

# Public Document Pack



CYNGOR SIR  
YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL

Mr Richard Parry Jones, BA, MA.  
Prif Weithredwr – Chief Executive

CYNGOR SIR YNYS MÔN  
ISLE OF ANGLESEY COUNTY COUNCIL  
Swyddfeydd y Cyngor - Council Offices  
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<b>RHYBUDD O GYFARFOD</b>	<b>NOTICE OF MEETING</b>	
<b>PWYLLGOR GWAITH</b>	<b>THE EXECUTIVE</b>	
<b>DYDD LLUN, 19 MAI 2014 10.00 o'r gloch</b>	<b>MONDAY, 19 MAY 2014 10.00 am</b>	
<b>SIAMBR Y CYNGOR SWYDDFEYDD Y CYNGOR LLANGFNI</b>	<b>COUNCIL CHAMBER COUNCIL OFFICES LLANGFNI</b>	
Pennaeth Dros Dro Gwasanaethau Democratiaid	<b>Mr Huw Jones</b> <b>01248 752 108</b>	Interim Head of Democratic Services

## **Annibynnol/Independent**

R Dew, K P Hughes, H E Jones and Ieuan Williams (Cadeirydd/Chair)

## **Plaid Lafur/Labour Party**

J A Roberts (Is-Gadeirydd/Vice-Chair) and Alwyn Rowlands

## **Heb Ymuno / Unaffiliated**

A M Jones (Democratiaid Rhyddfrydol Cymru / Welsh Liberal Democrats)

COPI ER GWYBODAETH / COPY FOR INFORMATION

I Aelodau'r Cyngor Sir / To the Members of the County Council

Bydd aelod sydd ddim ar y Pwyllgor Gwaith yn cael gwahoddiad i'r cyfarfod i siarad (ond nid i bleidleisio) os ydy o/hi wedi gofyn am gael rhoddi eitem ar y rhaglen dan Reolau Gweithdrefn y Pwyllgor Gwaith. Efallai bydd y Pwyllgor Gwaith yn ystyried ceisiadau gan aelodau sydd ddim ar y Pwyllgor Gwaith i siarad ar faterion eraill.

A non-Executive member will be invited to the meeting and may speak (but not vote) during the meeting, if he/she has requested the item to be placed on the agenda under the Executive Procedure Rules. Requests by non-Executive members to speak on other matters may be considered at the discretion of The Executive.

## A G E N D A

- 1**     **URGENT MATTERS CERTIFIED BY THE CHIEF EXECUTIVE OR HIS APPOINTED OFFICER**

No urgent matters at the time of dispatch of this agenda.
- 2**     **DECLARATION OF INTEREST**

To receive any declarations of interest from any Member or Officer in respect of any item of business.
- 3**     **MINUTES** (Pages 1 - 4)

To submit for confirmation, the minutes of the meeting of the Executive held on 22<sup>nd</sup> April, 2014.
- 4**     **THE EXECUTIVE'S FORWARD WORK PROGRAMME** (Pages 5 - 16)

To submit a report by the Interim Head of Democratic Services.
- 5**     **CORPORATE SCORECARD - QUARTER 4, 2013/14** (Pages 17 - 24)

To submit a report by the Deputy Chief Executive.
- 6**     **OUTCOME AGREEMENT 2013-16** (Pages 25 - 44)

To submit a report by the Deputy Chief Executive.
- 7**     **CONSTITUTIONAL CHANGES - THE FORWARD WORK PROGRAMME** (Pages 45 - 48)

To submit a report by the Head of Function (Council Business/Monitoring Officer).
- 8**     **FUTURE OF THE IN-HOUSE DLO HOUSING SERVICES AND NEW REPAIRS SERVICE** (Pages 49 - 70)

To submit a report by the Head of Housing Services.
- 9**     **SCHOOLS MODERNISATION - HOLYHEAD** (Pages 71 - 74)

To submit a report by the Director of Lifelong Learning.
- 10**    **CONSULTATION ON GARREGLWYD** (Pages 75 - 84)

To submit a report by the Director of Community.

**THE EXECUTIVE**

**Minutes of the meeting held on 22 April 2014**

**PRESENT:** Councillor Ieuan Williams (Chair)  
Councillor J Arwel Roberts (Vice-Chair)

Councillors R Dew, K P Hughes, H E Jones and Alwyn Rowlands

**IN ATTENDANCE:** Chief Executive  
Director of Sustainable Development  
Director of Lifelong Learning (Item 7)  
Legal Services Manager (RJ)  
Performance Advisor (NE) (Item 6)  
Policy Officer (Item 5)  
Assets Transformation Manager (CS)  
Childcare Development Officer (ALeC) (Item 7)  
Committee Officer (ATH)

**ALSO PRESENT:** Councillors John Griffith, Llinos Medi Huws, R Meirion Jones  
(Items 9 & 11) and R G Parry OBE (Item 9)

**APOLOGIES:** Councillor A M Jones

**1. DECLARATION OF INTEREST**

Councillor H Eifion Jones declared a personal and prejudicial interest in respect of item 11 on the agenda and withdrew from the meeting during the discussion thereon.

**2. URGENT MATTERS CERTIFIED BY THE CHIEF EXECUTIVE OR HIS APPOINTED OFFICER**

None to declare.

**3. MINUTES**

The minutes of the previous meeting of the Executive held on 17th March, 2014 were submitted for confirmation.

**RESOLVED that the minutes of the meeting of the Executive held on the 17<sup>th</sup> March, 2014 be confirmed as a true record.**

**4. MINUTES FOR INFORMATION**

The draft minutes of the meeting of the Voluntary Sector Liaison Committee held on 19th March, 2014 were submitted for information.

**RESOLVED to note the contents of the draft minutes of the meeting of the Voluntary Sector Liaison Committee held on 19th March, 2014.**

**5. THE EXECUTIVE'S FORWARD WORK PROGRAMME**

Submitted - The report of the Interim Head of Democratic Services seeking approval of the Executive's updated Forward Work Programme for the period May to December, 2014.

The Policy Officer highlighted the changes to the Work Programme since it was previously considered and the reasons therefore and she sought the Executive's approval for a further two changes viz. to defer consideration of Items 6 and 8 on the work programme in relation to constitutional matters from the Executive's May meeting to its July meeting.

**RESOLVED to confirm the updated Forward Work Programme for the period May - December, 2014, subject to the additional changes outlined at the meeting.**

**6. ANNUAL DELIVERY DOCUMENT (IMPROVEMENT PLAN) 2014/15**

Submitted - The report of the Performance and Business Support Manager incorporating the Annual Delivery Document for 2014/15 which outlined the main areas of improvement in terms of the delivery of the Council's corporate priorities during 2014/15.

The Leader of the Council reported on the observations made by the Corporate Scrutiny Committee in considering the Annual Delivery Document at its meeting held on 17th April whose Members as well as raising specific points, had sought reassurance regarding the achievability of the plan given the prevailing climate of diminishing resources and budget reductions. Members of the Corporate Scrutiny Committee had also suggested that part of the document might be more accessible if they were in matrix/tabular form. The Leader said that that each of the Delivery document's objectives are founded on the Council's detailed service business plans and have a robust and solid basis. The document in its current narrative format is intended to convey to the public in a clear manner, the Council's improvement objectives for 2014/15.

**RESOLVED to accept the Annual Delivery Document for 2014/15 and to recommend its adoption by the County Council at its meeting to be held on 8<sup>th</sup> May, 2014.**

**7. CHILDCARE SUFFICIENCY ASSESSMENT**

Submitted – The report of the Childcare Development Officer setting out the principal messages along with matters requiring attention from the assessment of the sufficiency of the Authority's childcare arrangements as required by the Child Care Act, 2006.

In response to questions by Members regarding how the areas needing attention will be addressed, the Childcare Development Officer clarified that the Authority is in receipt of a grant from the Welsh Government of £61k per annum which is assured for a period of 3 years which will be utilised to strengthen and address any gaps in services. To supplement this funding it is the intention to raise a charge for the provision of training of approximately £10 per attendee per course. The Officer said that the principal issues raised in the consultation with parents were related to the scheduling of childcare, and childcare arrangements during holiday periods.

**RESOLVED to accept the report as an assessment of childcare needs in Anglesey for publication in April, 2014 and to be presented to the Welsh Government in accordance with the requirements.**

**8. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED 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 (Category 16) of the said Act.**

**9. FUNDING THE COST OF RELOCATING THE COUNCIL'S ARCHIVE OF CLOSED FILES**

Submitted and considered – The report of the Head of Function (Council Business) outlining the actions required and considerations involved in ensuring compliance with the recommendations of the Information Commissioner in his post audit report of October 2013 with regard to dealing with the Council's archive of closed files.

Councillor H. Eifion Jones suggested that an update on progress with the task be provided and it was agreed that a progress report on meeting targets be presented to the May meeting of the Corporate Scrutiny Committee.

**RESOLVED:**

**• To allocate the funds described in Enclosure 1 of the report for dealing with the Council's archive of closed files.**

**• That an update report on progress on the task be presented to the Corporate Scrutiny Committee at its meeting on 12 May, 2014.**

**10. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED** 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.

**11. SCIENCE PARK DEVELOPMENT**

Submitted – The report of the Head of Service (Environment and Technical) in relation to the development of the Menai Science Park.

The Portfolio Member for Highways, Property and Waste Management reported that further to the resolutions of the Executive from its meeting held on 4th November, 2013, negotiations with representatives from Bangor University for the disposal of IACC land at Gaerwen have concluded, and an acceptable offer made in line with the valuation provided by the District Valuer.

**RESOLVED** to proceed with the disposal of IACC land at Gaerwen in accordance with the offer made by Bangor University.

The meeting concluded at 10.30 am

**COUNCILLOR IEUAN WILLIAMS  
CHAIR**

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to:</b>	<b>The Executive</b>
<b>Date:</b>	<b>19 May 2014</b>
<b>Subject:</b>	<b>The Executive's Forward Work Programme</b>
<b>Portfolio Holder(s):</b>	<b>Cllr Ieuan Williams</b>
<b>Head of Service:</b>	<b>Lynn Ball Head of Function – Council Business / Monitoring Officer</b>
<b>Report Author:</b> Tel: E-mail:	<b>Huw Jones, Interim Head of Democratic Services</b> <b>01248 752108</b> <a href="mailto:JHuwJones@anglesey.gov.uk">JHuwJones@anglesey.gov.uk</a>
<b>Local Members:</b>	<b>Not applicable</b>

<b>A –Recommendation/s and reason/s</b>
<p>In accordance with its Constitution, the Council is required to publish a forward work programme and to update it regularly. The Executive Forward Work Programme is published each month to enable both members of the Council and the public to see what key decisions are likely to be taken over the coming months.</p> <p>The Executive is requested to:</p> <p>confirm the attached updated work programme which covers <b>June 2014 – January 2015</b>;</p> <p>identify any matters subject to consultation with the Council's Scrutiny Committees and confirm the need for Scrutiny Committees to develop their work programmes further to support the Executive's work programme;</p> <p>note that the forward work programme is updated monthly and submitted as a standing monthly item to the Executive.</p>

**B – What other options did you consider and why did you reject them and/or opt for this option?**

-

**C – Why is this a decision for the Executive?**

The approval of the Executive is sought before each update is published to strengthen accountability and forward planning arrangements .

**D – Is this decision consistent with policy approved by the full Council?**

Yes.

**DD – Is this decision within the budget approved by the Council?**

Not applicable.

<b>E – Who did you consult?</b>		<b>What did they say?</b>
<b>1</b>	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	The forward work programme is discussed at Heads of Service meetings ('Penaethiaid') on a monthly basis (standing agenda item).  It is also circulated regularly to Corporate Directors and Heads of Services for updates.
<b>2</b>	<b>Finance / Section 151</b> (mandatory)	
<b>3</b>	<b>Legal / Monitoring Officer</b> (mandatory)	
<b>5</b>	<b>Human Resources (HR)</b>	
<b>6</b>	<b>Property</b>	
<b>7</b>	<b>Information Communication Technology (ICT)</b>	
<b>8</b>	<b>Scrutiny</b>	
<b>9</b>	<b>Local Members</b>	Not applicable.
<b>10</b>	<b>Any external bodies / other/s</b>	Not applicable.



<b>F – Risks and any mitigation (if relevant)</b>	
<b>1</b>	<b>Economic</b>
<b>2</b>	<b>Anti-poverty</b>
<b>3</b>	<b>Crime and Disorder</b>
<b>4</b>	<b>Environmental</b>
<b>5</b>	<b>Equalities</b>
<b>6</b>	<b>Outcome Agreements</b>
<b>7</b>	<b>Other</b>
<b>FF - Appendices:</b>	
The Executive's Forward Work Programme: June 2014 – January 2015.	

<b>G - Background papers (please contact the author of the Report for any further information):</b>
Previous forward work programmes.

# THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: June 2014 – January 2015

Updated: 2 May 2014



The Executive's forward work programme enables both Members of the Council and the public to see what key decisions are likely to be taken by the Executive over the coming months. It includes information on the decisions sought and who the lead Officers and Portfolio Holders are for each item.

The Executive's draft Forward Work Programme for the period **June 2014 – January 2015** is outlined on the following pages.

It should be noted, however, that the work programme is a flexible document as not all items requiring a decision will be known that far in advance and some timescales may need to be altered to reflect new priorities etc. The list of items included is therefore reviewed regularly.

Some matters identified in the forward work programme may be delegated to individual portfolio holders for approval.

Reports will be required to be submitted from time to time regarding specific property transactions, in accordance with the Asset Management Policy and Procedures. Due to the influence of the external market, it is not possible to determine the timing of reports in advance.

\* Key:

*Strategic – key corporate plans or initiatives*

*Operational – service delivery*

*For information*

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: June 2014 – January 2015

Updated: 2 May 2014

Subject and * Category (Strategic / Operational / For information)	Why the decision is sought from the Executive	Lead Department	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Date to Scrutiny	Date to Executive	Date to Full Council
1 <b>The Executive's Forward Work Programme</b>  Category: <b>Strategic</b>	To update the work programme.	Deputy Chief Executive	Huw Jones Interim Head of Democratic Services  Cllr Ieuan Williams		9 June 2014	
2 <b>Welsh Language Scheme Monitoring Report</b>  Category: <b>Operational</b>	To ratify the annual report for submission to the Welsh Language Commissioner.	Deputy Chief Executive	Huw Jones Interim Head of Democratic Services  Cllr Ieuan Williams		9 June 2014	
3 <b>Policy on Council Tax Reduction Scheme for Pensioners</b>  Category: <b>Strategic</b>	Approval of policy.	Deputy Chief Executive	Clare Williams Head of Function - Resources  Cllr Hywel Eifion Jones		9 June 2014	
4 <b>2013/14 Revenue and Capital Budget Monitoring Report – Quarter 4</b>  Category: <b>Strategic</b>	Quarterly financial monitoring report.	Deputy Chief Executive	Clare Williams Head of Function - Resources  Cllr Hywel Eifion Jones		9 June 2014	
5 <b>Constitutional Changes – Remote Attendance</b>  Category: <b>Strategic</b>	Approval.	Deputy Chief Executive	Lynn Ball Head of Function - Council Business / Monitoring Officer  Cllr Alwyn Rowlands		9 June 2014	TBC

\* Key:

*Strategic – key corporate plans or initiatives*

*Operational – service delivery*

*For information*

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: June 2014 – January 2015

Updated: 2 May 2014

	Subject and * Category (Strategic / Operational / For information)	Why the decision is sought from the Executive	Lead Department	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Date to Scrutiny	Date to Executive	Date to Full Council
6	<b>Local Housing Strategy 2014-2019 – draft</b>  Category: <b>Strategic</b>	To approve the strategic direction prior to consultation.	Community	Shan L Williams Head of Housing Services  Cllr Kenneth P Hughes		9 June 2014	
7	<b>Llawr y Dref – options for the future</b>  Category: <b>Operational and Strategic</b>	To approve the strategic direction prior to consultation with tenants.	Community	Shan L Williams Head of Housing Services  Cllr Kenneth P Hughes		9 June 2014	
8	<b>Affordable Housing</b>  Category: <b>Strategic</b>	For information, as requested by the Finance Portfolio Holder (as per Executive minutes - 21.10.13).	Community	Shan L Williams Head of Housing  Cllr Kenneth P Hughes	Date to be confirmed.	9 June 2014	
9	<b>HRA Subsidy Reform</b>  Category: <b>Strategic</b>	Changes and impact of the Housing Revenue Account subsidy system in Wales.	Community	Shan L Williams Head of Housing  Cllr Kenneth P Hughes		9 June 2014	
10	<b>Community / Home Care Service Provision</b>  Category: <b>Strategic</b>	To approve the strategic direction.	Community	Gwen Carrington Director of Community  Cllr Kenneth P Hughes	13 May 2014	9 June 2014	
11	<b>Joint Highways Promotion Agreement with Horizon Nuclear Power</b>  Category: <b>Strategic</b>	Approval to proceed with improvements to the A5025.	Sustainable Development	Dewi Williams Head of Environment and Technical  Cllr Richard Dew		9 June 2014	

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\* Key:

*Strategic – key corporate plans or initiatives*

*Operational – service delivery*

*For information*

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: June 2014 – January 2015

Updated: 2 May 2014

	Subject and * Category (Strategic / Operational / For information)	Why the decision is sought from the Executive	Lead Department	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Date to Scrutiny	Date to Executive	Date to Full Council
12	<b>Planning Performance Agreement Charter</b>  Category: <b>Strategic</b>	Approval.	Sustainable Development	Gwyndaf Jones Chief Planning Officer  Cllr J Arwel Roberts		9 June 2014	
13	<b>The Executive's Forward Work Programme</b>  Category: <b>Strategic</b>	To update the work programme.	Deputy Chief Executive	Huw Jones Interim Head of Democratic Services  Cllr Ieuan Williams		14 July 2014	
14	<b>Smarter Working Project</b>  Category: <b>Strategic</b>	Approval of full business case.	Deputy Chief Executive	Bethan Jones Deputy Chief Executive  Cllr Alwyn Rowlands	1 July 2014	14 July 2014	
15	<b>Customer Service Excellence Project</b>  Category: <b>Strategic</b>	Approval of full business case.	Deputy Chief Executive	Bethan Jones Deputy Chief Executive  Cllr Alwyn Rowlands	1 July 2014	14 July 2014	
16	<b>2015/16 Budget</b>  Category: <b>Strategic</b>	Initial discussion paper.	Deputy Chief Executive	Clare Williams Head of Function - Resources  Cllr Hywel Eifion Jones	1 July 2014	14 July 2014	
17	<b>Constitutional Changes – Terms of Reference of the Appeals Committee</b>  Category: <b>Strategic</b>	Approval.	Deputy Chief Executive	Lynn Ball Head of function – Council Business / Monitoring Officer  Cllr Alwyn Rowlands		14 July 2014	TBC

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*Strategic – key corporate plans or initiatives*

*Operational – service delivery*

*For information*

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: June 2014 – January 2015

Updated: 2 May 2014

	Subject and * Category (Strategic / Operational / For information)	Why the decision is sought from the Executive	Lead Department	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Date to Scrutiny	Date to Executive	Date to Full Council
18	<b>Constitutional Changes – Family Absence Regulations</b>  Category: <b>Strategic</b>	Approval.	Deputy Chief Executive	Lynn Ball Head of Function - Council Business / Monitoring Officer  Cllr Alwyn Rowlands		14 July 2014	TBC
19	<b>Constitutional Changes – Contract Procedure Rules</b>  Category: <b>Strategic</b>	Approval.	Deputy Chief Executive	Lynn Ball Head of function – Council Business / Monitoring Officer  Cllr Alwyn Rowlands		14 July 2014	TBC
20	<b>Standing Orders – Chief Executive</b>  Category: <b>Strategic</b>	Approval.	Deputy Chief Executive	Lynn Ball Head of Function - Council Business / Monitoring Officer  Cllr Alwyn Rowlands		14 July 2014	
21	<b>Annual Report of the Director of Social Services</b>  Category: <b>Strategic</b>	Approval.	Community	Gwen Carrington Director of Community  Cllr Kenneth P Hughes	1 July 2014	14 July 2014	
22	<b>New Nuclear Build Supplementary Planning Guidance</b>  Category: <b>Strategic</b>	Approval of SPG for submission to Full Council for endorsement.	Sustainable Development	Arthur Owen Director of Sustainable Development  Cllr J Arwel Roberts		14 July 2014	July 2014 – date to be confirmed.

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*Strategic – key corporate plans or initiatives*

*Operational – service delivery*

*For information*

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: June 2014 – January 2015

Updated: 2 May 2014

Subject and * Category (Strategic / Operational / For information)	Why the decision is sought from the Executive	Lead Department	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Date to Scrutiny	Date to Executive	Date to Full Council
23	<b>The Executive's Forward Work Programme</b>  Category: <b>Strategic</b>	To update the work programme.	Deputy Chief Executive  Huw Jones Interim Head of Democratic Services  Cllr Ieuan Williams		8 September 2014	
24	<b>Corporate Scorecard – Quarter 1, 2014/15</b>  Category: <b>Strategic</b>	Quarterly performance monitoring report.	Deputy Chief Executive  Bethan Jones Deputy Chief Executive  Cllr Alwyn Rowlands	1 September 2014	8 September 2014	
25	<b>2014/15 Revenue and Capital Budget Monitoring Report – Quarter 1</b>  Category: <b>Strategic</b>	Quarterly financial monitoring report.	Deputy Chief Executive  Clare Williams Head of Function - Resources  Cllr Hywel Eifion Jones	1 September 2014	8 September 2014	
26	<b>Môn/Gwynedd Building Control Integration</b>  Category: <b>Operational</b>	Support the proposed joint working arrangements.	Sustainable Development  Jim Woodcock Head of Planning and Public Protection  Cllr J Arwel Roberts	July 2014 – to be confirmed.	8 September 2014	
27	<b>The Executive's Forward Work Programme</b>  Category: <b>Strategic</b>	To update the work programme.	Deputy Chief Executive  Huw Jones Interim Head of Democratic Services  Cllr Ieuan Williams		20 October 2014	

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*Strategic – key corporate plans or initiatives*

*Operational – service delivery*

*For information*

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: June 2014 – January 2015

Updated: 2 May 2014

	Subject and * Category (Strategic / Operational / For information)	Why the decision is sought from the Executive	Lead Department	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Date to Scrutiny	Date to Executive	Date to Full Council
28	<b>2015/16 Budget</b>  Category: <b>Strategic</b>	To begin dialogue on the Executive's intentions.	Deputy Chief Executive	Clare Williams Head of Function - Resources  Cllr Hywel Eifion Jones		20 October 2014	
29	<b>Deposit Local Development Plan</b>  Category: <b>Strategic</b>	For comment / support before submission to the Joint Planning Policy Committee.	Sustainable Development	Jim Woodcock Head of Planning and Public Protection  Cllr J Arwel Roberts		20 October 2014	
30	<b>The Executive's Forward Work Programme</b>  Category: <b>Strategic</b>	To update the work programme.	Deputy Chief Executive	Huw Jones Interim Head of Democratic Services  Cllr Ieuan Williams		3 November 2014	
31	<b>The Executive's Forward Work Programme</b>  Category: <b>Strategic</b>	To update the work programme.	Deputy Chief Executive	Huw Jones Interim Head of Democratic Services  Cllr Ieuan Williams		1 December 2014	
32	<b>Corporate Scorecard – Quarter 2, 2014/15</b>  Category: <b>Strategic</b>	Quarterly performance monitoring report.	Deputy Chief Executive	Bethan Jones Deputy Chief Executive  Cllr Alwyn Rowlands	24 November 2014	1 December 2014	

\* Key:

*Strategic – key corporate plans or initiatives*

*Operational – service delivery*

*For information*



## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: June 2014 – January 2015

Updated: 2 May 2014

	Subject and * Category (Strategic / Operational / For information)	Why the decision is sought from the Executive	Lead Department	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Date to Scrutiny	Date to Executive	Date to Full Council
33	<b>2014/15 Revenue and Capital Budget Monitoring Report – Quarter 2</b>  Category: <b>Strategic</b>	Quarterly financial monitoring report.	Deputy Chief Executive	Clare Williams Head of Function - Resources  Cllr Hywel Eifion Jones	24 November 2014	1 December 2014	
34	<b>2014/15 Council Tax Base</b>  Category: <b>Strategic</b>	Calculation and setting of the Council Tax Base for the Isle of Anglesey County Council and the Town and Community Councils.	Deputy Chief Executive	Clare Williams Head of Function - Resources  Cllr Hywel Eifion Jones		1 December 2014	
35	<b>County Council's Response to Horizon Nuclear Power's Pre- Application</b>  Category: <b>Strategic</b>	Approval of response.	Sustainable Development	Arthur Owen Director of Sustainable Development  Cllr J Arwel Roberts		1 December 2014	
36	<b>2015/16 Budget</b>  Category: <b>Strategic</b>	To finalise the Executive's initial draft budget proposals for consultation.	Deputy Chief Executive	Clare Williams Head of Function – Resources  Cllr Hywel Eifion Jones		15 December 2014	
37	<b>The Executive's Forward Work Programme</b>  Category: <b>Strategic</b>	To update the work programme.	Deputy Chief Executive	Huw Jones Interim Head of Democratic Services  Cllr Ieuan Williams		12 January 2015	

\* Key:

*Strategic – key corporate plans or initiatives*

*Operational – service delivery*

*For information*

## THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: June 2014 – January 2015

Updated: 2 May 2014

Subject and * Category (Strategic / Operational / For information)	Why the decision is sought from the Executive	Lead Department	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Date to Scrutiny	Date to Executive	Date to Full Council
<i>February 2015 onwards</i>						
38	<b>Common Allocations Policy</b>  Category: <b>Strategic</b>	<i>Adoption of new Common Allocations Policy.</i>	Community	Shan L Williams Head of Housing  Cllr Kenneth P Hughes		16 March 2015

\* Key:  
 Strategic – key corporate plans or initiatives  
 Operational – service delivery  
 For information

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>COMMITTEE:</b>	<b>CORPORATE SCRUTINY / EXECUTIVE COMMITTEE</b>
<b>DATE:</b>	<b>12.5.14 / 19.5.14</b>
<b>TITLE OF REPORT:</b>	<b>CORPORATE SCORECARD Q4</b>
<b>PORTFOLIO HOLDER:</b>	<b>COUNCILLOR ALWYN ROWLANDS</b>
<b>LEAD OFFICER:</b>	<b>DEPUTY CHIEF EXECUTIVE</b>
<b>CONTACT OFFICER:</b>	<b>BUSINESS PLANNING &amp; PROGRAMME MANAGER</b>
<b>PURPOSE OF REPORT:</b>	<b>FOR INFORMATION &amp; SCRUTINY OF SCORECARD</b>

## **1. INTRODUCTION**

- 1.1** This scorecard was developed to identify and inform readers of progress against indicators which explicitly demonstrates the successful implementation of the Council's day to day work.

## **2. CORPORATE SCORECARD**

- 2.1** The scorecard continues to develop and embed, reflecting those changes that have been undertaken to traditional systems and practices within the Council. As a result, certain elements will need further time prior to all indicators being fully reported.
- 2.2** The scorecard (Appendix 1) portrays the current end of quarter 4 position and will be considered further by the Executive Committee on the 19<sup>th</sup> May 2014.

## **3. CONSIDERATIONS**

- 3.1** As this is the first year of collating and reporting performance indicators in a co-ordinated manner the Council is starting to see trends establish themselves with regards to a number of indicators.

### 3.2 PEOPLE MANAGEMENT

3.2.1 With regards to People Management, it was noted that our **sickness rates** (*indicator 1 on scorecard*) portrayed a better position at the end of Q3 as compared to the same time last year. The same position remains at the end of Q4 with the result standing at **12.38** days lost due to sickness per FTE (see Table (i)). Although, this is behind our corporate target of 10 it represents a significant improvement of approximately 2 days for each FTE by the end of this financial year, when compared with 2012/13 data.

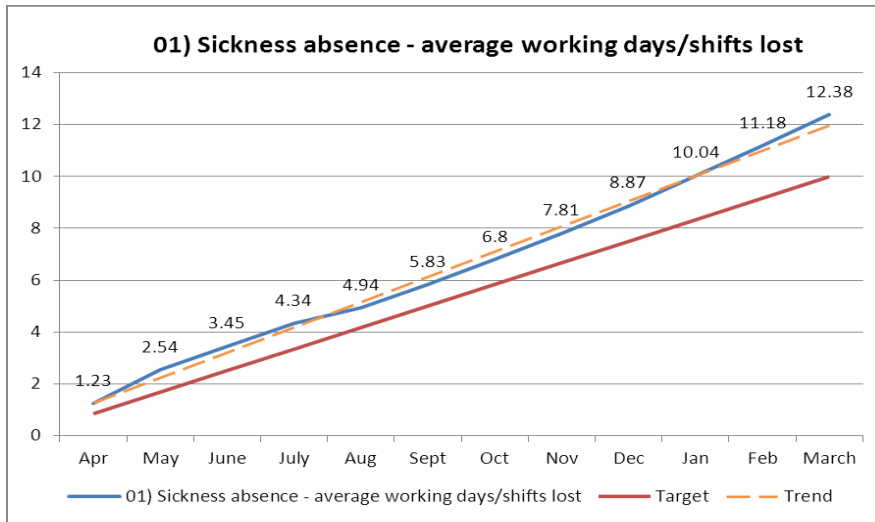


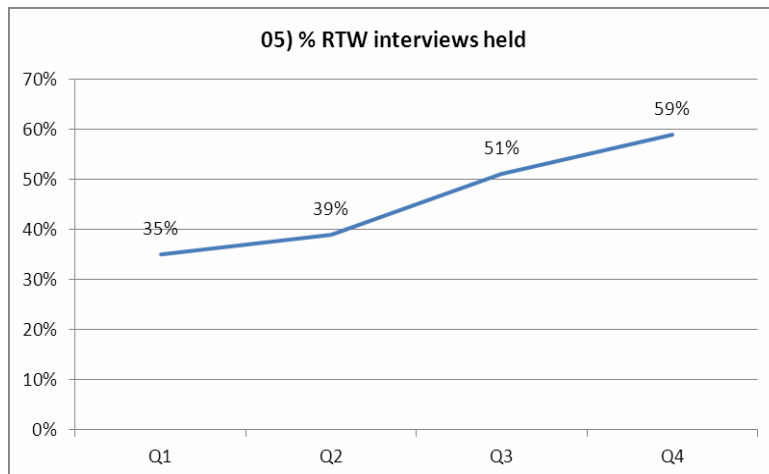
Table (i)

3.2.2 Further evaluation work on sickness absence will be undertaken during Q1 of 2014/15 to identify lessons learnt from 2013/14 and enable improving practices to be adopted across services.

3.2.3 Associated with sickness rates (as noted previously in Q3 reports) is the management of sickness. An integral part of this process within the Council is staff’s compliance with corporate sickness policies which include **return to work interviews** (*indicator 5 on scorecard*).

3.2.4 The Council continues to embed this working practice across its services and employing a dedicated sickness coordinator has seen a steady corporate improvement over the last three quarters, with RTW interviews increasing from 34% (Q1) to 59% (Q4) as indicated in Table (ii) below.

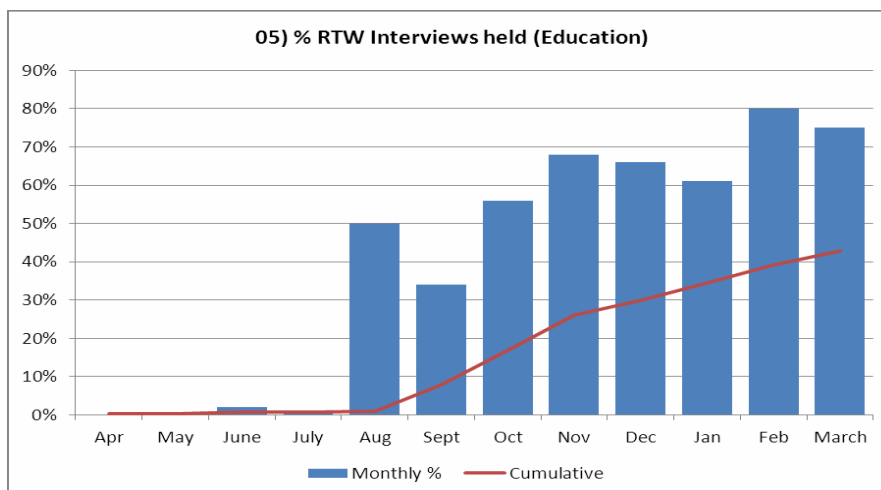
Table (ii)



**3.2.5** In relation to sickness absence figures that are over target by a fairly significant margin, we can see from available data that Adult Services (inclusive of Provider Unit) stands at 21.38, Children Services on 13.55 and Environment & Technical Services stands at 12.49.

**3.2.6** Similarly, RTW interviews where some improvement is needed is Education (43% which now also includes school data), Children’s Services (59%) and Adult Services (66%) but each of these have seen a considerable improvement over the past year with Education as an example (indicated in Table (iii) below) improving from a very low base at the start of the year to a position when the practise is becoming embedded during Q3 and Q4.

Table (iii)



**3.2.7** As noted in Q3 and again here at the end of Q4 we need to continue with this overall improvement and embedding these processes into the new financial year 2014/15 to improve further on our sickness rates as an Authority.

### 3.3 PERFORMANCE MANAGEMENT

**3.3.1** As regards the Management of Performance – with regards to **Adult Services** indicators, reference should be made to one of the 4 indicators (*03 SCA/018b - the % of carers of Adults who had a review/assessment of their needs*) which shows as RED on the scorecard. This has further declined from 68% in Q3 to 63% in Q4 against a target of 85%. It should however be noted that whilst this is again lower than our overall outturn for 2012/13 (75%) it would still see us in the top quartile nationally according to 2012/13 figures (anything above 56%) and demonstrates the challenging task set for the service this year.

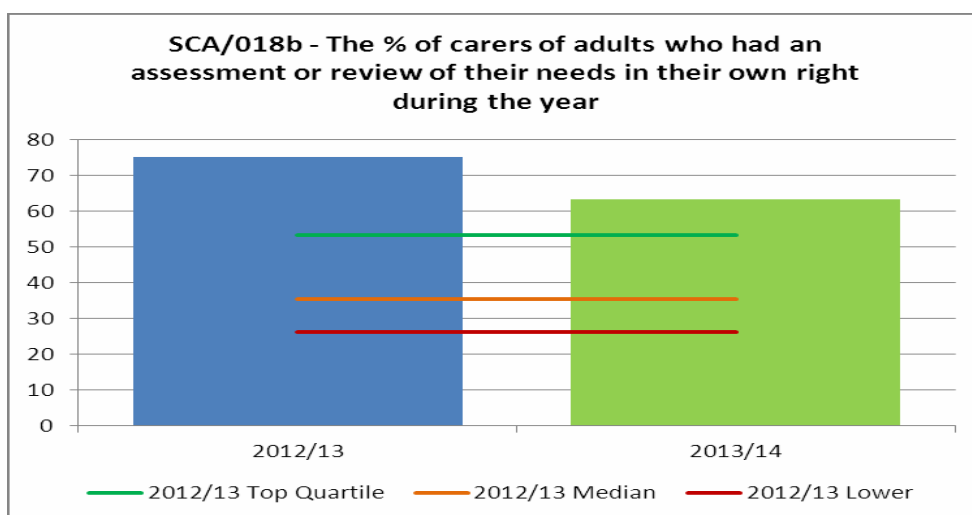


Table (iv)

**3.3.2** It was noted from the scorecard for Q3 that 2/3 of the **Children's** indicators had deteriorated since the previous quarter. Of these indicators, 25% were still performing well against target. It was also stated that whilst an obvious cause for concern this was something that the service were expecting and had been tracking through their Service Improvement Board. It was also noted that this decline had occurred at a time when there had been a considerable increase in referrals to the service (increase of over 200 referrals during Q3 when compared with Q3 2012).

**3.3.3** At the end of Q4 the indicators that had shown a decline in Q3 had shown some improvement, and whilst some were still below their target this indicates that the scrutiny of service performance and subsequent mitigating responses are having a positive effect in addressing some of the issues.

**3.4** The decline which was noted in indicator (11 on scorecard) SCC/43a in Q3 is an example of this as the outturn for Q4 is 72% against a target of 75% as opposed to 71% in Q3. However, this is lower than the overall out-turn for 2012/13 (81%) and based on current information would see us in the lower quartile nationally.

**3.5** The underperformance against the target indicator (10 on scorecard) for statutory visits (SCC/025) reported in Q3 has seen a similar improvement. By Q4, the outturn had risen to 91% against a target of 95% when compared to the outturn for Q3 of 86%. It is important to note again that although we have not achieved our annual target that we are above the Wales average of 83% in Wales for 2012/13. We are therefore still performing well against the national figure but highlight the fact we are behind our local and challenging target as indicated below in Table (v).

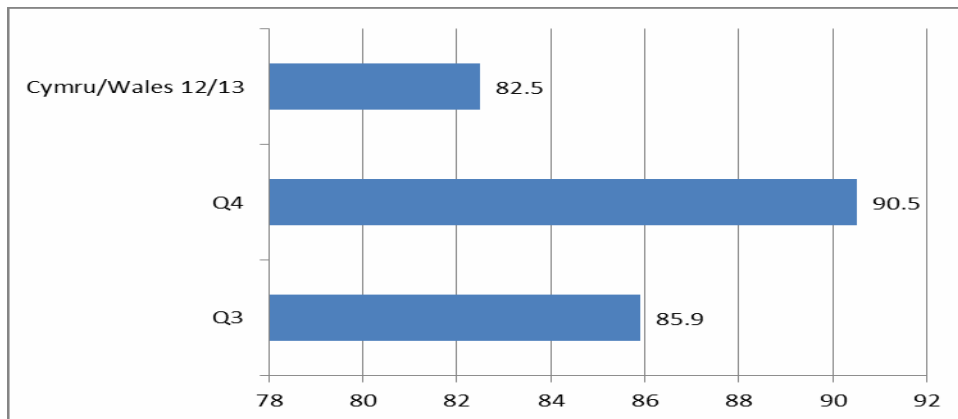


Table (v)

**3.5.1** The improvement can be attributed to the service having reviewed its processes and establishing new systems to reconcile performance and hold Managers and staff to account

**3.5.2** Whilst **Housing** indicators are all shown as green and on or above target, and have shown a considerable improvement both in year and against the outturn for 2012/13, it should be noted that two of those indicators would still see Anglesey in the bottom quartile nationally. Both (12-*HHA/002 average number of days between homeless presentation and discharge of duty* and (14-*HHA/017b average number of days all homeless households spend in temporary accommodation*) would still be in the bottom quartile according to 2012/13 data. Improvement from 740 days to 646 days (*for indicator 12 on scorecard*) and from 1224 days to 621 days (*for indicator 14 on scorecard*) represents a good improvement, but in 2012/13 we were 265 days and 326 days respectively behind the nearest authorities for both these indicators. The reasons for this are well known to the service and our regulators.

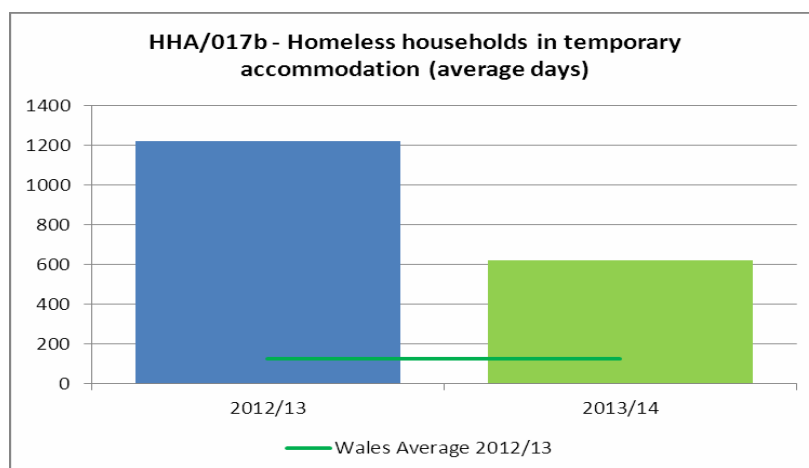


Table (vi)

**3.5.3** It is highlighted that **Libraries**, whilst again showing a performance of either on or close to target on the scorecard, has seen a decline in the two indicators when compared to 2012/13 outturn. Both (19-*LCL/001b – number of visits to public libraries during the year per 1,000 population*) and (20-*LCL/004 – number of*

*library materials issued during the year per 1,000 population*) have seen a relatively small decline of 1.5% and 3% respectively.

**3.5.4** The indicator for visits to sports & **Leisure** centres where visitors have partaken in physical activity (22 – LCS/002b) has seen an improvement during the year achieving not only a positive performance against target but also an 8% improvement year on year.

**3.5.5** Note that the information regarding **Education** indicators (31-35 on the scorecard), remain unchanged from Q3 as they are either Yearly or Termly targets which have already been reported and commented upon.

### **3.6 CUSTOMER SERVICE**

**3.6.1** Regarding Customer Management, improvement is noted in the **rates of telephone calls** (*indicator 11*) that are answered and the time they are expected to be answered.

**3.6.1.1** The improvement from 10 seconds to 9 over the term of Q3 has been maintained for Q4 which again shows that we are moving in the right direction as regards customer care.

**3.6.2** It is noted that as regards **Complaints** (*indicators 1-3*) that 61 official complaints were received by the council during 2013/14 and 79% of those complaints were answered in a timely manner. This is an improvement on the number of cumulative complaints received in 2012/13 which was 79 for the year (a decrease of 23%).

**3.6.3** Mitigating measures to address late responses have already been identified in previous reports, such as the need for better communication between departments as well as with the public, and the need to avoid delays in forwarding information to relevant services and to formulate policies for specific equality issues. The need for stringent checks on rent payments was also identified inclusive of process/system training issues.

### **4.RECOMMENDATIONS**

**4.1** The Committee is requested to scrutinise the scorecard and note areas which may give rise to concern regarding Council performance.

**4.2** The Committee is asked to identify the mitigation measures associated with these areas so that they can be communicated to the Executive Committee at their meeting on 19<sup>th</sup> May 2014.

**GETHIN MORGAN - BUSINESS PLANNING AND PROGRAMME MANAGER**  
**25 April 2014**



**People Management**

Title	Actual	Target	RAG
01) Sickness absence - average working days/shifts lost	12.38	10.00	Red
02) No of staff with attendance of 100%	Available in May		
03) Short Term sickness (days)	16537.69		
04) Long Term sickness (days)	12274.78		
05) % of RTW interview held	59.00	90.00	Red
06) % of stress related sickness	10.00		
07) No. of occupational health referrals	362.00		
08) No. or workplace injuries	315.00		
09) % of PDR's completed within timeframe	Available in June		
10) Number of staff authority wide, including teachers and school based staff (FTE)	2365.88		
11) Number of staff authority wide, excluding teachers and school based staff(FTE)	1394.98		
12) Local Authority employees leaving (%) (Turnover) Annual	Available in May		
13) No. of formal grievances (proved / upheld)	0.00		
14) No. of formal grievances (not proved / not upheld)	0.00		
15) No. of disciplinary investigations (proved)	6.00		
16) No. of disciplinary investigations (not proved)	0.00		
17) Local Authority employees made redundant	10.00		
18) No. of Agency Staff	18.00		
19) No. of Permanent grant funded posts	24.00		
20) No. of Temporary grant funded posts	128.75		
21) No. of collaborative posts supported (not hosted)	19.00		
22) No. of collaborative posts (hosted)	21.00		
23) Designated home workers	2.00		
24) % of staff with email facility	52.00		

**Customer Service**

Title	Actual	Target	RAG
01) No. of Successful complaints	15.00		
02) No. of unsuccessful complaints	46.00		
03) % of Complaints responded to within timescale	79.00	100.00	Red
04) No of compliments	2820.00		
05) No of Concerns	92.00		
06) No of customer focus groups held	TBD		
07) No. of Ombudsman referrals	2.00	2.00	Green
08) Customer satisfaction rating	Not enough data to calculate - from April 2014		
09) Rate of reduction in telephone calls received (channel switching)	Not enough data to calculate - from April 2014		
10) Rate of reduction in letters received (further channel switching)	Not enough data to calculate - from April 2014		
11) Average time taken to answer telephone (sec)	9.00	9.00	Green
12) % of telephone calls abandoned Copy	14.40	14.65	Green
13) Customer response times (up to 3 for each service)	TBD		
14) Efficiency gains by channel switching	TBD		
15) No of incidents of a physical or verbal nature towards employees (H&S)	180.00		

**Notes**

**Performance Management**

Please note that the RAG score doesn't show benchmarking against other local authorities only the score in comparison with the local target. Please also note that figures provided are provisional and could change before final submission

**People Management**

Sickness Absence related figures are for April to February only

Ref 1. Sickness Absence over target - Adult & Provider Service (21.38), Childrens Services (13.55), Environment & Technical (12.49)

Ref 5. - % RTW interviews - Education (43%), Childrens Services (59%), Adult Services (65%). (Please note calculation is marginally incorrect due to issues with long term sickness)

Ref 19-22. Grant Funded Posts and Collaborative Posts - excludes data from Schools

**Financial Management**

No data was available for Quarter 4

**Financial Management**

Title	Spend (£000)	Variance (£000)	RAG
01) Projected end of year position (over spend)			
02) Spend v Profile (Over spend) Childrens Services			
03) Spend v Profile (Over spend) Housing			
04) Spend v Profile (Over spend) Provider Unit			
05) Achievement against efficiencies (over/under) Service 1			
06) Achievement against efficiencies (over/under) Service 2			
07) Achievement against efficiencies (over/under) Service 3			
08) Income v Targets – Under / Overachieving			
09) Spend on externally commissioned services (£)			
10) Spend on externally commissioned services (% of budget)			
11) Spend v Salary (£)			
12) Spend v Salary (% of budget)			
13) Cost of agency staff (£)			
14) Cost of sickness absence (Notional cost)			
15) Grants Income – Welsh Government			
16) Grants Income - European			
17) Grants Income – Other			

No financial information was available for Quarter 4 due to the end of the financial year

**Performance Management**

Title	Actual	Target	RAG
01) SCA/002a: The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31st March	53.61	55.00	Green
02) SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	18.16	20.00	Green
03) SCA/018b: The percentage of carers of adults who had an assessment or review of their needs in their own right during the year	63.20	85.00	Red
04) SCA/018c: The % of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	73.90	75.00	Amber
05) SCA/019: The % of adult protection referrals completed where the risk has been managed	89.04	95.00	Amber
06) SCC/006: the % of referrals during the year on which a decision was made within 1 working day	98.77	100.00	Amber
07) SCC/011a: The % of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	92.22	90.00	Green
08) SCC/042a: The % of initial assessments completed within 7 working days	90.86	85.00	Green
09) SCC/014: The % of initial child protection conferences due in the year which were held within 15 working days of the strategy	92.66	100.00	Amber
10) SCC/025: The % of statutory visits to looked after children due in the year that took place in accordance with regulations	90.54	95.00	Amber
11) SCC/43a: The % of required core assessments completed within 35 working days	71.68	75.00	Amber
12) HHA/002 The average number of days between homeless presentation and discharge of duty for households found to be statutorily homeless	646.00	750.00	Green
13) HHA/016 The average number of days all homeless families with children spent in bed and breakfast.	0.00	50.00	Green
14) HHA/017b the average number of days that all homeless households spent in other forms of temporary accommodation	621.60	750.00	Green
15) Council Tax collection rate	96.90	97.00	Amber
16) Closure of accounts according to Schedule	Yes	Yes	Green
17) Budget information to Services monthly	Partly	Yes	Amber
18) No of corrections made to Payroll during period	43.00	50.00	Green
19) LCL/001b: The no. of visits to public libraries during the year, per 1,000 per population	281910.00	287000.00	Amber
20) LCL/004: The no. of library materials issued, during the year per 1,000 population	310321.00	290000.00	Green
21) No. of attendances (young people) at sports development / outreach activity programmes	129721.00	97450.00	Green
22) LCS/002b: The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	614140.00	508740.00	Green
23) £X private investment secured	636603.00	300000.00	Green
24) £X public investment secured	8180000.00	500000.00	Green
25) 3% increase in tourism visits (%)	-1.50	3.00	Red
26) Attendance - Primary (%)	94.40	95.10	Amber
27) Attendance - Secondary (%)	93.20	92.50	Green
28) No. of Permanent Exclusions	0.00	5.00	Green
29) No. of days lost to temp exclusion - Primary	104.00		
30) No. of days lost to temp exclusion - Secondary	223.50		
31) KS3 - % pupils achieving CSI	81.50	75.80	Green
32) KS4 - % 15 year olds achieving L2+	54.20	59.80	Amber
33) KS4 - % 15 year olds achieving L2	83.20	76.10	Green
34) KS4 - % 15 year olds achieving L1	97.40	98.40	Amber
35) KS4 - % 15 year olds achieving CSI	50.60	58.60	Amber
36) THS/012: The % of principal roads (A), non-principal (B) roads and non-principal (C) roads that are in an overall poor condition	11.20	11.50	Green
37) CMT/001: The % of total length of Rights of Way which are easy to use by members of the public	59.00	55.00	Green

MONTHLY

QUARTERLY

ANNUAL

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<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to:</b>	<b>Executive Committee</b>
<b>Date:</b>	<b>19.5.14</b>
<b>Subject:</b>	<b>Outcome Agreement 2013-16</b>
<b>Portfolio Holder(s):</b>	<b>Alwyn Rowlands</b>
<b>Head of Service:</b>	<b>Bethan Jones</b>
<b>Report Author:</b> Tel: E-mail:	<b>Gethin Morgan</b> <b>752111</b> <a href="mailto:GethinMorgan@anglesey.gov.uk" style="color: blue; text-decoration: underline;">GethinMorgan@anglesey.gov.uk</a>
<b>Local Members:</b>	

<b>A –Recommendation/s and reason/s</b>
<p>The Committee is asked to accept and adopt the 2013-2016 Outcome Agreement following the conclusion of Officer negotiations with Welsh Government officials.</p>

<b>B – What other options did you consider and why did you reject them and/or opt for this option?</b>
<p>No other options were considered as the Outcome Agreement is a three year agreement between Cyngor Sir Ynys Mon and the Welsh Government which outlines how we play a part in delivering against the national priorities of government.</p>

<b>C – Why is this a decision for the Executive?</b>
<p>The new Outcome Agreement (OA) is a three year agreement with the last 'payment year' in 2016/17. Full payment of the grant (approx. £730k) is made when a significant proportion of the targets and commitments have been achieved. The full payment of grant has been built into the base budget of Council activity into the future and failure to achieve will result in a wider budget gap year on year. The arrangements and guidance for the new Outcome agreement were finalized by Welsh Government during the 3<sup>rd</sup> quarter of 13/14.</p>

It confirms that the OA will be split into two parts, 70% will be allocated to reward the delivery of better outcomes and paid upon achievement of our selection of our five strategic themes and 30% to address any statutory recommendations made to Welsh Ministers concerning the corporate governance arrangements within our Local Authority.

**CH – Is this decision consistent with policy approved by the full Council?**

The choice of five strategic themes from the Welsh Government’s programme for Government have been carefully considered to ensure that we have:

- Strategic and close fit with priorities as outlined in our Corporate Plan 2013-2017
- A strong evidence base
- Likely success rate

Integration with the Corporate Plan is important to ensure that we incorporate monitoring of achievement against the OA within our regular monitoring reports of progress against the plan. This reduces duplication and provides regular progress reports to identify if any intervention is needed to keep good progress and successful achievement of the grant.

The five strongest themes and outcomes based on the above criteria and agreed with the Welsh Government are:

1. Growth & Sustainable Jobs / Supporting the economy and business
2. Education / Improving School attainment
3. 21<sup>st</sup> Century Health Care / Providing Users and Carers with a stronger voice
4. Welsh Homes & Supporting People / Increasing Supply and Choice
5. The Culture & Heritage of Wales / Improving early years experience

Further detail with regards to activity and targets are expressed in the OA attached as appendix A.

**D – Is this decision within the budget approved by the Council?**

Yes

<b>DD – Who did you consult?</b>		<b>What did they say?</b>
<b>1</b>	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	Were in agreement with the way forward but needed further consideration of indicators related to theme 5 which have been

		incorporated into final draft.
<b>2</b>	<b>Finance / Section 151</b> (mandatory)	
<b>3</b>	<b>Legal / Monitoring Officer</b> (mandatory)	
<b>4</b>	<b>Human Resources (HR)</b>	
<b>5</b>	<b>Property</b>	
<b>6</b>	<b>Information Communication Technology (ICT)</b>	
<b>7</b>	<b>Scrutiny</b>	Presented to corporate Scrutiny Committee on April 17 <sup>th</sup> and thereafter feedback will be provided by the Portfolio Holder to the Executive during their meeting on the 19 <sup>th</sup> of May
<b>8</b>	<b>Local Members</b>	The Leader noted that the implementation of the associated workstreams of the OA needs to be communicated to front-line staff in order to gain buy-in and their appreciation of its importance to the respective gains of the Authority
<b>9</b>	<b>Any external bodies / other/s</b>	

<b>E – Risks and any mitigation (if relevant)</b>		
<b>1</b>	<b>Economic</b>	
<b>2</b>	<b>Anti-poverty</b>	
<b>3</b>	<b>Crime and Disorder</b>	
<b>4</b>	<b>Environmental</b>	
<b>5</b>	<b>Equalities</b>	
<b>6</b>	<b>Outcome Agreements</b>	Please see above report and attached appendix
<b>7</b>	<b>Other</b>	

<b>F - Appendices:</b>
Outcome Agreement 2013/16 as agreed by Welsh Government Officials

<b>FF - Background papers (please contact the author of the Report for any further information):</b>
Final Guidance on OA 2013/16



CYNGOR SIR  
YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL

Isle of Anglesey County Council's  
**Outcome Agreement 2013/16**

DRAFT

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Strategic theme: <b>The Culture &amp; Heritage of Wales</b>	<b>Cyngor Sir Ynys Môn</b>			
Broad Outcome: <b>Improving early years' experiences</b>	<b>Outcome 8</b>			
<p><b>Why are we focussing on this outcome?</b></p> <p>Our Island our Future (our single integrated plan) has the following <b>theme</b> &amp; sub themes:</p> <ul style="list-style-type: none"> <li>• <b>People</b></li> <li>• <i>People in Anglesey are healthy and active</i></li> <li>• Children and young people have the opportunity to take part in sport, leisure and cultural activities</li> <li>• Access to safe and high quality play provision is provided for children and young people</li> <li>• Children and young people are active participants in their communities</li> </ul> <p>As a result, the main aim of this outcome is to encourage children to be more active, more often, to improve health &amp; fitness and to develop other physical/sporting interest that will maintain an active, healthy lifestyle.</p>	<p><b>What will success look like?</b></p> <ul style="list-style-type: none"> <li>• Maintaining and increasing the level of participation in physical and sporting activities for children and young people on the island</li> </ul>			
	<b>Reporting year out-turn</b>	<b>2013-14 Targets</b>	<b>2014-15 Targets</b>	<b>2015-16 Targets</b>
<p><b>How much did we do?</b></p> <ul style="list-style-type: none"> <li>• Number of U18 Free Structured Activity</li> <li>• Total attendance 5 x 60 sessions</li> </ul>	2193  58,778	4200  70,000	TBC  TBC	TBC  TBC



<ul style="list-style-type: none"> <li>Number of Dragon Registrations</li> </ul>	5382	5550	TBC	TBC
<b>How well did we do it?</b>				
<ul style="list-style-type: none"> <li>Number of U18 Free Swim Splash Sessions</li> </ul>	4802	6450	TBC	TBC
<ul style="list-style-type: none"> <li>% individual participants attending 5 x 60 1 time or more</li> </ul>	82%	78%	TBC	TBC
<ul style="list-style-type: none"> <li>% increase girls participation in 5 x 60</li> </ul>	74%	74%	TBC	TBC
<b>Is anyone better off?</b>				
<ul style="list-style-type: none"> <li>Number of young people qualified through sport</li> </ul>	565	370	TBC	TBC
<ul style="list-style-type: none"> <li>Number of Juniors who are members of a Leisure Centre</li> </ul>	2897	2740	TBC	TBC
<b>Story behind the data?</b>				
<p>At the beginning of our previous Outcome Agreement period (2010-2013) it was noted that whilst we had Active Young People participation rates (65%) which was above the Welsh average (60%) we still had traditionally lower participation rates in certain areas -Dragon Sports &amp; Healthy Schools Scheme (primary school children); 5x60 (extracurricular secondary school children); free swim (all children) .</p> <p>We have worked on this over the period of the previous Outcome Agreement, but want to continue to focus on and improve those areas included in this Outcome Agreement which seeks to improve early years 'experience through a range of physical/sporting opportunities for children and young people. This ranges from attendance and participation in physical experiences through active recreation through swimming and other activities.</p> <p>The main aim of this outcome is to encourage children to be more active, more often, to improve health &amp; fitness and to develop other physical/sporting interest that will maintain an active, healthy lifestyle.</p>				

We are expecting cuts to sports related grants from April 2014 and are currently unaware of the severity of these cuts and what will need to change locally. We are therefore unable to set any targets for 2014 onwards until we are better able to understand how much money is available from the grants and then decide how we need to use this grant across the service.

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Strategic theme: <b>Welsh Homes</b>	<b>Cyngor Sir Ynys Môn</b>			
Broad Outcome: <b>Increasing the supply and choice</b>	<b>Outcome 4</b>			
<p><b>Why are we focussing on this outcome?</b></p> <p>Our Single Integrated Plan (2013-2025) identifies Housing as a priority and that there is a lack of suitable affordable housing and a demand for social housing in the area, and seeks to focus on ensuring:-</p> <ul style="list-style-type: none"> <li>• People in Anglesey belong to communities that are strong, vibrant, inclusive and diverse</li> <li>• People in Anglesey are safe and feel safe</li> <li>• Providing Housing quality and choice</li> </ul> <p>In addition, our Corporate Plan 2013-2017 identifies increasing our housing options and reduce poverty as one of its key objectives. We will also continue our efforts to develop the housing market for local people with particular emphasis being placed on working with partners to plan, develop and establish a greater number of affordable housing options for our citizens.</p>	<p><b>What will success look like?</b></p> <ul style="list-style-type: none"> <li>• Empty homes brought back into use</li> <li>• Safer communities</li> <li>• Increased number of affordable housing for rent and ownership</li> <li>• Options developed to support young people to enter the housing market</li> <li>• Smaller units to begin meet the need of tenants affected by Welfare Reform</li> <li>• Accommodation options developed for our adult population</li> <li>• Apprenticeships and training opportunities offered to young people</li> </ul>			
	<b>Reporting year out-turn</b>	<b>2013-14 Targets</b>	<b>2014-15 Targets</b>	<b>2015-16 Targets</b>
<p><b>How much did we do?</b> <i>Input/ throughput indicators taken from any source including the tracking indicators in the Programme for Government</i></p> <ul style="list-style-type: none"> <li>• Number of empty homes brought back into use via action by</li> </ul>	69	75	75	75

<p>Local Authority</p> <ul style="list-style-type: none"> <li>Number of additional affordable housing units delivered in partnership with Registered Social Landlords</li> <li>Number of first time buyer renovation grant approvals [empty homes]</li> <li>Number of Anglesey Home Buy purchases</li> <li>Extra Care housing units purpose-built for adult population</li> </ul>	<p>110 [included Extra Care units]</p> <p>Nil</p> <p>4</p> <p>Nil</p>	<p>40</p> <p>12</p> <p>8</p> <p>0</p>	<p>40</p> <p>12</p> <p>8</p> <p>0</p>	<p>50</p> <p>15</p> <p>8</p> <p>40 Units</p>
<p><b>How well did we do it? Qualitative and quantitative assessment of effectiveness/ evidence from surveys/ output data etc</b></p> <ul style="list-style-type: none"> <li>% first time buyer grant recipients satisfied with the service received from the Council</li> <li>Number of affordable housing applicants registered on Tai Teg Affordable Housing Register</li> </ul>	<p>Not measured</p> <p>300</p>	<p>95%</p> <p>350 cumulative target</p>	<p>95%</p> <p>400 Cumulative target</p>	<p>95%</p> <p>450 Cumulative target</p>
<p><b>Is anyone better off? Quantitative evidence of the outcome achieved using tracking indicators from the Programme for Government and your single integrated plans</b></p> <ul style="list-style-type: none"> <li>Number of empty home brought back into use via action by Local Authority</li> </ul> <p>2012/2013 69</p> <p>2011/2012 31</p> <p>Improvement +55%</p>	<p>69</p>	<p>75</p>	<p>75</p>	<p>75</p>

<ul style="list-style-type: none"> <li>Number of additional affordable housing delivered</li> </ul> <table border="1"> <thead> <tr> <th>2012/2013</th> <th>2011/2012</th> <th>Improvement</th> </tr> </thead> <tbody> <tr> <td>110</td> <td>31</td> <td></td> </tr> </tbody> </table> <p><b>In addition other relevant [non-tracking indicators]</b></p> <p>Number of households affected by Welfare Reform, able to down-size into smaller properties</p> <p>Number of family-sized homes released by people who decide to down-size and move into Extra Care Housing</p>	2012/2013	2011/2012	Improvement	110	31			40	40	50
2012/2013	2011/2012	Improvement								
110	31									
<p><b>Story behind the data? Brief analysis of the context, updated each year. What are the factors are at work in determining the outcomes? Which other organisations have a significant role to play in achieving the outcomes?</b></p> <p>There has been growing speculation about rising property prices for Anglesey in recent months, fuelled by announcements around the proposed Nuclear New Build – Wylfa Newydd.</p> <p>The average age of first time buyer reaches mid-30 years old.</p> <p>There continues to be barriers for developing affordable housing such as reduction in capital grants, availability of land, planning and opposition [NIMBYism]. However additional funding has been made available to support a smaller properties programme with the aim of beginning to meet the identified need.</p> <p>A project has been established to proactively investigate the options with a view of appointing a development partner to increase the number of new homes built on Anglesey, for example through the development of a SPV. This project (if feasible) will aim to maximise jobs and training opportunities for young people of Anglesey. The LHMA (June 2013) indicates a need for 134 additional affordable units per annum.</p>										

Strategic theme: <b>21<sup>st</sup> Century Health Care</b>	<b>Cyngor Sir Ynys Môn</b>			
<b>Broad Outcome: Providing users and carers with a stronger voice and greater control over the services they receive</b>	<b>Outcome 3</b>			
<b>Why are we focussing on this outcome?</b>	<b>What will success look like?</b>			
<p>Our Island, Our Future (our Single Integrated Plan) identifies 3 themes which need addressing and has the following sub-themes under the main theme of People:</p> <ul style="list-style-type: none"> <li>• Work in partnership with agencies to ensure a co-ordinated service for all children, young people and families</li> <li>• Making sure children and young people get a good start, are safe and respected and not disadvantaged by poverty</li> <li>• Safeguarding children and young people on Anglesey who are vulnerable, in need or at risk</li> </ul>	<ul style="list-style-type: none"> <li>• Children and young people will be seen and heard within the process of social care and safeguarding</li> <li>• Young Carers will be supported</li> <li>• There will be minimal disruption to the placement and schooling of children and young people</li> </ul>			
<p><b>How much did we do? Input/ throughput indicators taken from any source including the tracking indicators in the <i>Programme for Government</i>. <i>WG measures include:-</i></b></p> <ul style="list-style-type: none"> <li>• % of looked after children with more than three placements in the year</li> <li>• % of children whom are seen alone by social workers at assessment</li> </ul>	<p><b>Reporting year out-turn</b></p> <p>8.75%</p> <p>59.44%</p>	<p><b>2013-14 Targets</b></p> <p>13%</p> <p>55%</p>	<p><b>2014-15 Targets</b></p> <p>12%</p> <p>60%</p>	<p><b>2015-16 Targets</b></p> <p>11%</p> <p>65%</p>



**Story behind the data? Brief analysis of the context, updated each year. What are the factors are at work in determining the outcomes? Which other organisations have a significant role to play in achieving the outcomes?**

The number of placements and changes of school for our looked after children are complex indicators with a range of factors not always within our control; at all times however the interests and safety of the child is what determines the course of action. In change of school 8 out of 51 children moved school 3 times or more, this was usually due to the changes in placement where, for example, children may have moved from a parent, to a foster carer and then to Nain and Taid, all of whom are in different catchment areas.

In relation to “seen alone by social workers”, in part there is a need for improved recording as we are aware that this has happened but has not been appropriately evidenced and hence cannot be counted. In addition there are also children who do not want to be seen alone and unborn babies cannot be “seen alone”. We can however improve practice and Team Managers will be looking at ways this can be done over the year.

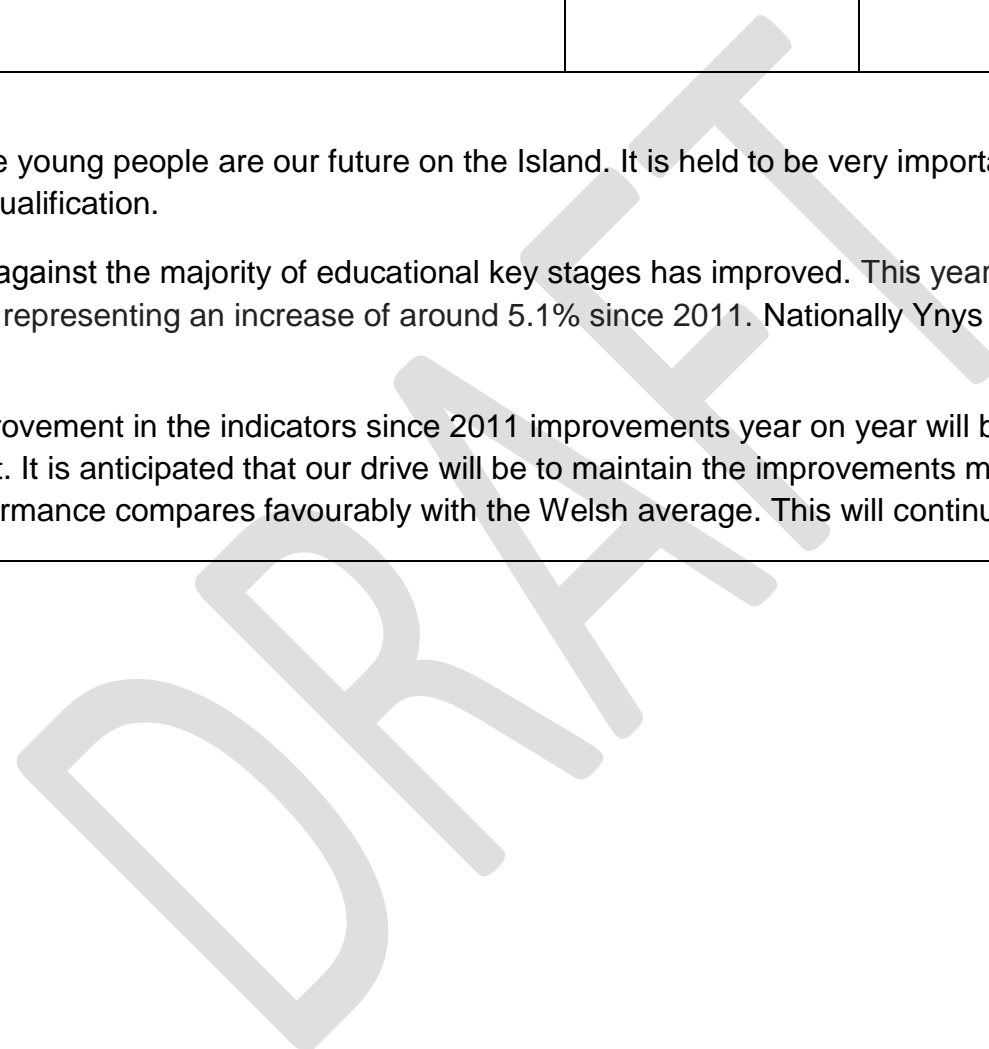
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<p><b>Strategic theme: Education</b></p>	<p><b>Cyngor Sir Ynys Môn</b></p>
<p><b>Broad Outcome: Improving School Attainment</b></p>	<p><b>Outcome 2</b></p>
<p><b>Why are we focussing on this outcome?</b></p> <p>With the impending developments of major energy projects coming to Ynys Môn, Our Island, Our Future (the single integrated plan) identifies the importance of educational provision in Anglesey as follows:-</p> <p><b>PEOPLE</b></p> <ul style="list-style-type: none"> <li>• Every child and young person on Anglesey reaches his/her potential</li> <li>• Making sure children and young people get a good start, are safe and respected and not disadvantaged by poverty</li> <li>• Ensuring children and young people have access to a wide range of relevant learning and career opportunities</li> <li>• Provide the best possible learning environment for all children and young people</li> </ul> <p>In addition, following our 2012 Estyn inspection, as a Council Ynys Mon was placed in special measures with specific reference and recommendations made to improve standards and pupil attendance i.e.</p>	<p><b>What will success look like?</b></p> <ul style="list-style-type: none"> <li>• Pupil results at the end of primary school (age 11) and end of compulsory education (16) show good standards</li> <li>• Attendance in primary and secondary schools show year on year improvement.</li> <li>• High percentage of pupils at the end of compulsory education (16) will have a recognised qualification.</li> <li>• High percentage of pupils at the end of compulsory education (16) move on to continue in education, training or employment.</li> </ul>

<ul style="list-style-type: none"> <li>raise standards in all key stages and make sure that all learners who can do so achieve functional literacy by the end of key stage 2;</li> <li>plan more effectively with the relevant professionals to improve school attendance rates;</li> </ul>				
	<b>Reporting year out-turn</b>	<b>2013-14 Targets</b>	<b>2014-15 Targets</b>	<b>2015-16 Targets</b>
<b>How much did we do?</b> <ul style="list-style-type: none"> <li>% pupil attendance in primary schools</li> <li>% pupil attendance in secondary schools</li> <li>% of pupils achieving CSI at KS2 aged 11</li> <li>% of KS4 pupils achieving L2+ (inclusive of mathematics and either English or Welsh first language)</li> </ul>	94.4%(provisional)	94.4%	94.5%	94.5%
	93.2%	93.2%	93.3%	93.3%
	87.9%	87.9%	87.9%	88%
	54.2%	55.2%	56.1%	57%
<b>How well did we do it?</b> <ul style="list-style-type: none"> <li>Challenge visits on targets and results to every school (%)</li> </ul>	98%	98%	100%	100%
<b>Is anyone better off?</b> <ul style="list-style-type: none"> <li>Key Stage 4 L2+ results for 15 year olds</li> <li>% of 16 year olds leaving compulsory education without a qualification</li> </ul>	54.2%	55.2%	56.1%	57%
	0% (3 pupils)	<0.5%	<0.5%	<0.5%

<ul style="list-style-type: none"> <li>• % of 16 year olds who are not in education employment or training</li> </ul>	2.4%	<2.5%	<2.5%	<2.5%
<p><b>Story behind the data?</b></p> <p>We fully recognise that the young people are our future on the Island. It is held to be very important that our young people leave the education system with a qualification.</p> <p>Ynys Mon's performance against the majority of educational key stages has improved. This year's improvement in the L2+ threshold is around 0.8%, representing an increase of around 5.1% since 2011. Nationally Ynys Mon has moved from 18<sup>th</sup> in 2010/11 to 7<sup>th</sup> in 2012-13.</p> <p>Due to the significant improvement in the indicators since 2011 improvements year on year will be difficult to maintain over the duration of this agreement. It is anticipated that our drive will be to maintain the improvements made so far, and improve where possible, so that our performance compares favourably with the Welsh average. This will continue to be a priority.</p>				



<b>Strategic theme: Growth and Sustainable Jobs</b>	<b>Isle of Anglesey County Council</b>
<b>Broad Outcome: Supporting the Economy &amp; Business</b>	<b>Outcome 1</b>
<p><b>Why are we focussing on this outcome?</b></p> <p>Our Island, Our Future (our Single Integrated Plan) outlines our commitment to making a difference inclusive of the following areas</p> <ul style="list-style-type: none"> <li>• Generate job opportunities</li> <li>• Ensuring that people have the right skills</li> <li>• Maximising the Island’s Tourism potential</li> <li>• Provide support to the Energy Island programme to provide a broader and sustainable base for the Island’s economy in the 21st</li> <li>• Support and encourage diverse businesses and employment growth opportunities</li> </ul> <p>The outlook for Anglesey is positive transformational economic and social change. The private sector is eager to invest on an unparalleled scale, the Isle of Anglesey County Council (IACC), Welsh Government and other key internal/ external partners are working to ensure opportunities are capitalised upon, whilst responding effectively to the challenges.</p>	<p><b>What will success look like?</b></p> <ul style="list-style-type: none"> <li>• An increase in absolute GVA;</li> <li>• Increasing low carbon energy employment opportunities;</li> <li>• Increasing average weekly earnings;</li> <li>• Increasing local skill levels;</li> <li>• Increasing new business formation;</li> <li>• Reduced unemployment and economic inactivity rates;</li> <li>• Reduced levels of 16-24 year olds outmigration;</li> <li>• Increasing visitor numbers;</li> </ul>

	Reporting year out-turn	2013-14 Targets	2014-15 Targets	2015-16 Targets
<p><b>How much did we do?</b> Input/ throughput indicators taken from any source including the tracking indicators in the <i>Programme for Government</i></p> <ul style="list-style-type: none"> <li>Local &amp; Regional business &amp; enterprise events supported</li> <li>Energy Island Programme information sharing events</li> </ul>		8 24	10 TBC	10 TBC
<p><b>How well did we do it?</b> Qualitative and quantitative assessment of effectiveness/ evidence from surveys/ output data etc</p> <p>We will improve and develop the island's strategic industrial infrastructure by completing –</p> <ul style="list-style-type: none"> <li>Business masterplans</li> <li>Plot development briefs</li> <li>Planning consents for business units</li> <li>The construction of exemplar units</li> <li>The development of hectares</li> <li>The creation of 4,500sq ft of premises</li> </ul>		4 4 7	0 0 0 4 0.3 4,500	TBC TBC TBC TBC TBC TBC
<b>Is anyone better off?</b> Quantative evidence of the outcome				

<p>achieved using tracking indicators from the <i>Programme for Government</i> and your single integrated plans</p> <ul style="list-style-type: none"> <li>• New / existing businesses supported</li> <li>• New jobs created</li> <li>• SME's accommodated in 4,500sq ft of new premises</li> <li>• Jobs accommodated in 4,500sq ft of new premises</li> <li>• % Increase in tourism visits</li> </ul>		<p>20</p> <p>28</p> <p>-</p> <p>-</p> <p>3%</p>	<p>18</p> <p>25</p> <p>-</p> <p>-</p> <p>TBC</p>	<p>-</p> <p>-</p> <p>5</p> <p>15</p> <p>TBC</p>
<p><b>Story behind the data?</b> Brief analysis of the context, updated each year. What are the factors are at work in determining the outcomes? Which other organisations have a significant role to play in achieving the outcomes?</p> <p>Our Corporate Plan 2013-2017 states that the economy is a significant priority with new job creation seen as critical to provide a sound base for improving quality of life. Whilst it is acknowledged that the private sector is the main economic driver and wealth creator on the Island, the Council has a role in establishing an environment for growth where local businesses can grow and new businesses can be established and flourish.</p> <p>The Energy Island Programme and recently designated Enterprise Zone status provides a once in a generation opportunity to create substantial new jobs as a result of the planned investment and growth potential of the low carbon energy sector. The Council will look at developing schemes which increase employment opportunities for young people, improve infrastructure and support the supply chain. In addition the Council will also continue to support and develop other key sectors, such as tourism, which drive the Island's economy.</p> <p>There are risks attached to any initiative which seeks to transform the economy – especially in the present climate. There are also risks associated with funding and partnership working – whereby a reduction in resources (e.g. grant funding) or other issues that affect other partners and key stakeholders could have an effect on achieving outcomes and any measurable targets.</p>				

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to:</b>	<b>The Executive</b>
<b>Date:</b>	<b>19 May 2014</b>
<b>Subject:</b>	<b>Changes to the Constitution – The Forward Work Programme</b>
<b>Portfolio Holder(s):</b>	<b>Councillor Alwyn Rowlands</b>
<b>Head of Service:</b>	<b>Lynn Ball Head of Function – Council Business and Monitoring Officer</b>
<b>Report Author:</b> Tel: E-mail:	<b>Huw Jones, Interim Head of Democratic Services</b> <b>01248 752108</b> <a href="mailto:JHuwJones@anglesey.gov.uk">JHuwJones@anglesey.gov.uk</a>
<b>Local Members:</b>	<b>Not applicable.</b>

<b>A –Recommendation/s and reason/s</b>
<p>The Forward Work Programme (FWP) enables Members of the Council and the public to see what key decisions are likely to be taken by the Executive over the coming months.</p> <p>The FWP originally covered a period of four months and was updated quarterly. To strengthen forward planning arrangements, it was decided that it should cover a longer period than the original four-months on which it was based (<i>ie</i> eight months).</p> <p>Additionally, as the FWP is a flexible document, it is now submitted as a standing monthly item to the Executive and then published monthly on the Council’s website.</p> <p>Against this background, the support of the Executive and the approval of the full Council is sought to update the Council’s Constitution to reflect the enhanced current arrangements, rather than the dated requirements still reflected in the Constitution.</p> <p>The Executive is therefore requested to recommend to Council that:</p> <p>the proposed amendments to part 4.2.12 of the Constitution, as detailed in the appendix to this report, be approved, and</p> <p>the Monitoring Officer be authorised to update the Constitution accordingly.</p>

**B – What other options did you consider and why did you reject them and/or opt for this option?**

None as the proposed changes only update the Constitution to reflect the current practice at the Council in respect of the FWP.

**C – Why is this a decision for the Executive?**

Changes to the Constitution require the approval of full Council but the Executive is entitled to express its view first.

**D – Is this decision consistent with policy approved by the full Council?**

Yes.

**DD – Is this decision within the budget approved by the Council?**

Not applicable.

<b>E – Who did you consult?</b>		<b>What did they say?</b>
1	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	
2	<b>Finance / Section 151</b> (mandatory)	
3	<b>Legal / Monitoring Officer</b> (mandatory)	Report agreed with the Monitoring Officer.
5	<b>Human Resources (HR)</b>	
6	<b>Property</b>	
7	<b>Information Communication Technology (ICT)</b>	
8	<b>Scrutiny</b>	
9	<b>Local Members</b>	
10	<b>Any external bodies / other/s</b>	



<b>F – Risks and any mitigation (if relevant)</b>	
<b>1</b>	<b>Economic</b>
<b>2</b>	<b>Anti-poverty</b>
<b>3</b>	<b>Crime and Disorder</b>
<b>4</b>	<b>Environmental</b>
<b>5</b>	<b>Equalities</b>
<b>6</b>	<b>Outcome Agreements</b>
<b>7</b>	<b>Other</b>

<b>FF - Appendices:</b>
Appendix 1 – the recommended changes to the Council’s Constitution with regard to the FWP.

<b>G - Background papers (please contact the author of the Report for any further information):</b>
The Council’s Constitution

## 4.2.12 The Forward Work Programme

### 4.2.12.1 Period of forward work programme

The forward work programme will be prepared by the Chief Executive to cover a period of **eight** ~~four months~~ **and will be updated monthly.** ~~It will be updated quarterly.~~

### 4.2.12.2 Contents of forward work programme

The forward work programme will contain matters which the Executive, Scrutiny Committees and full Council are likely to consider. It will contain information on:

4.2.12.2.1 the timetable for considering the budget and any plans forming part of the policy framework and requiring council approval, and which body is to consider them;

4.2.12.2.2 the timetable for considering any plans which are the responsibility of the Executive;

4.2.12.2.3 any individual matters on which the Executive intends to consult in advance of taking a decision, and the timetable for consultation and decision;

4.2.12.2.4 the work programme of the Scrutiny Committees, to the extent that it is known.

### 4.2.12.3 Publicity for forward work programme

**Updates to** the forward work programme will be published **on the Council's website on a monthly basis.** ~~at least 14 days before the start of the period covered. The Chief Executive will publish once a year a notice in at least one newspaper circulating in the area, stating that a forward work programme will be published and giving the publication dates for that year.~~

ISLE OF ANGLESEY COUNTY COUNCIL	
<b>Report to:</b>	<b>Executive Committee</b>
<b>Date:</b>	<b>19<sup>th</sup> May 2014</b>
<b>Subject:</b>	<b>Future of the in-house DLO Housing Services and new Repairs service</b>
<b>Portfolio Holder(s):</b>	<b>Councillor Kenneth P Hughes</b>
<b>Head of Service:</b>	<b>Shan L Williams, Head of Housing Services</b>
<b>Report Author:</b> Tel: E-mail:	<b>Shan L Williams</b> <b>01248 752201</b> <b>slwhp@anglesey.gov.uk</b>
<b>Local Members:</b>	<b>n/a</b>

<b>A –Recommendation/s and reason/s</b>
<p>1.0 The ambition is to deliver an excellent repairs service and that local people will deliver this local service to Anglesey. It is recognised that the new service needs to be competitive and demonstrate value for money – all aspects of the service will be challenged for VFM and a detailed plan to achieve this has been developed.</p> <p>1.1 A comprehensive options appraisal of the future of Housing Service’s repairs service has been undertaken, having identified the need to transform and modernise the Building Maintenance service.</p> <p>1.2 The results from this appraisal exercise have concluded that a recommended option of <b>retaining the service in house, but merging the client and contractor teams into one repairs service, whilst modernising and transforming the service</b> would achieve the highest possible benefits for the service, at a reasonable cost.</p> <p>1.3 This is important, as the repairs service is the most visible of all of Housing’s services. By achieving excellence in repairs, this should also positively influence how tenants view their landlord as a whole.</p> <p>1.4 Tenants have also been consulted to gain their views on the current service received and what they would like to see improved and strengthened for the future. Tenants’ views strongly support the recommended option and also have endorsed the medium-term business plan 2014-2017.</p>

V 0.1

2.0 The Service now has a new strategic direction for the service and a new vision for the future. This is not just aspirational, the detailed Business Plan sets out what, how, who and when this vision for excellence will be achieved. A programme of transformation and modernisation of the repairs service will be introduced [see background papers to this Report], which will be supported by professional change management experts. Staff will be coached, mentored, trained and supported throughout.

2.1 The new Repairs service has set a target to be within the top 10% of social landlords in Wales within three years. Annual stepped targets for performance have been developed for each year of the plan which will ultimately result in this overall target being achieved.

2.2 The focus will move from inward looking to becoming outwardly customer focused. Customers will receive an improved, efficient and reliable service delivered in a way that suits them and will be able to influence how this is delivered through a wider range of customer involvement opportunities.

2.3 The review and business plan provides stability in the short-term in the context of the forthcoming Housing Act and its implications, current economic environment and unknown future around implications from the Williams Review.

2.4 The Transformation project of the Repairs Service will place the service in a strong position to test the market in 3 years' time.

3.0 In recommending this option, the Head of Housing Services has specified a number of requirements that must be met in order to give assurance to the Council and its stakeholders that future excellent service levels will be achieved and within a reasonable timeframe. These are as follows:

- i. That the restructuring of the proposed newly merged repairs service must be aimed to be achieved within the first six months of 2014/15, recognising that much of the transformational change with the teams cannot take place during this period and therefore it was important that this was carried out as quickly as possible whilst at the same time ensuring that all necessary staff consultation takes place;
- ii. That following the restructuring, the newly merged service would have a two year timeframe to embed the service and drive performance up to the levels expected of an excellent performing repairs provider. Should performance levels not be achieved, then the Head of Housing may wish to consider again the outsourcing of the service. This would however be the entire repairs service (i.e. client and contractor elements);

- iii. That an accommodation review be undertaken to enable the co-locating of teams within the newly merged service (wherever possible);
- iv. That the new service is underpinned by a comprehensive business plan demonstrating what, how and when the business improvements will be delivered and will set out the stepped performance targets to be achieved;
- v. That an independent VFM review and options appraisal of the stores function be conducted within the first six months of 2014/15;
- vi. That multi-skilling of operatives be implemented to ensure a flexible and responsive service, capable of delivering a high level of right first time repairs;
- vii. That the structure of the workforce be reviewed to ensure that the profile and number of trades matches the repairs demand from the housing stock;
- viii. That a trading account still be maintained in the newly merged service, to capture the income and costs of the contractor 'trading' element of the merged service, which will in term demonstrate its continued viability and VFM to the overall housing service;
- ix. That a review of sub-contractor usage and expenditure be undertaken during 2014/15 with the aim of reducing the current level of spend wherever possible;
- x. That during the first two years of the new service, a review of the model for delivery of the gas servicing and gas repairs be undertaken to ensure that a good VFM service is being achieved for the Council;
- xi. That the annual operational budget for 2017/18 for the combined client and contractor service is a minimum of £250k lower in real terms than the combined repairs budget for 2013/14. This will allow for sufficient time for the new service to 'bed in' and for VFM gains to be generated;
- xii. That the service will require external specialist transformational change support in order to realise the full ambitions of the service within the timescale required. It is expected that some of the costs of this investment will be offset by efficiencies generated during the transformational two year period.

#### 4.0 Recommendations

Executive Committee is recommended to approve:

- R1.** The recommended option of retaining the service in house, but merging the client and contractor teams into one repairs service, whilst modernising and transforming the service.
- R2.** The strategic direction of the new Repairs Service outlined in the Report and appendix 1, detailed in the medium term Repairs Service Business Plan 2014 – 2017
- R3.** That the Head of Housing Services be given the approval to move ahead to implement the Business Plan.

#### **B – What other options did you consider and why did you reject them and/or opt for this option?**

There are a number of possible different options that Anglesey Council could consider as its delivery model for its repairs service in the future and these include the following:

**Retaining the service in house with the existing client/contractor split**, but working in future with more partnering principles and continuing to modernise the service;

**Retaining the service in house but merging the client and contractor functions and modernising the service**, supported by a challenging medium term DLO business plan to ensure that the vision, objectives and performance requirements for the service are achieved;

**Outsourcing only the contractor side**, i.e. repairs service delivery to customers is outsourced but client side management of the service retained in house. Note: this option could involve the taking of calls directly by the contractor from customers depending on Anglesey's requirements;

**Outsourcing the total client, repairs delivery and gas servicing to an external contractor and professional contract management company**. Note: this may or may not involve the taking of calls directly from customers depending on Anglesey's requirements;

**Outsourcing parts of the service**, e.g. possibly outsourcing the gas service, but retaining the general repairs in-house, or vice versa. Other possible options could be to outsource other elements of the service including the stores function to achieve greater VFM which many other social housing landlords have done;

**Create a joint venture** with a contractor in which the Council has a stake in the legal entity;

**Establishing a social enterprise** model for the delivery of repairs;

**Lean Service** model based on Wrekin Housing's recent award winning innovative approach to same day repair, based on lean thinking principles.

These options are considered in more detail in the Report presented to Corporate Scrutiny Committee 12/05/14 [appendix 1], *Reviewing the future of the in-house DLO Housing Services Report* and the *Repairs Services Medium-term Business Plan 2014-2017*.

**C – Why is this a decision for the Executive?**

Agree the new strategic direction for the Housing Repairs service

**CH – Is this decision consistent with policy approved by the full Council?**

In line with Council's Transformation programme

**D – Is this decision within the budget approved by the Council?**

Transformational change assistance will be funded by HRA (Housing Revenue Account). HRA Business Plan approved by Executive Committee, February 2014

<b>DD – Who did you consult?</b>		<b>What did they say?</b>
<b>1</b>	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	Agreed with the recommendations of the Options Appraisal and Medium-Term Business Plan
<b>2</b>	<b>Finance / Section 151</b> (mandatory)	<p>“The key to this is the level of savings projected within the plan which Finance believes is realistically achievable by the end of the project.</p> <p>The savings of £250k/annum will not be immediately available as will be absorbed by the costs of transformation. (This would also be the case if the decision taken was to outsource the service).</p> <p>The total cost of the transformation programme needs to be established as well as whether or not the programme is sufficiently resourced.</p> <p>The PI’s quoted in the report indicate performance issues which are being addressed in the business plan.”</p>
<b>3</b>	<b>Legal / Monitoring Officer</b> (mandatory)	
<b>4</b>	<b>Human Resources (HR)</b>	If the aim is to achieve the restructuring of the proposed newly merged repairs service within the first six months of 2014/15, consideration should be given to the timescale required for collective and individual consultation with staff regarding the proposed new structure within this period.
<b>5</b>	<b>Property</b>	
<b>6</b>	<b>Information Communication Technology (ICT)</b>	
<b>7</b>	<b>Scrutiny</b>	Verbal feedback will be given by the Portfolio Holder to Executive Committee, following Scrutiny Committee which meets 12 <sup>th</sup> May, 2014
<b>8</b>	<b>Local Members</b>	n/a
<b>9</b>	<b>Any external bodies / other/s</b>	

<b>E – Risks and any mitigation (if relevant)</b>	
<b>1</b>	<b>Economic</b>
<b>2</b>	<b>Anti-poverty</b>

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<b>3</b>	<b>Crime and Disorder</b>	
<b>4</b>	<b>Environmental</b>	
<b>5</b>	<b>Equalities</b>	
<b>6</b>	<b>Outcome Agreements</b>	N/a
<b>7</b>	<b>Other</b>	Risks and mitigation actions included within the Housing Services Service Plan 2014-2015

**F - Appendices:**

Copy of report to Scrutiny Committee 12<sup>th</sup> May 2014

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

Reviewing the future of the In-house DLO Housing Services, Isle of Anglesey County Council, February 2014, Solutions for Housing

Repairs Service Medium Term Business Plan 2014 – 2017, Housing Services, Isle of Anglesey County Council, April 2014

Notes from Tenant Group consultation 29/04/14

## APPENDIX 1

<b>Committee</b>	<b>Corporate Scrutiny Committee</b>
<b>Date</b>	<b>12<sup>th</sup> May, 2014</b>
<b>Title of the Report</b>	<b>Future of the in-house Housing Services Building Maintenance Unit [also known as the DLO]</b>
<b>Portfolio Holder</b>	<b>Councillor Kenneth P Hughes</b>
<b>Head of Service</b>	<b>Shan L Williams, Head of Housing Services</b>
<b>Author of Report</b>	<b>Shan L Williams</b>

### **1.0 Introduction**

- 1.1** A comprehensive options appraisal of the future of Housing Service's repairs service has been undertaken during quarter 4 of 2013-2014, having identified the need to transform and modernise the Building Maintenance service.
- 1.2** This Report is divided into two parts, Part 1 being around the review of the existing Building Maintenance Unit service and existing service action plans and part 2 on the medium-term Business Plan for the Repairs Service.
- 1.3** The review and business plan provides stability in the short-term in the context of the forthcoming Housing Act and its implications, current economic environment and unknown future around implications from the Williams Review.
- 1.4** The Transformation project of the Repairs Service will place the service in a strong position to test the market in 3 years' time.

### **2.0 Part 1 – review of existing BMU service**

#### **2.1 Possible Service Model Options**

There are a number of possible different options that Anglesey Council could consider as its delivery model for its repairs service in the future and the following were looked at in detail:

**2.1.1 Retaining the service in house with the existing client/contractor split**, but working in future with more partnering principles and continuing to modernise the service;

Retaining the service in-house gives Anglesey ultimate control over the service delivered to customers but also responsibility for achieving the vision required by the Housing Service. A client/contractor split has been heavily criticised in the past by both the Audit Commission, the Chartered Institute of Housing and the Welsh Audit Office and therefore there would need to be a convincing argument and business case to justify its retention. Solutions for Housing would suggest that this could only be achieved if a senior management level post was created to oversee the work of both the DLO and the client side, effectively bringing the two sides together into a 'one team approach to repairs'. This would however be costly and it may be difficult to quantify what the level of value would be added to customers and the service as a result. A medium term business plan would be required to demonstrate viability and the service would need to continue with its modernisation agenda. This option would be easy to outsource in future if it did not meet the customer and performance standards required.

**2.1.2 Retaining the service in house but merging the client and contractor functions and modernising the service**, supported by a challenging medium term DLO business plan to ensure that the vision, objectives and performance requirements for the service are achieved;

This would involve restructuring the end to end repairs service and merging the client and contractor teams into one repairs team. The restructure would also necessitate a review of the current office accommodation arrangement as it would be essential that teams who predominantly work together should be located close together. This would also avoid the risk of 'the title badge changing but not the person'. This by its very nature would ensure a one team approach to repairs and would be relatively easy to integrate with the rest of the Housing Service. Anglesey Council would retain ultimate control over the service delivered to its customers, but also the responsibility for achieving the vision set by it. This merged service would avoid the considerable problems of the current structure such as: duplication in tasks as a result of the split service, poor communication, adversarial relationship, lack of joined up thinking across the repairs service and lack of strategic alignment with the Housing Service's vision. A medium term business plan would be required to demonstrate viability and the service would need to continue with its modernisation agenda. This option would directly address the concerns of the Welsh Audit Office.

**2.1.3 Outsourcing only the contractor side to an external contractor**, i.e. repairs service delivery to customers is outsourced but client side management of the service retained in house. Note: this option could involve the taking of calls directly by the contractor from customers depending on Anglesey's requirements; This would involve the Council undertaking a procurement exercise to outsource the contractor side of the service to an external contractor, but with the client side remaining in house however with a possible different structure than it has at present. Anglesey could opt for a fully compliant OJEU exercise, or has the option to use an existing procurement framework which would be less costly however it may provide some limitation in terms of the ability to focus the contract specifically on Anglesey's needs. There would also be potential ongoing costs of delivering the service through a framework agreement and if this is used, typically 3% of the annual contract value is payable to the framework itself.

Anglesey could choose from a range of options from a fully managed service, to one where the social landlord takes a more active involvement. In a fully managed arrangement for example, the contractor would take calls directly from the customer and would raise the job on their system, then interfacing this back with the clients system in 'real time'. They would perform pre and post inspections, with the client required to perform some level of post inspections to assure themselves of the quality being achieved. Pre-inspections would only be required on complex jobs outside of the norm, or above a certain financial threshold. Alternatively, the social landlord may want to take a more active role and this could be achieved by the landlord taking the calls from customers and booking appointment slots into the contractor's operatives diaries.

Different structures of contracts could be considered including open book accounting, schedule of rates contract, Average Order Value contracts, or a fixed core price for certain, but not all repairs, with the remainder of repairs being agreed on a schedule of rates basis. Other incentive mechanisms could be considered which may include for example, a pain/gain arrangement where the contractor could financially benefit if high performance levels are achieved, or alternatively would receive a reduction in their contract fee if these were not achieved. Ideally, this would be based on a balanced scorecard approach in which measures for cost, quality, performance and effectiveness in terms of customer satisfaction, be achieved before a financial 'gain' was paid.

In terms of the attractiveness of Anglesey's work to an outside contractor, the issue of geographical location needs to be taken into account. Contractors tend to place their best competitive bids for areas of work in which they already have a presence, which then secures economies of scale for the contractor. It should be noted that there is only Lovell Homes working in the North Wales area and this is on a new build contract rather than repairs, however there are a number of contractors delivering gas servicing and gas repairs contracts in the area.

There would be a need to consider TUPE issues for the Council's direct workforce and a thorough review of these issues must be considered at an early stage in the development of any outsourced service project plan.

**2.1.4 Outsourcing the total client, repairs delivery and gas servicing to an external contractor and professional contract management company.** Note: this may or may not involve the taking of calls directly from customers depending on Anglesey's requirements.

This would involve outsourcing the repairs to an external contractor, but also outsourcing the client management to a professional contract management company. A low level of senior management time would be required within Anglesey to manage this arrangement, thus releasing the landlord to focus solely on housing management issues. This however would result in a loss of control by the landlord of its repairs service however this could be mitigated by building in a balanced scorecard mechanism for the contractor to achieve and the contract management company to ensure it was delivered, with possible links to incentive mechanisms.

**2.1.5 Outsourcing parts of the service,** e.g. possibly outsourcing the gas service, but retaining the general repairs in-house, or vice versa. Other possible options could be to outsource other elements of the service including the stores function to achieve greater VFM which many other social housing landlords have done;

This would involve a procurement exercise which would result in another service provider delivering an element of the business. This commonly would be the gas service, or the stores functions and these have been delivered recently within North Wales at very competitive prices. This would enable the Housing Service to retain stronger performing parts of the service and outsource less stronger areas, or ones where VFM could be better demonstrated by delivery from outside the service.

**2.1.6 Create a joint venture** with a contractor in which the Council has a stake in the legal entity;

A joint venture option is the middle ground between an external and internal repairs service.

A joint venture would involve the creation of a separate legal entity in which both the repairs contractor and the Council would have a stake, but which the contractor would manage the day to day running of the service. This option allows the Council to benefit from the expertise of a private/commercial contractor whilst also providing it with a potential financial gain if economies were achieved in delivering the service. A further potential option is to joint venture with another registered social landlord.

A comprehensive management agreement would need to be put in place between the parties to ensure that the responsibilities of each party were clearly defined. It would be usual for the contractors IT systems to be used. This therefore carries a risk if the joint venture was not successful.

**2.1.7 Establishing a social enterprise** model for the delivery of repairs;

A social enterprise is a business that trades for a social and/or environmental purpose. The majority of its income is through trading goods and services and can only reinvest its surpluses in areas which pursues its social aims. These would generally be a separate legal entity such as a CIC (Community Interest Company) or an IPS (Industrial and Provident Society) and would be overseen by a separate board. This would be a completely new way of running the service and it should be noted that there is no other social enterprise currently in place to run repairs for a social housing landlord and therefore Anglesey would need to create its operating model from scratch which could be costly in terms of resources required to develop it. This option would also still retain a client/contractor split and TUPE would be an issue.

**2.1.8 Lean Service** model based on Wrekin Housing's recent award winning innovative approach to same day repair, based on lean thinking principles.

A recent development in social housing repairs delivery has been Wrekin Housing's same day fix service for repairs. This is modelled on the AA's model for car breakdowns and ensures that a very high level of repairs are attended and fixed the same day that they are reported. Customers of Wrekin Housing have reported very high levels of satisfaction with this service. This would involve the service mainly running on a continuous emergency service basis, but with flexibility to accommodate appointments where requested by tenants. This would be delivered using an internally provided DLO, but working with a completely different operating model to now.

A detailed options appraisal can be seen in the Review of the DLO – Solutions for Housing Report, February 2014 – **see appendix 1**.

**2.2** The results from this appraisal exercise have concluded that a recommended option of **retaining the service in house, but merging the client and contractor teams into one repairs service, whilst modernising and transforming the service** would achieve the highest possible benefits for the service, at a reasonable cost.

**2.2.1** This was considered the strongest option due to the following:

- **Ownership** - this option retains full ownership and control of the service by Anglesey (as opposed to outsourcing to an external contractor to deliver the service) and ensures that local services are provided by local people. By retaining full ownership, the service can also ensure full internal alignment with the strategic vision and objectives of the Council;
- **Flexibility** – by retaining internally, this offers a higher degree of flexibility to the Housing Service than outsourcing, which would involve a rigid contract specification being in place. It was thought that an internal service has the ability to respond quickly to emerging issues without the need to renegotiate the contract (including the possibility of additional payments) with an external contractor;
- **Value for Money** – the option would ensure that all the available resources were spent on the housing stock, rather than a proportion being paid for the contractor's profit. It is believed that efficiencies can be delivered with an in house arrangement and that a target minimum of £250k of annual savings is possible from retaining the service in house. The service would have a priority of

being customer focused, rather than being profit driven, but at the same time it was recognised that the internal service needed to develop improved commercial acumen and make more effective use of resources. Any savings generated can be retained by the Housing Service;

- **Integrated Service** – by merging the client and contractor functions together and bringing these closer to the Housing Service as a whole, it was felt that the service in future could act as one team, overcoming present problems surrounding communication, differing priorities, staff frustration and a blame culture. The new service would work on team-working principles within the context of working towards a shared goal of excellent services;
- **Risk** – this option avoids the risk of an external contractor going out of business;
- **Accountability** – there would be clear accountability in place as the newly merged service will be solely responsible for delivering its business plan and achieving its vision and strategic objectives. Senior managers will be held accountable for their decision making, actions and the resulting performance of their service;
- **Regulatory issues** – this option will directly address the concerns of the Welsh Audit Office’s report in 2012 and Solutions for Housing’s VFM and Service Review report in 2012.

## 2.2.2 Consultation with Tenants

An essential part of this service review is the voice of our customers. A group of Tenant representatives came together to discuss four key questions - these being:

- i) What’s important for customers from the Council’s Housing Repairs Service?
- ii) What’s good about the Repairs Service they currently receive from the Council?
- iii) In their opinion, what needs to be improved or strengthened?
- iv) How would they like to be involved to ensure excellence?

The meeting notes are appended in Appendix 3. Their recommendation is that “the Maintenance Services of the Council should be kept ‘in-house’ with one maintenance team. The Tenants felt that this would provide a more consistent and efficient service”.



### **3.0 Requirements to be met**

**3.1** In recommending this option, the Head of Housing Services has specified a number of requirements that must be met in order to give assurance to the Council and its stakeholders that future excellent service levels will be achieved and within a reasonable timeframe. These are as follows:

- i. That the restructuring of the proposed newly merged repairs service must be aimed to be achieved within the first six months of 2014/15, recognising that much of the transformational change with the teams cannot take place during this period and therefore it was important that this was carried out as quickly as possible whilst at the same time ensuring that all necessary staff consultation takes place;
- ii. That following the restructuring, the newly merged service would have a two year timeframe to embed the service and drive performance up to the levels expected of an excellent performing repairs provider. Should performance levels not be achieved, then the Head of Housing may wish to consider again the outsourcing of the service. This would however be the entire repairs service (i.e. client and contractor elements);
- iii. That an accommodation review be undertaken to enable the co-locating of teams within the newly merged service (wherever possible);
- iv. That the new service is underpinned by a comprehensive business plan demonstrating what, how and when the business improvements will be delivered and will set out the stepped performance targets to be achieved;
- v. That an independent VFM review and options appraisal of the stores function be conducted within the first six months of 2014/15;
- vi. That multi-skilling of operatives be implemented to ensure a flexible and responsive service, capable of delivering a high level of right first time repairs;
- vii. That the structure of the workforce be reviewed to ensure that the profile and number of trades matches the repairs demand from the housing stock;
- viii. That a trading account still be maintained in the newly merged service, to capture the income and costs of the contractor 'trading' element of the merged service, which will in term demonstrate its continued viability and VFM to the overall housing service;

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- viii. That a review of sub-contractor usage and expenditure be undertaken during 2014/15 with the aim of reducing the current level of spend wherever possible;
- x. That during the first two years of the new service, a review of the model for delivery of the gas servicing and gas repairs be undertaken to ensure that a good VFM service is being achieved for the Council;
- xi. That the annual operational budget for 2017/18 for the combined client and contractor service is a minimum of £250k lower in real terms than the combined repairs budget for 2013/14. This will allow for sufficient time for the new service to 'bed in' and for VFM gains to be generated;
- xii. That the service will require external specialist transformational change support in order to realise the full ambitions of the service within the timescale required. It is expected that some of the costs of this investment will be offset by efficiencies generated during the transformational two year period.

#### **4.0 Summary of the progress made on the previous action plans**

**4.1** The review found that positive progress is being made with the previous action plan developed in October 2012, with almost 60% of actions either being completed, or in-progress. However, further progress is required in a number of areas to complete the action plan. The consultancy company who has undertaken the review concluded that the service is moving in the right direction and that the client and BMU **teams are starting to build a track record of achievement.**

#### **4.2 Summary findings following the review of the current working arrangements of the service**

As the recommendation is to retain the service in house, but with a newly merged structure and a modern approach to service provision, the Consultants believe that the current difficulties being experienced can be overcome. The service will however need to be prepared to undertake a major transformation project in order to fully realise the ambitions of the Housing Service for repairs in terms of it being a modern, efficient and excellent service. The Consultants believe that this process will take an initial six months to restructure the team and then a further two years to drive the service up to the levels of an excellent service provider.

## Part 2 - medium-term Business Plan for the Repairs Service

### 5.0 Developing a medium-term Business Plan

5.1 A key objective within the recommendations of the Solutions for Housing Report was to develop a medium-term Business Plan. Workshops and development sessions have been arranged with staff from Housing, BMU, Finance and Human Resources to develop the Business Plan 2014 - 2017, which is subject to scrutiny by Committee. [see appendix 2]

5.2 The new vision for the Repairs service is: **An excellent, customer focused Repairs Team, committed to delivering modern, efficient and high quality services, valued by our customers.**

5.3 Within this vision, it is recognised that transformational and cultural change is required and that the whole approach to the service needs to be modernised and become more flexible, adaptable, streamlined and innovative. In addition to the existing service of housing repairs, the scope for the future service would also widen to take into account the communities and environment in which properties are situated and also the seeking of new business opportunities from which surpluses would be used to reinvest back into the service. The Business Plan vision has therefore used the term 'customers' rather than 'tenants' to recognise the widening of service provision into possible non-tenant areas.

5.4 The new key objectives for this Business Plan have been developed around five themes as follows: People, Customers, Opportunities, Financial Viability & Value for Money [VFM] and Assets. These new key objective statements reflect the new vision and direction of the service and are as follows:

- ❖ **Our People** :To develop the skills and competencies of our people to deliver an excellent repairs service to our customers;
- ❖ **Our Customers and Service**: To know who are customers are and deliver a customer focused repairs service and provide a wide range of opportunities for all our customers to influence the service we provide;

- ❖ **Our Opportunities:** To seek and secure new business opportunities which make a positive financial contribution and from which surpluses may be reinvested back into the core business, or wider social objectives;
- ❖ **Our Performance and Achieving VFM:** To provide excellent levels of performance and a good level of VFM in everything that we do and remain financially viable;
- ❖ **Our Assets:** To adopt a holistic approach to repairs and investment, managing assets efficiently and cost effectively, and using good quality information to inform future programmes of work.

**5.5 Culture of the Repairs Service** - In order to achieve an excellent service, the culture of the Repairs Service will be further developed to become as follows:

- Professional;
- Customer focused – customer always first;
- Value for Money;
- Performance driven;
- Innovative – to survive and thrive;
- Right first time, every time.

**5.6** Within the above culture, the Repairs Service recognises that it needs to develop its level of business acumen in order to ensure that services are cost effective, represent good value for money and that viability is maintained throughout the term of the plan.

## **6.0 Strategic Priorities**

**6.1** The strategic priorities to be addressed during this business plan term are fully explained in detail in the **Repairs Service Business Plan, 2014 -2017 which is within Appendix 2** of this Report, but have been captured in summary below:

## 6.2 Year One 2014 – 2015.

The focus of the business plan in the first year will be on the following:

- developing and implementing the new merged client/contractor team structure; conducting an accommodation review (linked to the Council's Smarter Working Project) to ensure that relevant staff are co-located, thus eliminating existing barriers and communication problems;
- carrying out a VFM review of the stores function and implementing any recommendations from it;
- reviewing sub-contractor expenditure to ensure compliance with procurement rules and VFM;
- bedding in new ways of working to include team and project based working and the Excellent Service Model (**Appendix H of the Repair Service Business Plan**);
- introducing a performance culture alongside robust financial management arrangements;
- commencing the evidencing of VFM gains and reviewing the requirements for trade operatives in line with the demand for trade work from the housing stock and to commence the multi-skilling of operatives.
- It is the intention that a transitional manager will be brought in to work with the teams during the period up to the newly merged team structure being put in place. Their role will be to oversee the client and contractor functions whilst they are still in their separate teams in order to ensure that team working is commenced at an early stage and they will also assist the team to deliver the key tasks outlined above. Once the merged team structure is in place then a Change Expert will be introduced to assist the new team develop the new ways of working/thinking and to project manage the change programme as set out within **Appendix C of the Repairs Service Business Plan**.

## 6.3 Year two 2015 - 2016

The second year will primarily involve driving the service to a two star 'good' service level to include:

- driving up performance levels towards upper quartile on key indicators (see **Appendix D of the Repairs Service Business Plan**) and achieving higher levels of customer involvement and scrutiny of the service.
- The implementation of the IT project will be completed;

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- lean and systems thinking will be introduced to challenge the way in which the service is delivered to ensure that a simple, streamlined, modern and efficient service is the norm.
- The current approach to gas servicing and repairs will be reviewed for VFM.
- In addition, a more holistic and integrated approach to asset investment and repair will be adopted in which maintenance implications will be considered prior to investment being made, with the intention of lowering future maintenance costs.

#### 6.4 Year three 2016 – 2017

This final year of the business plan term will see:

- the team driving the service towards excellence, achieving the performance targets as set out within **Appendix D of the Repairs Service Business Plan**;
- achieving high levels of right first time repairs for customers;
- identifying and securing VFM improvements plus the financial savings target to be achieved for 2017, and
- widening the focus of the service to take on other business opportunities outside the traditional scope of Housing (**section 6 of the Repairs Service Business Plan**).

#### 6.5 Performance targets

The Business Plan provides performance targets which are realistic but also appropriately challenging and these show the stepped targets (i.e. the milestones to excellence) to upper quartile levels and demonstrates the intention for continuous improvement in those areas which are critical to achieving excellent service levels. The Repairs Service recognises that the major indicator of its performance will be excellent levels of tenant satisfaction with the repairs service.

The Business Plan provides a clear direction to the service and its staff and should also assist customers to understand how the strategic priorities are to be delivered.

Robust arrangements will now be put in place to ensure that the business plan is effectively monitored, managed and achieved. As the Repairs Service is a critical service to our customers and to their overall satisfaction with Anglesey Housing

Services, it is intended to report progress on the delivery of this Business Plan annually to the Council. This is in addition to the monthly Service Balanced Scorecard and quarterly performance monitoring meetings.

It should be noted that some aspects, in particular customer satisfaction levels of the Anglesey Housing Services Repairs Services is **within the top quartile of social landlords with under 5,000 housing stock units within the United Kingdom.**

## 6.6 Approach to Value for Money

The current approach to procurement within the Repairs Service was criticised within a recent Council Internal Audit report and therefore within this Business Plan term, the service will ensure that all areas of procurement activity are reviewed to ensure compliance with Council procurement rules. The service will commence its reviews with the highest levels of expenditure first, challenge them for VFM and procurement compliance and then implement solutions for increasing VFM whilst adhering to Council rules. It is the intention that the service will use specialist procurement experts where the necessary expertise does not exist internally.

Having now developed a clear vision for the future Repairs Service, the team will be able to fundamentally challenge the ways that it delivers its service and identify opportunities to secure improved Value for Money. The Repairs Service understands that with the continued threat from Welfare Reform policies, that it operates within a challenging financial environment in which future repairs budgets may reduce and therefore it must have a robust approach to seeking and achieving VFM from everything that it does. In order to ensure that VFM is delivered there will also be an increased commitment to tenant involvement, transparency and scrutiny.

To recognise how important Value for Money is, the service has agreed a separate, specific key objective for VFM, which is **‘to provide good value for money in everything we do’**. In order to achieve this, the service must aim to:

- deliver the right repair,
- to the right customer,
- at the right time,

- to the right quality,
- at the right (affordable) cost, and
- deliver repairs consistently right every time through efficient and effective operational delivery.

The Service's approach to VFM is detailed within the Business Plan [appendix 2].

A presentation will be given of the key aspects of the Medium-term business plan at the Scrutiny Committee meeting, and will be based on the detailed plan in appendix 2.

### **Recommendations**

- R.1** Scrutinise the Report and Business Plan.
- R.2** Recommend to Executive Committee that they approve the recommended option of retaining the service in house, but merging the client and contractor teams into one repairs service, whilst modernising and transforming the service.
- R.3** Recommend to Executive Committee that approval is given to the medium term Repairs Service Business Plan 2014 – 2017
- R.4** recommend to Executive Committee that the Head of Housing Services be given the approval to move ahead to implement the Business Plan.

### **Report Author:**

Shan Lloyd Williams,  
Head of Housing Services

01/05/14

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<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to:</b>	<b>Executive Committee</b>
<b>Date:</b>	<b>19 May 2014</b>
<b>Subject:</b>	<b>Modernising Schools on Anglesey</b>
<b>Portfolio Holder(s):</b>	<b>Councillor Ieuan Williams</b>
<b>Head of Service:</b>	<b>Gwynne Jones</b>
<b>Report Author:</b> Tel: E-mail:	<b>Emrys Bebb</b>
<b>Local Members:</b>	<b>Councillor Robert Llewelyn Jones Councillor Raymond Jones Councillor J. Arwel Roberts</b>

<b>A –Recommendation/s and reason/s</b>
<p>At the meeting of the Executive Committee on December 10, 2012, the Committee resolved:-</p> <ul style="list-style-type: none"> <li>• To recommend Option 10 (merger of 3 schools i.e. Ysgol y Parc, Ysgol Llaingoch and Ysgol Parch. Thomas Ellis in a new school) as the Executive’s preferred option for formal consultation;</li> <li>• That the new primary school in Holyhead be located on the Cybi site.</li> </ul> <p>It was also resolved at the meeting that, prior to going out to consultation, a report be brought back to Executive members as regards the following matters:-</p> <ol style="list-style-type: none"> <li>1. Land ownership at the three sites.</li> <li>2. Affordability.</li> <li>3. Traffic management and road safety issues.</li> <li>4. The status of the new school and</li> <li>5. Issues surrounding the preservation order at the former Cybi school site at Holyhead.</li> </ol> <p>This report details the responses to the 5 points mentioned above.</p> <p><b>1. <u>Land Ownership of the sites</u></b></p> <p>Following consultation with the Council’s Legal Team, it can be confirmed that Ysgol Llaingoch and Ysgol y Parc are both registered in the ownership of the Council.</p> <p>The position with regard to Ysgol Parchedig Thomas Ellis is not as straight forward. However, further work needs to be done to clarify the current position.</p>

## **2. Affordability**

The key elements of a potential new school on the Cybi site were:

- Refurbishment of the existing Cybi block
- A new 2 storey extension
- External works and landscaping
- New staff car park

The total cost of developing the Cybi site was initially estimated to be £13,600,000. However, there were concerns regarding the available external play areas left on the site if the new school was to accommodate 510 children. A nursery facility for up to 70 children would also be required and it looked increasingly unlikely that the Cybi site would be large enough to accommodate a school of 480-510 pupils along with a nursery for 70 children. Welsh Government officers also expressed the view that the build cost noted above was relatively high.

Officers from the County Council have subsequently examined how the cost of the scheme could be reduced, which has included the consideration of a variety of sites.

As a result of this detailed work, the preferred site for development at present is the Cybi site. This development would accommodate pupils from the three primary schools under consideration. This proposal was included in the Strategic Outline Programme (SOP) recently presented to the Welsh Government. It is however foreseen that further development of the scheme will lead to a reduction in the overall costs.

## **3. Traffic Management and road safety issues**

Officers from the Highways Department assessed the work required to ensure a safe route to the proposed new school. Subsequently, officers from the Highways and Waste Management Service made a successful application for a Safer Routes in the Community grant from the Welsh Government for £422,000. This work is independent from the work listed in section 2 above.

## **4. The status of the new school**

Ysgol Parchedig Thomas Ellis is a Church in Wales Voluntary Controlled School. If this school is included in the reorganisation, the status of the new school will need to be determined. The Church in Wales Diocese is eager for the new school to be a Church in Wales Voluntary Controlled School and for the statutory consultation to be on the basis that the new school will be a Church in Wales Voluntary Controlled School.

As outlined in the report on the informal consultation process, the Board of Governors of Ysgol y Parc was content for the parents of pupils at Ysgol Y Parc to decide on the status of the new school. However, no response was received from the Board of Governors of Ysgol Llaingoch.

## **5. CADW's preservation order at the former Ysgol Cybi school site**

The Cybi block and the boundary walls were listed by CADW on the 13<sup>th</sup> March 2009. Both are grade II listed. The extent of the protection does not include the site but does include both the inside and outside of the Cybi block and anything affixed to the building. The advice from the Planning service is that when considering development within the setting of a listed building, special regard has to be paid to preserving the setting of the building. In this instance, the frontage setting is paramount while greater scope exists to the rear. As the building and the boundary wall were listed only relatively recently, CADW advised Council officers that there is very little likelihood of making a successful application for de-listing. There were also concerns about the condition of the building due to its being unused for a few years, ingress of water due to lead flashings having been stolen etc. This will increase the overall build cost of the new school.

**It is recommended that the Executive Committee:**

1. Authorise officers from the Lifelong Learning Department to move forward to the formal consultation process.

**B – What other options did you consider and why did you reject them and/or opt for this option?**

Several options were considered by the Executive Committee at its meeting on December 10, 2012. At that meeting, the Executive Committee decided to support Option 10 (merger of 3 schools i.e. Ysgol y Parc, Ysgol Llaingoch and Ysgol Parch. Thomas Ellis in a new school) as the Executive's preferred option for formal consultation. The options can be seen in the report to the Executive Committee for the meeting on the above date and in the informal consultation document.

Several other sites have been considered.

**C – Why is this a decision for the Executive?**

The Executive Committee is responsible for school organisation matters.

**D – Is this decision consistent with policy approved by the full Council?**

Yes

**DD – Is this decision within the budget approved by the Council?**

Yes – It is one of the plans in the Strategic Outline Programme that was approved by the Executive Committee on January 13, 2014.

<b>E – Who did you consult?</b>		<b>What did they say?</b>
<b>1</b>	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	
<b>2</b>	<b>Finance / Section 151</b> (mandatory)	
<b>3</b>	<b>Legal / Monitoring Officer</b> (mandatory)	
<b>5</b>	<b>Human Resources (HR)</b>	
<b>6</b>	<b>Property</b>	
<b>7</b>	<b>Information Communication Technology (ICT)</b>	
<b>8</b>	<b>Scrutiny</b>	
<b>9</b>	<b>Local Members</b>	
<b>10</b>	<b>Any external bodies / other/s</b>	

<b>F – Risks and any mitigation (if relevant)</b>		
<b>1</b>	<b>Economic</b>	
<b>2</b>	<b>Anti-poverty</b>	
<b>3</b>	<b>Crime and Disorder</b>	
<b>4</b>	<b>Environmental</b>	
<b>5</b>	<b>Equalities</b>	
<b>6</b>	<b>Outcome Agreements</b>	
<b>7</b>	<b>Other</b>	

<b>FF - Appendices:</b>

<b>G - Background papers (please contact the author of the Report for any further information):</b>
<ol style="list-style-type: none"> <li>1. Executive Committee meeting minutes for December 10, 2012.</li> <li>2. Informal Consultation Document</li> <li>3. Strategic Outline Programme (SOP) presented to the Welsh Government in December 2013.</li> <li>4. Letter from the Welsh Government dated January 31 2014.</li> </ol>

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to:</b>	<b>Executive Committee</b>
<b>Date:</b>	<b>May 9th 2014</b>
<b>Subject:</b>	<b>Older Adult Accommodation Options – Garreglwyd, Cybi</b>
<b>Portfolio Holder(s):</b>	<b>Councillor Kenneth P Hughes</b>
<b>Head of Service:</b>	<b>Carys Emyr Edwards, (Interim) Head of Adult Services</b>
<b>Report Author:</b> Tel: E-mail:	<b>James Dawson</b> <b>01248 752732</b> <b>JamesDawson@anglesey.gov.uk</b>
<b>Local Members:</b>	<p><b>Holyhead Members</b> Robert Llewelyn Jones Raymond Jones J Arwel Roberts</p> <p><b>Ynys Cybi Members</b> Dafydd Rhys Thomas Jeffrey Evans Trefor Lloyd Hughes</p>

<b>A –Recommendation/s and reason/s</b>
<p>In accordance with the work programme endorsed by the Adult Transformation Board the Department sought expressions of interest by the sector in running / buying Garreglwyd as a service for older people on the Isle of Anglesey. Information has been received which indicates that there is specific interest in this proposal.</p> <p>Following guidance from Legal Services, officers are advised that it is appropriate to provide formal notice of any intention of Council actions that concern possible disposal of Garreglwyd as Council operated residential care, and to undertake consultation on this. This should be undertaken before a process for any disposal can be progressed.</p> <p>On the basis of an assessment of current and future need, the view of officers is that there is a case for a facility being available to provide accommodation and care for older people, in particular for those with needs arising from conditions such as dementia. The Executive is asked to agree that such notice and formal consultation<sup>1</sup> should now be undertaken, of an intention (subject to the results of consultation) to dispose of Garreglwyd. This consultation will be on Garreglwyd being sold <i>with a preferred use for it to be run as a specialist dementia facility (or other private nursing or private residential care provision)</i> and this is with the provisos that:</p>

<sup>1</sup> Suggested process for consultation in outlined in Appendix 3

- No commissioning commitment will be made to accompany the sale;
- Care of current residents is prioritised and best practice guidance for care (including any transfer of care) is adopted and implemented ;
- Engagement with residents, families, staff and members is undertaken on a continuous basis.

*Following such notice and consultation (and dependent upon said consultation, analysis of such and further specialist advice), the Executive will then be asked to agree to proceed with appropriate disposal for preferred use, subject to an appropriate competitive process and that any transfer will reflect relevant safeguards for future use.*

**B – What other options did you consider and why did you reject them and/or opt for this option?**

The Older Adults Social Care Board considered a number of options for the future of Garreglwyd including no change, develop as Residential Care and alternative Council use. However it was agreed that “no change” was not viable from either a care provision or financial perspective; developing as residential care did not recognise that there would be an over supply of beds in the area (at a time when there are and have been significant voids) and that this was contrary to Service intentions in which there is a move towards reduced dependence on residential care. Alternative uses were not considered appropriate.

Renting the building (rather than selling) was also considered but advice from both Property and Finance was that this route should not be considered.

**C – Why is this a decision for the Executive?**

This is a matter which requires executive support from the outset in order to support a consistent approach when engaging with residents, their families and indeed prospective investors in social care.

The decision is important with reference to its impact on individual residents and their families and the strategic direction of future adult care.

Actions taken by the authority will be subject to scrutiny by regulators and statutory bodies and, in addition, the matter is likely to attract media attention.

**CH – Is this decision consistent with policy approved by the full Council?**

The authority has noted its commitment to providing the best possible services, in accordance with identified need, with the available resources. This proposal is consistent with this principle

**D – Is this decision within the budget approved by the Council?**

The proposal would identify revenue savings for the authority and reduced capital risks for the future.

The proposal, if implemented, would also reduce costs for those who self fund care.

<b>DD – Who did you consult?</b>		<b>What did they say?</b>
<b>1</b>	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	“Older Adult Accommodation Options – Cybi GC presented the report and SLT agreed with Option 1 i.e. to decommission Garreglwyd and to put forward the proposal to the Executive and Council, and also to Option 2 as a proviso to explore the option for renting the site. Once the political vision is known, then it may be prudent to explore with the Housing Associations.” SLT Minute of 31/3/14
<b>2</b>	<b>Finance / Section 151</b> (mandatory)	Have confirmed the relevant financial data contained in the document (other than that provided by property in relation to value of site etc)
<b>3</b>	<b>Legal / Monitoring Officer</b> (mandatory)	That adequate notice and consultation (in line with any existing statutory guidance and recognized good practice) is required and a reminder of the requirement to achieve best value.
<b>4</b>	<b>Human Resources (HR)</b>	Consulted on implications for staff including any TUPE and HR are continuing to obtain further, specialist, advice.
<b>5</b>	<b>Property</b>	Have been engaged in identifying cost of site, clearance etc, and have confirmed their lead role in any site/property disposal/sale.
<b>6</b>	<b>Information Communication Technology (ICT)</b>	Not consulted
<b>7</b>	<b>Scrutiny</b>	
<b>8</b>	<b>Local Members</b>	Local members were briefed at the stage of inviting interest from the market on acquiring Garreglwyd, and there was recognition that such an exercise should be done.
<b>9</b>	<b>Any external bodies / other/s</b>	

<b>E – Risks and any mitigation (if relevant)</b>		
<b>1</b>	<b>Economic</b>	
<b>2</b>	<b>Anti-poverty</b>	
<b>3</b>	<b>Crime and Disorder</b>	
<b>4</b>	<b>Environmental</b>	
<b>5</b>	<b>Equalities</b>	An Equalities Impact Assessment is being undertaken and will be completed by 21 May
<b>6</b>	<b>Outcome Agreements</b>	
<b>7</b>	<b>Other</b>	

<b>F - Appendices:</b>
Appendix 1 – Background Information and assessment of benefits/disadvantages of proposal
Appendix 2 – Summary of current and future actions
Appendix 3 – Summary of proposed Consultation

<b>FF - Background papers (please contact the author of the Report for any further information):</b>



## APPENDIX 1

Adult Transformation Programme	Report on Recommendation for Consultation on the Closure and Sale of Garreglwyd
Background information & Summary of Risks/Benefits	Appendix One

### 1 Background Information

- Garreglwyd accommodates 28 beds (inc 3 for Physical Disability clients. Average occupancy for last year 60.1%, and at (27/02/14) there were 11 Long term residents, (with an additional 7 Respite & 2 Short term care).
- Private residential care provision within Cybi is available through 5 homes that provide 87 beds where there is (as at 29/4/14) 87% occupancy (11 available beds). In addition there is also a private Nursing home that can accommodate 38, and currently has 36 residents.
- Running Costs Budget 2013/14 (full year)                   £542,030
- Actual costs to period 8   £322,943 (of which staff costs are £269,658)
- Private/third sector companies and organisations were invited to express possible interest by March 21st. Six replies were received from a mixture of companies, including both existing care/nursing companies and those that build specialist care accommodation.

### 2 Implications

*Proceeding with a sale would mean the decommissioning of Garreglwyd as a Council owned establishment.* The implications of the decision are summarised as:

Risks/Disadvantages	Benefits/Opportunities
<b>Non-Financial</b>	
Strong community and political views, and consequent publicity	Opportunity to provide clarity and consistency in commissioning
Change in care arrangements of residents	Clarity and consistency in what is provided for long term care
Reduced capacity for residential care in Cybi area.	Removing Garreglwyd from current provision will improve sustainability of private sector, and long term move is away from commissioning residential care.
Implications for current Home staff. Consideration of TUPE arrangements needed	Safeguarding larger number of jobs in private sector and potential new jobs in new development
<b>Financial</b> ( <i>Based on current rates and confirmed through Finance</i> )	

	Cost avoidance of required immediate investment of £65k and annual additional maintenance of £65k
Cost of purchasing alternative provision in private sector for existing clients £129,690	Cost avoidance of removal of <i>annual</i> running cost – current budget is £542k pa
Redundancy costs £133,927.23	Capital receipt of ranging from c£175k for vacant possession to c£800k for business
Loss of Capital receipt for cleared site of £500k	Saving of c£40/week for those residents that are self-funding (£2k+ pa)
	Greater stability for private sector reducing voids (potential value of additional £281,424 pa to sector)

**APPENDIX 2**

Adult Transformation Programme		Report on Recommendation for Consultation on the Closure and Sale of Garreglwyd	
Report on Current and Proposed Actions		Appendix Two	
	<b>Action Required</b>  <i>Services Involved</i>	<b>Action Undertaken/Ongoing</b>	<b>When</b>
<b>1</b>	<b>Clarify the Process of possible asset disposal</b>  <i>Legal, property, procurement, asset management</i>	Confirmed that Property lead on a sale. Details of what required, by when etc being developed	8/5/14
<b>2</b>	<b>Develop a Sale Spec</b>  <i>Legal, property, procurement, asset management</i>	Confirmed what is being sold; ie the site, property and assets, <i>not</i> a business	16/5/14
		Preferred option for Dementia Care – practicalities and legal definitions being agreed	16/5/14
		Change of use issues being clarified	2/5/14
<b>3</b>	<b>Define the Function/Role</b>  <i>Adult Services</i>  <i>CSSIW</i>	Confirming the evidence for preferred use (Dementia). MPS to be finalised	8/5/14
		Clarify and evidence other (nursing/private residential) use	9/5/14
		Implications for CSSIW registration agreed	25/4/14
		Confirming service requirements and private sector capacity for residential care	9/5/14
<b>4</b>	<b>Staffing</b>  <i>HR, Finance, Adult Services</i>	Confirming the implications for staff	18/4/14
		Develop appropriate consultation process	7/5/14
		TUPE options being explored with HR	7/5/14

5	<b>EQIA</b>	Assessing the need and protection of vulnerable groups	tbc
6	<b>Cost/benefit</b> <i>Finance, Adult Services, Property</i>	Clarifying the cost/benefit implications of sale	25/4/14
7	<b>Engagement and Communication</b> <i>Adult Services,</i>	Update to residents	25/4/14
		Update for staff	
		Update for members	tbc
		Other stakeholders	tbc
8	<b>Consultation Process Developed</b> <i>Legal, HR, Adult Services</i>	<b>See Appendix 3</b>	
9	<b>Decision Making</b>	Report and Recommendations for SLT	31/3/14
		Report and Recommendations for Executive on Consultation	19/5/14
		Report and Recommendations for Executive for action informed by Consultation	14/7/14

## APPENDIX 3

Adult Transformation Programme	Report on Recommendation for Consultation on the Closure and Sale of Garreglwyd
Summary of Consultation Process	Appendix Three

The Consultation is specifically about the decommissioning of that home and *will run for a period of 30 days*, and has been advised upon by Legal Services. Useful to add comment about the requirement and scope within the legislative requirement and reference the welsh gov circular. This Consultation is intended to:

- Allow key interested parties to input their views on the proposals
- Provide a variety of ways for people and groups to register their views
- Enhance the information available to Members and aid decision making

The Consultation process is aimed at seeking the views of those:

- older people currently living in Garreglwyd
- receiving respite
- day centre users
- carers
- relatives
- staff within the care home
- who supply goods and services to the home
- Town and Community Councils
- Penrhos Stanley, GPs and Health professionals
- Neighbours

In order to

- collect and understand the wishes and feelings of service users

The process of consultation and decision-making will be:

- Open and transparent and every effort will be made to ensure that the residents, advocates, relatives and staff are the first to know of any developments.
- Supported by a dedicated team of experienced and specially trained Social Workers who will work with residents and their families throughout the whole process.

### Outline Timetable for Consultation:

The consultation period is to be for 30 days in line with advice sought from Legal and other Local Authorities with those directly affected. The following is a draft:

Task	Due by	Owner
<b>Consultation Start Date (20<sup>th</sup> May 2014)</b>		
Notifications and Questionnaire on Council Website and Social Media Sites	20/05/14	Comms
Notifications to Press & relevant media, OPC, MPs, etc	20/05/14	Comms
Formal consultation notice to staff members	20/05/14	HR
Formal consultation notice to suppliers	20/05/14	Contracts

Formal consultation notice to neighbours	2005/14	T&FG
One to one meetings with residents and families	21/05/14	T&FG
One to one meetings with staff members	21/05/14	HR
Stakeholder Meetings	21+/05/14	T&FG
Consultation with local residential (and other) care providers/homes		
Other	21/05/14	T&FG
<b><i>Consultation Feedback Period</i></b>		
<b><i>Consultation End Date (20<sup>th</sup> June 2014)</i></b>		

All the responses collected during the consultation and the outcome of the Equality Impact Assessments will be used to draw up recommendations to be considered by the Executive Board. Consultation evaluation will then be collated for presentation at the 30<sup>th</sup> June 2014 Informal Executive Committee.