue to prevent disturbance or obstruction.
 - 9.1.4 The steps the applicant has taken or proposes to ensure staff leave the premises quietly.

- 9.1.5 The arrangements made or proposed for parking by patrons, and the effect of parking on local residents.
- 9.1.6 Whether there is sufficient provision for public transport for patrons.
- 9.1.7 Whether taxis and private hire vehicles serving the premises are likely to disturb local residents.
- 9.1.8 Whether routes to and from the premises on foot or by car or service or delivery vehicles pass residential premises.
- 9.1.9 Whether other measures to prevent nuisance have been considered, such as the use of CCTV or the employment of registered door supervisors.
- 9.1.10 The measures proposed to prevent the consumption or supply of illegal drugs, including any search procedures.
- 9.1.11 The measures proposed to comply with the Disability Discrimination Act
- 9.1.12 The likelihood of any violence, public disorder or policing problem arising if a licence was to be granted.
- 9.1.13 If the applicant has previously held a licence within the Council, the details of any enforcement action arising from that premises.
- 9.1.14 Whether the premises would result in increased refuse storage or disposal problems, or additional litter in the vicinity of the premises.
- 9.1.15 Representations from responsible authorities*
- 9.1.16 Representations from interested parties**
- 9.1.17 The Police Reform & Social Responsibility Act 2011 also requires applicants when outlining the steps above to provide further contextual information in support and to demonstrate an awareness of the local community; which could include the area's demographic characteristics and/or specific local crime and disorder issues for example.
- 9.1.18 When appropriate arrangements are to be made for the committee to receive reports on the needs of the local tourist economy for the area to ensure that these are reflected in their considerations. Similarly the licensing committee should be appraised of the employment situation in the area and the possible need for new investment and employment where appropriate.
- 9.1.19 Live Music will cease to make regulated entertainment in venues licensed for the sale and supply of alcohol for consumption on the premises under the following situations: when it is unamplified and takes place between 8 a.m. and 11 p.m. or when it is amplified and takes place in the presence of an audience of 200 persons or less and is provided between 8 a.m. and 11

p.m. - unless the Authority states otherwise on the licence pursuant to a Review hearing.

9.1.20 The introduction of a Late Night Levy or Early Morning Restriction Order

(Includes North Wales Police, North Wales Fire Authority, the Council's Environmental Health and Planning Sections.*

*** Includes persons living and businesses operating in the vicinity of the premises.)*

In addition in the case of an application for variation:

9.2 The Council will take account of any non-compliance of other statutory requirements brought to its attention, particularly where these undermine the licensing objectives set out at paragraph 1.3. This is because any non-compliance with other statutory requirements may demonstrate that the premises are unsuitable for the activities proposed; or that the management of the premises is not adequate to protect the public from harm or nuisance.

9.3 Whether appropriate measures have been agreed and put into effect by the applicant to mitigate any adverse impacts.

9.4 **Minor Variations** – A premises licence/club premises certificate holder may apply under the “minor variation” procedure for small variations that will not impact adversely on the licensing objectives. There is no right to a hearing, however if the application is rejected, a full variation may be made.

9.5 **Disapplication of Designated Premises Supervisor** – Where community premises hold a premises licence allowing the supply/sale of alcohol, the licence holder can apply to have the mandatory condition requiring a Designated Premises Supervisor to be appointed, be removed. This passes the responsibility for the sale/supply of alcohol to the premises Management Committee.

10 Hours of Operation

10.1 The Council recognises that fixed and artificially early closing times in certain areas can lead to disorder and disturbance on the streets when large numbers of people tend to leave licensed premises at the same time however under the terms set out in the Guidance issued under Section 182 of the Licensing Act 2003 there is no general presumption in favour of lengthening hours.

The four licensing objectives will be the paramount consideration at all times and each case will be judged on its individual merits.

10.2 Longer licensing hours for the sale of alcohol may therefore be a factor in reducing problems at late night food outlets, taxi ranks, private hire offices and other sources of transport, which lead to disorder and disturbance.

- 10.3 Shops, stores and supermarkets will be permitted to sell alcohol for consumption off premises at times when they are normally open in the course of their business. Hours may be restricted when representations are received from the Police or resident(s) in the case of individual shops, which are known to be a focus of disorder and disturbance.
- 10.4 When considering applications for premises licences, the Council will take into account applicants requests for terminal hours (the close of business) in the light of the:
- Environmental quality;
 - Residential amenity;
 - Character or function of a particular area and,
 - Nature of the proposed activities to be provided at the premises.
- 10.5 The terminal hours will normally be approved where the applicant can show that the Proposal would not adversely affect any of the above. The Council may set an earlier terminal hour where it considers this is appropriate to the nature of the activities and the amenity of the area.
- 10.6 Where premises are situated adjacent to residential areas then stricter conditions with regard to noise control may apply, but this should not limit opening hours provided the required conditions are complied with.

11 Enforcement

- 11.1 Protocol exist on the implementation of a shared enforcement role between the Council and North Wales Police and the Fire and Rescue Service as well as a local Enforcement ladder protocol again agreed between the Council and the Police.
- 11.2 In general terms, action will only be taken in accordance with agreed enforcement principles and in line with the Council's own enforcement policy. To this end the key principles of consistency, transparency and proportionality will be maintained.
- 11.3 An amendment to the Licensing Act 2003 under the terms set down in the Violent Crime Reduction Act 2006 enabled the Licensing Authority, on the application of a Senior Police Officer to attach interim conditions to licences pending a full review of the licence.
- 11.4 **Crime & Security Act 2010** – amends the Licensing Act 2003 to allow local authorities to make early morning alcohol restriction orders effectively overriding any premises licence, club certificate or temporary event notices which authorizes the sale of alcohol between the hours of 0300 hours and 0600 hours. The Council must also suspend a premises licence or a club premises certificate for non payment of the annual fee. Suspension is by notice operative at least 2 days after notice is given (following a grace period).
- 11.5 Police Reform & Social Responsibility Act 2011 expands on the above and allows through the auspices of Early Morning Restriction Orders for premises or even areas to be restricted from operating for specified periods between the hours of midnight and 0600 hours.
- 11.6 The above mentioned Act also allows for the potential of applying a Late Night Levy on premises operating between midnight and 0600 hours to cover the cost of additional policing of the late night economy.

12 The Licensing Process

12.1 Conditions of Licence

The Council will, as far as it is reasonably practicable, avoid imposing disproportionate and over burdensome conditions on premises.

12.2 The Council could attach conditions to each individual licence as appropriate and given the circumstances of each individual case. Conditions will deal with issues surrounding –

- Crime and disorder
- Public safety
- Cinemas and fire safety
- Public nuisance
- Protection of children from harm

12.3 When attaching conditions the Council will also be aware of the need to avoid measures, which might deter live music, dancing or theatre by imposing indirect costs of a substantial nature. To ensure cultural diversity thrives the Council has established a policy to licence some public areas within the community in their own name and details of these areas can be found within the National Register.

The introduction of the Live Music Act 2012 enables unamplified music to be played between the hours of 0800 hours and 2300 hours and amplified music to be played during the same period but only to an audience of 200 persons or less without the need for the entertainment to be regulated unless following a Review Hearing when conditions can be re-enstated or new and additional conditions imposed.

12.4 When determining applications the Council will have regard to any Guidance issued by the Home Office. In particular, account will be taken of the need to encourage and promote live music, dancing and theatre for the wider cultural benefit of the community as a whole. If representations are made concerning the potential for limited disturbance in a particular neighbourhood, the Council's consideration will be balanced against the wider benefits to the community.

12.5 **Mandatory Conditions** – The Policing and Crime Act 2009 has introduced a set of Additional mandatory licence conditions, affecting the way that all premises and clubs that sell/supply alcohol on the premises are allowed to operate.

From April 2010 the following three conditions apply to all “on” premises licences and club premises certificates. Certain “irresponsible” drinks promotions are banned

Tap water must be made available free of charge to customers on request

Alcohol may not be directly dispensed into another person's mouth (unless that person is disabled) From the 1st October, 2010 the following conditions will also apply.

An age verification policy to be place to prevent underage sales. Customers to have the opportunity to choose small measures of beers, ciders, spirits and wine

There is no obligation for the Council to re-issue licences that include the additional conditions but where the opportunities arise the licences will be reissued free of charge with the appropriate conditions attached.

12.6 Administration – Application Pathway

It is considered that many of the functions will be largely administrative. Where there are no Areas of contention, the responsibility for processing any such application shall be delegated To Officers.

12.7 The Council will expect individual applicants to address the licensing objectives in their Operational Plan having regard to the type of premises, the licensable activities to be provided, the operational procedures, the nature of the location and the needs of the local community as per section 9.1.17

12.8 Applicants will be encouraged to make themselves aware of any relevant planning and transportation policies, tourism and cultural strategies and local crime prevention initiatives and to have taken these into account where appropriate when formulating their Operational Plan.

12.9 The Council acknowledges the advice received from Home Office that the views of vocal Minorities should not be allowed to predominate over the interests of the community.

12.10 The powers of the Council under the Act shall be carried out by the Licensing Committee, by a Sub Committee, or by one or more officers acting under delegated authority.

12.11 **Interested Parties** The Council's appointed Licensing Committee will deal with applications where there are relevant representations, or where there is an application for a review of a licence. Relevant Representations are only to be considered relevant if they relate to the likely effect of the grant of the licence on the promotion of at least one of the licensing objectives.

Representation can be made by any other person including a third party or by a Ward Councillor who has been approached to represent the third party. The Council however will need to be satisfied as to the name and address of the interested party and that such a person has been given authority by the third party to act on their behalf.

Representations may be positive as well as negative but if only positive representations are received that it is highly unlikely that a hearing will be necessary.

Provisions of Services Regulation 2009 – transpose the European Services Directive into UK legislation allowing applications, notices and representations to be transmitted by electronic means through Points of Single Contact (www.eu-go.eu). In the UK the point of contact is found under www.ukwelcomes.businesslink.gov.uk allowing licence applications and payments to be made on line.

The Council will advertise applications on their own web site to raise awareness.

12.12 Integrating Strategies and the avoidance of Duplication

Any decision in relation to licensing applications will be entirely separate from any decision in relation to planning. Regular reports will, however, be furnished to the Planning Committee on the situation with regard to licensing for the area, including the general impact of alcohol related crime and disorder.

12.13 The Licensing Committee should receive reports from Anglesey Community Safety Partnership in relation to Crime and Disorder on the Island.

12.14 There are a number of wider issues which may need to be given due consideration when dealing with applications. The Council's Licensing Committee will therefore receive reports on;

- Needs of the local tourist economy
- Cultural Strategy for the area
- Employment situation in the area and the need for new investment and employment where appropriate
- Planning considerations, which might affect licensed premises.

12.15 Where any protocols agreed with the police identify a particular need to disperse people from town centres swiftly and safely to avoid concentrations which could lead to disorder and disturbance, the Council will aim to inform those responsible for providing local transportation so that arrangements can be made, where practicable, to reduce the potential for problems to occur.

12.16 Temporary Event Notices

The Council will produce clear and understandable local publicity about temporary permitted activities. Ten working days (*i.e. ten clear working days excluding the day of submission and the day(s) of the event*) will be the minimum and standard notice period, however in the interest of open consultation, the Council would encourage 20 days notice to be provided.

12.17 Both the Police and the Environmental Health Department can object to a Temporary Event Notice, within a three day window of submission, which will allow a period for a review of the Notice leading to a modification or in some cases for the Council to add conditions to the Notice.

12.18 A late Temporary Event Notice can be submitted between 9 and 5 working days before the Event but if objections are raised by the Police or Environmental Health there will be no avenue of appeal.

12.19 The duration limit for a Temporary Event Notice has been extended under the terms of the Police Reform & Social Responsibility Act 2012 from the original 96 hours to a maximum of 136 hours in the main to facilitate touring theatres, circuses and voluntary groups wishing to hold a week-long event without the necessary 24 hour break under the terms of the old legislation.

12.20 The Council will proactively provide extensive advice about organising such events, including the issue of public safety. Where the need arises coordination between responsible authorities and the emergency services will be facilitated through the Safety Advisory Group.

- 12.21 Many local events will be organised by volunteers or a committee of a club or society. The Council considers it good practice that the same level of health and safety protection is provided as if an employer/employee relationship existed, irrespective of whether there are strict legal duties applicable under the health and safety legislation.

13. Personal Licences

The Council will issue full and clear guidance regarding personal licences but each premises, which holds an appropriate Premises Licence must have a nominated Designated Premises Supervisor for each site. The Designated Premises Supervisor must hold a personal licence however is not required to be present at all times but may authorise other persons to sell alcohol but it is advisable that such authorisation is made in writing. The overall responsibility of operating a licensed premises will fall to the Designated Premises Supervisor and he/she will be the principle point of contact for the Council, Police and other nominated Responsible Authorities.

- 13.1 Before the Council will consider the grant or renewal of a license to an applicant he must be in a position to confirm the following:
- They are over 18
 - They possess a relevant licensing qualification
 - That no license held by them has been forfeited in the period of 5 years prior to this application
 - They have not been convicted of any relevant offence

Notes: - Relevant offences as referred to above shall include offences such as

- Serious violence
- Serious dishonesty (including involvement in the sale of smuggled tobacco and alcohol)
- The supply of drugs
- Offences requiring an entry on the sex offences register
- Breach of alcohol licensing laws

- 13.2 Personal Licences are valid for a period of ten years and once issued the licensing authority which issued the license remains the relevant licensing authority for it and its holder even though the holder may move out of the district.

- 13.3 The holder of a Personal Licence is also required to notify the Licensing Authority of any relevant convictions and to notify the courts that they hold a personal licence at the first possible opportunity in order that the licence can be considered for endorsement, suspension or revocation. It will be an offence not to conform with the above.

- 13.4 The Government, supported by licensing authorities, aims to develop a central licensing register which will amongst other things include details of all personal licence holders.

Future developments relating to the creation of a central licensing register will be reported on the Home Office website.

14. Additional information

- 14.1 Street Traders, will give consideration to the Authority's Policy regarding street trading and ensure all sites utilized will have to be licensed as per the criteria defined in the Licensing Act.
- 14.2 Premises Operators will give consideration to the Authority's Table and Chairs Policy in regards to street/garden furniture and any possible implications in pursuance of the four main licensing objectives as set out in the Licensing Act 2003.
- 14.3 **The Live Music Act 2012** provides that live unamplified music between the hours of 0800 and 2300 hours, and for live amplified music to be played between 0800 hours and 2300 hours before an audience of 200 persons or less to be regarded as unregulated entertainment. The premises must be licensed for the sale and supply of alcohol and open for business during those periods. The "exemption" and additional conditions can be revised following a Review.

14.4 Expansion on the Early Morning Restriction Order (EMRO).

Allows for early morning restriction on the sale of alcohol in all or part of the Authority area between Midnight and 0600 hours.

Persons that may be affected by an EMRO will have 42 days to make relevant representations for, or against, a proposed EMRO. The Authority will be required to notify licensed premises that would be included in the scope of a proposed EMRO, rather than all premises within the licensing area. A proposal to introduce an EMRO should be publicised on the Authority web site and in a local newspaper.

There will be no exemptions from an EMRO however there will be provision to ensure premises with overnight accommodation can still provide room service and mini bars. EMRO's will not apply to New Year's Eve celebrations.

14.5 Expansion on the Late Night Levy order

The Late Night Levy will be a local power the Authority can choose whether or not to exercise but in making its decision the Authority will have to consider – the cost of policing and other arrangement for the reduction or prevention of crime and disorder in connection with the supply of alcohol between midnight and 0600 hours – also give regard to those costs, the desirability of raising revenue to be applied in accordance with the Regulations.

Local Residents can use their existing rights to make representations and other channels of communication to call for the implementation of the levy in the area. The Authority would be able to fund the services that are connected to the management of the night time economy however the Police would have more scope as to where their share of the levy would be allocated

The Authority would be able to offer up to 30% reduction in the Levy amount for premises demonstrating good practise or playing an active part in a Pubwatch or Best Bar None scheme. Premises with overnight accommodation, theatres, cinemas, bingo halls, community premises and some village inns will be able as a discretionary local exemption from the levy

APPENDIX B

Responsible Authorities

Ian Williams North Wales Police ian.g.williams@north-wales.police.uk

Mike Plant Fire and Rescue Service Mike.plant@nwales-fireservice.org.uk

Dianne Jones Social Services djiss@anglesey.gov.uk

A.Burgess Environmental Health tbxpp@anglesey.gov.uk

E.L.Jones Trading Standards eljpp@anglesey.gov.uk

J.I.Williams Planning jiwpp@anglesey.gov.uk

Betsy Cadwaleder Health Board

Mark.Polin@nthwales.pnn.police.uk Stephanie.Arton@nthwales.pnn.police.uk

Winston.Roddick@nthwales.pnn.police.uk

Internal Consultation

GW6 Elected Members GW6Directors Chief executive Community Safety

Menter Mon Highways Planning Emergency Planning Policy

Breweries/Supermarkets

Punch Taverns Lees Robinsons Tates

Summerfiled Waitrose Tesco's Premier McCoys McDonalds

Magistrates Nw-caernarfonmcenq@hmcourts-service.gsi.gov.uk

Albert Owain ynysmonclp@btconnect.com

Pubwatch Groups [Amlwch](#), [Benllech](#), [Llangefni](#), [Holyhead](#), [Menai Bridge](#), [Beaumaris](#)

Welsh Tourist Board Ambulance Service CAB

Gambling Commission Derek Bebbington d.bebbington@gamblingcommission.gov.uk

Other North Wales Authorities

Gwynedd AmlynAblorweth@gwynedd.gov.uk Conwy Kim.Evans@conwy.gov.uk

Denbighshire Flint Gemma.Brighton@Flintshire.gov.uk Wrexham Alan.Davies@wrexham.gov.uk

Licensing Act 2013

All Premises Licence Holders as per Register – approximately 550

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ISLE OF ANGLESEY COUNTY COUNCIL	
COMMITTEE:	COUNTY COUNCIL
DATE:	5 MARCH 2013
TITLE OF REPORT:	A PRISON IN NORTH WALES
REPORT BY:	CHIEF EXECUTIVE ON BEHALF OF THE NORTH WALES REGIONAL PARTNERSHIP BOARD
PURPOSE OF REPORT:	To present information to Council regarding discussions at the Regional Board on the case for locating the proposed new prison in North Wales.
ACTION:	Members of the Council are requested to consider their support for the Board's effects to have the prison located in North Wales.

A PRISON IN NORTH WALES

Purpose of the Report

The report aims to:

- Summarise the recent announcement of the Ministry of Justice (MoJ) with regard to prison policy,
- Invite the board to re-affirm its commitment to seek a prison in North Wales on the terms announced by the Ministry of Justice (MoJ),
- Inform the North Wales Councils of the actions agreed by the North Wales Regional Leadership Board to enable North Wales to compete vigorously to secure the location of a prison in North Wales.

Introduction

The Justice Secretary, Chris Grayling, made a ministerial statement on 10th January 2013 regarding the Management of Prison Management (Attached).

The Minister stated that modern prisons could deliver better custody and rehabilitation services more efficiently than older prison accommodation, citing savings from HMP Oakwood, a new prison that provides places and better services at less than half average cost of existing prison places.

The Minister therefore announced plans to close 6 prisons, including Shrewsbury and the partial closure of a further 3 prisons.

This capacity reduction of 2,600 is equivalent to the capacity of HMP Oakwood and four new house-block developments, akin to mini-prisons built within the existing estate, including a development at HMP Parc near Bridgend.

The significant reduction in costs that the new developments have, and will produce in comparison to older parts of the prison estate, has led to the Minister making a commitment to examine the feasibility of building a new prison with a capacity of 2000 places or more in the North West, London or North Wales.

The Opportunity

- The Board has lobbied for a prison in North Wales since 2007, nearly securing a prison development near Caernarfon prior to the 2010 election.
- The Board seeks a prison in North Wales on the grounds:
- Of economic benefits, which are substantial in terms of stable employment and a supply chain covering a range of services from education, health, catering and building maintenance.
- That North Wales is the only area in the UK not to have a prison in the region.
- Of culture, to secure a prison subject to the provision of the Welsh Language Act, where prisoners from North Wales are held in facilities where they can use their first language with the benefit of reducing re-offending.
- Of efficiency for the public services (prisoner transport and transport costs and travelling time to court/prison for legal/offender management services)
- Of improving rehabilitation and reduction of re-offending rates through enabling closer contact between families and support professions by improving access to the prison. Keeping families together also avoids cost to public services and is correlated with prisons that are accessible to families.

A prison in the region will boost the Criminal Justice system in the area (probation, courts etc.) creating jobs in the legal and court system.

The economic benefits are considerable. In work to assess the impact of a 1500 bed prison it was estimated that 1,165 jobs could be created through direct employment in the prison and indirectly through the supply chain. The expenditure going through a 1,500 bed prison into the wider community would be in the region of £47m. Over half of new jobs would be in the immediate area of location.

Prison employment is underpinned by training and qualifications The NVQ and evidenced qualification base of the workforce would be improved by a prison with the additional benefit of improving the attractiveness of the local employment market to other employers.

The exercise to select a site for a 1,500 bed prison was halted in 2010 after the general election and the public expenditure reductions announced shortly thereafter.

The site criteria for the newly announced phase of feasibility consideration will be similar to the exercise started in 2009/10 following the cancellation of the Caernarfon project. This included journey times for prisoners and families.

This experience gained in 2009/2010 and the approaches considered can built on for the new process.

Securing a prison is a competitive process where both politics and a strong business case judged by the MoJ's site criteria play a part in the decision. The success of the region will depend on securing strong political support from across the region and making an attractive "business proposition" that meets the economic and policy goals of the MoJ. There will need to be a willingness to work constructively with the department to meet the needs of offenders from North Wales in a larger institution.

The economic benefits of a prison can be obtained by enabling the MoJ to develop a prison which will: -

- Radically reduce costs compared to the current estate. Land values and the quality and competitiveness of the local workforce will play a part in this
- Modernise internal services to reduce re-offending
- Have excellent links to the transport system of the NW and West Midlands
- Have excellent links to the criminal justice system in the NW and West Midlands
- Take capacity from Shrewsbury which includes Welsh prisoners from Mid Wales and enables the release of capacity from other prisons like Altcourse

Next Steps

The North Wales Regional Leadership the Board identified the following priorities: -

- Demonstrate political commitment to pursue a prison for North Wales
- Reporting the opportunity for a prison in North Wales to each local authority
- Demonstrate sensitivity to meeting the policy objectives of the MoJ (largely cost reduction and modernisation of facilities which enable better services to reduce re-offending)
- Secure details of the information required by the MoJ to conduct a feasibility study and assess potential sites including timelines.

In North Wales there is a heavy reliance on manufacturing employment, particularly in NE Wales. A prison in North Wales would diversify the balance of the economy towards more service employment.

The Secretary of State for the Wales Office has advertised the opportunity to all the Local Authorities in the region and has offered to help Councils in North Wales work with the Ministry of Justice. Decisions on the location of prisons are non-devolved.

The Welsh Government has also expressed an interest in supporting North Wales' councils to seek a prison in North Wales.

Learning

The recent announcement triggers the third phase of activity to secure a prison in North Wales.

The inclusion of North Wales in the shortlisted regions for consideration for a new prison cannot be divorced from the recent delegation to meet the Prisons Minister, Jeremy Wright MP facilitated by the Wales Office.

The key features of the offer from the North Wales delegation were:

- Suitable sites for a 1500 bed prison with good communications to the criminal justice system in the North West of England
- Local Authorities willing to work positively with the Ministry of Justice with regard to identifying sites suitable for a prison
- A willingness to meet the criteria set by the ministry of justice.
- A willingness to share a prison with the North West and/or the West Midlands

As can be seen by the Minister's announcement and the advice of the Prisons Minister to the North Wales delegation, the primary objective of the MoJ is to reduce the cost of the prison estate. Scale plays a part in the reduction of costs.

The lesson from the Caernarfon experience is that a case for a prison framed in terms of the needs of North Wales alone lacks the numbers to meet the normal criteria of the Ministry of Justice and will not have the scale to reduce costs to the level required by the MoJ (i.e. 50% plus).

The political commitment of the then prisons minister, David Hanson MP working with the Welsh Government took the Caernarfon project near to commencement but when he was moved on the department (MoJ) cancelled the contract.

North Wales then joined an exercise to consider the feasibility of a 1500 bed prison based on meeting need from North Wales and the North West of England. The Board committed to sharing a prison with neighbouring English regions meet the capacity criteria of 1500 beds set by the MoJ. In doing so the Board's officers considered whether local needs could be accommodated within a specific block in the larger prison. There was also a process of considering how to maximise the spread of benefits across the region.

- Secure information from the MoJ on prison populations and the categories that they are planning to accommodate in a potential N Wales site.
- Authorise officers to identify potential sites based on the criteria provided by MoJ officials

Recommendations

The Council is asked to endorse the proposals of the NWRLB and support the Board by:

- Issuing a press release welcoming the opportunity to compete for a prison to be located in North Wales
- Corresponding with the Wales Office, The Prisons Minister and the Welsh Government to welcome the announcement and offer support for a prison to be located in North Wales.

The Council to note that:

- Officers from each Council will meet MoJ officials to identify site criteria and seek offender information (categories to be accommodated, prisoner and remand volumes including sentences under 12 months etc.)
- Officers from each council will meet together to identify potential sites and discuss the political will to promote sites and enabling the region to offer the MoJ a shortlist of sites that meet their criteria
- Planning is a separate process from site identification and will be clarified with the Ministry of Justice
- The North Wales Police will construct a business case that identifies the benefits to the communities of North Wales of being able to accommodate offenders from North Wales in a prison located in North Wales. This will require liaison with the MoJ to be facilitated by Council Officers.
- The NWRLB will regularly review progress at each NWRLB meeting

A Prison in North Wales

Purpose of the Report

The report aims to: -

- Summarise the recent announcement of the Ministry of Justice (MoJ) with regard to prison policy,
- Invite the Board to re-affirm its commitment to seek a prison in North Wales on the terms announced by the Ministry of Justice (MoJ),
- Inform the North Wales Councils of the actions agreed by the North Wales Regional Leadership Board to enable North Wales to compete vigorously to secure the location of a prison in North Wales.

Introduction

The Justice Secretary, Chris Grayling, made a ministerial statement on 10th January 2013 regarding the Management of Prison Management (Attached)

The Minister stated that modern prisons could deliver better custody and rehabilitation services more efficiently than older prison accommodation, citing savings from HMP Oakwood, a new prison that provides places and better services at less than half the average cost of existing prison places.

The Minister therefore announced plans to close 6 prisons, including Shrewsbury and the partial closure of a further 3 prisons.

This capacity reduction of 2,600 is equivalent to the capacity of HMP Oakwood and four new house-block developments, akin to mini-prisons built within the existing estate, including a development at HMP Parc near Bridgend.

The significant reduction in costs that the new developments have, and will produce in comparison to older parts of the prison estate, has led to the Minister making a commitment to examine the feasibility of building a new prison with a capacity of 2000 places or more in the North West, London or North Wales.

The Opportunity

The Board has lobbied for a prison in North Wales since 2007, nearly securing a prison development near Caernarfon prior to the 2010 election.

The Board seeks a prison in North Wales on the grounds: -

- Of economic benefits, which are substantial in terms of stable employment and a supply chain covering a range of services from education, health, catering and building maintenance.
- That North Wales is the only area in the UK not to have a prison in the region.
- Of culture, to secure a prison subject to the provision of the Welsh Language Act, where prisoners from North Wales are held in facilities where they can use their first language with the benefit of reducing re-offending.
- Of efficiency for the public services (prisoner transport and transport costs and travelling time to court/prison for legal/offender management services)
- Of improving rehabilitation and reduction of re-offending rates through enabling closer contact between families and support professions by improving access to the prison. Keeping families together also avoids cost to public services and is correlated with prisons that are accessible to families.

A prison in the region will boost the Criminal Justice system in the area (probation, courts etc.) creating jobs in the legal and court system.

The economic benefits are considerable. In work to assess the impact of a 1500 bed prison it was estimated that 1,165 jobs could be created through direct employment in the prison and indirectly through the supply chain. The expenditure going through a 1,500 bed prison into the wider community would be in the region of £47m. Over half of new jobs would be in the immediate area of location.

Prison employment is underpinned by training and qualifications The NVQ and evidenced qualification base of the workforce would be improved by a prison with the additional benefit of improving the attractiveness of the local employment market to other employers.

In North Wales there is a heavy reliance on manufacturing employment, particularly in NE Wales. A prison in North Wales would diversify the balance of the economy towards more service employment.

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North Wales' Public Service Leaders Welcome Opportunity to Bid for a Prison "in North Wales"

The North Wales Regional Leadership Board, representing Leaders from the six North Wales Councils, the Police and Crime Commissioner, the North Wales Police, The North Wales Fire and Rescue Authority and the Betsi Cadwaladr University Health Board welcomed the announcement of Justice Secretary, Chris Grayling to consider building a prison in North Wales.

Councillor Hugh Evans, Leader of Denbighshire County Council said,

"The Board has been lobbying for a prison in North Wales for over 5 years. It is great news that we are on the shortlist of regions to be considered for a new prison.

Representatives of the Board met the Prisons Minister with the Wales Office in October last year and presented a case for locating a prison in North Wales. I believe our efforts have put us in contention for a substantial investment in our region that could create over a thousand jobs and provide a major £50m per annum boost to the whole economy of North Wales."

Councillor Dyfed Edwards, Leader of Gwynedd Council said,

"I am excited by the prospect of securing a prison in North Wales. We need the investment and the jobs but we also need to have a prison where the Welsh Language Act applies so that Welsh culture can be recognised in the prison system. A prison in North Wales will be closer to home. Better access for family and professional support workers to prisoners from North Wales will result in reduced re-offending and safer communities on offender release. There is a strong public service efficiency argument for a prison in North Wales."

Aelodau o Fwrdd Arweinyddiaeth Rhanbarthol Gogledd Cymru • Members of the North Wales Regional Leadership Board



CYNGOR SIR
YNYS MON
ISLE OF ANGLESEY
COUNTY COUNCIL



CYNGOR
Sir Ddinbych
Denbighshire
COUNTY COUNCIL



CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL



HEDDLU GOGLEDD CYMRU
Gogledd Cymru diogelach
NORTH WALES POLICE
A safer North Wales



GIG
NHS

Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

Bwrdd Arweinyddiaeth Rhanbarthol Gogledd Cymru

Arwain Gwasanaethau Cyhoeddus

North Wales Regional Leadership Board

Leading Public Services



Councillor Neil Rogers, Leader of Wrexham Borough Council said,

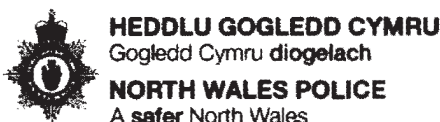
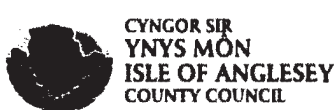
“The Justice Secretary’s announcement is a big opportunity for North Wales. However, there will be competition for the location of a prison from other regions. It is essential that we have no pre-conceptions about a site and work closely with the Ministry of Justice to understand their needs. It is early days and the public must understand that it is far too early to speculate about specific sites as we have yet to discuss the requirements of the Ministry of Justice which will drive site criteria.”

The Board agreed that: -

- The size of the prison proposed by the Ministry of Justice means that it must serve both North Wales and parts of England (the North West, West Midlands)
- The North Wales Police will produce a business case quantifying the potential benefits to community safety from reduced re-offending in North Wales should a prison be located in North Wales.
- Representatives of the Board will meet with Ministry of Justice officials to establish their thinking with regard to the timescale and the specification for building the new prison. The requirements of the Ministry of Justice will drive the location and specific site criteria.
- Each local authority in North Wales will be asked to welcome the announcement of the Ministry of Justice and receive a report of the actions being taken by the North Wales Regional Leadership Board.

ENDS

Aelodau o Fwrdd Arweinyddiaeth Rhanbarthol Gogledd Cymru • Members of the North Wales Regional Leadership Board



WRITTEN MINISTERIAL STATEMENT

Thursday 10 January 2013

MINISTRY OF JUSTICE

Prison Capacity Management

The Lord Chancellor and Secretary of State for Justice (Chris Grayling):

Our strategy for the custodial estate is to ensure that we have sufficient places to meet the demand of the courts whilst securing best value for money for the taxpayer.

My intention is to have more adult male prison capacity available than we had in 2010 but at a much lower unit and overall cost. Our strategy for achieving this is to replace accommodation which is old, inefficient or has limited long-term strategic value with cheaper modern capacity which is designed to better meet the demand for prison places and supports our aim to drive down stubbornly high reoffending rates. I am also announcing today that the Government is to start feasibility work on a new prison that could hold more than 2,000 prisoners – around a quarter more than the largest current facility.

At present, we have buildings within the prison estate which date back to the 18th Century. Prisons are not all located where we would want them to be to best meet the needs of the courts or support resettlement and there is an annual maintenance cost of approximately £184m. There is clear evidence that by replacing old uneconomic places with modern prison capacity we can drive substantial savings for the taxpayer and I am determined to do just that.

Last year we opened a significant amount of new accommodation including 1,600 places at HMP Oakwood in the West Midlands. The average cost at Oakwood is £13,200 per place. This is less than half the average cost of existing prison places, and sets the benchmark for future costs. In order to further drive down unit costs in prisons, I can today announce that we plan to significantly increase capacity at four existing prisons by building additional houseblocks to provide up to 1,260 new modern and cost effective places. Our current intention is that new accommodation will be built at HMP Parc in Bridgend, HMP Peterborough in Cambridgeshire, HMP The Mount in Hertfordshire and HMP Thameside in London.

These houseblocks, along with Oakwood, which is now reaching capacity, represent over 2,800 new places. This provides the opportunity to close excess capacity elsewhere in the estate.

I am therefore announcing that we will close around 2,600 old and uneconomic places through the closure of six prisons and the partial closure of accommodation in three other sites. The affected establishments are:

	Closures	Partial Closures
Bullwood Hall	Kingston	Chelmsford
Canterbury	Shepton Mallet	Hull
Gloucester	Shrewsbury	Isle of Wight

The decision to close, or partially close places in these establishments is based on the suitability, sustainability and the cost of this accommodation.

Closures form just one part of our strategy to improve the operation of our prison estate and drive down the costs to the public. We will also decommission 200 contractually crowded places at private prisons, which are not currently needed.

We will continue to ensure that our estate reflects prison population demands, and in line with the falling population in the youth estate, I can also announce that we intend to negotiate a change to the function of HMYOI Ashfield and re-role it to a prison to hold adult male prisoners. I intend to work with the Youth Justice Board to review the operation of the youth estate to ensure that it provides effective education and training for young people whilst delivering value for money to the taxpayer.

Furthermore, I am conscious that women offenders have particular needs and that the custodial female estate should be organised as effectively as possible to meet gender specific requirements whilst also delivering best value for the public. I have therefore asked officials to undertake a review of custodial arrangements for women. I expect this review to be completed by the summer.

As part of our strategy to modernise the estate and significantly reduce unit and overall costs, I have asked officials to explore options for building a new prison to enable us to accelerate the closure of uneconomic capacity across the rest of the estate. We will consider the feasibility of sites in the North West, North Wales and in London in line with demand for places in these regions and I will provide further details to the House as this work progresses.

Overall, this capacity reduction will save £63 million per year from the cost of running our prisons. These savings are in addition to the plans we have already set out to the House for how we propose to make significant cost reductions over the next few years through the application of an efficient benchmark for all public sector prisons, and through further competition of services.

This Government is determined to ensure that we have a resilient custodial estate with sufficient capacity available to meet the demands to imprison those committed by the courts. We also intend to ensure that the cost of a prison place is dramatically reduced. The strategy I am outlining today will help achieve both these aims.

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