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CYNGOR SIR
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ISLE OF ANGLESEY
COUNTY COUNCIL

Dr Gwynne Jones.
Prif Weithredwr – Chief Executive

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RHYBUDD O GYFARFOD	NOTICE OF MEETING
PWYLLGOR GWAITH	THE EXECUTIVE
DYDD LLUN 20 GORFFENAF 2015 10.00 o'r gloch y.b.	MONDAY, 20 JULY 2015 10.00 am
SIAMBR Y CYNGOR SWYDDFEYDD Y CYNGOR LLANGFNI	COUNCIL CHAMBER, COUNCIL OFFICES, LLANGFNI
Swyddog Pwyllgor	Mrs. Mairwen Hughes 01248 752516 Committee Officer

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

Aelod Democratiaid Rhyddfrydol Cymru /Welsh Liberal Democrat (Heb Ymuno / Unaffiliated)

Aled Morris Jones

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.

Please note that meetings of the Committee are filmed for live and subsequent broadcast on the Council's website. The Authority is a Data Controller under the Data Protection Act and data collected during this webcast will be retained in accordance with the Authority's published policy.

A G E N D A

1 DECLARATION OF INTEREST

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

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

No urgent matters at the time of dispatch of this agenda.

3 MINUTES (Pages 1 - 8)

To submit for confirmation, the minutes of the following meetings of the Executive :-

- Minutes of the meeting held on 15th June, 2015.
- Minutes of the special meeting held on 2 July, 2015.

4 MINUTES FOR INFORMATION (Pages 9 - 18)

To submit the draft minutes of the Corporate Parenting Panel held on 1st June, 2015.

5 THE EXECUTIVE'S FORWARD WORK PROGRAMME (Pages 19 - 30)

To submit the report of the Head of Democratic Services.

6 BUDGET SETTING AND CAPITAL STRATEGY 2016/17 (Pages 31 - 66)

To submit the report of the Interim Head of Function (Resources)/Section 151 Officer.

7 CONSTITUTIONAL CHANGES - SCRUTINY PROCEDURE RULES (Pages 67 - 72)

To submit the report of the Head of Function (Council Business)/Monitoring Officer.

8 ANNUAL REPORT - STATUTORY DIRECTOR OF SOCIAL SERVICES (Pages 73 - 122)

To submit the report of the Director of Community.

9 LOWERING THE ADMISSION AGE FOR YSGOL GORONWY OWEN (Pages 123 - 126)

To submit the report of the Head of Learning.

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10 LOWERING THE ADMISSION AGE FOR YSGOL LLANFAIRPWLL (Pages 127 - 130)

To submit the report of the Head of Learning.

11 LIBRARIES SERVICE REVIEW (Pages 131 - 158)

To submit the report of the Head of Learning.

12 CULTURAL SERVICES REVIEW (Pages 159 - 176)

To submit the report of the Head of Learning.

13 YOUTH SERVICE (Pages 177 - 190)

To submit the report of the Head of Learning.

14 INSTALLATION OF RENEWABLE ENERGY MEASURES AT AMLWCH LEISURE CENTRE (Pages 191 - 204)

To submit the report of the Head of Economic and Community Regeneration.

15 EXCLUSION OF THE PRESS AND PUBLIC

To consider adoption of the following :-

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

(PIT TEST TO FOLLOW)

16 SCHOOL MODERNISATION

To submit the report of the Head of Learning.

(TO FOLLOW)

17 EXCLUSION OF THE PRESS AND PUBLIC (Pages 205 - 206)

To consider adoption of the following :-

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

18 TRANSFORMATION OF ADULT SOCIAL CARE - LLANGFNI EXTRA CARE (Pages 207 - 214)

To submit the report of the Head of Adults' Services.

Please note that meetings of the Committee are filmed for live and subsequent broadcast on the Council's website. The Authority is a Data Controller under the Data Protection Act and data collected during this webcast will be retained in accordance with the Authority's published policy.

19 EXCLUSION OF THE PRESS AND PUBLIC (Pages 215 - 216)

To consider adoption of the following:-

“Under Section 100(A)(4) of the Local Government Act 1972, to exclude the press and public from 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”.

20 SMALLHOLDINGS PROGRAMME OF IMPROVEMENTS (Pages 217 - 252)

To submit the report of the Head of Environment and Technical Services.

THE EXECUTIVE

Minutes of the meeting held on 15 June, 2015

- PRESENT:** Councillor Ieuan Williams (Chair)
Councillors Richard Dew, Kenneth Hughes, Aled Morris Jones, H.Eifion Jones, Alwyn Rowlands
- IN ATTENDANCE:** Chief Executive
Director of Community
Director of Sustainability
Interim Head of Resources & Section 151 Officer
Head of Learning
Head of Democratic Services
Head of Environment & Technical Services
Accountancy Services Manager (BO)
Committee Officer (ATH)
- APOLOGIES:** Councillor J.Arwel Roberts
- ALSO PRESENT:** Councillors John Griffith, Victor Hughes, Llinos M Huws, R.Meirion Jones, R.Llewelyn Jones, R.G.Parry, OBE, Nicola Roberts
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1. DECLARATION OF INTEREST

Councillor Kenneth Hughes declared a personal but not prejudicial interest in respect of item 9 on the agenda and said that he would be leading on the report as the Portfolio Member for Education.

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

None received.

3. MINUTES

The minutes of the previous meeting of the Executive held on 26th May, 2015 were presented for confirmation.

It was resolved that the minutes of the previous meeting of the Executive held on 26th May, 2015 be confirmed as correct.

4. THE EXECUTIVE'S FORWARD WORK PROGRAMME

The report of the Head of Democratic Services incorporating the Executive's Forward Work Programme for the period from July, 2015 to February, 2016 was presented for the Executive's approval.

The Head of Democratic Services reported that item 5 on the Executive's Work programme for July, 2015 (Housing Services Board) has slipped and will be rescheduled as soon as possible. The Housing Services has requested that an additional item be included on the Work Programme for July, 2015 in relation to transforming the Sheltered Housing Warden Service. Three other items are new on the Work Programme for July and these are items 6, 7 and 13.

It was resolved to confirm the Executive's updated Forward Work Programme for the period from July, 2015 to February, 2016, subject to the additional changes outlined at the meeting.

5. CAPITAL BUDGET 2014/15 OUT-TURN

The report of the Interim Head of Resources and Section 151 Officer on the Capital budget out-turn for 2014/15 was presented for the Executive's consideration.

The Portfolio Member for Finance said that the report, which reflects a generally satisfactory outcome to the 2014/15 Capital Programme was scrutinised by the Corporate Scrutiny Committee at its meeting on 10th June. He reported that the overall expenditure was 85% of the total budget and that one of the positives to be taken from the report is the increase in capital receipts in 2014/15. An area requiring further attention is the smallholdings programme of improvements which is now in its fifth year and which continues to run a deficit which, carried forward to the 2015/16 stands at £1.393m. The Portfolio Member said that subject to the Executive's approval, he proposed that a report be brought back to the Executive on how the deficit can be addressed and the smallholdings improvement programme completed.

The Portfolio Member for Education emphasised that once the improvements programme is completed, it is important that the estate is maintained.

It was resolved -

- **To note the progress of expenditure and receipts against the capital budget.**
- **That a report with regard to the actions and resources required to address the deficit and complete the smallholdings programme of improvements be brought back to the Executive.**

6. REVENUE BUDGET MONITORING – PROVISIONAL OUT-TURN 2014/15

The report of the Interim Head of Resources and Section 151 Officer setting out the provisional financial performance of the Council's Services for the 2014/15 financial year including the overall position and sources of the main variances in budgets was presented for the Executive's consideration.

The Portfolio Member for Finance reported that the Authority had to contend with a 4% reduction in its budget allocation from the Welsh Government for 2014/15 meaning that revenue savings in the region of £6m had to be found for the 2014/15 financial year. Those have been achieved and the overall draft financial position for 2014/15 is an underspend of £599k which provides the Authority with a good foundation for meeting the anticipated financial challenges in the year ahead. The report sets out the main budget variances including certain service areas that were overspent.

The Chair said with reference to the variances reported, that he would like to see the Authority adopting a zero based budget approach as a more exact way of setting the budget whereby services are required to demonstrate what is their need for resources.

It was resolved to note the following –

- **The position set out in respect of financial performance for 2014/15**
- **That the out-turn reported in the document remains provisional until the completion of the statutory audit.**

7. LLANGFN I LINK ROAD – PURCHASE OF LAND

The report of the Head of Environment and Technical Services with regard to the purchase of land to progress the Llangefni link road project was presented for the Executive's consideration.

The Portfolio Member for Education suggested that it would be prudent with this and other major projects to incorporate a provision within contracts that would set a charge for each day they overrun. The Head of Environment and Technical Services confirmed that such considerations would be dealt with as part of the contract.

It was resolved to agree to the purchase of the necessary land for the construction of the proposed new Llangefni Link Road and to approve the utilisation of Compulsory Purchase Order powers if necessary.

8. EXCLUSION OF THE PRESS AND PUBLIC

It was considered and resolved –

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

9. SCHOOL MODERNISATION – LLANNAU AREA

The report of the Head of Learning with regard to the site for the new primary school in the Llannau area was presented for the Executive's consideration.

The Portfolio Member for Education in presenting the report said that he had received legal advice which confirmed that his interest in the matter was not deemed to satisfy the test for a prejudicial interest as the report is about moving the project forwards after consultation and the implementation of the decision to create a new area school, thus allowing him to lead on the matter.

It was resolved to approve the purchase of the land as noted in the report subject to the conditions set out therein.

**Councillor Ieuan Williams
Chair**

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THE EXECUTIVE SPECIAL MEETING

Minutes of the Special Meeting held on 2 July 2015

- PRESENT:** Councillor Ieuan Williams (Chair)
- Councillors R Dew, K P Hughes, A M Jones, H E Jones and Alwyn Rowlands
- IN ATTENDANCE:** Chief Executive,
Corporate Director (Community),
Corporate Director (Sustainability),
Head of Adults' Services,
Head of Council Business/Monitoring Officer,
Committee Officer (MEH).
- ALSO PRESENT:** Councillors Lewis Davies, Carwyn Jones (Local Members for Item 2)
- Councillors Ann Griffith, John Griffith, T.LI. Hughes, T. Victor Hughes, Llinos M. Huws, G.O. Jones, R.LI. Jones, Bob Parry OBE, D.R. Thomas.
- APOLOGIES:** Councillor J A Roberts

1 DECLARATION OF INTEREST

No declaration of interest received.

2 OLDER ADULT TRANSFORMATION : HAULFRE RESIDENTIAL HOME

Submitted – the report of the Head of Adult's Services in relation to the above.

The Portfolio Holder for Social Services & Housing said the report submitted to the Executive has arisen from reports on Fire Risk and Health & Safety Assessments, together with an assessment of the Haulfre building. The Authority has taken steps, following receipt of the reports, to ensure that extra staff are on duty at night at the Home. He referred to sums of money spent over the last 2 years at Haulfre which were £30k on annual maintenance and £70k on the installation of a boiler.

The Corporate Director of Social Services stated that she has specific responsibility to ensure that the provision of residential homes on the Island are acceptable and to report if the provision is unacceptable in her opinion. Following receipt of the Fire Risk and Health & Safety Assessments and the assessment of the building, she has requested that this meeting be called as a matter of urgency. The County Council has a duty to provide a high standard provision to ensure that the care and accommodation needs of older people are met and there are liabilities if the Authority does not meet these standards. In light of the information received following receipt of the reports, work has been undertaken across the services of the Authority to mitigate the risks highlighted within these reports. The duty of care towards the residents and staff working at Haulfre is a key priority for the County Council. A framework is now required to consult with residents and staff so that a work programme can be formulated for submission to the Executive in due course.

The Head of Adults' Services outlined the report to the Committee and stated that the key element of the Transformation Programme for Older Adult is reconfiguring accommodation provision, moving away from traditional residential care and towards Extra Care model. The Authority determined in December 2013 that future investment should be targeted at the development of Extra Care provision and work in partnership with the independent sector to maintain the availability of choice within residential establishments. It is anticipated that the Extra Care provision in the South of the Island will be completed by 2019. As there was a need to consider investment in Haulfre in the immediate future reports were commissioned to consider whether Haulfre could be maintained up until at least 2019. There are 21 identified areas where improvements are needed, of which 16 are deemed to be essential. Cost of these works for those areas that have been costed to date is estimated at £361,350 of which £243,100 is required for the essential work to be undertaken and £118,250 is required for additional recommended works. A number of further areas require detailed costings with estimates for non-costed essential works being between £300,000 and £800,000 and a further amount of £500,000 to £750,000 estimated for an extension to make this provision viable in the medium term. The consequence of undertaking these essential works is that 4 current bedrooms will be lost. Two options were forwarded to the Executive for decision which was highlighted within the report.

The Chief Executive said that moving to the model of Extra Care is the strategy of the County Council and it was hoped to keep Haulfre open until the Extra Care facility is available in the area. The commissioning of the reports, as mentioned above, was to make sure that the facility was safe for the residents and staff at the home. He noted that the Senior Leadership Team considers that the matter should be dealt with as a matter of urgency and that a consultation period should be undertaken to consider the future of Haulfre.

The Leader of the Council ascertained the legal opinion of the Head of Function (Council Business)/Monitoring Officer in respect of the constitutional matter in respect of urgent issues of business.

The Head of Function (Council Business)/Monitoring Officer reported that the Head of Adults' Services report states the reasons why he is recommending that the Executive treat this item as urgent. The Constitution allows the Executive to treat this as an urgent decision if any delay caused by the 'Call-In' process which would seriously prejudice the Council's or the public's interest. It is the decision of the Executive if they wish to treat this as an urgent item to stop the 'call-in' process creating delay to the consultation with those directly affected. The Chair of the Council must agree that the decision is reasonable and that it is reasonable that it should not be subject to 'call-in'. Written confirmation has been received by the Chair of the Council to that effect. Notice has also been given to the Scrutiny Chairs as a constitutional requirement. The Executive **RESOLVED that the matter is an urgent issue and therefore not subject to 'call-in'.**

The Chair invited Councillor Lewis Davies, a local member to address the meeting. He noted that Haulfre Residential Care Home received an excellent report on the care and respect the residents of the home receive from the staff. He stated that the news that Haulfre is likely to be closed has hugely upset the elderly residents and their families. Haulfre is a care home based in a large converted manor house in Llangoed that was given to the Authority by the Chadwick family in 1967 and that it is used as a residential home. Councillor Lewis stated that he had attained a legal opinion on behalf of the families of the residents at Haulfre. The Solicitor has written to the Council in respect of this matter.

Due to the lack of care for the elderly in the Seiriol area, Haulfre needs to be kept open as the Extra Care facility attached to the Transformation of Elderly Care provision will not be

available until 2019. Councillor Lewis stated that as re-organisation of local government is to take place, the residents of Anglesey would much rather see the money set aside for the 'Smarter Working' project of the Council being spent on a Residential Home for the care of the elderly; even the Charitable Trust money could be used. Councillor Davies read out 12 questions asked by the families of residents of Haulfre and asked for a written reply to those questions. The Leader stated that written reply will be sent.

The Leader invited Councillor Carwyn Jones a local member to address the meeting. Councillor Jones expressed that the report to the Committee does not contain any comments from residents, their families, staff, local community councils/town council nor local County Councillors. He questioned if/when the Chief Executive, Corporate Director of Social Services and the Member of the Executive had visited the residential home at Haulfre. He noted that he has spoken to the residents at the home and their families who have expressed that the quality of life and care at the home are excellent and exemplary.

Councillor Jones stated that he has requested a copy of the Fire Service Assessment Report but has not received a copy for some reason. He questioned the date of the Fire Service report and who was the author? He questioned what was the brief and methodology of the report and how much did the report cost to the Authority. He further questioned why is Haulfre still open if the Fire Service report is so damning. Councillor Jones said that he has asked for the Fire Report and Health & Safety reports for the previous years but still has not received them. He stated that he has spoken to a local builder in respect of some of the work needed at Haulfre and he has noted that it would only take a few days to complete.

Councillor Jones further stated that he has asked for details of the Chadwick Haulfre Trust and the accounts of that Trust, but he still has not received the information from the Council. He agreed with the statement by Councillor Lewis Davies that the budget for the 'Smarter Working' project of the Authority should be transferred to improve Haulfre until the Extra Care facility in 2019 is in place.

The Leader invited Councillor R.LI. Jones as the Older People's Champion to address the meeting. Councillor Jones stated that he would like to see a full discussion at the full Council in respect of this matter. He noted that a Business Plan needs to be produced to outline the work required at Haulfre.

Councillor Alwyn Rowlands, who is a local member, and Executive Member agreed with his fellow local members that the care the residents receive at Haulfre is excellent. He noted that consultation needs to be conducted with the families of the residents and staff of Haulfre in the first instance. At the same time, detailed financial reports need to be produced about the essential works required at Haulfre in order to ensure the safety of the building. Thereafter consultation must entail with the local community.

The Leader of the Council stated that he wished to make it clear that no decision has been taken to close Haulfre. He considered that a formal consultation process should take place together with a detailed analysis of the estimated costs of the essential works required.

Members of the Executive agreed that an appropriate consultation on the future of Haulfre with stakeholders.

RESOLVED :-

- **To commence appropriate and required consultation on the future of Haulfre, Llangoed as a residential care home which will involve a detailed analysis of**

suitability and viability based on key areas such as quality of care, suitability of the building and matters related to Health and Safety.

- **That a full report, following the consultation, be submitted to the Executive at its meeting to be held in October, 2015.**

The meeting concluded at 2.10 pm

**COUNCILLOR IEUAN WILLIAMS
CHAIR**

CORPORATE PARENTING PANEL

Minutes of the meeting held on 1 June, 2015

- PRESENT:** Dr Gwynne Jones (Chief Executive) (Chair)
- Councillor Kenneth Hughes (Portfolio Member for Education)
Councillor Aled M. Jones (Portfolio Member for Housing and Social Services)
Councillor Dylan Rees (Partnership & Regeneration Scrutiny Committee)
Mr Douglas Watson (Chair Anglesey Foster Carers' Association)
Mrs Rona Jones (Independent Reviewing Officer)
Mrs Gwen Carrington (Director of Community)
Anwen Huws (Head of Children's Services)
Mrs Delyth Molyneux (Head of Learning)
Llyr Bryn Roberts (Principal Officer – Corporate Parenting & Partnerships)
Dawn Owen (Child Placement Team Manager)
Heulwen Owen (LAC Education Liaison Officer)
Llinos Edwards (LAC Nurse)
Karen Roberts (Principal Housing Officer)
Ann Holmes (Committee Officer)
- APOLOGIES:** Mrs Sue Willis (BCUHB), Natalie Woodworth (Principal Officer – Operations), Sean McClearn (Leaving Care Co-Ordinator), Llio Johnson (Delivery Manager – Children and Young People)
- ALSO PRESENT:** Jane Marr (Secondary Education Officer) (for items 4 and 6)

The Chair welcomed all those present to the meeting and extended a particular welcome to Councillor Aled Morris Jones as the new Portfolio Member for Housing and Social Services and to Councillor Kenneth Hughes as the new Portfolio Member for Education.

1 DECLARATION OF INTEREST

No declaration of interest was received.

2 MINUTES OF THE 9TH MARCH, 2015 MEETING

The minutes of the previous meeting of the Corporate Parenting Panel held on 9th March, 2015 were presented and confirmed as correct.

3 MATTERS ARISING

3.1 With reference to the key issues in relation to CAMHS which the Panel deemed as requiring further discussion and clarification around access criteria and thresholds both from the perspective of Children's Social Care and the Education Service, the Head of Children's Services informed the Panel that a professional from the Child and Adolescent Mental Health Service will be joining with the Children's Services Team meetings to try to resolve any stumbling blocks beyond routinely responding to individual cases. She suggested that the Education Officer be invited to attend the next Children's Services team meeting at which a CAMHS professional practitioner will be in attendance so that that forum can then become the vehicle for progressing matters with respect to CAMHS and the Corporate Parenting Panel can be updated accordingly.

It was agreed to proceed in accordance with the Officer's proposal.

3.2 With reference to the prospective awards ceremony to be held on 16 October, 2015 to recognise the achievements of children and young people looked after by the Authority, the Principal Officer - Corporate Parenting and Partnerships confirmed that the event will be staged at the Carreg Bran Hotel, Llanfairpwll and that a meeting had been held at the venue the previous week with the children and young people involved to co-ordinate the arrangements.

3.3 With reference to the provision of data relating to children/young people placed out of county in residential care and/or foster care which had been inadvertently omitted from the report to the previous meeting on children missing from Local Authority care, the Head of Children's Services said that she would follow the matter up with the Principal Officer (Operations) to ensure the Panel's members receive the information.

3.4 Care Placements and Changes in Placements

With reference to the Panel's request at the previous meeting for clarification of the process for determining care placements and changes in placements along with the considerations involved, the Principal Officer - Corporate Parenting and Partnerships presented a report setting out each stage of the placement process, the pivotal role of the Resource Panel as the provider of a scrutinising, gatekeeping and authorisation function for placement resources and family support services, and the factors taken into account as part of the placement process. The Officer also drew the Panel's attention to the following as key aspects of the process –

- Placement Strategy and the principles on which it is based
- The Children's Service's Delivery Plan for 2014/15 and the targets therein to reduce the number and costs of placements procured through independent fostering agencies.
- The Fostering Invest to Save Strategy.
- Other circumstances and reasons that lead to placement moves for children and young people.

The Officer said that in order to meet the targets in the Service Delivery Plan, consideration has been given to strategies that allow for the safe reduction of external LAC placements. To be successful, the complex and specialist nature of this work needs to be understood and resources allocated to ensure the potential risks to the child associated with placement disruption are minimised. In January, 2015 all external placements were reviewed and evaluated against the factors outlined in paragraph 8 of the report which led to the identification of a small number of looked after children and young people whose care arrangements have since changed due to the placement not meeting their needs with the resultant outcomes described in paragraph 9. The Officer emphasised that although there are good reasons to want to reduce the number of children placed with external carers, the primary consideration underpinning any such decision will always be to meet the needs of the child.

The Head of Children's Services said that the Welsh Government's Minister for Health has set a challenge to Welsh local authorities to reduce the number of care placements in Wales as it is high in comparison with England and because the rate at which children enter the care system in Wales is more rapid than that in England. There is also a view that the life outcomes for looked after children tend to be poorer than those of their contemporaries in the mainstream, and that there is limited research to corroborate the optimism shared by agencies and local authorities that accommodating children is always a positive step. Locally, the Authority is commissioning a piece of work to analyse the looked after population. The Principal Officer - Corporate Parenting and Partnerships and the Children's Services Transformation Programme Manager are jointly undertaking work to analyse the looked after population's needs pattern in entering the care system and to seek to establish whether there are ways of working to change behaviours that lead to children coming into care particularly in relation to unplanned placements. A great deal of work is already being undertaken in the form of the evolving Placement and Foster Carers Recruitment and Retention Strategies. There is also evidence to suggest that the Invest to Save Initiative is helping to avert costs and that less resources and less overnight care was commissioned from the independent sector in 2014/15. The Principal Officer - Corporate Parenting and Partnership has been asked to formulate a Business Case 2 to increase the investment in this initiative in order to maximise savings. When the savings proposals for Children's Services were presented for scrutiny as part of the

2015/16 Budget setting process there was a clear consensus at scrutiny level that savings targets were not to be achieved at the expense of looked after children and there is now an understanding between Scrutiny, the Executive and Officers that their interests should not be compromised in order to secure financial savings.

In the ensuing discussion on the report, the following points were raised –

- The panel sought clarification of some of the data relating to the LAC population as at paragraph 5 of the report and whether it signified any particular trend or pattern in terms of increased pressures, capacity or insufficient placement options.
- That the Authority needs to ask whether it is meeting the needs of children and young people it looks after in the best way possible while they remain in its care in terms of enabling them to reach their potential. It also needs via another work stream to establish whether children and young people come into care for the right reasons and that it is satisfied that those reasons are sufficiently robust to warrant the placement or whether effective and timely intervention might have prevented the need for a child to become looked after in the first place.
- The need to examine each and every unplanned placement, and to better understand why these happen so that resources can be targeted at strategies that avoid escalation and support family resilience. The Panel was informed that consideration is being given to incorporating such models as part of the service transformation.
- The need for up to date assessments to be clear regarding the looked after child's situation and what can best meet their needs.
- Whether the Authority's performance with regard to the looked after population compares favourably with that of other authorities in Wales. The Panel was informed that the Authority performs well against the benchmark set by Welsh Government that a looked after child should not have more than 3 placement moves in one year, and it has also seen an overall reduction in the number of placement breakdowns. For 2014/15 there were only three children in care who experienced 3 or more placement moves (3.41%) which represents a significant improvement on the previous three years' performance and, based on last year's Welsh average figures it would place the Authority in the highest quartile. In view of the challenges and limited placement options, this performance shows a commitment and co-operation across Children, Education and Health services to maintain children's care placements.
- Concerns around the disruption to a looked after child's education because of a change in the LAC placement. The Panel was informed that although much effort is sometimes expended in ensuring that the child's education remains constant whatever the change in placement, it is not always in the interests of the child to have to travel long distances to school for the sake of stability. However the Authority is confident that the changes that have occurred have been planned rather than reactive.
- The need to set still more challenging targets with regard to recruiting foster carers and to invest accordingly, hence the current work on a Business Case 2.

The Panel considered the information presented and was satisfied that the Authority reviews placements to ensure they remain appropriate and continue to meet the needs of the looked after child, that it seeks where possible to maintain permanency in placements and that the best interests of the child is the guiding factor in decisions taken.

It was agreed to accept the report and to note the process, and considerations involved, in determining placements and placement moves.

NO FURTHER ACTION ARISING

3.5 Post of LAC Learning Mentor

This item was considered as a confidential item under the provisions of Section 100(A)(4) of the Local Government Act 1972 on the grounds that it involved the disclosure of exempt information as defined in Schedule 12A of the said Act and in the Public Interest Test presented.

With reference to the Panel's request at its previous meeting for evidence of the impact of the post of LAC Learning Mentor on the looked after school population in light of the prospective loss

of the post because of a change in grant arrangements, the Head of Learning presented a report which set out the following –

- The number of children in care which the post holder had worked with over the previous four academic years totalling 33.
- The kinds of support offered by the LAC Learning Mentor during her period in post.
- Examples of feedback from schools testifying to the valuable input provided by the LAC Learning Mentor in supporting individual looked after children to develop their skills and educational attainment and the disappointment expressed at the demise of the post.

The Head of Learning informed the Panel that notwithstanding the positive comments from schools as documented in the report, there is no quantitative evidence that the LAC Learning Mentor's assistance has had a direct impact in improving the educational outcomes for the looked after population. She informed the Panel that a change in the terms of the Pupil Deprivation Grant through which the post was financed means that the funding will now be implemented through the GwE North Wales Consortium rather than through the Local Authority with the intention that educational support for looked after children will be provided on a whole school basis rather than via a specific post.

In response to the Panel's expression of regret at the loss of the support which the LAC Learning Mentor delivered on a one to one basis, the Head of Learning said that LAC Co-Ordinators for the region are meeting across the network to put together a package for schools to enable them to deliver support to looked after children as a matter of day to day provision.

It was agreed to accept the report and to note the contents.

NO FURTHER ACTION ARISING

4 WELSH GOVERNMENT CONSULTATION – RAISING THE AMBITIONS AND EDUCATIONAL ATTAINMENT OF CHILDREN WHO ARE LOOKED AFTER IN WALES

The Secondary Education Officer reported verbally on the Authority's response to the consultation by the Welsh Government's on raising the ambitions and educational attainment of children who are looked after in Wales. The draft strategy proposed potential actions for all key partners involved with looked after children to support them to achieve better educational outcomes and was issued on the basis that looked after children as a group are deemed to have unsatisfactory experiences resulting in educational attainment rates significantly below that for other mainstream children.

The Officer summarised the Authority's response to the questions asked by the consultation document and referred to the following as of particular interest to the Panel:

- That local authorities should designate an elected member to have lead responsibility for the education of children who are looked after. The Authority is in agreement that such a designation would help strengthen the voice of looked after children especially in terms of informing strategy and operational decision making.
- That likewise a lead governor should be designated in each maintained school with lead responsibility for the education of children who are looked after.
- The adoption of a Virtual School Head approach which assigns responsibility for delivering co-ordinated support for children who are looked after and for improving their educational attainment to a senior local authority officer. The approach has been trialled in areas of Wales and is established in England. The Authority will look at how such a role works in areas where the approach has been implemented.
- The need for effective partnerships and collaboration between agencies involved with children who are looked after. The Authority agrees that it is essential that Social Services and Education Services work together to build success.
- The need for local authorities and schools to collaborate to develop materials to help carers and foster parents understand the importance of engagement with schools and post-16 education providers and in promoting their educational needs.
- That while the Authority is of the view that the document is clear in its intent, more information is required about looked after children prior to their entering the care system to be able to

subsequently evidence the extent of their progress as a result of local authority support and intervention.

The Head of Children's Services said that the strategy provides an opportunity for the Authority to take stock and to evaluate how it intends to track the educational journey of looked after children from the perspective not only of examination results and basic targets, but also from the perspective of their attendance, their emotional health and well-being and in order to ensure that they leave school with some form of recognition be it in the form of a GCSE or otherwise.

The Chair said that in being a corporate parent, the Authority should be seeking to make sure that the children in its care are attending school and/or are receiving a schooling; that it is aware of their potential and that they are making progress to fulfil that potential and that furthermore, they receive the best possible experiences from their education. He suggested that the Panel might wish to satisfy itself via a report that the Authority if it does not already have in place a system to ensure that those fundamental principles are established and are effective, is taking steps to that end.

It was resolved to note and accept the information as part of Authority's response to the Welsh Government's consultation.

ACTION ARISING: Principal Corporate Parenting and Partnerships Officer in collaboration with the Secondary Education Officer to draft a report for the Panel on how well the Authority is implementing the three basic principles referred to and what it needs to do to take a more holistic approach to the educational achievement of looked after children in terms of ensuring they have rounded and positive experiences of school.

5 WHEN I AM READY – PLANNING TRANSITION TO ADULTHOOD FOR CARE LEAVERS

The report of the Principal Corporate Parenting and Partnerships Officer outlining the preparatory steps which the Authority is taking ahead of implementing the When I am Ready arrangements before April, 2016 in line with the Welsh Government's intentions was presented for the Panel's consideration. The Officer reported that as part of the implementation programme, a Task and Finish group is to be set up to agree on policy and procedures as documented in the report.

The Head of Children's Services drew the Panel's attention to the fact that there are financial concerns around the implementation of the When I am Ready arrangements which seek to extend foster placements post 18 in order to extend a young people's transition to adulthood within a family and household environment. Although the Welsh Government has introduced the scheme as a cost neutral initiative those counties which piloted the arrangements have shown that there are cost implications to it. The Officer said that she was concerned about its affordability and she highlighted the possibility that a report may have to be brought to the Council to draw its attention to the scheme as an additional unfunded need by the Welsh Government and that Children's Services are unlikely to be able to meet the need from current resources.

The Chair of the Anglesey Foster Carers' Association said that whilst the child's interests must be paramount and that it must not be a financial decision, the scheme does have financial implications for foster carers and the Authority has to be prepared to cost the arrangements.

The Panel noted the position, and acknowledged that this matter may have to be revisited post implementation if resource issues do arise.

It was agreed to accept the report and to note the local arrangements being made to implement the When I am Ready statutory responsibilities.

ACTION ARISING: Panel to be updated on any financial issues arising as a result of implementation.

6 EDUCATION SAFEGUARDING REPORT APRIL 2013 TO MARCH 2014

The Education Safeguarding Report for 2013/14 was presented for the Panel's consideration.

The Panel noted the report for information purposes and noted also that it would be considered by the Corporate Safeguarding Panel.

NO FURTHER ACTION ARISING

7 CSSIW INSPECTION OF FOSTERING SERVICE

The report of CSSIW on its inspection of Fostering Services at Anglesey undertaken in January, 2015 and an Action Plan in response to issues raised were presented for the Panel's consideration. The inspection carried out was an announced baseline inspection which assessed the four quality themes – quality of life; quality of staffing, quality of foster carers and the quality of leadership and management.

The Panel was informed that the inspection was generally positive and recognised areas of good practice as well as improvements made since the last inspection. One area of non-compliance with the requirements of the Fostering Services (Wales) Regulations 2003 was identified but was found not have had an adverse impact on the quality of life of children and a non-compliance notice was not issued. Actions to address areas where further improvements can be made are in progress as indicated by the Action Plan.

It was agreed to accept the report along with the accompanying Action Plan.

ACTION ARISING: Foster Services Manager to provide the Panel with an exception report in the event of any slippages on the Action Plan timescales.

8 CSSIW NATIONAL INSPECTION OF SAFEGUARDING AND CARE PLANNING FOR LAC AND CARE LEAVERS WHO EXHIBIT VULNERABLE OR RISKY BEHAVIOURS

The report of the Principal Officer - Corporate Parenting and Partnerships summarising the key findings from the CSSIW national inspection was presented for the Panel's consideration.

The Head of Children's Services said that the findings from the Anglesey specific report has already been presented to the Panel and the actions arising therefrom have been incorporated within the Service Provision/Business Plan.

The Principal Officer - Corporate Parenting and Partnerships referred to the good practice examples which the national report had identified in relation to services and their partners who have an input into the care of looked after children, and said that these need to inform the review and development of Anglesey's own Corporate Parenting Panel Strategy.

It was agreed to accept the report and to endorse the good practice examples for incorporation within the Corporate Parenting Panel Strategy.

NO FURTHER ACTION ARISING

9 THE REPORT OF THE INDEPENDENT REVIEWING OFFICER

The report of the Independent Reviewing Officer was presented for the Panel's consideration. The report provided an analysis of the looked after population in terms of trends, age and ethnic profile, placement arrangements, issues to be addressed and key messages from LAC reviews. The report noted that there had been a gradual increase in the looked after population over the previous 12 months with the total standing at 91 for Quarter 4 compared with 78 for the previous quarter.

The following issues were noted and discussed –

- That many of the children/young people accommodated are placed in care in a situation of crisis with little or no foregoing information about their needs. Seventy eight are being looked after because of child protection concerns (78). It was noted that a further breakdown of the 78 children/young people thus accommodated would be helpful in trying to establish the reasons why they come into care and to plan services accordingly. It was emphasised that there needs to be an attempt to understand the underlying messages from the data rather than accepting them as bald figures.
- The number of out of county placements remains high.
- The number of children accommodated under Regulation 38 whereby children are placed with family without a clear assessment of need. In the event that the assessment when made is

negative it is all the more difficult to remove the child from the family placement to a foster care placement.

- The need to refresh LAC documentation and in particular review reports so that they are more personal to the individual child.
- That a meeting is to be arranged with Tros Gynnal to seek ways of improving children and young people's participation in LAC reviews especially with regard to articulating their wishes and feelings.
- Clarity around the Authority's decision making with regard to adoption in terms of setting out the reasons for the decision in court and other reports. The Head of Children's Services said that the new PLO procedures have been in effect for over a year and the feeling is that it is a very tight schedule in terms of providing sufficient time to assess all the options and the work that goes with that task. Consequently consideration has been given to whether the structure of the service is appropriate to meet the requirements.
- The process for dealing with concerns raised by the IRO. The Head of Children's Services said that there is a process within Children's Services for resolving professional disputes. The IRO does have recourse to CAF/CASS if she deems the Authority is failing in its duty to a looked after child/young person. The Head of Service seeks to develop a culture whereby disputes are discussed and resolved openly and transparently and in a way that is constructive rather than defensive.
- That there is a concern around contact and the supervision of contact. The Head of Children's Services said that the acceptance of supervised contact has almost become a default position and consideration needs to be given to whether there is sufficient assessment of the need for supervision. There has been discussion around commissioning a tool to assist with contact decisions.
- That it would be helpful to have a mechanism (not necessarily within the Corporate Parenting Panel unless the issue is of corporate significance) to ensure that issues raised by the IRO are followed up in the Service's Work Programme.

It was agreed to accept the report of the Independent Reviewing Officer and to note the issues raised.

NO FURTHER ACTION ARISING

10 ADVOCACY SERVICE

The Principal Officer - Corporate Parenting and Partnerships informed that Panel that Tros Gynnal has commenced on a three year contract for the provision of an advocacy service across North Wales and that while the organisation proposes to provide the Panel with quarterly update reports, it will only provide representation on an annual basis for the presentation of an annual report unless specific concerns are raised in the interim.

The Panel sought clarification of how under the proposed arrangements, it will be able to obtain qualitative information about the service provided in terms of the views of the looked after population about the usefulness of advocacy and not simply information about the number accessing the service.

The Head of Children's Services informed the Panel that the information which Tros Gynnal is able to provide is statistical and that that information can be provided through contract monitoring arrangements. Children's Services are about to go through an appointment process for a Participation and Family Conference Officer and it is this post that will take the lead on Children's Services participation matters and on developing different means of communication with looked after children which will help build a more informative picture of their views and feelings. The Officer said that the formal advocacy service represents one dimension only of advocacy for looked after children and young people and that participation should be viewed as an integral part of the service and not a provision that is delivered externally.

The Director of Community said that consideration also needs to be given to why many care leavers do not maintain contact with the Authority. There is currently a consultation being undertaken on Children and Advocacy Services as part of the Social Services and Well-being Act (Wales) 2014, and the Panel will need to consider how it wishes to deal with new requirements under this legislation.

It was agreed to note the information.

NO FURTHER ACTION ARISING

11 ANGLESEY FOSTER CARE ASSOCIATION

Mr Douglas Watson, Chair of the Anglesey Foster Care Association provided the Panel with an overview of the Association in relation to its membership and governance; its aims as an organisation and charity and its promotion of social activities for the Authority's family of foster carers and the children they look after.

Mr Watson highlighted the often stressful, isolating and often challenging nature of foster caring and referred to steps taken during the last 12 months to address concerns through the establishment of the Foster Carers' Forum which provided the Association with a valuable interface with Children's Services. He referred to social activities for both carers and children which the Association arranges and supports by fundraising and he said that it is unlikely that the Association will be able to sustain this level of fundraising in the long term and would appreciate if consideration was to be given to a more formal allocation of local authority funding. He stressed the importance in the interests of morale and the retention of foster carers of including them in service planning and consultation processes so they do not feel marginalised.

It was noted that funding and other issues raised would be considered by the Foster Carers Forum. It was further suggested that the Association might utilise central library resources to collate materials for projects and make them available for Foster Carers locally.

The Panel thanked Mr Watson for his presentation and expressed its appreciation of the contribution of the Authority's Foster Carers, and of the Association's work in representing and supporting them.

12 SERVICE REPORTS

The following service reports were presented and noted –

- The report of the LAC Education Liaison Officer
- The report of the LAC Nurse

The Panel considered issues arising from the placement of children from other local authority areas in care on Anglesey in terms of the responsibilities, the provision of services, and the resource pressures as distinct from the Corporate Parenting Panel's responsibilities towards the Authority's own looked after children. It was agreed that an initial report providing baseline information on the number of children placed in care on Anglesey by other authorities, the placement made, their schooling and the resource implications be presented to the Panel.

ACTION ARISING: Principal Officer - Corporate Parenting and Partnerships in collaboration with the Secondary Education Officer to report back to the Panel on the number, status, schooling and resource implications of children placed in care on Anglesey by other local authorities.

- The report of the Child Placement Team Manager
- The report of the Leaving Care Co-Ordinator

The Head of Children's Services referred to the reference made in the report to a 50% reduction in the Leaving Care Social Worker Service in 2012 and clarified that the two leaving care social worker posts in 2012 were adapted to meet the statutory requirement to provide a personal advisor. While there remained a social worker for the 20 or so care leavers significant work is done by the personal advisor so the change was not a service cut but a service adaptation to respond to a statutory need.

The Director of Community highlighted the Care Leavers Service as an area where more work is required in terms of improving performance and contact to the extent that a service review is required to examine practice and approach and to formulate a service plan based on meaningful principles and performance indicators. The Head of Service agreed to follow up

with the Principal Officer (Operations) the report on the service arrangement for care leavers and a progress report against the Missing After care report that the Panel had requested. The Head of Service said that she was of the view that this is a service that requires a fundamental review to ensure that a different approach is provided, based on the principles of the Social Services and Wellbeing Act 2014 and has engagement with the young people and direction by them at its heart.

ACTION ARISING: Head of Children's Services to follow up the reports as noted.

- The report of the LAC Team Manager

13 FOSTER CARE CHARTER

The Foster Care Charter was presented and noted subject to updating the information therein with regard to the Chair of the Corporate Parenting Panel and Portfolio responsibilities.

14 ANY OTHER BUSINESS

There was no other business to report.

15 NEXT MEETING

Noted as Monday, 7th September, 2015, at 2:00 p.m.

**Dr Gwynne Jones
Chair**

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	The Executive
Date:	20 July 2015
Subject:	The Executive's Forward Work Programme
Portfolio Holder(s):	Cllr Ieuan Williams
Head of Service:	Lynn Ball Head of Function – Council Business / Monitoring Officer
Report Author: Tel: E-mail:	Huw Jones, Head of Democratic Services 01248 752108 JHuwJones@anglesey.gov.uk
Local Members:	Not applicable

A –Recommendation/s and reason/s
<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 September 2015 – April 2016;</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>

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

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.

E – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (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.
2	Finance / Section 151 (mandatory)	
3	Legal / Monitoring Officer (mandatory)	
5	Human Resources (HR)	
6	Property	
7	Information Communication Technology (ICT)	
8	Scrutiny	
9	Local Members	Not applicable.
10	Any external bodies / other/s	Not applicable.

* Key:

Strategic – key corporate plans or initiatives

Operational – service delivery

For information

2

F – Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	
FF - Appendices:		
The Executive's Forward Work Programme: September 2015 – April 2016.		

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

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Strategic – key corporate plans or initiatives
Operational – service delivery
For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: September 2015 – April 2016

Updated 8 July 2015



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.

Executive decisions may be taken by the Executive acting as a collective body or by individual members of the Executive acting under delegated powers. The forward work programme includes information on the decisions sought, who will make the decisions and who the lead Officers and Portfolio Holders are for each item.

Page 22 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.

Reports will need 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.

The Executive's draft Forward Work Programme for the period **September 2015 – April 2016** is outlined on the following pages.

* Key:

S = Strategic – key corporate plans or initiatives

O = Operational – service delivery

FI = For information

THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: September 2015 – April 2016

Updated 8 July 2015

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Department	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)	
SEPTEMBER 2015							
1	The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Deputy Chief Executive	Huw Jones Head of Democratic Services Cllr Ieuan Williams		The Executive 21 September 2015	
2	Annual Performance Report (Improvement Plan) 2014/15 (S) Approval of report and recommendation to full Council.	Forms part of the Council's Policy Framework - a collective decision is required to make a recommendation to the full Council.	Deputy Chief Executive	Deputy Chief Executive Cllr Alwyn Rowlands	6 July 2015 & 14 September 2015	The Executive 21 September 2015	29 September 2015
3	Corporate Scorecard – Quarter 1, 2015/16 (S) Quarterly performance monitoring report.	This is a matter for the full Executive as it provides assurance of current performance across the Council.	Deputy Chief Executive	Deputy Chief Executive Cllr Alwyn Rowlands	14 September 2015	The Executive 21 September 2015	
4	Medium Term Financial Plan - update report	This is a matter for the Executive as it falls within the Council's Budget Framework.	Deputy Chief Executive	Richard Micklewright Interim Head of Function - Resources Cllr Hywel Eifion Jones		The Executive 21 September 2015	

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THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: September 2015 – April 2016

Updated 8 July 2015

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Department	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
5 2015/16 Revenue and Capital Budget Monitoring Report – Quarter 1 (S) Quarterly financial monitoring report.	This is a matter for the full Executive as it provides assurance of current financial position across the Council.	Deputy Chief Executive	Richard Micklewright Interim Head of Function - Resources Cllr Hywel Eifion Jones	14 September 2015	The Executive 21 September 2015	
6 Annual Update - Safeguarding Arrangements for Vulnerable Adults (S) Progress report.	This is a matter for the Executive as it is a performance report on a statutory area, for comments on the work programme.	Community	Alwyn Jones Head of Adults' Services Cllr Aled Morris Jones	15 September 2015	The Executive 21 September 2015	
7 Common Allocations Policy (S) Adoption of new Common Allocations Policy.	This is a matter for the full Executive to decide as it involves a key Council policy.	Community	Shan L Williams Head of Housing Services Cllr Aled Morris Jones	15 September 2015	The Executive 21 September 2015	
8 Housing Services Board (S) To consider governance model to include Housing Revenue Account.	To be confirmed	Community	Shan L Williams Head of Housing Services Cllr Aled Morris Jones		September 2015	

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THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: September 2015 – April 2016

Updated 8 July 2015

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Department	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
9 Council Housing Development Strategy 2015 – 2020 (S) Approval of strategic direction.	Decision to be taken by the full Executive (unless powers will be deputised to the new Housing Services Board), links to the HRA business plan which is a statutory document.	Community	Shan L Williams Head of Housing Services Cllr Aled Morris Jones		The Executive 21 September 2015	
10 Transformation of the Sheltered Housing Accommodation Warden Service (S) To consider recommendations for future service delivery	The approval of the full Executive is sought as it is a strategic and transformational decision affecting the future delivery of support services for older people spread across all types of tenures.	Community	Shan L Williams Head of Housing Services Cllr Aled Morris Jones		The Executive 21 September 2015	
11 Schools Modernisation – Holyhead Area Report following publication of statutory notice.		Lifelong Learning	Dr Gwynne Jones Chief Executive Cllr Kenneth P Hughes		The Executive 21 September 2015	

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THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: September 2015 – April 2016

Updated 8 July 2015

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Department	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
12 Schools Modernisation – Llannau Report following publication of statutory notice.		Lifelong Learning	Dr Gwynne Jones Chief Executive Cllr Kenneth P Hughes		The Executive 21 September 2015	
OCTOBER 2015						
13 The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Deputy Chief Executive	Huw Jones Head of Democratic Services Cllr Ieuan Williams		The Executive 19 October 2015	
14 Schools Modernisation - North West Anglesey Area (Llannau) Full Business Case.	The approval of the full Executive is sought before submitting the Full Business Case to Welsh Government.	Lifelong Learning	Dr Gwynne Jones Chief Executive Cllr Kenneth P Hughes		The Executive 19 October 2015	
15 Schools Modernisation – Rhosyr Area Formal Consultation	Executive decision required to decide the final configuration of schools in the area.	Lifelong Learning	Dr Gwynne Jones Chief Executive Cllr Kenneth P Hughes	14 September 2015	The Executive 19 October 2015	

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THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: September 2015 – April 2016

Updated 8 July 2015

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Department	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
16 Weekly waste collection – options appraisal re 3 or 4 weekly collections (S) Agreement on future option.	A decision is sought from the full Executive as this matter would involve a significant change to working practice.	Sustainable Development	Dewi Williams Head of Environment and Technical Cllr J Arwel Roberts	TBC	The Executive 19 October 2015	
NOVEMBER 2015						
17 2016/17 Budget (S) To finalise the Executive's initial draft budget proposals for consultation.	This is a matter for the Executive as it falls within the Council's Budget Framework.	Deputy Chief Executive	Richard Micklewright Head of Function – Resources / Section 151 Officer Cllr Hywel Eifion Jones	16 November 2015	The Executive 9 November 2015	
18 The Executive's Forward Work Programme (S) Approval of monthly update.	The approval of the full Executive is sought to strengthen forward planning and accountability.	Deputy Chief Executive	Huw Jones Head of Democratic Services Cllr Ieuan Williams		The Executive 30 November 2015	
19 Corporate Scorecard – Quarter 2, 2015/16 (S) Quarterly performance monitoring report.	This is a matter for the full Executive as it provides assurance of current performance across the Council.	Deputy Chief Executive	Deputy Chief Executive Cllr Alwyn Rowlands	16 November 2015	The Executive 30 November 2015	

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THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: September 2015 – April 2016

Updated 8 July 2015

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Department	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
20	2015/16 Revenue and Capital Budget Monitoring Report – Quarter 2 (S) Quarterly financial monitoring report.	Deputy Chief Executive	Richard Micklewright Interim Head of Function - Resources Cllr Hywel Eifion Jones	16 November 2015	The Executive 30 November 2015	
DECEMBER 2015						
21	The Executive's Forward Work Programme (S) Approval of monthly update.	Deputy Chief Executive	Huw Jones Head of Democratic Services Cllr Ieuan Williams		The Executive 14 December 2015	
JANUARY 2016						
22	The Executive's Forward Work Programme (S) Approval of monthly update.	Deputy Chief Executive	Huw Jones Head of Democratic Services Cllr Ieuan Williams		The Executive 25 January 2016	
FEBRUARY 2016						
23	The Executive's Forward Work Programme (S) Approval of monthly update.	Deputy Chief Executive	Huw Jones Head of Democratic Services Cllr Ieuan Williams		The Executive 8 February 2016	

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THE EXECUTIVE'S FORWARD WORK PROGRAMME

Period: September 2015 – April 2016

Updated 8 July 2015

Subject & *category and what decision is sought	Decision by which Portfolio Holder or, if a collective decision, why	Lead Department	Responsible Officer/ Lead Member & contact for representation	Pre-decision / Scrutiny (if applicable)	Date to Executive or, if delegated, date of publication	Date to Full Council (if applicable)
24	2016/17 Budget (S) Adoption of final proposals for recommendation to the County Council	Deputy Chief Executive	Richard Micklewright Head of Function – Resources / Section 151 Officer Cllr Hywel Eifion Jones	1 February 2016	The Executive 15 February 2016	24 February 2016
MARCH 2016						
25	The Executive's Forward Work Programme (S) Approval of monthly update.	Deputy Chief Executive	Huw Jones Head of Democratic Services Cllr Ieuan Williams		The Executive 14 March 2016	
APRIL 2016						
26	The Executive's Forward Work Programme (S) Approval of monthly update.	Deputy Chief Executive	Huw Jones Head of Democratic Services Cllr Ieuan Williams		The Executive 25 April 2016	

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ISLE OF ANGLESEY COUNTY COUNCIL	
REPORT TO:	EXECUTIVE COMMITTEE
DATE:	20 JULY 2015
SUBJECT:	BUDGET SETTING AND CAPITAL STRATEGY 2016/17
PORTFOLIO HOLDER(S):	CLLR H E JONES
HEAD OF SERVICE:	RICHARD MICKLEWRIGHT
REPORT AUTHOR:	RICHARD MICKLEWRIGHT
TEL:	2601
E-MAIL:	RICHARDMICKLEWRIGHT@ANGLESEY.GOV.UK
LOCAL MEMBERS:	

A - Recommendation/s and reason/s	
<ul style="list-style-type: none"> · The Executive is invited to note and adopt the Revenue projections for 2016/17 Budget along side the Capital Strategy 2015 · To Note the Reserves Position for 2015/16 and to reaffirm the Reserves and Balances Policy 	
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 matter is delegated to the Executive.	
CH - Is this decision consistent with policy approved by the full Council?	
The matter is delegated to the Executive.	
D - Is this decision within the budget approved by the Council?	
The decision relates to the setting of the budget by the Council.	
DD - Who did you consult? What did they say?	
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)
2	Finance / Section 151 (mandatory) S151 Officer report.
3	Legal / Monitoring Officer (mandatory)
4	Human Resources (HR)
5	Property
6	Information Communication Technology (ICT)
7	Scrutiny
8	Local Members
9	Any external bodies / other/s
E - Risks and any mitigation (if relevant)	
1	Economic
2	Anti-poverty
3	Crime and Disorder
4	Environmental
5	Equalities
6	Outcome Agreements
7	Other

F - Appendices:
Appendix A – Reserves Bid Form Appendix B – Reserves List Appendix C – Capital Strategy 2015 Appendix CH – Medium Term Financial Plan (MTFP)
FF - Background papers (please contact the author of the Report for any further information):
Capital Strategy 2014 Budget 2015/16

BACKGROUND

This report provides background to the delivery of the Council's Revenue budget for 2016/17 and the Capital Strategy 2015 whilst providing information on the current levels of useable reserves. It will also set out key features for the delivery of the budget setting process for Revenue and Capital.

FINANCIAL RESERVES AND BALANCES POLICY

1. Purpose

The Isle of Anglesey is required to maintain adequate financial reserves to meet the needs of the organisation. The purpose of this policy is to set out the governance arrangements for the Use of Reserves and Balances to ensure they provide the Council with the flexibility it needs and also to ensure they are used to add value to the organisation.

2. Regulatory Context

Sections 32 and 43 of the Local Government Finance Act 1992 require Local Authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.

There is no specified minimum level of reserves that an authority should hold and Section 25 of the Local Government Act 2003 requires the Section 151 Officer to report formally on the adequacy of proposed reserves when setting a budget requirement and to ensure that there are key protocols for their establishment and use.

This policy sets out the framework for the use and management of useable reserves, in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom: A Statement of Recommended Practice (CIPFA/LASAAC) and agreed in accounting policies.

3. Types of Reserves.

Useable revenue reserves can be categorised in two ways:-

- General reserves which are contingency to cushion the impact of unexpected events or emergencies; and
- Earmarked Reserves which are generally built up to meet known or predicted liabilities.

Earmarked revenue reserves are usually created and held for one of the five main reasons below:-

- i. Renewals – to enable services to plan and finance an effective programme of vehicle and equipment replacement and planned property maintenance. These reserves are mechanisms to smooth expenditure so that a sensible replacement programme can be achieved without the need to vary budgets.

- ii. Carry forward of underspend – some services commit expenditure to projects, but cannot spend the budget in year. Reserves are used as a mechanism to carry forward these resources.
- iii. Trading accounts - in some instances surpluses are retained for future investment.
- iv. Insurance Reserve - to meet the estimate of future claims to enable the Council to meet the excesses not covered by insurance.
- v. Other earmarked reserves will be set up from time to time to meet known or predicted liabilities, for example future predicted budget demand pressures.

Whilst earmarked reserves are set against a specific purpose, general reserves are funds which do not have any restrictions as to their use. Such reserves can be used to smooth the impact of significant pressures across years, offset the budget requirement in year, and to mitigate the risks of unexpected events or emergencies.

General reserves can also be used to support investments designed to secure greater base budget savings.

4. Managing Reserves

The Council recognises the need to hold and maintain reserves but also recognises that, by choosing to hold or increase reserves, the Council is allocating resources away from other potential uses and, as such, there is an 'opportunity cost' of holding balances as reserves. For this reason, it is important to set out clearly, and regularly review, the framework through which such reserves are managed.

The management of financial reserves is a key tool of the Council's overall financial strategy, which has two key objectives:-

- Achieving stable and sustainable budgets throughout the medium term; and
- Ensuring resources are effectively focused on priorities.

Underpinning the achievement of these objectives is the recognition of the need to manage risk. This could be increased risks of volatility in planning assumptions as we continue to go through uncertain economic times or the risks to Welsh Government funding as a result of significant future funding reviews. Or it could be that the business seeks to take greater business risks through innovative service delivery to achieve difficult savings targets. The greater the risks, the greater the reserves the Council are likely to need to hold to mitigate against this. It is the appreciation of such risks that must be at the forefront of the Section 151 Officer's mind.

5. Quantifying the Reserves Requirement

Setting the level of general reserves is one of several related decisions in the formulation of the Medium Term Financial Plan (MTFP) and the annual budget. This decision requires account to be taken of the strategic, operational and financial risks facing the Authority. Specifically, the MTFP requires the Council to build up and then maintain general reserves sufficient to cover the key financial risks that it faces.

The Section 151 Officer will need to consider many factors in determining the precise level of reserves, many of which involve an assessment of the risk of assumptions included in the budget and MTFP, together with the Council's financial standing and management.

The key factors are set out below:-

- Budget Assumptions;
- Financial standing and management;
- General cash flow requirements, the outlook for inflation and interest rates;
- The overall financial standing of the Council (level of borrowing, debt outstanding etc);
- Estimates of the level and timing of capital receipts;
- The Council's track record in budget and financial management, including the robustness of its medium term plans;
- The potential range of costs of demand led services;
- The Council's capacity to manage in year budget pressures;
- Planned efficiency savings/ productivity gains;
- The strength of the financial information and reporting arrangements;
- The financial risks inherent in any significant new funding partnerships;
- Major outsourcing arrangements or major capital developments;
- The Council's virement and end of year procedures in relation to budget under/overspends;
- The availability of other funds to deal with major contingencies and the adequacy of provisions;
- The adequacy of the Council's insurance arrangements to cover major unforeseen risks.

An objective evaluation of these factors will be undertaken each year to determine a prudent level of general reserves cover based on an assessment of the above factors. However, the final level of reserves is ultimately subject to the Section 151 Officer's judgement, taking all relevant factors into consideration.

As part of the annual budget recommendation to the Council, the Section 151 Officer, will highlight the amounts that are being set aside for reserves.

6. Building Reserves

Should the Section 151 Officer consider that the level of General Reserves requires increasing, this will be achieved as part of the budget setting process, establishing an allocation from the annual budget to achieve the desired level of balances. Contributions to and from General Reserves should be reviewed annually. This will be additional to any amounts needed to replenish reserves that have been consumed in the previous year, to maintain the minimum level of reserves.

Earmarked reserves will be established on a 'needs basis' in line with the planned or anticipated requirements, and will be subject to Committee approval, usually as part of an annual reserves report that goes as part of the year end.

For each such reserve the Council will define:-

- The purpose of the reserve;
- How and when the reserve can be used;
- Procedures for management and control of the reserve;
- A process and timescale for review of the reserve to ensure continuing relevance and adequacy. This will generally take place at year end.

7. Capital Reserves

The capital programme for 2015/16 fully utilises all available reserves down to the minimum level. The future expectation of capital receipts for strategic asset sales has not yet been built into the capital programme.

Good asset management strategies have included in them the replenishment of assets following on from strategic asset sales, so that there will be assets of a strategic value on the balance sheet for future years.

The capital receipts from such strategic assets sales are a valuable source of capital financing but equally a proportion of these proceeds needs to be reinvested for either revenue return or for investment in other assets that, over time, will increase in value and form part of future years' capital financing.

A proportion of all strategic asset capital receipts should be ear-marked for reinvestment, either for investment to produce future financing sources financing or to create a revenue income stream.

A Capital Investment reserve will be created and, on receipt of proceeds of sales, a proportion will be added to this reserve. Capital schemes that either propose reinvestment in assets or revenue income streams will be considered for funding from this earmarked reserve, to complement the current capital programme schemes funded by general capital receipts reserves.

Similarly, the capital funds allocated to Compulsory Purchase Orders will be replenished from the capital receipts on the sale of the acquired properties. This will then form the basis of a rolling fund for the compulsory purchase orders issued.

Use of Reserves

Reserves can only be used once, and so should not normally be used to finance recurring planned spending – for example they would not except under exceptional circumstances be used to 'balance the budget'.

Where reserves are used to support the delivery of the budget in any one year, for example to smooth funding fluctuations or pressures across years, the Council should ensure the reserves are replenished in the following year if necessary.

Where the Council has used general reserves for investment purposes to generate savings, these would also generally be paid back by the end of the following financial year. In exceptional cases, such as minimising the impact upon services to customers and citizens, more time would be allowed for replenishment, up to a maximum of four years, in line with the medium term planning cycle.

Use of General Reserves will be subject to the Section 151 Officer and, in some cases, the Executive Committee approval. The creation of earmarked reserves will also be subject to the approval of the Section 151 Officer, once this level of approval has been given, drawdowns against the reserve can be made subject to the criteria being met.

In extreme circumstances, where general reserves have been exhausted due to unforeseen spending pressures within a given financial year, the Council would be able to draw down from its earmarked reserves to provide short term resources, but this would not be sustainable, and balances would need to be restored.

Earmarked reserves that have been used to meet a specific liability would not be replenished, having served the purpose for which they were originally established.

8. Service Reserves

Individual service reserves were combined to create one Corporate Service Reserve, individual services at year end are now be able to put in proposals /bid for the use of the funds held within the Reserve. A copy of the proposal/bid form is attached. Appendix A

The use of this Corporate Service Reserve will be subject to the approval of the Section 151 Officer and, in some cases, the Portfolio Holder for Finance or the Executive. Once this approval has been given the draw down against the reserve can be made.

CAPITAL PROGRAMME 2016/17

CAPITAL STRATEGY

The Capital Strategy is attached as Appendix C. In summary, it sets a process for identifying and putting forward for Member consideration a schedule of possible capital schemes for the coming year but set in the context of how the proposed schemes help to deliver the corporate priorities (or other statutory requirements) that Members' have set for the Council.

The Strategy also requires that regular reporting be brought before Members so that there is full transparency and appropriate governance agreements around the delivery of agreed Capital schemes.

The Capital Scoring Matrix is to be presented to the Corporate Scrutiny meeting in July. Following on from this we will report again later on in the financial year if there are any amendments.

CAPITAL FUNDING

The Capital proposals being brought forward will change this to a more medium term planning arrangement that looks ahead over the coming few years. This accords better with the nature of capital schemes, which often run over more than one financial year due to issues of size and/or complexity.

A schedule of possible schemes for Members to consider for implementation from 1 April 2016 will be developed over the summer and will be presented to the Executive in late summer or early autumn broadly in time with this timetable for setting the revenue budget also.

The Council's Capital Programme is funded from:-

- (a)** Capital grants;
- (b)** Capital receipts (i.e. sales of assets);
- (c)** Revenue contributions; and
- (ch)** Borrowing.

Any proposed schemes brought forward to Executive later will include details of any specific capital grants, revenue contributions by the service or borrowing where they are relevant to the funding of any proposed scheme.

The potential funding available for allocation to capital schemes at this time are as follows over the years 2016/17 to 2018/19.

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
General Capital Grants	1355	1355	1355	1355
Capital Receipts	380	460	0	0
Revenue Contributions	0	0	0	0
Leisure Improvement Reserve	0	0	0	0
Supported Borrowing	2190	2190	2190	2190
Total Funding available for Allocation	3925	4005	3543	3543

Below is a table showing the External Borrowing for the Authority from 2009 to present:-

	Total external borrowing £'000
31 March 2009	90,122
31 March 2010	97,615
31 March 2011	102,608
31 March 2012	96,103
31 March 2013	96,097
31 March 2014	89,583
31 March 2015	89,575
NB: All borrowing was from the PWLB	

The Leisure Improvement Reserve is a reserve that has been built up on the years for improvements to leisure centres. Supported borrowing relates to the funding of new schemes into the future and pending a decision on scheme approvals has been based on previous years' experience.

REVENUE BUDGET 2016/17

The Council has a revenue budget of £124m net.

The Projected budget shortfall for the next 4 financial years are as follows:-

	£'m
2016/17	5.2m
2017/18	4.6m
2018/19	3.8m
2019/20	3.7m

As part of the budget setting for 2015/16, a savings efficiency schedule was adopted and successful compliance with the budget for this year is dependent to an extent on achievement of those savings.

ASSUMPTIONS

In revising the Council's Medium Term Financial Plan and, hence, its savings target, a number of assumptions have to be made on key variables. These are set out below :-

Inflation An inflation rate of 1.25% has been assumed for the purchase of goods and services. It needs to be borne in mind that inflation as experienced by any organisation such as the Council will differ from the CPI which is essentially a measure of domestic inflation.

Pay Award A pay award of 2% and a 2% adjustment has also been built in for national insurance for all employees.

Interest Rates Interest rates have been at an historical low for a very considerable period of time and while there is speculation that they may rise at some undefined point in time, no increase can be predicted with confidence and the assumption has been made, therefore, that there will be no increase in the near future.

Fees and Charges A review of the process of setting fees and charges is currently underway and a further paper will be brought to the Executive in the near future. It is, however, intended that these will be integrated more into the corporate budget setting process.

Council Tax Calculations have been based on a provisional assumption of a Council Tax rate increase of 4.5% for 2016/17 and a 3% rise for each of the following years.

Government Grant A Reduction of 4.5% has been assumed for the coming round. This equates to £4.1m reduction in cash terms. A further reduction of 3% for following years has been assumed.

Growth Given that the Council has to achieve significant savings, the MTFP has been calculated on the basis that budget growth for services will, in general, not be permitted. Clearly, in limited situations, budgets are demand-led and, in other limited situations, growth may be unavoidable for various reasons such as existing contractual obligations.

The budget projections produced in due course will include a schedule of growth terms for Members' consideration and, in the absence of Member approval on a case by case basis, will not be incorporated in budgets.

PROCESS AND TIMETABLE

The key dates in the production of the 2016/17 budget are November/ December 2015 when a draft budget for consultation purposes will need to be presented to the Executive, and February 2016 when the finalised budget and the setting of Council Tax will be considered by the Executive and full Council.

Papers to be presented to Members in November will include:-

- i)** Draft revenue budget projections;
- ii)** Schedule of fees and charges;
- iii)** Schedule of reserves and balances;
- iv)** Schedule of growth possibilities;
- v)** Schedule of savings to be delivered.

The Housing Revenue Account will also be reported in that report. The proposed capital programme for 2016/17 interacts with the revenue budget and will also be reported, albeit as a separate report.

A number of strands of activity are being implemented to identify possible savings for Members' consideration. All proposals will be centrally collated and brought to Executive in due course. These include:-

(i) Service Challenges

These are already under way and will allow Members to challenge Heads of Service in a cost cutting and service delivery context. It will also potentially identify cross-cutting issues that can be beneficially addressed but which are not service specific.

(ii) Employees Suggestions

In any organisation the most detailed knowledge of what opportunities exist are in the heads of its employees and it is proposed to tap into that knowledge via a budget suggestion scheme process co-ordinated through the Resources Function.

(iii) Budget Reviews

All budgets and performance against them over recent years will be reviewed by accountants and any recurring indication that budgets can be adjusted without detriment to service delivery will be reported.

(iv) Subjective Reviews

Traditionally, budgets are looked at on a service by service basis. However, they will also be examined on a cross-cutting basis across the Council as a whole and any potential procurement or reorganisation advantages identified. Some issues have already been identified under service challenges.

(v) Other Projects

There are a number of other pieces of work already under way aimed at, e.g. transformational change or better procurement that should deliver financial benefits. These will continue on their respective timetables but any financial benefits identified will be incorporated in budget figures.

(vi) Income

A Review of all Income Streams is required in order to identify if income budgets are meeting their targets whilst also identifying any new income generating ideas.

Closure of Accounts 2015/16

Bid Form – New Reserve or Provision or Increase to Existing Reserve or Provision

Details regarding the procedures relating to Reserves and Provisions can be found in the accompanying Procedure Note.

The current position on all Earmarked Reserves and Provisions can be seen by contacting your Finance Support Teams. All Bids for new Reserves or Provisions and for increases to existing Reserves or Provisions are subject to approval by the Section 151 Officer.

Service Area		Division/Section	
State Bid amount and whether it is for a <u>New Reserve/Provision</u> or an Increase to an <u>Existing Reserve/Provision</u>		£	
Proposed By (state name and position / job title)		Cost Centre	
Title of Bid			
<u>Detail of Bid</u>			
<p>Please provide information in support of your application to enable the Section 151 Officer to consider fairly. Please State:-</p> <ul style="list-style-type: none"> i) If Reserve is to be financed by ring-fenced grant and if so any conditions attached ii) Expected date / timescale that related expenditure will be incurred iii) Consequences, if any, to the Council and / or impact on Service Delivery if Bid is not approved 			

Signed..... Dated.....

All Bids must be approved in principal by your Head of Service and signed and dated. **Please email your completed Bid form to your Finance Support Team by Wednesday 8th April** – who will notify you whether or not it has been approved.

APPROVED CORPORATE RESERVES AND OTHER BALANCES

RESERVE TYPE	DIRECTORATE	RESERVES	£
CAPITAL EXPENDITURE	Corporate	Revenue Contributions Unappl'd	770,232.77
INSURANCE FUND	Corporate & Democratic - Resources Risk & Insurance	Insurance (Catastrophe) Res	2,160,620.40
JOB EVALUATION & EP	Corporate - HR	Job Evaluation	5,427,929.34
MAJOR REPAIRS HR	Community Services - Housing Services HRA	HRA Major Repairs Reserve	860,410.00
OTHER	Education - Lifelong Learning	School Days Reserve	-66,860.00
OTHER	Social Services - Adult Services Mental Health	Section 117 Res	150,000.00
OTHER	Lifelong Learning – Culture	Museum Purchase Fund	12,610.12
OTHER	Economic & Community Regeneration – leisure	Leisure Improvement Reserve	173,600.24
PENHESGYN	Sustainable Development - Waste Management	Penhesgyn Site Mngmt Reserve	2,000,000.00
RECYCLING	Sustainable Development Waste Management	Waste Res/Recycling	263,981.40
RESTRICTED	Corporate	Cost Of Change	596,877.18
RESTRICTED	Education - Lifelong Learning	R&M Scheme Primary	81,011.60
RESTRICTED	Education - Lifelong Learning	Sick/Ads Scheme-Primary	134,046.56
RESTRICTED	Planning and Public Protection	Licence Reserve	23,000.00
RESTRICTED	Environmental & Technical Transportation	Highway Airport 0607 Earmarked	14,742.91
RESTRICTED	Sustainable Development Waste Management	NWW Treatment Plant	1,306,249.82
RESTRICTED	Economic & Community Regeneration - Energy Island	Energy Island Economic Dev Res	218,359.85
RESTRICTED	Sustainable Development - Property Services - Estates & Valuation	Property Restricted Res 2011/12	121,314.05
RESTRICTED	Social Services	Wellington St - Ss	66,466.68
RESTRICTED	Education -Lifelong Learning	Schools Rationalisation	912,926.00
RESTRICTED	Sustainable Development	Developer Contribution Highways	149,550.00
RESTRICTED	Corporate	New Ledger Team Civica Re-Launch	120,217.52

RESTRICTED	Community Services - Housing Services	Supporting People	1,524,027.94
RESTRICTED	Community Services - Housing services HRA	HRA Earmarked Reserves	156,469.55
RESTRICTED	Education - Lifelong Learning	ELWA Post 16 Funding Reserve	66,414.48
RESTRICTED	Education - Lifelong Learning	Bwrdd Adfer Reserve	30,176.32
RESTRICTED	Sustainable Development	Economic Development Restricted Res	32,356.92
RESTRICTED	Corporate	Webcasting	9,434.00
RESTRICTED	Community Services /HR	SCWDP HR	65,026.17
SERVICE RESERVES	HOS - Economic Development		93,500.00
RESTRICTED	Economic & Community Regeneration Leisure	Holyhead Leisure Centre	20,000.00
RESTRICTED	Childrens Services - Child Placement Service	Invest to save Child Placement Service	45,420.00
RESTRICTED	Social Services - Adults and childrens Services	Transformation	467,510.00
RESTRICTED	Housing	Homeless Provision	92,700.00
RESTRICTED	Housing	Landlord Tenant Improvements	20,000.00
RESTRICTED	Housing	Affordable housing	117,500.00
RESTRICTED	Housing	Housing Management	110,000.00
RESTRICTED	Sustainable Development Planning and Public Protection	Forestry Commission	11,528.00
RESTRICTED	Economic & Community Regeneration	EU Projects Reserve	50,000.00
RESTRICTED	Economic & Community Regeneration	Major Developments	217,397.19
RESTRICTED	Environmental & Technical Services - Property Services - Repairs and Maintenance	Building Risk R & M	100,000.00
RESTRICTED	Council Business - Land charges	Land Charges computer system	16,850.00
RESTRICTED	Council Business - Legal Section	Purchase of new Legal Case Management System (regional)	30,000.00
RESTRICTED	Lifelong Learning - Education	PSBA conversion costs	38,266.74
RESTRICTED	Lifelong Learning - Education	Invest to save - automated online payment system for schools re meal payments	50,000.00

RESTRICTED	Resources	Revenues and Benefits	210,000.00
RESTRICTED	Lifelong Learning - Library and Information Service	Estyn Allan y Gogledd	3,448.00
RESTRICTED	Corporate HR	General reserve	30,000.00
RESTRICTED	Economic & Community Regeneration Leisure	Museums General (was orig 78)	16,314.00
RESTRICTED	Corporate - Finance	Development of the Civica System and associated Financial Activities	250,000.00
RESTRICTED	Sustainable Development	Recycling Process Income	178,248.59
	Sustainable Development	PIF Grant	12,870.64
	Sustainable Development	Highways Restricted Grants Res Forestry comm	11,528.00
	Sustainable Development	Highways Restricted Grants Res Flood Grant	50,000.00
	Sustainable Development	Highways Restricted Grants Res coastal Pat	7,552.68
	Sustainable Development	Highways Restricted Grants Res Airport CP Income	4,861.21
	Sustainable Development - Property Services - Estates & Valuation	Property Restricted Res Small Holdings	11,259.11
RESTRICTED	Economic & Community Regeneration - Leisure	Leisure - Golf	50,000.00



**CYNGOR SIR
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ISLE OF ANGLESEY
COUNTY COUNCIL**

CAPITAL STRATEGY 2015

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| Annex A | Capital Bid Form |
| Annex B | Terms of Reference of Corporate Land & Built Assets Group |

1. INTRODUCTION AND CONTEXT

Introduction

- 1.1** This document sets out the Isle of Anglesey County Council's (IOACC) approach to the management of its property assets and the allocation and management of capital resources. By effective management of property assets the Council aims to have the right space, at the right time, in the right place and at the right cost to properly support its Corporate Priorities and Objectives.
- 1.2** Primary responsibility for the Asset Management and Capital Strategy falls to the Strategic Leadership Team (SLT) and the Capital Programme Group (CPG) which are chaired by the Chief Executive and Head of Function (Resources) respectively.
- 1.3** The Council's philosophy is to maintain a strong, independent, effective and ethical local government for the people, representing all people and addressing needs. The Council will continue to provide leadership by being innovative and by vigorously representing local needs at regional and national level. We will set the pace for change, co-operation between all the public agencies and seek to work closely with the voluntary and business communities.

Corporate Framework

- 1.4** The Corporate Plan 2013/2017 sets out the Council's vision for the organisation. It shows how we will get to where we want to go over the next few years. It also sets the context for the Council's services plans and individual work plans that turn this into a reality.
- 1.5** The Plan is a template for the Council but it is also an important tool to show staff, residents and partners where the Isle of Anglesey County Council is heading during 2013/2017.
- 1.6** The Council has in place a wide range of policies and rules on standards of behaviour that, together, add up to an extensive range of ethical policies governing the way the Council conducts its business.

Corporate Vision

- 1.7** The Improvement and Transformation Plan sets out the Council's vision for the organisation. It shows how the Council will get to where it wants to go over the next four years.
- 1.8** The Council's Corporate Plan priorities are to:-
 - transform Older Adult Social Care;
 - regenerate our Communities and develop the economy;
 - improve Education, Skills and modernise our Schools;
 - increase our Housing options and reduce poverty;
 - transform our Leisure and Library provision;
 - become Customer, Citizen and Community focussed;
 - transform our Information and Communication Technologies.
- 1.9** The political and managerial structures of the Council are designed to facilitate delivery of key objectives to achieve these priorities. Targets underpinning the objectives are set out in the Corporate Plan. These targets are then disseminated through Heads of Service to senior managers and staff through the preparation of Service Plans and the Council's staff appraisal process. This cascading principle similarly ensures that staff are aware of how their roles fit into the overall direction of the Council.

- 1.10** In addition to the Corporate Plan priorities, the Council ensures that appropriate capital resources are directed at its existing assets to ensure that these are of good condition and to achieve best use of these assets to deliver better services.
- 1.11** In order to ensure both consistency and delivery of the Corporate Plan priorities the role of the (SLT) is pivotal to the allocation of resources.
- 1.12** When considering the draft Capital Programme and assessing relative priorities, each member of the SLT is expected to have regard to identified service priorities and Corporate Documents and Strategies, including the Asset Management and Capital Strategy, Housing Strategy, Local Transport Plan and the Medium Term Financial Strategy.
- 1.13** The SLT of the Council is:-
- Chief Executive;
 - Section 151 Officer
 - Corporate Director Sustainable Development;
 - Corporate Director Community;
 - Head of Function (Council Business/Monitoring Officer)
- 1.14** The areas of responsibility and powers of these Officers and their staff are set out in the Constitution of the Council.

2. CORPORATE ASSET POLICY

2.1 Corporate Property Asset Objectives

The Council holds property assets for the following reasons:-

- Delivery of service;
- Economic Development purposes;
- Revenue income generation;
- Strategic acquisition for redevelopment purposes;
- As a result of a S106 agreement;
- Heritage assets;
- Community assets;
- An extensive smallholdings estate.

3. PREPARING THE CAPITAL PROGRAMME AND ALLOCATING CAPITAL RESOURCES

- 3.1** Isle of Anglesey Council is a relatively small Authority and, as such, has limited capital and revenue resources. It is vital that the Authority ensures that it has a robust decision making process to ensure that resources are allocated in the most effective way.
- 3.2** In order that scarce resources are used in an efficient and effective way, Capital Bid Forms are completed for all projects under consideration that would require capital investment. A scoring methodology for capital bids has been developed that ensures that capital resources are directed to those projects that accord well with our Corporate Plan Priorities and other relevant issues. The bidding process is explained in detail below. A Capital Bid Form is attached as Annex A.

Bidding Process

- 3.3** The CPG oversees the process for assessing capital bids and preparing the capital programme. The CPG consists of the following Officers:-
- Head of Function (Resources) (Chairperson);
 - Accountancy Services Manager;
 - Capital Accountant;
 - Strategic Director (Sustainable Development);
 - Corporate Programme Manager (Transformation).
- 3.4** The CPG has the role of receiving and collating capital bid proposals, processing them and taking a draft Capital Programme forward through the approvals process. Monitoring of the approved programme throughout the year is also carried out by the CPG.
- 3.5** The annual capital bidding process incorporates Prince 2 Project Management methodology and is outlined below:-
- 3.6** Officers are asked to consider potential projects for the forthcoming five years on an annual basis. Occasionally, however, additional “emergency” projects require approval during the year; in these cases, the above procedures are still followed but over a shorter timescale, e.g. two months.
- 3.7** The CPG assesses the bids and business case of each bid. The CPG will ask officers to justify and explain any bids where necessary. The CPG prioritises the bids using evaluation criteria incorporating scoring against the Corporate Plan and other important issues and any other relevant information/priorities. Bids not scoring well may not be recommended for inclusion in the programme.
- 3.8** Based on the evaluation exercise and an assessment from Financial Management regarding the level of available capital resources and the costs of financing the projects, the CPG then draws up a draft programme that it recommends to the Heads of Service group and the SLT and subsequent to that, to the Leader/Deputy Leaders Group or to the Informal Executive meeting. The SLT, the Leader and the Deputy Leaders will discuss the proposed programme and make any changes necessary based on their view of the Corporate Plan priorities and any other issues they wish to address.

Option Appraisals

- 3.9** The scoring mechanism operated by the CPG to assess potential capital schemes is based on assessing:-
- Its contribution to delivering corporate priorities;
 - The level of corporate risk that the scheme mitigates;
 - The need to do the scheme to comply with statute, health and safety requirements, DDA responsibilities or similar needs to mitigate challenge;
 - The level of external or joint/matched funding that is potentially available;
 - The favourable impact on the revenue budget or “invest to save” potential of the scheme.
- 3.10** These criteria reflect the need to focus capital resources on projects and schemes that deliver the objectives of the Authority, mitigate its major risks and provide support or reduce the financial pressures on the revenue budget. These are the key considerations to ensure that resources are focused on the primary needs of the Council.
- 3.11** In addition to these criteria, an assessment of the deliverability risk will be undertaken for each scheme, once approved (using RAG analysis), to provide an overview of the schemes’ progress against targets and to identify where revisions to targets and budgets may be needed.

3.12 Guidelines for the scoring of each criterion are detailed below:-

Corporate Priorities

3.13 No scheme can progress to full scoring unless the Head of Service is certain that the scheme will help to deliver against the corporate priorities and is in line with the corporate objectives of the Authority. This factor will be scored on a range of 0 (no relevance to priorities) to 10 (critically important to the delivery of priorities).

Corporate Risk

3.14 This score reflects the level of risk reduction that implementing the scheme will have on the corporate risks faced by the Authority. Where possible, the corporate risk register should be referenced. Reputational risk and business continuity risk are also considered in this section. This factor will be scored using the following ranges:-

- 0 = No risk at all
- 1-3 = a low level likelihood and/or a minimal impact
- 4-6 = A probable likelihood and/or a medium impact
- 7-10 = A most likely event and/or a high level of impact

Compliance with statute and regulations

3.15 The County Council has obligations it must comply with both under statute in the provision of services and regulations, such as Health and Safety, Disability Discrimination and the requirements of the Information Commissioner.

3.16 It is essential that these duties are discharged to avoid any challenge and potential prosecution. In a similar way to the risk management framework used for the Corporate Risk register, the level of likelihood and impact of these challenges is considered and reflected in the score.

Funding the scheme

3.17 Where external funding or potential to share funding (and risk) to deliver the scheme is considered probable then a score subject to the level of support and the likelihood of achieving the funding is made.

- 0 = No funding at all, total funding by the County Council Capital funds
- 1 - 5 = up to 50% of the funding is likely to come from external sources or the scheme is a joint project with another organisation
- 6 -10 = A high level of funding and very likely to be achieved, up to 10 for fully externally funded schemes

The impact of the scheme on the revenue budget

3.18 Schemes that can demonstrate that they will mitigate pressures for the future on the revenue budget or could generate an income (invest to save) should, in the current financial position, be encouraged.

3.19 If there is a significant effect on the revenue budget, then the scheme will score 10. If there is no effect on the revenue budget, then the scheme will score 0.

Each scheme's impact is assessed and a relevant score that reflects the revenue effects is given.

- 3.20** The identification of the potential risks of a project is a part of the capital bidding process and officers must consider all these issues when submitting a bid. Service Plans also consider any potential risks to service delivery that may need addressing and the scoring mechanism recognises projects that have been identified through this process. The bid form also factors in the risk of the project itself into the scoring process. The Capital Programme Progress Report, taken quarterly to Executive and Transformation Programme Board, also highlights any risks associated with a delay to the completion of a project.

Project Management

- 3.21** All new Programmes and Projects require the authorisation of one of the three corporate *Transformation Programme Boards* to start, unless the project can meet all the following criteria (*in which case it can be authorised by the HoS and S151 Officer*):-

- can be wholly delivered and maintained within the Service's own budget;
- does not require support from another Service area (e.g. ICT, HR, Finance, Legal); and
- all risks are identified as being internal to their own Service.

This does not apply to rolling programmes of capital work e.g. school kitchen refurbishments, but will cover any new project seeking to secure capital investment from the Authority.

Good project management practice is important to the effective delivery of capital projects. Resources limited in one way or another place constraints on the work to be accomplished and underline the need for special management control - hence the need for Project Management.

The initial evaluation of proposed Capital bids will include an assessment of the robustness of the proposed project management arrangements, taken from the Project Initiation Document (PID). **Proposed schemes that demonstrate a good and well-planned project management approach will score 10; otherwise 0.**

Support for developing a PID is available from the Corporate Programme Management Office (CPMO) at dexce@anglesey.gov.uk.

Weightings

- 3.22** Each of the sections above will be subject to a weighting being applied as follows:-

- | | |
|---|-----|
| • Corporate Priorities | 30% |
| • Corporate Risk | 20% |
| • Compliance with Statute and regulations | 15% |
| • Funding the scheme | 10% |
| • Impact on revenue Budget | 20% |
| • Robustness of Project Management | 5% |

De Minimus

- 3.23** It is usual for an authority to operate a de minimus value below which schemes will not be considered for capital funding. In view of its size, Isle of Anglesey County Council operates a de minimus value of £30,000.

4. DELIVERING THE CAPITAL PROGRAMME

4.1 These updates, combined with the latest financial position, target dates and risk assessments for each project and a summary of the programme overall, form the report that is then made by the lead officer to the CPG, SLT and Members. A “traffic light” system is used, whereby schemes are coloured depending on their latest position as follows:-

Green = to be completed on target
Amber = project delayed or overspend expected
Red = fundamental problem with scheme and/or significant overspend

4.2 The Lead Officer for each project is accountable to the CPG for the effective delivery of their project. The CPG will monitor and assess progress and compliance with the original business case and may recommend remedial action, if it considers it appropriate, to SLT. The S151 Officer will report on performance against the Capital Programme to Members including, where necessary, commentary on performance against objectives and any consequential action that would be desirable.

4.3 Although the Council’s Capital Programme relates to assets over and above simply its land and building assets, the effective management of such assets is important and will be a significant feature of the Capital Programme. The CPG, therefore, works in conjunction with the Council’s Corporate Land and Built Asset Group (CLBAG) which has been tasked with managing and reviewing the Council’s Asset Management Plan, including the delivery of enhanced efficiency and effectiveness. The terms of reference of the CLBAG are attached as Annex B.

CAPITAL FUNDING: BID FORM

PROJECT TITLE:

SPONSORING DEPARTMENT/AGENCY:

SENIOR RESPONSIBLE OFFICER:

SIGNED:

DATE:

APPROVING HEAD OF SERVICE:

SIGNED:

DATE:

Section 1: Project Background, Strategic Context and Need

- *Explain the background to the proposal including its relevance to strategic aims and policy objectives.*
- *Identify the key stakeholders and explain their commitment and any outstanding issues.*
- *As specifically as possible, explain the nature of the needs or demands that are to be addressed, and detail any deficiencies in existing service provision, or any statutory obligation that would be not otherwise satisfied.*
- *Include suitable quantification of needs/demands/deficiencies where possible.*

Section 2: State Objectives and Constraints

- Explain and list the project objectives in specific measurable terms.
- Include quantifiable targets where possible.
- Identify any likely constraints to the project e.g. timing issues, legal requirements, professional standards, planning constraints and so on.

Project Objectives	Measurable Targets
1.	1.1 1.2
2.	2.1 2.2
3.	3.1 3.2
4.	4.1 4.2
Constraints	Measures to address constraints
1.	
2.	
3.	

Section 3: Identify and Shortlist the Options

- Consider alternative ways to meet the objectives e.g. variations in scale, quality, technique, location, timing etc.
- Start with an initial 'long list' of options and sift them to provide a shortlist. Record all the options considered and the reasons for rejecting those not shortlisted.
- The shortlist of options should include a baseline Status Quo or 'Do Minimum' option and a suitable number of alternative 'Do Something' options (usually at least two).

Option Number/ Description	Shortlisted (S) or Rejected (R)	Reason for Rejection
1) Status Quo	S	
2)		

Section 4: Monetary Costs and Benefits of Options

- 1) Appraisals should include *all* the costs and benefits to the council arising from the project, not just those to a particular organisation or sector e.g. all costs and benefits to the public, private and third sectors should be included.
- 2) Costs and benefits should be valued in economic cost terms, which are generally reflected by using current market prices.
- 3) All the assets and other resources employed by each option should be costed, even if they have already been purchased. This is because they have an opportunity cost value i.e. if not used in this project they could be put to an alternative use.
- 4) Calculate the Net Present Cost (NPC) for each option:-
 - Use the NPC spreadsheet and append the NPC calculation for each option to the pro forma.
 - In the simplest cases, the table below may be used instead. Create a table for each option, adjusting the no. of columns to reflect the years of the project's life.
- 5) Treat the current financial year as Year 0.
- 6) Set out the expected capital costs and annual revenue costs for each option.
- 7) Express the figures in real terms i.e. held constant at today's prices.
- 8) The checklist of typical costs.
- 9) Financial savings arising from an option will be reflected in its lower costs compared to the Status Quo. Do not double count by also including them separately as benefits.
- 10) Other monetised benefits may be taken into account but are likely to be rare in small expenditure cases. Most benefits will be covered in the non-monetary Section 5 below.
- 11) For particularly uncertain cost assumptions, consider using sensitivity analysis to illustrate how NPCs and option rankings are affected by varying these assumptions.
- 12) For more in-depth guidance, see [Step 5](#) and [Step 8](#).

Option 1: Status Quo	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Totals
<u>Capital Costs</u>							
(a) Total Capital Cost							
<u>Revenue Costs</u>							
(b) Total Revenue Cost							

(c) Total Cost = (a) + (b)							
(Ch) Disc Factor @ 3.5%pa	1.0000	.9662	.9335	.9019	.8714	.8420	
(e) NPC = (c) x (Ch)							
Cost Assumptions:							

Section 5: Non-Monetary Costs and Benefits

- List and describe the relevant non-monetary costs and benefits e.g. impacts on health, education, environment, transport, equality, sustainability etc.
- Use a table such as the one below to show how each factor impacts on each option.
- Quantify the impacts if possible and highlight important differences between the options.

Non-Monetary Factor	Impact on Option 1	Impact on Option 2	Impact on Option 3	Impact on Option 4
1.				
2.				
3.				
4.				

Section 6: Assess Risks and Uncertainties

- Identify and describe the risks that the project may face.
- Explain how these compare under the various options using the table below.
- Identify measures to ensure that each risk is appropriately managed and mitigated.
- Explain any contingency allowances included for risks in the option costings.
- More sophisticated optimism bias adjustments should not generally be required but may be relevant in some cases e.g. ICT projects or cases with significant capital costs.

Risk Description	Likely impact of Risk H/M/L				State how the options compare and identify relevant risk management / mitigation measures
	Opt 1	Opt 2	Opt 3	Opt 4	
1.					
2.					
3.					
4.					
Overall Risk (H/M/L):					

KEY: H = high M = medium L = low N/A = Not Applicable

Section 7: Summarise the Option Comparisons and Identify a Preferred Option

- Summarise the main differences between the options e.g. in terms of key assumptions, NPCs, non-monetary impacts, risks and other factors.
- Identify which option is preferred and explain why.

Section 8: Assess Affordability and Funding Arrangements

- Set out the annual capital and resource requirements for the preferred option, as per the table below.
- Figures should allow for inflation, contingencies and (where relevant) optimism bias.
- Resource figures should include appropriate allowance for depreciation/impairment.
- Identify expected sources of funding and the degree to which each funder is committed.
- Consult a finance specialist if necessary.

	Yr 0	Yr 1	Yr 2	Yr 3	Totals
	£000's	£000's	£000's	£000's	£000's
Total Required:					
Capital					
Resource					
<i>Allowance for depreciation/impairment</i>					
Existing Provision:					
Capital					
Resource					
<i>Allowance for depreciation/impairment</i>					
Additional Required:					
Capital					
Resource					
<i>Allowance for depreciation/impairment</i>					

Funding Body	Sum funded & % of total	Funding secured? Yes/No	If not secured, indicate status of negotiations
	£ (%)		
	£ (%)		
	£ (%)		

Section 9: Project Management

- Explain the proposed project management structure (e.g. use of PRINCE 2), key management personnel and project timetable.
- Where relevant, indicate the proposed approach to procurement.
- Consider provision for benefits management and realisation.
- Identify any significant management issues e.g. legal, contractual, accommodation, staff or TUPE issues.
- Is any external consultancy support required.

Section 10: Monitoring and Evaluation Arrangements

- *Indicate arrangements for regular monitoring of the project's progress.*
- *State proposed evaluation arrangements e.g. when it will happen, who will do it, what factors will be evaluated?.*



Main Sections of Capital Bid Project Brief Form

Section A – completed for Bid SUBMISSION

- i. Project Name, Description and Objectives**
A brief summary of the project and its objectives i.e. what is to be achieved by the project.
- ii. Justification and Reasons for the Project**
Setting out the reasons why the project is necessary and how it helps meet Corporate and Service Objectives and addresses items in the Deputy Leader's annual report. The various options that have been considered and the recommended option are also set out.
- iii. Scoring against the Corporate Plan Priorities and Other Issues**
To ensure that projects are appraised on a consistent and objective basis and are aligned to Corporate Plan priorities. Other important issues that are not specifically mentioned in the Corporate Plan are also taken into account e.g. Health and Safety and Risk Management issues. Weightings are applied to the scores with Corporate Plan priorities and statutory requirements carrying the most weight.
- iv. Cost and Funding Profile**
Estimates of the costs of the project and timing of these costs and the funding sources investigated and identified.
- v. Additional Revenue Budget Impact of the Project**
Lifetime revenue costs for the project
- vi. Consultation**
That has taken place with community groups etc.

Section B – completed for successful Bids

- vii. Project Outcomes and Scope**
The expected and required deliverable/products/outcomes that the proposed project must create or acquire and the major areas, functions and processes to be addressed during the project, is that, what is "in" and what is "out".
- viii. Outline Project Plan**
The main stages of the project are set out together with target dates for their completion.
- ix. Project Constraints, Assumptions and risks**
Restrictions and expectations on time, resources, funding and/or the eventual outcome and the key risks facing the project.
- x. Outline Business Benefits/Business Case**
A brief summary of the business benefits that are expected to stem from the project.
- xi. Spend Profile**
Giving expected spend figures for the four quarters of each financial year.
- xii. Planning Permission and Building Regulations Approval**
Confirming whether or not planning permission is required and has been granted and whether Building Regulations approval has been granted. If either has not been granted the timescale for making the submission must be stated.

Corporate Land & Built Assets Group

Terms of Reference (draft)

The purpose of this document is to set the overall terms of reference for the *Corporate Land & Built Assets Group* (the *Group*). This document covers:

1. Context to the *Group*
2. Vision
3. Purpose & Role of the *Group*
4. *Group* Membership & Operation
5. Accountability
6. Adoption and Review of Terms of Reference
7. Governance Model

1. **Context to the *Group***

The Corporate Land & Built Assets Group is an advisory high level working group that sits alongside the Corporate Capital Allocation & Review Group, considering that group's work on the capital programme and the project proposals arising from the corporate programme.

2. **Group Vision**

"We will have implemented a radical programme of building and property management projects that have revolutionised the utilisation of Council assets and supported corporate programmes to enable the transformation of key services for the public."

"Our estate will be integrated with our services at a corporate level, meaning it will be well maintained, fit for purpose, financially sustainable and flexible in use across multiple services."

3. **Purpose & Role of the *Group***

3.1 The *purpose* of the *Group* is to ensure, through effective and holistic management practices, the best use of the authority's land and built assets (inc. disposals).

3.2 The role of the *Group* is to:

3.2.1 Review and recommend the Authority's Asset Management Plan (which will include the Authority's asset improvement & maintenance strategy).

3.2.2 To review the full business case of programmes, projects or tasks (proposals) arising from the corporate programme and ensure each business case is in line with:-

- Statutory requirements,
- Council's agreed priorities,
- Corporate Asset Management Plan,
- Identified opportunities for shared use of assets by a range of services and service providers,
- and Contribute to improved service delivery, sustainability, cost reduction.

3.2.3 To challenge/review:

- All bids for external revenue funds.
- Asset related revenue spend & project delivery on a regular basis.
- Asset related management practices within the Authority.
- Proposed asset usage and the potential for a variety of services to be delivered from sites ensuring maximum usage of Council assets.
- The potential for asset rationalisation and disposals.
- Any bids for asset acquisitions.

3.3 Aims of the Group

- Ensure that projects and strategies relating to land and built assets make corporate sense across all programmes and that they maximise the benefits to service delivery and income generation.
- To ensure confidence in the disposal and purchase of land and built assets across all programmes.
- To drive change and improvement in the way land and built assets are used and managed to assist with the delivery of the Corporate Plan.

4. Group Membership & Operation

4.1 Membership

Director/SLT member (chair)
Head of Function (Resources) (vice chair)
Deputy Chief Executive
Senior Officer (Property/Assets)
Asset Strategy Manager

Group Support

Group Support Officer

Additional support will be provided by representatives of key Council departments and Programmes/Projects as required.

4.2 Operation

The *Group* will meet bi-monthly in its first year review. The *Group* will be a quorate where 3 members are present, including the SLT member. Meetings will have a written agenda with members having the opportunity to propose agenda items in advance of the meeting. All meetings will have concise minutes taken consisting of a summary record of key discussion points, decisions and recommendations reached, and actions agreed and an action log will be maintained by the *Group* Support Officer.

4.3 Reporting

The *Group* findings will be reported to relevant *Programme Boards*, the Capital Allocation & Review Group and other boards/groups as discovered necessary.

The *Group* will report annually to SLT/Penaethiaid early in the new financial year on the business of the previous year, this report will include the updated Asset Management Plan.

4.4 Information sharing

The *Group* will be advised by the *Corporate Programme Manager (CPM)* of business cases (and other asset related bids where appropriate) which may need the scrutiny of the *Group*. The CPM will also supply information on the progress of previously sanctioned projects.

The *Group* will be advised by the Head of Function (Resources) with up to date information on project spend, and revenue budget spend (as they relate to asset management). In addition, the Senior Officer (Property/Assets) will provide updates on the progress of current revenue related activities.

5 Accountability

5.1 Decision Making

In broad terms, decisions within budget and within the policy framework shall fall within the remit of the Executive, and matters relating to staff / management issues will fall to the SLT.

5.2 Urgent Matters

In the event that urgent matters require the attention of the *Group* outside of the schedule of meetings, the *Group Support Officer* will raise an '*Issue*' via e-mail to all *Group Members*, which will include the following detail:

- the nature of the matter;
- the time constraints;
- the consequences if not addressed within the time constraints;
- the proposed mitigating actions for the Group to consider; and
- the date that *Group Members* are required to respond.

The responses will then be considered by the *Chair* and *Vice-Chair*, who will then agree and inform the *Group Members* and the *Group Support Officer* of the recommended course of action. It is the responsibility of the *Group Support Officer* to seek advice from the *Corporate Programme Manager* and ensure he/she is kept informed.

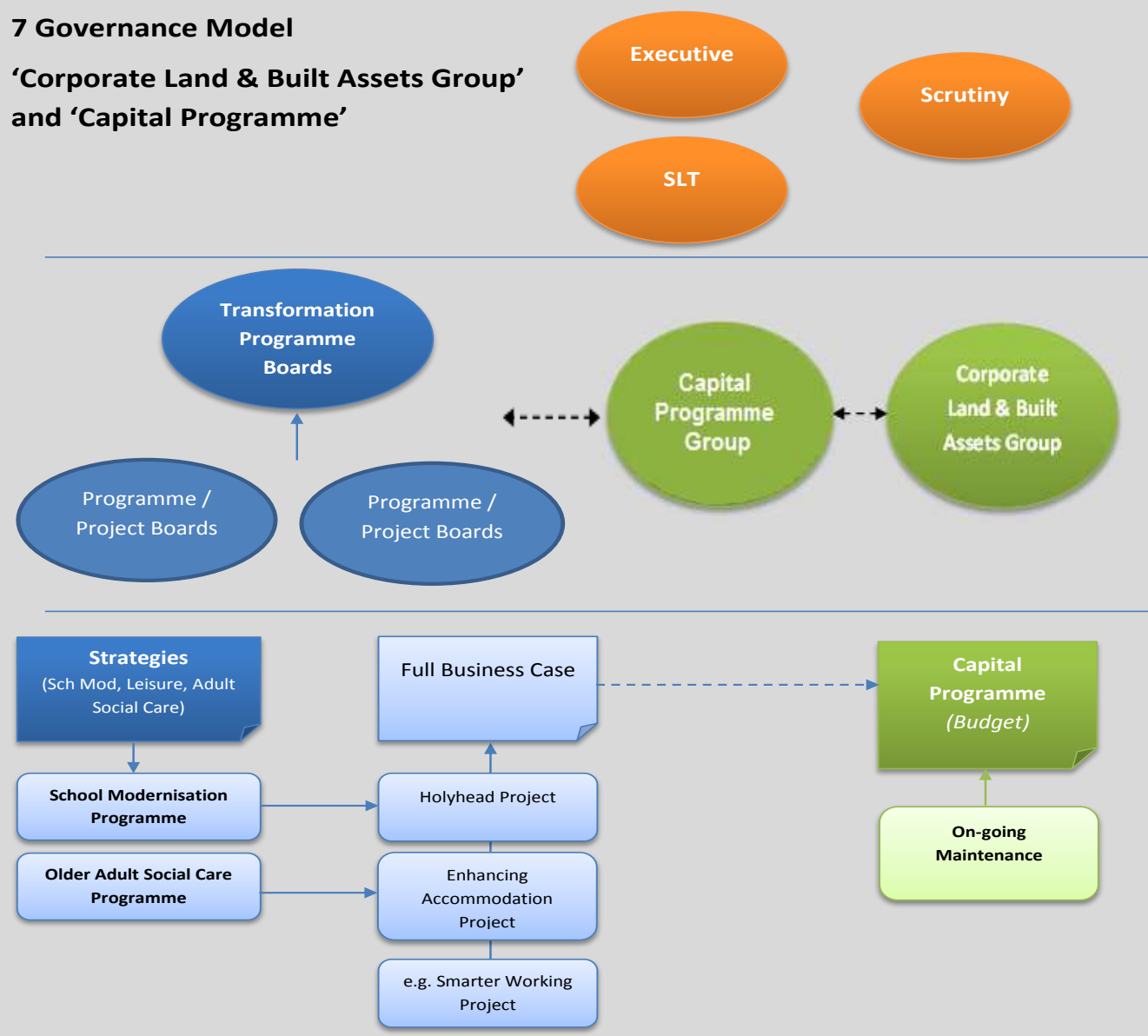
6 Adoption and Review of Terms of Reference

These Terms of Reference will be reviewed and finalised at a meeting of the *Group*.

These Terms of Reference will be reviewed initially quarterly, moving to annually.

7 Governance Model

'Corporate Land & Built Assets Group' and 'Capital Programme'



Executive
Overall authority and oversight. Escalation from the *Transformation Programme Boards* as per the Constitution & Scheme of Delegation

Transformation Programme Boards - Realise the benefits of the Transformation Plan. Ensure programme/projects are managed and delivered. Prioritisation and allocation of funding.

Programme/Project Boards - Governs the individual Programme/Projects, reporting progress to the assigned Transformation Programme Boards.

Corporate Land & Built Assets Group - holistic management to ensure the best use of the Authorities' assets (inc. disposal) – monitoring of large accommodation schemes.

Capital Programme Group – (based on Business Case requests) allocating the Capital Budget in the short, medium & longer term and reviewing the spend.

Capital Programme (Budget)
The record of the Authorities' capital budget

On-going Maintenance
The planned and unplanned maintenance of assets

Strategies
The strategic direction for the Service over a medium to long-term

Programmes/Projects
Delivering complex change in response to the Strategy

Full Business Case
Details the viability of the change and identifies a preferred option

Medium Term Financial Projection**Welsh Government - Revenue Support Grant -4.5% (Reduction) Yr 1 -3% ongoing****Council Tax +4.5% Increase Yr 1 and 3% ongoing**

	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Current / Revised Spending Levels B'fwd	124,646	121,856	119,438	117,853
Pressures:				
Employees Pay Award 2% (1% recurring year after)	1,100	705	715	720
Cost Increases - Inflation 1.25% and 1% recurring	1,000	790	800	805
Demographic Changes	500	500	500	500
Council Tax Reduction Scheme	200	200	200	200
Returned Growth Bids	-300			
Revised Spending Levels C'fwd	127,146	124,051	121,653	120,078
Financed By:				
Welsh Government	88,783	86,119	83,535	81,029
Council Tax	32,348	33,319	34,318	35,348
Outcome Agreement Grant	725	0	0	0
Total Funding	121,856	119,438	117,853	116,377
Shorfall of Funding required to balance the budget	5,290	4,612	3,800	3,701

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Full Council
Date:	20 July 2015 29 September 2015
Subject:	Changes to Scrutiny Committees Terms of Reference
Portfolio Holder(s):	Alwyn Rowlands
Head of Service:	Lynn Ball
Report Author: Tel: E-mail:	Lynn Ball, Head of Function (Council Business)/Monitoring Officer 01248 752568 lbxcs@anglesey.gov.uk
Local Members:	n/a

A –Recommendation/s and reason/s
<p>The Executive recommends to Council that Council approve the changes to the Constitution, as detailed in the Appendix to this report.</p> <p><u>Background-</u> Changes have been requested by Members and Scrutiny Officers to bring the Terms of Reference in line with current best practice and to:-</p> <ol style="list-style-type: none"> 1. Enable the Committees to transfer their workload between one another when pressure of work requires flexibility. 2. Allow the Corporate Scrutiny Committee to be the lead Committee on the review of the Budget. <p><u>Summary of changes</u></p> <ol style="list-style-type: none"> 1. Allow matters on the Corporate Scrutiny Committee Work Programme to be forwarded to the Partnership and Regeneration Scrutiny Committee, and vice versa; 2. Crime and Disorder functions to be allocated to the Partnership and Regeneration Scrutiny Committee; 3. Any request for an item to be scrutinised to be provided to the Head of Democratic Services rather than to the Chief Executive with the Chair of the relevant Scrutiny Committee deciding whether the item should be scrutinised (i.e. applying the test of significance and assessing workloads, priorities and capacity); 4. The Corporate Scrutiny Committee only to consider the Executive’s Initial Budget Proposals.

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

The only other option available would be to maintain the status quo. This is not considered to represent the most effective use of Scrutiny’s limited resources.

C – Why is this a decision for the Executive?

The report will result in constitutional changes which will require the Executive’s view prior to the report being presented to full Council.

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

Yes

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

Yes

DD – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	Agreed except for the original draft proposal in relation to paragraph 4.5.9.1. The amendment suggested by the Chief Executive was that notice be given to the Head of Democratic Services, rather than “the Lead officer of the Scrutiny function”. The draft attached contains the amendment requested by the Chief Executive
2	Finance / Section 151 (mandatory)	Response received confirming no comments on the report
3	Legal / Monitoring Officer (mandatory)	Report author
4	Human Resources (HR)	Query raised in relation to 4.5.9.1 but the draft amendment attached to this report addresses the issue
5	Property	n/a
6	Information Communication Technology (ICT)	n/a
7	Scrutiny	The original and subsequent recommendations made by the Scrutiny Chairs and Vice Chairs have been

		incorporated into draft paragraphs 2.6.2.2 and 2.6.2.3. The general principle remains the same but the wording has been strengthened.
8	Local Members	n/a
9	Any external bodies / other/s	None

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

F - Appendices:
Amended parts of the Constitution

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

Constitution: 2.6 article 6 – scrutiny of decisions

2.6.2.1 Scrutiny Committees' Names, Size and Terms of Reference

Each Scrutiny Committee may appoint additional non-voting co-optees.

2.6.2.2 Corporate Scrutiny Committee Terms of Reference

In accordance with rule 4.5.7 of the Constitution, the Chair of the Corporate Scrutiny Committee may refer any matter to the Partnership and Regeneration Scrutiny Committee for consideration, and the Corporate Scrutiny Committee may consider any matter referred to it by the Chair of the Partnership and Regeneration Scrutiny Committee.

2.6.2.3 Partnership and Regeneration Scrutiny Committee Terms of Reference

In accordance with rule 4.5.7 of the Constitution, the Chair of the Partnership and Regeneration Committee may refer any matter to the Corporate Scrutiny Committee for consideration, and the Partnership and Regeneration Committee may consider any matter referred to it by the Chair of the Corporate Scrutiny Committee.

Constitution: 4.3 budget and policy framework procedure rules

4.3.2.2.8 At least two weeks before the date on which an annual budget is to be adopted by the Council, the Corporate Scrutiny Committee shall consider the Executive's Initial Budget Proposals as regards their effect, and having regard to the authority's corporate plans, service plans and proposals for their development. The Corporate Scrutiny Committee may make any representations it considers appropriate to the Executive concerning the Initial Budget Proposals.

4.3.2.2.9 At least one week before the date on which an annual budget is to be adopted by the Council, the Executive, having considered the responses of the Corporate Scrutiny Committee s and the outcomes of consultation undertaken, will publish its Final Budget Proposals. The Final Budget Proposals will include the following:

Constitution: 4.5 scrutiny procedure rules

4.5.3 Co-optees

4.5.3.2 In discharging its crime and disorder functions, the Partnership and Regeneration Scrutiny Committee may co-opt any person (with the exception of members of the Executive), and no co-optee is entitled to vote unless the Committee allows it. Co-optees may be appointed for a particular matter or type of matter and membership may be withdrawn at any time by the Committee.

4.5.9 Agenda Items

4.5.9.1 Any Member of Council shall be entitled to give notice to the Head of Democratic Services that he/she wishes an item relevant to the functions of the Committee to be included on the agenda for the next available meeting of the Committee. On receipt of such a request the Chair of the relevant Scrutiny Committee will decide if it is to be included on the next available agenda by undertaking a test of significance and a review of priorities and capacity. If the item is included on a Scrutiny Committee agenda the Member giving notice with regard to a particular agenda item will be entitled to speak at the Committee meeting when that particular item is considered.

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	20 July, 2015
Subject:	Annual Director's Report 2014/15
Portfolio Holder(s):	Councillor Aled M Jones
Head of Service:	Gwen Carrington, Director of Community
Report Author:	Gwen Carrington, Director of Community
Tel:	01248 752706
E-mail:	GwenCarrington@anglesey.gov.uk
Local Members:	

A – Recommendation/s and reason/s
Opportunity for the Executive Committee to comment on the final draft document as presented by the Director of Community and to contribute to the final document.

B – What other options did you consider and why did you reject them and/or opt for this option?
Not Applicable.

C – Why is this a decision for the Executive?
Not Applicable.

D – Is this decision consistent with policy approved by the full Council?
Not Applicable.

DD – Is this decision within the budget approved by the Council?
Not Applicable.

E – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	Not Applicable.
2	Finance / Section 151 (mandatory)	Not Applicable.
3	Legal / Monitoring Officer (mandatory)	Not Applicable.
5	Human Resources (HR)	Not Applicable.
6	Property	Not Applicable.
7	Information Communication Technology (ICT)	Not Applicable.
8	Scrutiny	Not Applicable.
9	Local Members	Not Applicable.
10	Any external bodies / other/s	Not Applicable.

F – Risks and any mitigation (if relevant)		
1	Economic	Not Applicable.
2	Anti-poverty	Not Applicable.
3	Crime and Disorder	Not Applicable.
4	Environmental	Not Applicable.
5	Equalities	Not Applicable.
6	Outcome Agreements	Not Applicable.
7	Other	Not Applicable.

FF - Appendices:

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

Ynys Môn

THE ISLE OF

Anglesey



**Adroddiad Blynyddol y
Cyfarwyddwr ar Effeithiolrwydd
Gwasanaethau Gofal
Cymdeithasol 2014-15**

**Annual Director's Report on the
Effectiveness of**

Social Care Services 2014-15



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

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Director's Introduction

This year's Annual Report will provide information and consideration of how the Isle of Anglesey County Council met its statutory requirements with reference to the performance of Social Services. It also focus on our readiness to introduce the Social Services and Wellbeing (Wales) Act which will be implemented on the 1st April 2016. Readiness for the Act will be a theme throughout the report. We will review our progress and performance over a slightly longer time period ensuring we have a firm understanding of the cultural context which underpins behaviour and practice. Performance trends are presented for the last three years allowing us to collectively identify where good performance has been embedded and where further attention is required. Our improvement journey has progressed rapidly since 2012. We have been very clear of the need to prioritise given there was a great deal to be achieved and recognition that resources to facilitate change were finite. It is appropriate that we identify whether we are now better placed and in a position to tackle remaining challenges.

The successful implementation of the Social Services and Wellbeing (Wales) Act is a stated priority for the Welsh Government as it lays a foundation for how social care and wellbeing is to be planned and delivered in the future. It changes what the public can and should expect from social care and how such provision is to be made available. The Act places greater responsibility on the individual to take control and an increased expectation that services are responsive and better aligned. Whilst the Act is titled "Social Services and Wellbeing" its remit must include the Authority as a whole, and all agencies who collectively form part of the planning and delivery patchwork for social care. The Act emphasises the importance of strengthening preventive practice and by so doing avert the need for more costly and intrusive provision. However, where services are needed, provision should be directed by the individual and properly aligned across all public services.

The Act is being introduced when public and private resources are under pressure and the period of austerity likely to continue. This means that introducing the required changes brings additional risks and responsibilities. Our challenge is to introduce change without exposing vulnerable adults and children to greater and unnecessary risks and making best use of available resources, be they financial or people's time and expertise.

I believe that this year's Annual Report will illustrate how the work programme we have adopted, as incorporated within the Corporate Plan, has assisted with the effective implementation programme for the Act. The Social Services priorities are very evident within the Corporate Plan and we are confident that the Council is on track to deliver within the time frame identified (2013 – 17).

During the year we have evidenced increased stability within staffing arrangements following Corporate restructuring in 2013/14. Alwyn Jones took up his post as Head of Adult Services during June 2014, bringing together both adult social care and the provider unit. The changes introduced have facilitated further alignment of approach between adult and children's services with a shared commitment to provision of services based on the needs of individuals, families and communities. This themed approach has served to strengthen practice, reducing an approach

previously illustrated by single issue responses based on presenting need, allowing staff to work across team boundaries and respond more holistically to individual and family need.

Anwen Huws, as Head of Children's Services, has taken a lead role within the Corporate and Social Services Structure on safeguarding. The changes, which have been introduced during the year, allow for greater service resilience for both adult and children's safeguarding and increased opportunities for shared learning within Social Services and more importantly on a corporate and partnership basis.

Pleasingly, after a period of significant disruption, the authority has been successful in appointing workforce development workers supported by the SCWDP (Social Care Workforce Development Partnership) grant funding. This complements the investment made towards its staff by the Local Authority. This too contributes to a strengthened infrastructure which will sustain and contribute to continued improvement.

We have also been enthused by further developments in community approaches across both adult and children's services. Involving communities is well embedded in adult social care and similar approaches are also being introduced within children's services. Based on the positive feedback received from communities, the "Community Voice" programme, established in conjunction with the Third Sector, has now been adopted as a whole Council approach. Having the "What matters" discussion with community representatives will help shape provision for communities incorporating all available resources based on shared knowledge.

Both of the approaches described show how the service, and authority, is taking a responsible approach to meeting the cultural and organisational changes required to ensure a meaningful platform for successful implementation of the Act.

Progress has been maintained and consolidated with the key priorities identified within the Council's Corporate Plan. The Adult Transformation Programme has successfully delivered on key targets. Children's Services has evidenced significant progress within placement choice, the stability of the fostering service, and has again maintained performance.

During the year the Council has successfully progressed major programmes of work which will collectively impact upon Social Care provision and stability of the workforce. The "Customer Service Excellence Charter" was launched as a corporate programme during December. Additionally the Council has approved implementation of the Smarter Working programme (March) and initiated the implementation of the agreed option for "Single Status".

It is on this positive platform that I present this year's annual report.

**Gwen Carrington,
Director of Community.**



Adult Services - Introduction



Alwyn Rhys Jones, Head of Adults' Services

This summary is underpinned by the adult social care evidence grid and performance report, copies of which can be accessed electronically at the end of this report.

The overarching aims of our service are to:

- Support our citizens to be independent and as self-sufficient as possible;
- Enable our citizens to develop solutions to their social care needs as far as possible within our community resources;
- Work effectively with key stakeholders and partners to develop enabling and creative solutions for our citizens within our community;
- Provide a safe community for our citizens and ensure that vulnerable adults are safely supported;
- Support our workforce to deliver sustainable social care services for our citizens in line with the requirements of the Social Care and Well-being Act (Wales) 2014 and the More than Just Words Welsh Language Strategy.

We continue to believe that our service vision needs to be ambitious and creative to:

- Support our citizens who need care and support to remain in their own homes within our community;
- Develop and sustain a wide range of high quality community based services;
- Promote respectful conversations with our citizens in the language of their choice to provide them with a voice and control over their own wellbeing;
- Promote a social and economic inclusive community for our citizens;
- Support adults to maximise the benefits of employment;
- A recognition that adults have different and complex roles to fulfil (worker, parent, volunteer, carer, role model to others) with different social responsibilities – which all impact upon their lifestyles and health choices;
- Recognise that healthy mental wellbeing is equally as important as physical wellbeing;
- Continue to maintain a proactive focus on prevention and early intervention services internally within our social care teams and externally with our health and social care partners;
- Within an era of austerity, sustaining the most efficient and effective use of health and social care services.

Adults' Services - Areas of achievement and progress 2014/15

Over this year fundamental changes have been implemented across our service provision. In June 2014, we were pleased to appoint our new Head of Adult Social Care, to maintain the momentum of our transformation programme, and further shape our strategic vision.

We are proud of the achievements of our experienced workforce during 2014/15 in assisting the Senior Management Team to operationalise our key priorities.

This year we have focused our efforts on engaging with citizens who have an interest in our service transformation programme. To assist this process, we have completed the review of our bilingual information leaflets, website and advocacy provision to ensure that our citizens are aware of the care and support available locally. We are particularly proud of our updated "engagement with older people" section of our website. The services commitment to engagement will also be re-enforced by the creation of a new role focusing on engagement and consultation. We will also prioritise information advice and assistance pathways in line with the requirements of the Social Care and Wellbeing Act (Wales) 2014. Our preparation for the change in legislation can be evidenced as follows:-

Function	Progress and examples
<p>Promote the well-being of people who need care and support, and carers who need support.</p>	<p>Since the 1st October 2014, referrals are completed by staff on the Integrated Assessment Framework (IAF) documents. The '<i>What Matters</i>' conversation is a new way of gathering information and this template is in use across North Wales. The aim is to ensure a person-centred approach and participation in the assessment process. We have promoted the proactive offer of services through the medium of Welsh in line with 'More Than Just Words'.</p> <p>Another example is our good progress and development with extra care housing, and our efforts to gather the views of our citizens. Over 750 consultation responses were received for one consultation exercise. This reflects commitment to gather the perspective of our community, and a willingness and the wish for our citizens to participate. We have also established key task groups to drive forward actions for key themes identified e.g. Seiriol task groups. Some of the work streams from the carers' project has provided excellent outcomes for carers and have identified more hidden carers. These projects will continue in 2015/16</p>
<p>Provide or arrange for the provision of preventative services.</p>	<p>The development of Reablement services is a major part of improving outcomes for individuals who need support to maintain their independence. These services have a vital contribution in building models of sustainable services and are underpinned by the Social Services and Wellbeing (Wales) Act 2014. Developing community hubs and embedding the notion of wellbeing, choice and voice throughout our community is at the heart of our thinking. We</p>

	<p>strive to develop support services to improve prevention throughout and at all stages of our service delivery.</p>
<p>Promote social enterprises, co-operatives, user led services and the third sector in the provision in their areas of care and support and support for carers.</p>	<p>As part of the main SPOA (Single Point of Access), Medrwn Môn is developing the 'Third Sector' element of the SPOA to address low and medium level Third Sector sign-posting enquiries. This promotes independence and the principle of identifying solutions within communities. This is a central point for all Third Sector enquiries and supports the identification of service demand.</p> <p>We are driving forward the direct payments action plan and have seen our number of direct payments recipients double from 30 to 60 this year, reflecting a 100% increase.</p> <p>A social enterprise has been established to manage Beaumaris Leisure Centre. This social enterprise is an innovative response to ensuring that the Centre remains open for the benefit of local people. 'Outsourcing' the management of the Centre demonstrates genuine collaboration between the County Council, the third sector and the community.</p>
<p>Provision of support and advice.</p>	<p>The service completed a review of current published bilingual information leaflets. The Service continues to work with the central Web Development Team to publish all bilingual leaflets on the council website. The service has reviewed the Service web pages and updated information in line with the adult service transformation e.g. revised SPOA arrangements.</p>
<p>Adult Safeguarding</p>	<p>We have established a Joint Adult Safeguarding Board with Gwynedd Council. We have also established a safeguarding unit to drive forward our adult social care. This will enhance our safeguarding arrangements and quality assurance arrangements and implementation of our strategy in moving forward. The percentage of POVA referrals completed where the risk has been managed has improved from a figure of 88.90% last year to over 90%.</p> <p>We have ensured that Mental capacity and DOLS training sessions have been provided to staff across the Social care workforce. As part of this ongoing training and development programme, four Social Workers have been trained as approved practitioners to undertake DOLS assessments. This improved capacity to respond to increased demand as we received over 172 DOLS referrals, with a 100 of these allocated for assessment and 41 assessments to date completed.</p>
<p>Partnership arrangements</p>	<p>Three workshops have been held with key health, social care staff, third sector and independent sector stakeholders. These workshops assisted us to develop priorities and a Work Programme for integrating health and social care services.</p> <p>We have commissioned an external consultant to evaluate the establishment of 'joint working and pooled budgets' opportunities with health. This builds on our newly established governance arrangements with health where a Memorandum of Understanding will define future working in</p>

	Mental Health.
Complaints and Advocacy services	From April 2015 we will re-commission advocacy services across adult social care in line with the advocacy specification and the key principles of this legislation. We have implemented a new complaints procedure in line with the revised Welsh regulation, with monitoring reports presented to quarterly Management meetings.

- We have sustained positive progress in transforming services. The projects completed to date are Re-ablement, Brokerage and Schedule of Rates, realising savings of over £1m to date.

An innovative social enterprise has been established to manage Beaumaris Leisure Centre. 'Outsourcing' the management of the Centre demonstrates genuine collaboration between the County Council, the third sector and the community. This close partnership working has resulted in over £140,000 funding to sustain the Centre over the coming years, with an annual saving of £85,000 over the 3 years. The key benefit to our community is the increasing number of participants accessing this service and a varied programme of activities for our older people.

- As part of our Dementia Services Project and the Citizen Directed Support workstreams we have established a multi-agency Planning Group under the Ageing Well in Wales programme and have worked to establish new Dementia Services.
- A project manager has been appointed to facilitate the development of the adult services SPOA, including a 'pause and review' self-assessment this was conducted in partnership with key stakeholders to evaluate progress. We have also made positive development in mainstreaming our SPOA arrangements across adult social care. The development of 'Third Sector' element of the SPOA to address low and medium level Third Sector sign-posting queries is a particular success.
- We have worked collaboratively with the North Wales authorities and BCUHB to develop the new Integrated Assessment Framework.
- We have worked in partnership with BCUHB to formalise our working arrangements by establishing an Integrated Delivery Board (IDB) and a Memorandum of Understanding for the mental health service. A key aim of the IDB will be to evaluate pooled budget frameworks to ensure the best use of resources. Therefore, the impact of the IDB to date has illustrated positive joint working arrangements.
- The evaluation of the implementation of the Reablement service confirms that it is delivering on its key objectives of promoting independence and delivering financial gains with a reduction in commissioned homecare hours. In an age of austerity, this transformation plan has identified projected annual savings of £231,318.
- We have continued to increase choice and market sustainability by further externalization of our in-house domiciliary care provision. Considerable work has been undertaken to shape the homecare market on the Island. This change in service provision is outlined below:-

Date	Internal	External
2009/10	81%	18.6%
March 2012	65%	35%
March 2013	60%	40%
March 2014	47%	53%
December 2014	41.9%	58.1%

- As at December 2014, the in-house home care service delivered 41.9% of all council funded domiciliary care hours, whilst the independent sector delivered 58.1%. The in-house service has moved to provide short term/reablement care, but is still delivering some long term care to around 75.8% of its service users. In total the in-house service delivers 2,858 hours per week whilst the independent sector delivers approximately 3,963 hours commissioned by the Local Authority.
- The service has continued to re-model support available to older people. More community based resource to support improvement in wellbeing, preventative services and reduce avoidable admissions to hospital have been provided. As a result, Delayed Transfer of Care (DTC) levels have remained low and below the Welsh average.
- Whilst the number of Older People supported in the community has remained similar, the number of Older People supported in care homes has continued to steadily reduce.
- We will focus our learning disability work programme on developing creative and innovative enterprises jointly with our third sector and private providers. As part of our needs assessment, we commissioned Wales Co-operative to evaluate potential opportunities to establish social enterprises for Canolfan Byron, Haulfre Gardens and Direct payments. We are also pleased to have appointed a 'Transitional co-ordinator' to facilitate positive and seamless joint working arrangements between children and adult services. With project arrangements now in place we are confident of our ability to successfully drive forward this agenda as a key priority for 2015/16.
- We commissioned an external appraisal of the Direct Payment delivery options available for our community, with specific key recommendations agreed and implemented. We are pleased to report that during 2014/15 we have seen **direct payment recipients double**. Our strategic vision is to have Citizens Directed Support (CDS) at the heart of our community and we intend to operationalise this principle across our local communities and hubs.
- We have strived to build community based services and are pleased to report that the model and eligibility criteria for extra care housing has been agreed. We have listened to the preference of our citizens to develop 'Extra Care' accommodation as a viable alternative to residential care. We are also in the process of developing a targeted service approach within the Seiriol / Menai Area available to our citizens who present with medium to high level housing and support needs. This year, consultation, engagement and co-production has been a theme throughout our transitional work to inform our vision of community wellbeing.
- Following a local consultation and initial options appraisal in July, 2014, the Council's Executive agreed to sell Garreglwyd Residential Home. 65.7% of those consulted agreed that Garreglwyd should be sold with a preferred use for dementia services. We anticipate that the running of the home will have been successfully transferred by August 2015.

- We have agreed a final version of the Carers Strategy and commenced work on implementing our 3-year Action Plan. The percentage of carers of adults offered an assessment or review of their careplan has increased to over the targeted rate of 92%, well above the National average of 85%. The percentage of carers of adults who were assessed or re-assessed and who were provided with a service in their own right has also substantially increased from 63.80% to over 96%.
- We have continued to respond effectively to allegations of abuse and negligence. A new management post focusing on safeguarding and audits across children and adult services has been established to drive our efforts forwards and to raise awareness of protecting vulnerable adults. The work of the Gwynedd and Ynys Môn Safeguarding Board continues to progress in a positive manner, placing us in a strong position to respond to the expectations of the Social Services and Wellbeing (Wales) Act 2014.
- We have facilitated 'smarter working' by purchasing laptops for our social workers providing increased on-line access to services for low level assessments, initial referrals, early stage advice and guidance.
- We have maintained good performance locally across the suite of national Key Performance Indicators and within our local performance management framework. This has been achieved within a reduced budget allocation and continued achievement of the council's challenging efficiency strategy.
- We have sustained and developed our positive relationship with our elected members.

What did we say we would do?	Did we do it?
Responding to Need	
Complete the review of current published information leaflets and review current information arrangements including the range of information points and development of our web pages.	✓ Completed / Achieved
Mainstream our Single Point of Access arrangements with the Health Board	✓ Completed / Achieved
Implement new Integrated Assessment Framework arrangements jointly with Health and provide multi-disciplinary training for health and social care staff	✓ In progress/On track
Complete the review we have commenced of our commissioning intentions in relation to advocacy services.	✓ Completed / Achieved
Continue to evaluate the effectiveness of the Intake model of Reablement.	✓ Completed / Achieved
Develop an action plan in response to the information, advice and support needs of Direct Payments service users following the 'Your Life Your Choice' workshop held in December 2013.	✓ Completed / Achieved
Agree a model of care and eligibility for Extra Care Housing	✓ Completed / Achieved
Secure formal Council endorsement to progress 3 extra care housing facilities in Amlwch, Llangefni and the south of the Island.	✓ In progress/On track
Undertake local engagement on accommodation and care needs across the Island.	✓ Completed / Achieved
Implement the Action Plan in response to the recommendations contained in the Supporting People Review of the contract to provide a warden Service in sheltered housing.	✓ In progress/On track
Commence a substantive review of learning disabilities services jointly with partner organisations;	✗ Behind Schedule
Commence work on the Dementia Services Project and the Citizen directed Support priority workstreams under the Transformation Programme.	✓ In progress/On track
Safeguarding	
Conduct regular case file audits of safeguarding practice within our evolving Service quality assurance framework.	✓ In progress/On track
Review and strengthen our arrangements for responding to requests for Deprivation of Liberty Safeguards authorisations, particularly for those vulnerable people who lack capacity and lack family support in care homes and supported living facilities.	✓ In progress/On track

Resource Management	
Develop effective working relationships with the Workforce development Unit that is now line managed within the Corporate Human Resources and training section.	✓ Completed / Achieved
Continue to ensure meaningful training and development opportunities across the social care workforce, users and carers in accordance with the priorities in our Transformation Plans.	✓ In progress/On track
Continue to work with partners in providing Qualification & Credit Framework (QCF) training opportunities to further strengthen a qualified social care workforce.	✓ In progress/On track
Fully implement the newly launched Consolidation Programme for newly qualified Social Workers under the auspices of the Care Council CPEL framework.	✓ Completed / Achieved
Continue to work collaboratively and maintain our existing formal partnerships in relation to Social Care Workforce Development.	✓ In progress/On track
Continue to modernise ensuring best possible use of resources and contributing to the Council's efficiencies programme (a Service financial savings target of £1,360,660 during 2014/15).	✓ In progress/On track
Commissioning and Partnerships	
Continue to develop service intentions under the Enhanced Accommodation and Care Project under the Transformation Programme for Older People.	✓ In progress/On track
Confirm commissioning intentions in relation to Garreglwyd Residential Home	✓ Completed / Achieved
Commence work on a comprehensive review of learning disabilities services	✗ Behind Schedule
Establish formal Project Management arrangements in support of the development of Dementia Support services under the Transformation Programme.	✓ Completed / Achieved
Develop formal Project Management arrangements in support of the development of the Citizen Directed Support work	✓ Completed / Achieved
Agree final version of the Carers Strategy and commence implementation of the 3-year Action Plan	✓ Completed / Achieved
Implement the North Wales Residential Pre-placement Framework Agreement with residential and nursing care providers on Ynys Môn and revive the local Residential and Nursing care Provider forum.	✓ In progress/On track

Implement the Action Plan in response to the recommendations contained in the Supporting People review of warden services in sheltered housing schemes.	✓ Completed / Achieved
Develop a programme of priorities for the delivery of more integrated services with Health under the auspices of the Integrated Delivery Board for Health and Social Care.	✓ Completed / Achieved
Performance and Business Management	
Develop a Quality Assurance and Performance Management Framework across the Department to improve the focus on monitoring the quality of services.	✓ In progress/On track
Strengthen arrangements in Business Support to mitigate the risk associated with our ability to respond to information compliance requests within statutory timescales	✓ In progress/On track
Continue to monitor the effectiveness of our arrangements in responding to and resolving complaints and learning the lessons to continuously improve the quality of our services	✓ In progress/On track
Implement the Improvement Plan drawn up in response to the recommendations contained in the external review of our information systems.	✓ Completed /Achieved
Provide frontline Social Workers with laptops to complete forms and input information on to RAISE whilst out in the field.	✓ Completed /Achieved
Continue to work with the ICT Section in prioritising and progressing work on ICT systems development, replacement and implementation.	✓ In progress/On track
Corporate and Political Leadership and Support	
Develop effective links between the new Head of Adults' Services and key portfolio holders and Corporate scrutiny.	✓ Completed /Achieved
Continue to develop engagement with elected members through the arrangement of information sessions on key topics.	✓ In progress/On track
Further clarify levels and limits of delegated responsibility in tandem with the full implementation of the Council's new financial ledger system.	✓ Completed /Achieved
Further strengthen corporate and political scrutiny of adult social care within a scrutiny/performance framework.	✓ Completed /Achieved



Adults' Services - Areas of Priority for 2015/16

In the following table, we outline other key areas for achievement of progress for this year:

Responding to Need
Prepare and review our state of readiness to implement and operationalise the Social Care and Well-being Act (Wales) 2014.
Continue to develop our strategy to remodel the range and choice of accommodation and support services for Older People and secure formal Council endorsement to progress 2 extra care housing facilities in Amlwch and the south of the Island.
Continue to progress with our positive engagement, consultation and co-production work across our community.
Drive forward our review of learning disabilities services jointly with partner organisations.
Realise and review the Dementia PID and work programme.
Safeguarding
Conduct regular case file audits of safeguarding practice within our evolving Service quality assurance framework.
Further develop our quality assurance framework and establish quality assurance arrangements for adult services
Progress with the implementation of the DOLS action plan.
Establish a safeguarding unit to incorporate all workstreams relating to quality of services, risk and safeguarding.
Promoting Wellbeing, Independence and Stability
We will learn from the community based model of support established in the Seiriol Ward and develop Community Hubs across our communities, which will support the integration between Health & Social Care and community groups.
Continue to implement the commissioning intentions for the future of Older People Housing Related Support Services set out in the Supporting People Commissioning Strategy.

Commissioning and Partnerships

Drive forward our review of learning disabilities services jointly with partner organisations.

Formulate our future commissioning intentions in relation to securing appropriate independent advocacy services to meet the needs across adults' services

Resource Management

Prepare our workforce for the implementation of the new social care legislative framework in Wales.

Continue to work collaboratively and maintain our existing formal partnerships in relation to Social Care Workforce Development.

Continue to modernise and drive forward our savings plan to ensure the delivery of sustainable adult social care provision for the future.

Performance and Business Management

Develop a Quality Assurance and Performance Management Framework across the Department to improve the focus on monitoring the quality of services.

Continue to collaborate with partners in the Welsh Systems Collaborative in securing a replacement for the DRAIG/RAISE information system.

Realising the contracts monitoring programme with our external providers across the private and 3rd sector.

Corporate and Political Leadership and support

Continue to build on our effective links with the key portfolio holders and Corporate scrutiny.



Adults Services – Performance Trends / Themes for the last three years 2012 – 2015

Over the past three years we have established a new vision for our service with the overarching aim of enabling and supporting adults on the Island to lead independent lives. However, our aim was not to simply establish this vision, but to realise and operationalise our intention by transforming adult social care on the Island. The Council has endeavoured to provide robust corporate oversight and leadership for our service. The election of a new council for our community not only assisted us in driving forward our transformation plan, but also crucially improved our relationship with our elected members. This can be seen throughout our service with key areas championed by our elected members for the benefit of our citizens.

We have seen a shift from a dependence on residential care to the use of community based provision with the establishment of community support/hubs and models of extra care housing. We are proud of this achievement, in particular the manner in which the voice and choice of our citizens have been facilitated via a range of dynamic engagement activities. This has also assisted us in ensuring that we develop targeted and proportionate community prevention services based on the views, needs and wishes of our citizens e.g. Agewell. To complement this shift in service provision, we have achieved positive results in the outsourcing of our residential and homecare provision. We have worked closely with private providers and the third sector to develop alternative provision within our community and to foster new partnerships on the Island. In line with these changes, we have bolstered our multi-disciplinary health and social care provision and benefitted from the positive and incremental development of the enhanced care services and SPOA with the health service. However, we have ensured that our focus on safeguarding has remained central to our 'everyday' work evidenced by the continual improvements in our ability to successfully manage the risk in POVA cases and the significant increase in DOLs referral received.

Our Council continues to drive forward the positive changes across our service provision and functions by sustaining progress on our transformation agenda. As part of this journey of change, we have engaged with our citizens co-productively to allow their voices to shape our community services. We have achieved successes by listening to the voice of our citizens, implementing the action plan for our carers and making positive progress in our joint working arrangement with key stakeholders. However, during 2015-16 we are focused on driving forward the action plan of embedding quality assurance arrangements across adult social care and developing our service to meet the needs of our younger adult citizens. As a result of our planning and evaluation this year, we are now well placed and eager to move forward with these plans in a collaborative manner. In summary, we have achieved key aims this year and are well placed to implement the new legislative framework in April 2016.

Adult Services – Electronic Links

Click [HERE](#) to access 2014/15
Adults' Services
Performance Information

Click [HERE](#) to access 2014/15
Adults' Services
Evidence Grids

Children Services - Introduction



Anwen Huws, Head of Children's Services

This summary is underpinned by the Children social care evidence grid and performance report, copies of which can be accessed electronically at the end of this report.

We believe in making a positive difference to the lives of children for whom we are providing a service. By this, we believe that we will be judged, not only by what we do, but also by the impact we have on outcomes for children. As a result of our interventions, children and young people can expect to be:-



Children Services - Areas of achievement and progress 2014/15

There is a real desire in Anglesey to do the best we can for the children and families that we work with. Whilst we had intended to move at pace with our transformation plan this year we were mindful of the need to do in a way that was safe and sustainable. This view was further strengthened by the results of the CSSIW Inspection of 'Safeguarding and Care Planning of Looked After Children and Care Leavers who exhibit vulnerable and risky behaviour'. Whilst this report identified a number of areas of good practice it also stated that the Local Authority needed to consolidate the progress it has made. Therefore the focus of the year has been on that consolidation and building on the improvements achieved. The following is an overview of our developments and key achievements in the last 12 months:



We have undertaken

- Further embed our Quality Assurance Framework, which evidences improving professional confidence and practice.
- First point of contact arrangements have stabilised with significant improvements in the provision of a timely response.
- Maintained and consolidated our performance achievements. Performance Indicators [PI's] generally in line with or exceed those of other Councils.
- Maintained reasonable levels of social work case loads.
- Developed our Support Services, with two Parenting Officers recruited to support parenting capacity and skills within families.
- Permanent and new appointment of Service Manager -Corporate Parenting and Partnership secured, leading a comprehensive programme of improvements in our fostering service.
- Permanent and new appointment of Team Managers secured.
- Fostering Recruitment Officer appointed. Fostering recruitment targets achieved.
- 10 new foster carers recruited by December 2014 as part of our ambitious recruitment campaign to ensure we have local placement choice and matching availability.

- Knowledge and specialism in Adoption, Private Fostering, Special Guardianship Orders and planning for Permanence enhanced through the appointment of Social Work Consultant.
- Reviewed in partnership with foster carers, our Payment for Skills framework and been successful in securing additional funding to increase payment skills for foster carers.
- In response to legislative changes Family Court work completed [Public Law Outline] within 26 week timescales thereby avoiding delay in safeguarding the long term welfare of children.
- Delivered, with Betsi Cadwaladr Local Health Board, an integrated service for Children with disabilities and their families.
- Support Services for Disabled Children re modelled to focus on securing positive outcomes for children.
- Social Worker and Transition Coordinator to be based at Ysgol Y Bont to provide improved support for disabled children and families at key transition stages in their lives .
- Worked with Gwynedd Council and partners to deliver an effective Gwynedd/Môn Integrated Family Support service.
- Managed services within budget - even though expenditure on children per head of population on Anglesey remains below the Welsh average. We met our savings target in full (14/15)
- Remained actively involved in the All Wales agenda to improve the delivery of social services through a collaborative approach.
- Worked in collaboration with our partners in North Wales to deliver a Regional Children's Safeguarding board.
- Worked with our partners to deliver an improved emphasis upon protecting from sexual exploitation, child trafficking and children missing from care or home.



Reduction of 32% in disruption of children's placements

The task of improving the performance of children's services is being pursued energetically within the authority served by an enthusiastic and committed workforce. The first stage of our improvement journey was to take all necessary steps to improve performance in key areas, of assessment and care management whilst maintaining good performance across the board.

Whilst this has resulted in improvements in many areas of practice, these changes have not fully addressed some of the fundamental issues that relate to a wholesale transformation of delivery of Children's Services in Anglesey.

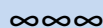
Future services need to be sustainable and this is mirrored in the Welsh Government Social Services and Wellbeing Act. We need to develop a different approach, which will have at its heart:-

- Social workers working proactively with families to manage risk- spending much more time working alongside families helping them to change so that the family is a safe place for their children.
- For families where this is not possible, timely action will be taken to protect Children and provide stability.
- Enhancing family support services (both practical and therapeutic) thus producing a virtuous circle of improved services to children and families. In particular, investment will be targeted towards providing intensive and speedy support at point of family breakdown aimed at keeping the family together. We aim to have a service of trained workers able to implement intervention methodologies with families which can change behaviour and help manage varying levels of risk. The objective will be to safely reduce the numbers of children in care and more effectively support families at times of crisis.
- Restructuring and redesign work systems so that they are relevant, intelligent, flexible and useful to practitioners.









Based on this demonstrable progress, and the effort and commitment of staff across the service it is clear that we can continue to adapt and transform.





“I fully endorse the children services management team’s desire and intention to continue to build on our strengths and ensure quality across every part of the child or young person’s journey through the service.”

Gwen Carrington – Director of Community



What did we say we would do 2014-15 ?	Did we do it?
Responding to Need	
Reconfigure our first point of contact team	 In progress/On track
Maintain and consolidate performance achieved during 2013/14 in relation to key areas of practice that ensure that where children may be eligible, they will receive a good and timely response to their needs	 Completed /Achieved
Improve quality and timeliness of core assessments	 In progress/On track
Implement our revised Family Support Service	 In progress/On track
Feasibility Study- Edge of care services	 Behind Schedule
Safeguarding	
Maintain and consolidate performance achieved during 2013/14 in relation to Key Performance Indicators that ensure children will have up to date good child protection plans that ensure their needs are met	 Completed /Achieved
Have systems in place to ensure that children who are subject of private fostering arrangements are protected from harm and abuse wherever possible and offered timely support and protection in compliance with National Policy, Statutory Guidance and Regulations	 In progress/On track
Implement the Safeguarding People Service- encompassing both adult and child protection work	 In progress/On track
Co-ordinate the implementation of the Corporate Safeguarding Action Plan	 In progress/On track
Make a decision on whether we adopt the Multi Agency Safeguarding Hub [MASH] in Anglesey- as a precursor to a single point of access for all Child in Need and Children At Risk referrals	 Completed /Achieved

Promoting Wellbeing, Independence and Stability	
Anglesey's Looked After Children will be supported to live within or as close to Anglesey community	 In progress/On track
Anglesey's Looked After Children will be supported to live within a family at some stage in their childhood wherever and whenever possible	 Completed /Achieved
Approve our Corporate Parenting Strategy and provide training for members on their Corporate Parenting responsibilities	 In progress/On track
Increase the number of in house fostering placements by a net gain of 10 households by December 2014, and an additional 10 by December 2015, therefore reducing our spend on third party foster placements	 Completed /Achieved
Commissioning and Partnerships	
Continue to influence the development of key components of effective support to families across the continuum of need- from prevention to high risk – include: establishing an articulated and coherent child wellbeing model which sets out responsibilities for respective intensive, targeted and prevention services; and which is owned and understood by all staff and other partners	 Behind Schedule
Develop intensive family support arrangements so that the chances of ensuring long term good outcomes for children and families in crisis, where the children's safety is a concern and permanence is in doubt, is improved	 Behind Schedule
Remodel services for disabled children and young people to create a better focused service that is both deliverable within existing resources and acknowledged by children, young people, parents and carers as meeting needs	 In progress/On track
Work with Gwynedd Council & partners to deliver the Integrated Families Support Service (IFSS) service on a collaborative basis	 Completed /Achieved

Resource Management	
Maintain staffing stability	 In progress/On track
Improve rates of staff sickness	 In progress/On track
Manage within in budget – reducing dependency on third party placements	 Completed /Achieved
Performance and Business Management	
Continue to fully Implement the Quality Assurance Framework (QAF)	 Completed /Achieved

Children Services - Areas of Priority for 2015/16

We are committed to work towards completing the following this year:

Responding to Need

Transformation Programme Board established and projects mandated to improve delivery of statutory children services by March 2017.

Maintain and consolidate performance achieved during 2014/15 in relation to key areas of practice that ensure that where children may be eligible, they will receive a good and timely response to their needs. We will focus on improvements to the quality and timeliness of core assessments.

Make the argument to secure resources to undertake Strategic Analysis of the impact of major economic developments such as Wylfa Newydd and Land and Lakes on safeguarding, workforce and demands upon social care services.

Work with the Project Board to plan for the implementation of the Social Services and Wellbeing Act -- and will contribute on a local, regional and national basis to the preparation.

Safeguarding

Maintain and consolidate performance achieved during 2014-15 in relation to Key Performance Indicators that ensure children will have up to date good child protection plans that ensure their needs are met.

Work with our partners to protect children from sexual exploitation, trafficking and being missing from care or home.

Embed the Safeguarding People Unit – bringing together Adult and Children Safeguarding Officers and coordinate implementation of the Corporate Safeguarding Action plan..

Promoting Wellbeing, Independence and Stability

Anglesey's Looked After Children will be supported to live within or as close to Anglesey community. To do this we will continue to increase the number of in- house fostering placements by a net gain of 10 households by December 2015 and by a further 10 by December 2016.

Approve our Corporate Parenting Strategy and provide training for members on their Corporate Parenting responsibilities. Includes review and implementation of a revised 'Placement Strategy'.

Provide appropriate support to enable improved life choices for young people leaving care or young people with disabilities approaching adulthood to develop life skills, including access to universal and community based services, training and employment opportunities.

Work with other agencies to develop a coordinated early response service to those children with disabilities under 5 years of age in the Holyhead area.

Each Looked After Child will have an automatic offer of advocacy.

Commissioning and Partnerships

Continue to influence the development of key components of effective support to families across the continuum of need - from prevention to high risk.

Strengthen our approaches to service user involvement and engagement in the way we plan and deliver services.

Remodel short breaks for children and young people with disabilities in terms of service delivery, and efficient procurement.

Improve our commissioning and business support arrangements and will have completed the restructure of the central support services within 'Social Services'.

Resource Management

Making best use of our staff. Keep staff turnover and sickness levels at a reasonable level.

Prepare for information system replacement. Action Plan to support the replacement of current RAISE IT system in 2016.

Performance and Business Management

Continue to fully Implement the Quality Assurance Framework (QAF) – developing within this the Performance and Quality Assurance Framework for the Fostering Service.



Children Services – Performance Trends/Themes for the last three years. 2012--2015

- Consistent improvement in referral and assessment functions. Performance Indicators indicate year on year progress in responding to enquiries/referrals within 24hrs, reducing re-referrals and time taken to complete Initial Assessments. Performance is now equal to and better than most other Local Authorities in Wales.
- Much attention has been given to improving assessment and care management through improved response rates, better care planning and reviews. This has been the result of increased management attention, improved processes, social work training, and resources including increasing the number of staff within the front line team.
- Improved use of evidence based practice and performance management arrangements to embed the improvements and strive for excellence. The Quality Assurance Framework continues to inform organisational practice and learning.
- Investment in the Social Care Workforce to ensure we have the skills and capacity for the future.
- Services to children and young people with disabilities developed and providing a better focussed service that manages child protection concerns and that is both deliverable within existing resources and acknowledged by children and young people, parents and carers as meeting needs.
- Improvement in provision of placement stability and reduction in placement disruptions. 10 additional foster carers have been approved during 2014-15. 40% of the looked after children population continue to be placed with Independent Fostering Agencies. However we did achieve a reduction in the service purchased from the external agencies and the related costs.
- Increasing demands over the last few years – Contacts, Referrals, Children on the Child Protection Register and Looked after Children. Despite increases in demand and expectations we have managed to keep within the budget allocated to us whilst meeting our savings targets.



Children's Services – Electronic Links

Click [HERE](#) to access 2014/15
Children's Services
Performance Information

Click [HERE](#) to access 2014/15
Children's Services
Evidence Grids

Performance Review

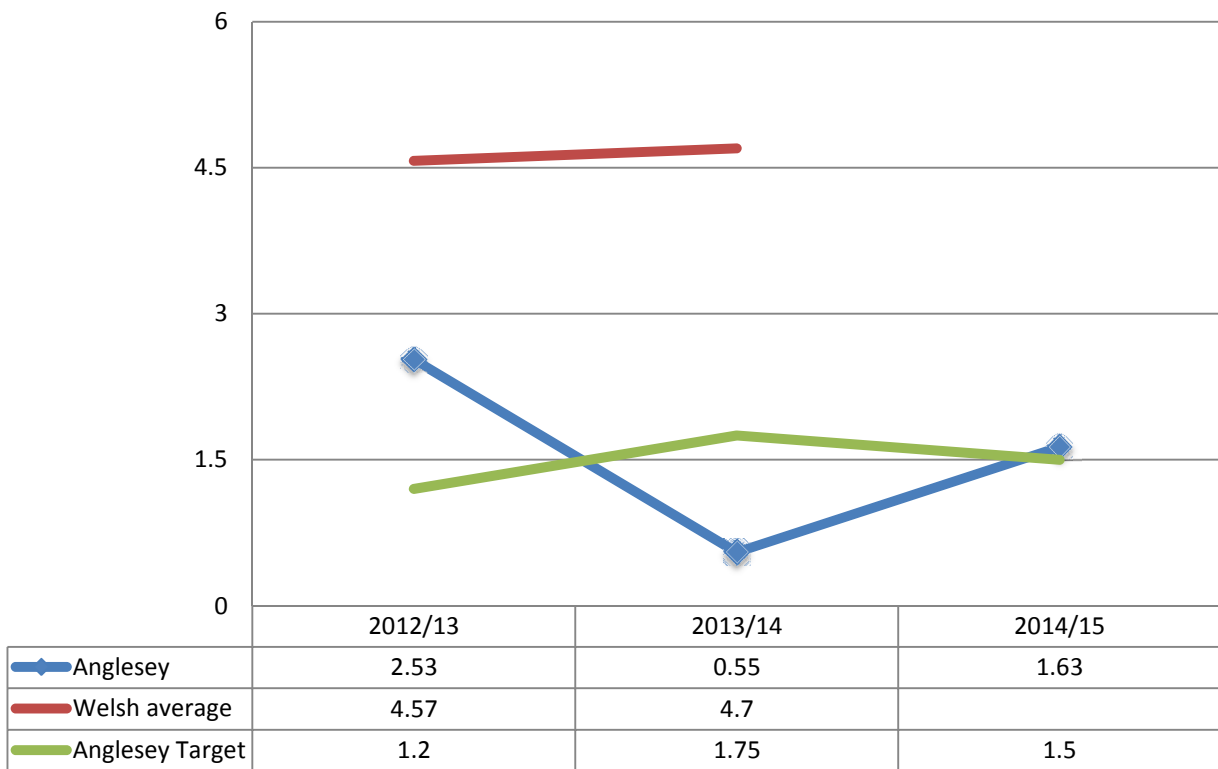
Included below are some of the key performance trends over the last three years, outlining where good performance has now been embedded, and where further efforts are now required. Challenges remain around resources available to support ongoing change and improvement; however we are now in a position whereby we are clear where we need to prioritise our efforts.

2015/16 will provide us with additional new challenges as a result of proposed changes in the collection of data sets, however these will allow us the opportunity to be more outcome focused in line with the requirements of the Social Services and Wellbeing (Wales) Act.

We are proud that we have been able to retain reasonable performance levels whilst also embarking on an ambitious Transformational agenda within our adults services.

Sample of Adults' Services' Performance for last 3 years

**SCA/001 (NS1): The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over
Pi target - Low number**



Welsh quartile

Median

Upper

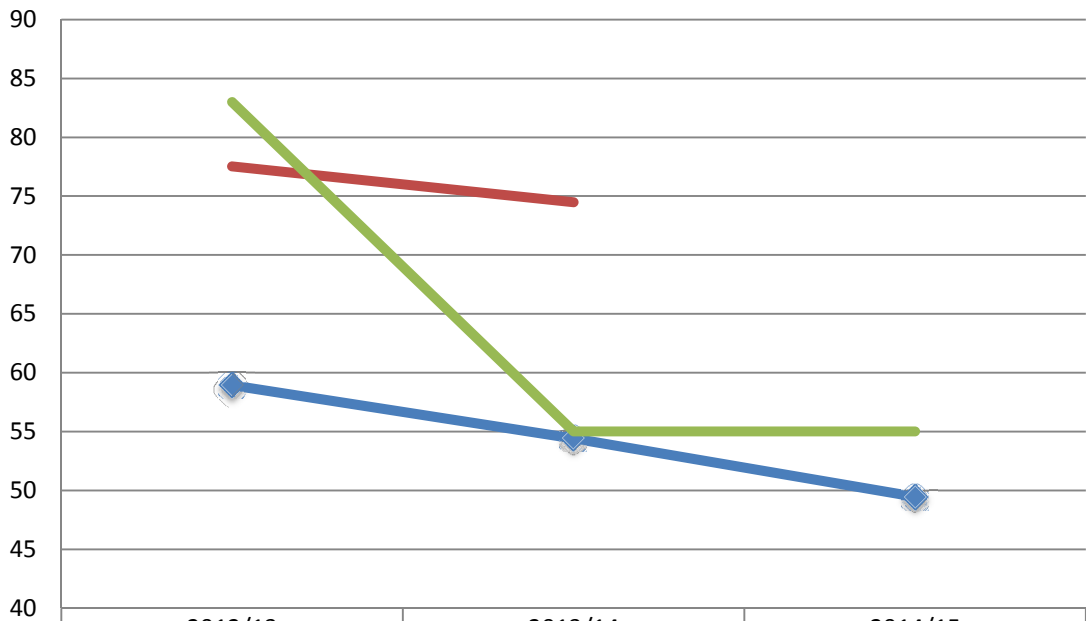
Upper

The story behind the performance:

We provide assessment and social work capacity within the acute hospital for adults as they prepare for discharge via a partnership with Gwynedd Council. The team at the hospital includes a complement of both social work and care assessor practitioners.

Between April 2014 and the end of March 2015 there has been 12 cases where there has been a delayed transfer due to social care reasons. This results in the performance indicator scoring at 1.63 which is slightly above our target of 1.50. This however is still significantly better than the 13/14 Welsh average of 4.70.

**SCA/002a: The rate of older people (aged 65 or over): Supported in the community per 1,000 population aged 65 or over at 31 March
Pi target - Low number (Nationally - High number)**



	2012/13	2013/14	2014/15
Angleseey	58.94	54.41	49.46
Welsh average	77.53	74.48	
Angleseey Target	83	55	55

Welsh quartile	Median	Lower	Lower
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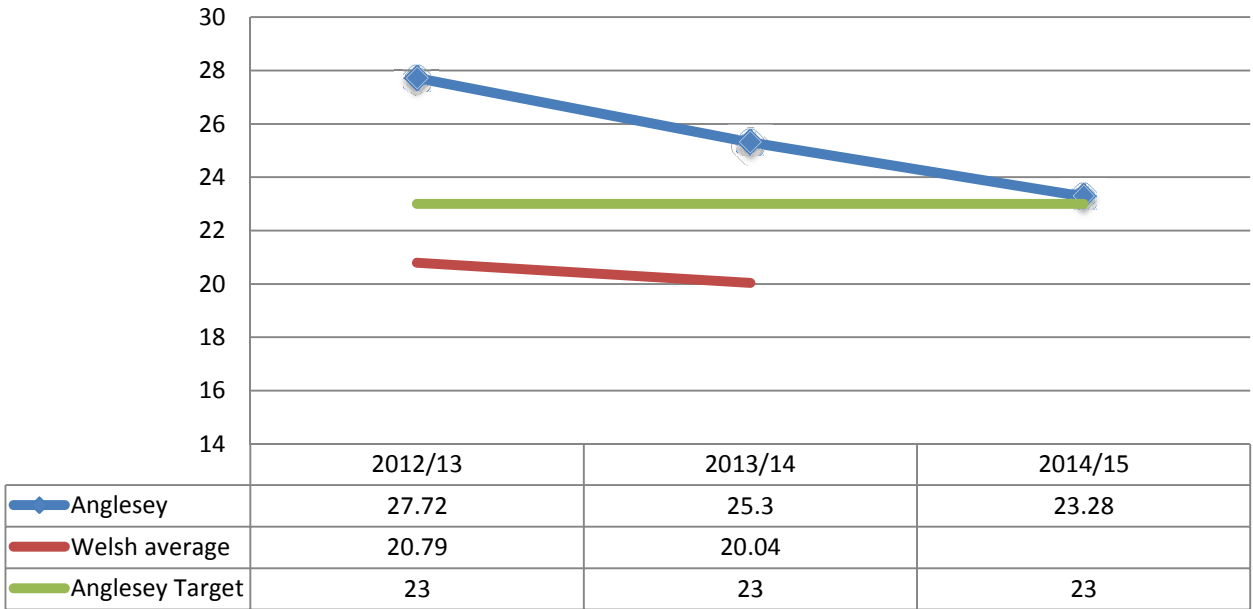
The story behind the performance:

Our local performance around the rate of older people we support in the community on the census day (31st of March) has dropped significantly against an increasing older population. Our local direction of travel mirrors national policy and direction but is at an accelerated rate. Benchmarking with other North Wales Authorities paints a similar picture.

Contributing factors are:

- Introduction of an intake Re-ablement model has continued to have a positive impact – enabling individuals to remain outside of the care system for longer;
- Our strategy of information giving, signposting and empowerment at our access points (rather than drawing people into the system) is having a direct impact on the numbers of adults receiving a service from us.
- The prioritised work programme of reviewing our interventions with older people at critical and substantial levels (which is in accord with our published eligibility criteria) has resulted in fewer people with lower level needs meeting the eligibility criteria.

**SCC/002b (NS2): 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
Pi target - Low number**



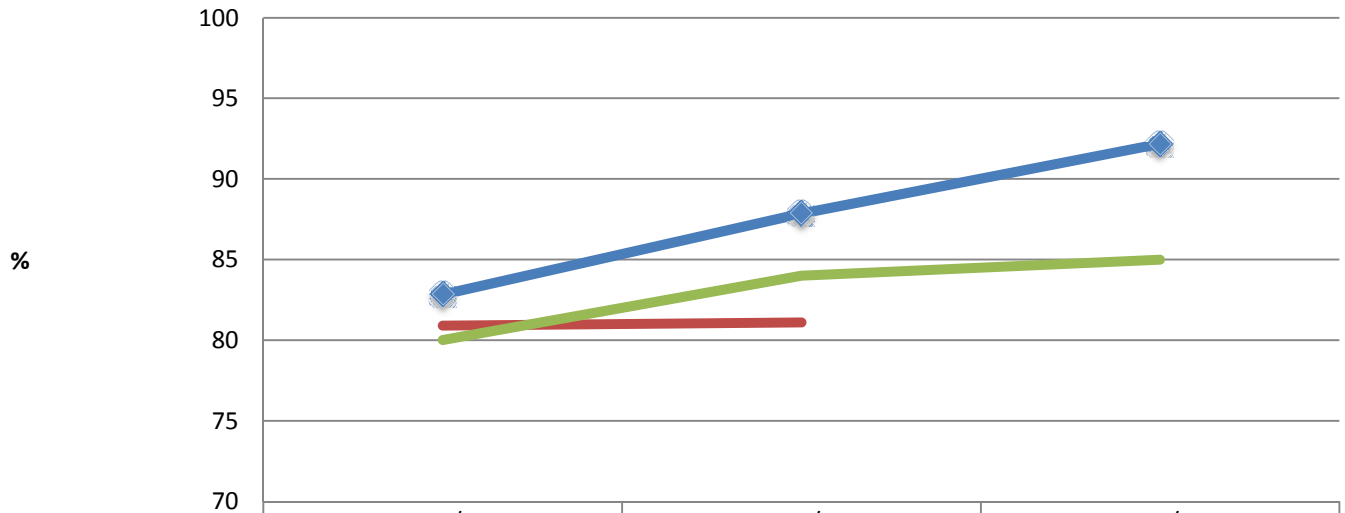
Welsh quartile	Lower	Lower	Lower
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The story behind the performance:

Our Intermediate Care strategy of utilizing designated intermediate care beds in a residential care setting supports a reablement model of transferring individuals back home into the community and avoids over dependency on long term care admissions. The Introduction of the intake reablement model is also having a positive impact on maintaining people's independence and preventing inappropriate admissions into long term residential care.

Over the past year there has been an encouraging improvement in our local performance. As of 31/03/2015 there was a total of 386 users aged 65 and above supported in Care homes - this was a reduction of 25 users to total receiving service as of 31/03/2014.

**SCA/007: The percentage of clients with a care plan at
31 March whose care plans should have been reviewed
that were reviewed during the year
Pi target - High number**



	2012/13	2013/14	2014/15
Angleseley	82.82	87.86	92.17
Welsh average	80.9	81.1	
Angleseley Target	80	84	85

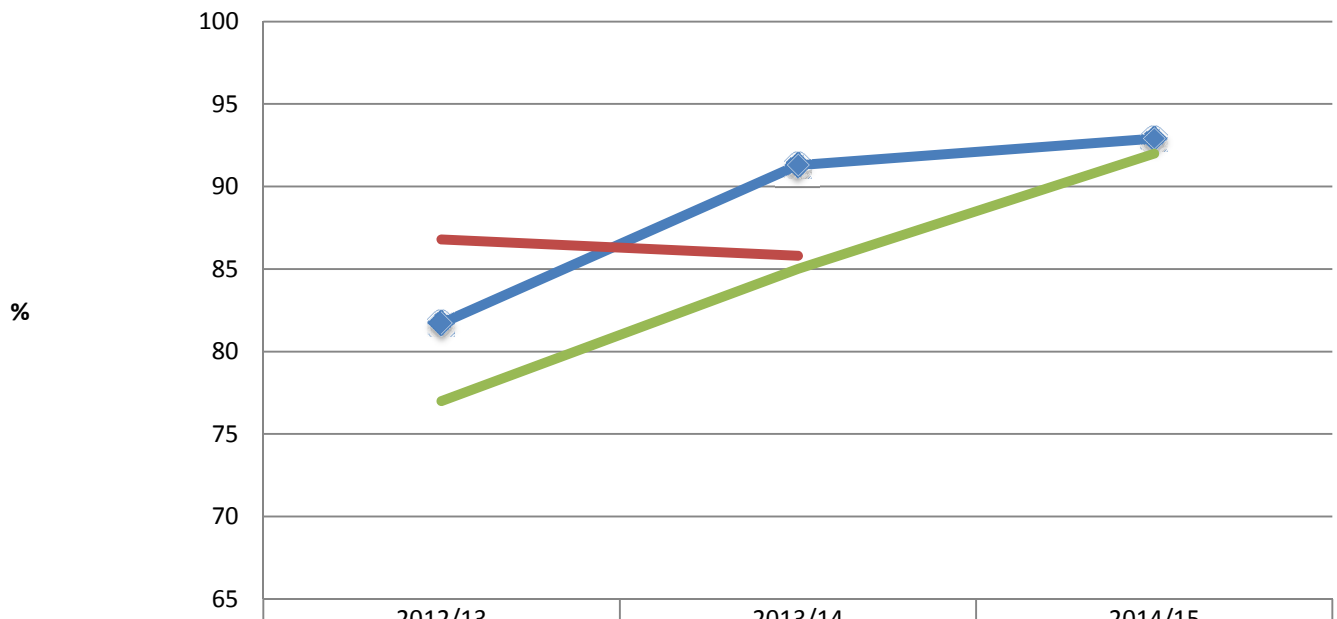
Welsh quartile	Median	Upper	Upper
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The story behind the performance:

During the past year 895 of 971 reviews due were completed (92.17%). This is an improvement on the past two year's performance and is likely to place us in a strong position nationally as it is significantly above the Welsh average performance in 13/14.

A list of outstanding reviews has been passed to the team leaders for attention and action.

**SCA/018a: The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year
Pi target - High number**



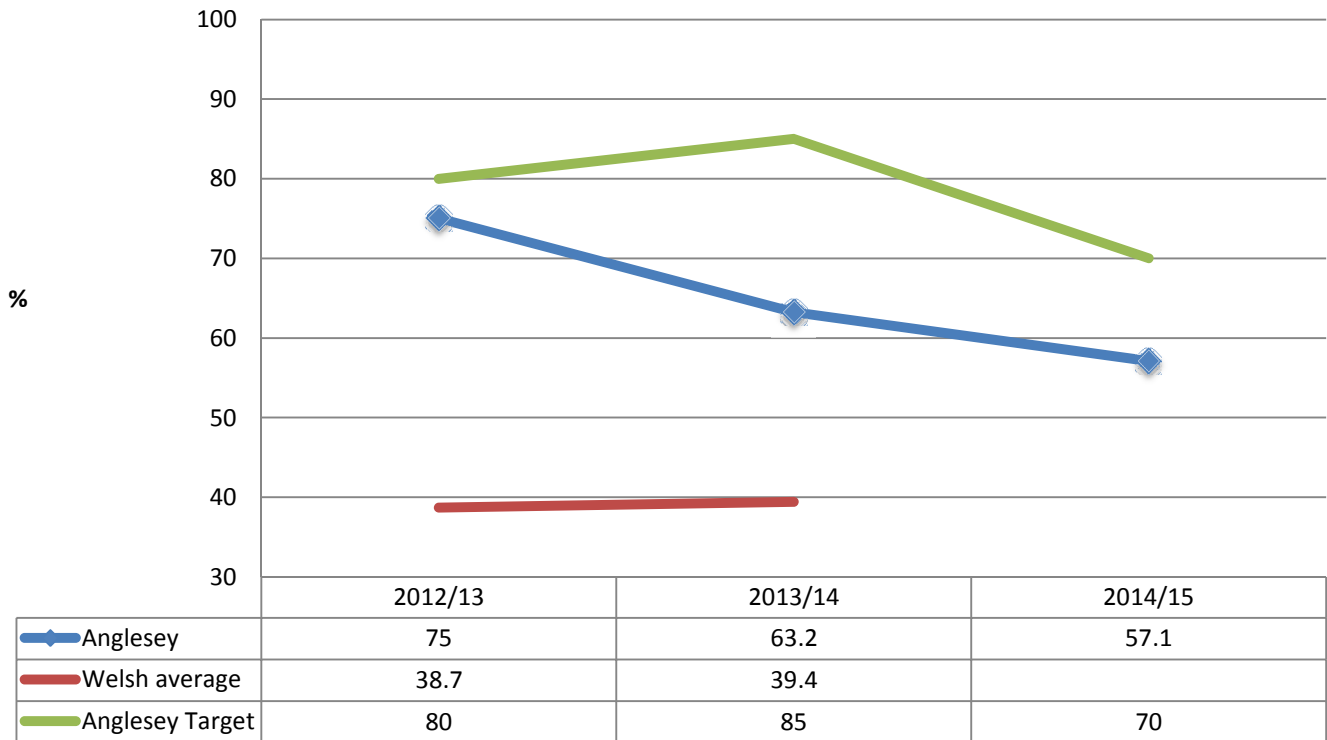
	2012/13	2013/14	2014/15
Anglesey	81.7	91.3	92.9
Welsh average	86.8	85.8	
Anglesey Target	77	85	92

Welsh quartile	Lower	Median	Median
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The story behind the performance:

During the past year 92.9% of informal carers of adults were offered an assessment or review of their needs in their own right. This is slightly above our 13/14 performance of 91.3% and the 13/14 Welsh average of 85.8%.

**SCA/018b: The percentage of carers of adults who had an assessment or review of their needs in their own right during the year
Pi target - High number**



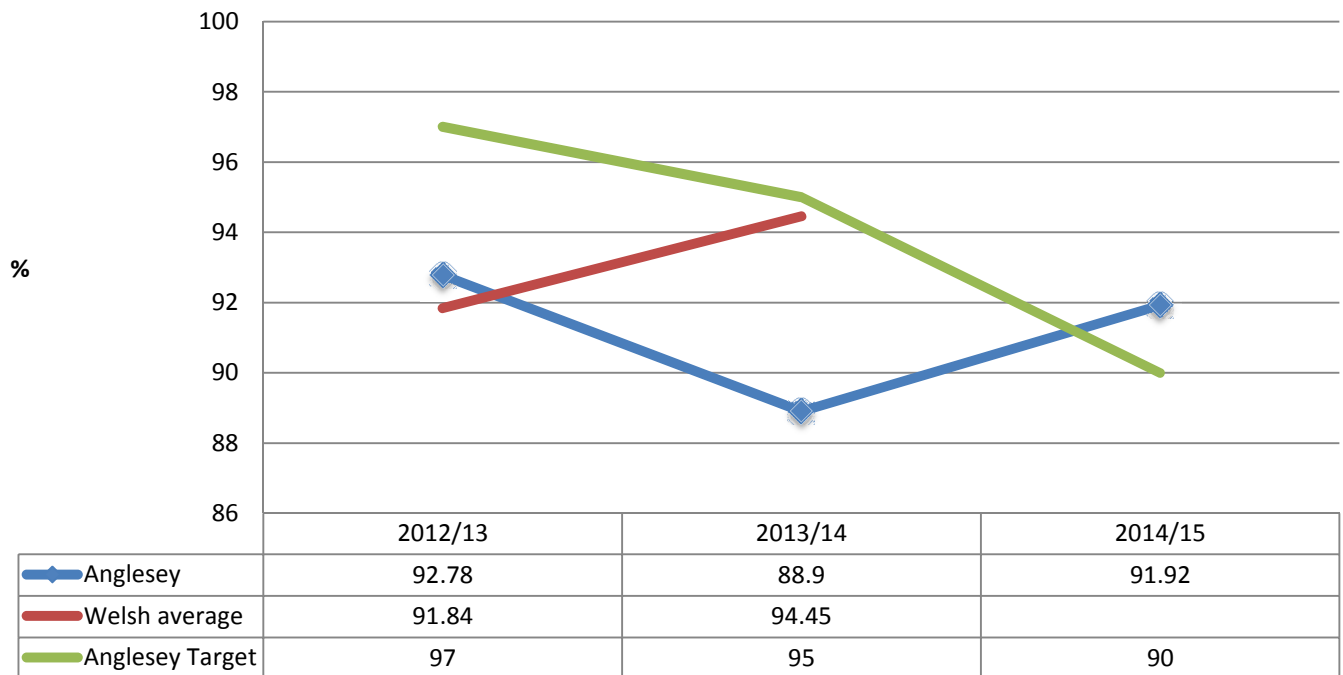
Welsh quartile	Upper	Upper	Upper
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The story behind the performance:

During the past year 57.1% of carers offered an assessment received an assessment. This is below our 13/14 performance of 63.2% but significantly above the 13/14 Welsh average of 39.4% which is likely to once again place us in the upper Welsh quartile.

A total of 564 requested an assessment or review and 92% (521) of these were assessed. 43 are awaiting assessment or review. In addition to these an additional 348 clients who declined assessment must be calculated within this performance indicator. These additional clients give the false impression of low performance within this KPI when the department do not have control as to how many carers decline assessment.

**SCA/019: The percentage of adult protection referrals completed where the risk has been managed
Pi target - High number**



Welsh quartile	Median	Lower	Lower
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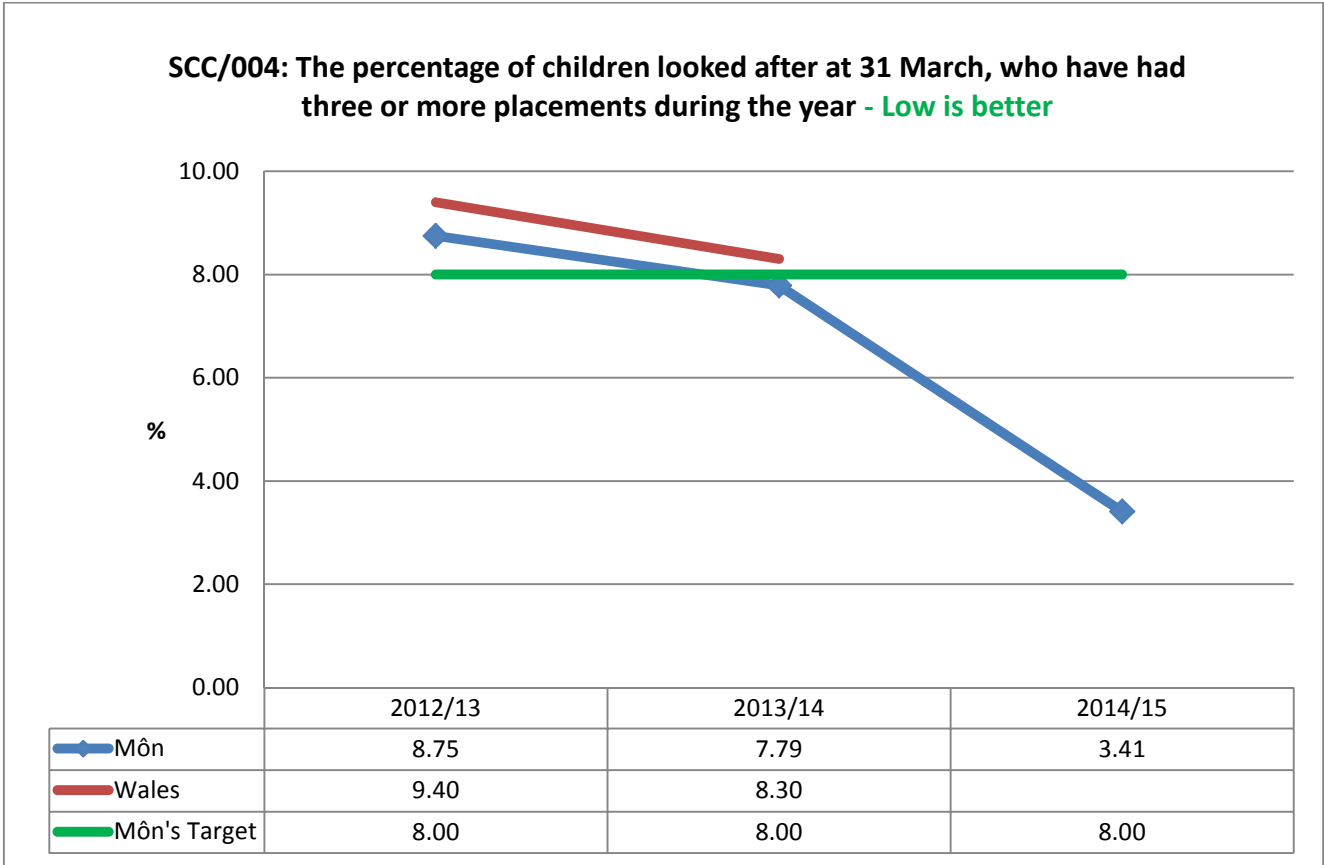
The story behind the performance:

We have a duty to work with partners and others to protect our most vulnerable individuals. Protecting our most vulnerable individuals is the core business of Social Services. It is paramount that we have effective structures and systems in place to protect the most vulnerable. We are committed to ensuring that these structures and systems are sustainable and place safeguarding at the heart of a partnership approach across the public sector and indeed the care sector in general.

During the year 91.92% of all completed adult protection referrals we received had evidenced that the risk has been managed. This is slightly above the previous year's performance of 88.9%

Analysis of the figures behind the performance shows a small number of vulnerable people choosing not to pursue their situation along a legal framework.

Sample of Children's Services' Performance for last 3 years



Welsh quartile

Median

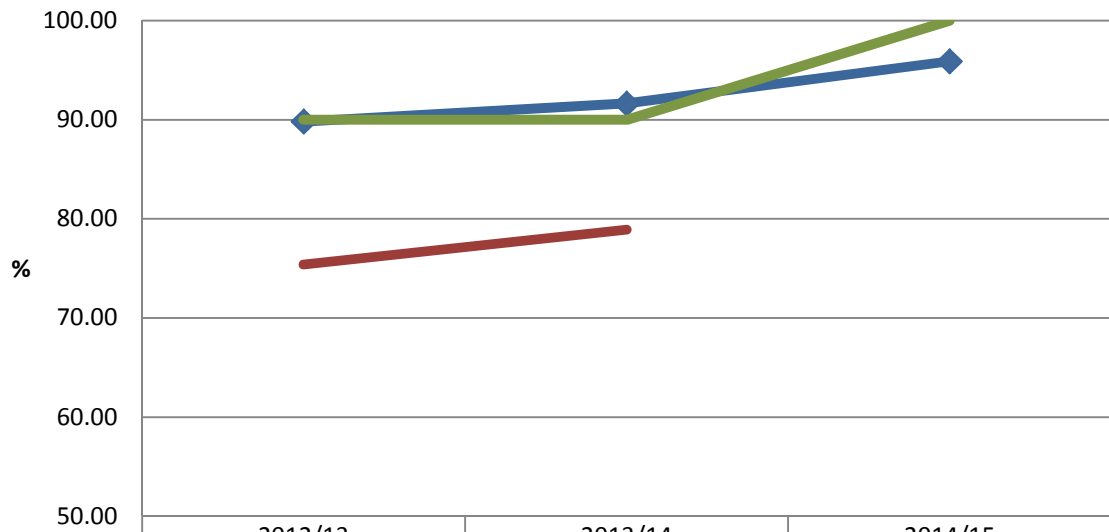
Upper

Upper

The story behind the performance:

Stability of placements is a key issue if we are to achieve positive outcomes for our looked after children. Despite the challenges of a limited pool of foster carers we are pleased with the improvements in respect of this indicator for both 2013-14 and 2014-15; this year achieving a 55% improvement.

SCC/011a: Percentage of initial assessments that were completed during the year where the child has been seen by the social worker



	2012/13	2013/14	2014/15
◆ Môn	89.81	91.63	95.89
■ Wales	75.40	78.90	
■ Môn's Target	90.00	90.00	100.00

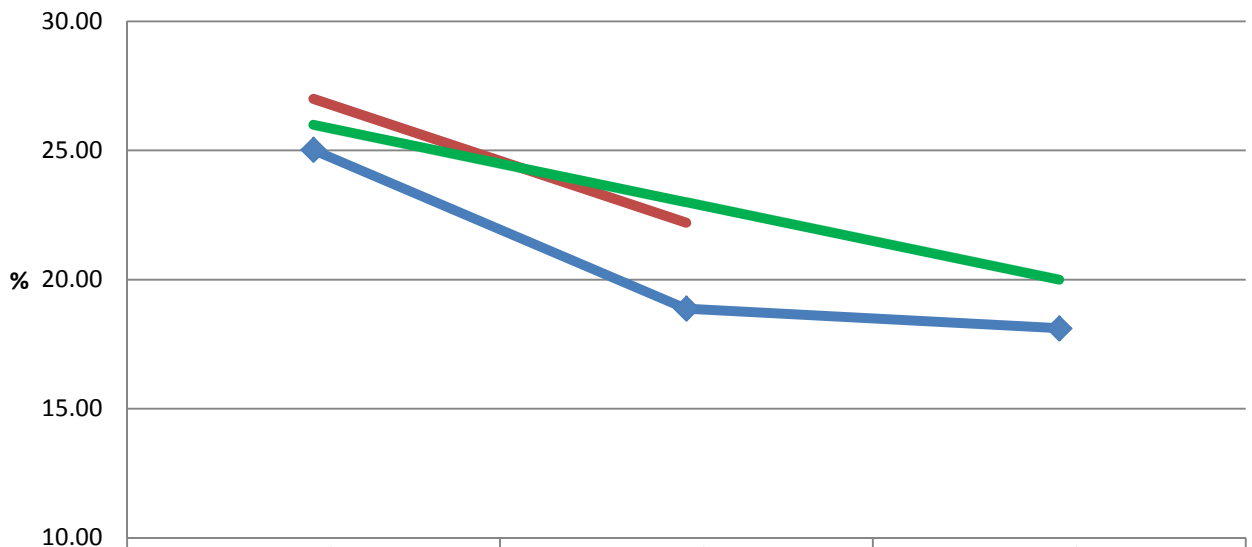
Welsh quartile

Upper Best Upper

The story behind the performance:

Seeing each child during the initial assessment is, of paramount importance to our service. We have continually led the field in this respect, and for 2013-14 we showed the best performance in Wales. We have yet again, improved result for 2014-15

SCC/010: The percentage of referrals that are re-referrals within 12 months
 - Low is better



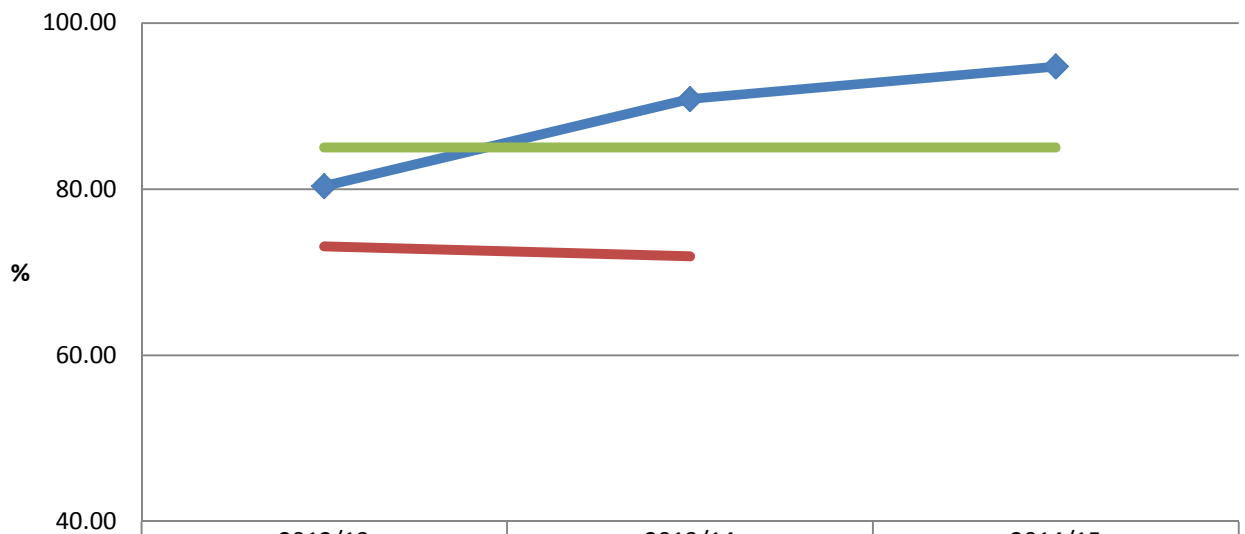
	2012/13	2013/14	2014/15
Môn	25.02	18.87	18.11
Wales	27.00	22.20	
Môn's Target	26.00	23.00	20.00

Welsh quartile Median Upper Upper

The story behind the performance:

Despite an increase of over 35% in the number of referrals, referred to our service, our re-referral rate has consistently seen improvements year on year, with 2013-14's performance seeing us achieving upper quartile status. With our 2014-15 performance seeing further improvements, we aim to maintain this upper quartile status. This is evidencing improved decision making and interventions with families.

SCC/042a: Percentage of initial assessments completed within 7 working days



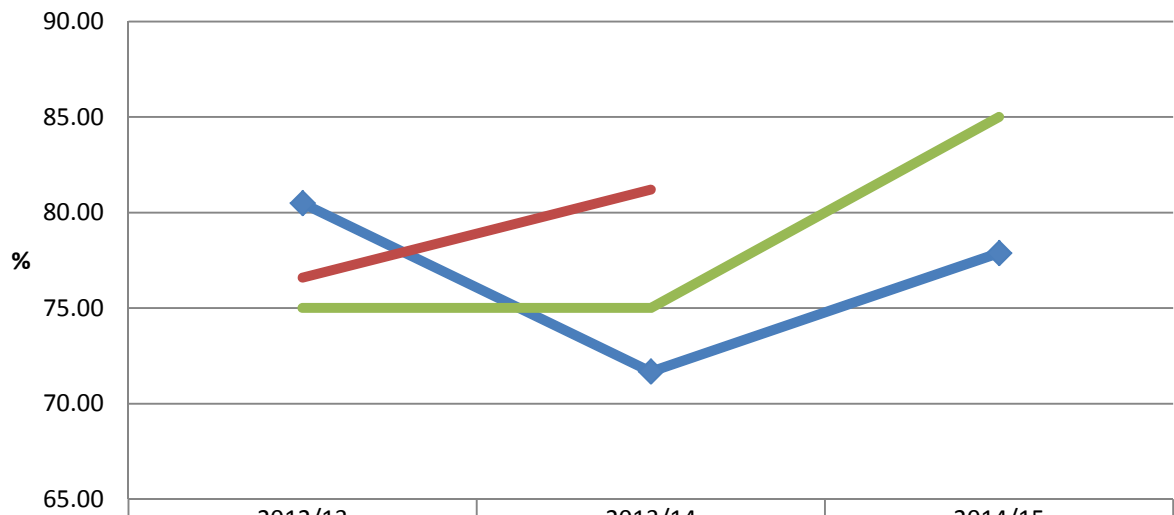
	2012/13	2013/14	2014/15
Môn	80.37	90.86	94.77
Wales	73.10	71.90	
Môn's Target	85.00	85.00	85.00

Welsh quartile Median Best Upper

The story behind the performance:

In 2014-15, our performance for completion of Initial Assessments within 7 working days of receiving the referral, has improved by over 17% since 2012-13. Our result in 2013-14 saw us amongst the best performing authorities in Wales, and with this further improvement in 2014-15, we are looking to maintain this position. The improvement shows our ability to make timely decision in relation to children in need and to ensure the least delay possible in ensuring that their needs are met. When coupled with other indicators such as the re referral rate and the decision making rates it shows a significant improvement in **our intial response service**

SCC/043a: The percentage of required core assessments completed within 35 working days during the year



	2012/13	2013/14	2014/15
Môn	80.49	71.68	77.88
Wales	76.60	81.20	
Môn's Target	75.00	75.00	85.00

Welsh quartile Median Lower Lower

The story behind the performance:

Historically Ynys Môn performance in relation to core assessment within timescale has been below the Welsh average. Prior to 2012-13 we were amongst the worst in Wales 2012-13 saw us achieving median quartile, but this level of performance has proved hard to maintain. We are pleased that 2014-15 saw an 8% improvement on 2013-14 position, and are fully committed to achieving further improvements in 2015-16. For those Core Assessments which have been completed outside the timescale in 2014-15, we have seen a 30% improvement since 2012-13. We also recognise that as our numbers are small, as a result a small downturn in performance will have a greater impact on the overall position compared to larger authorities.

Financial Information

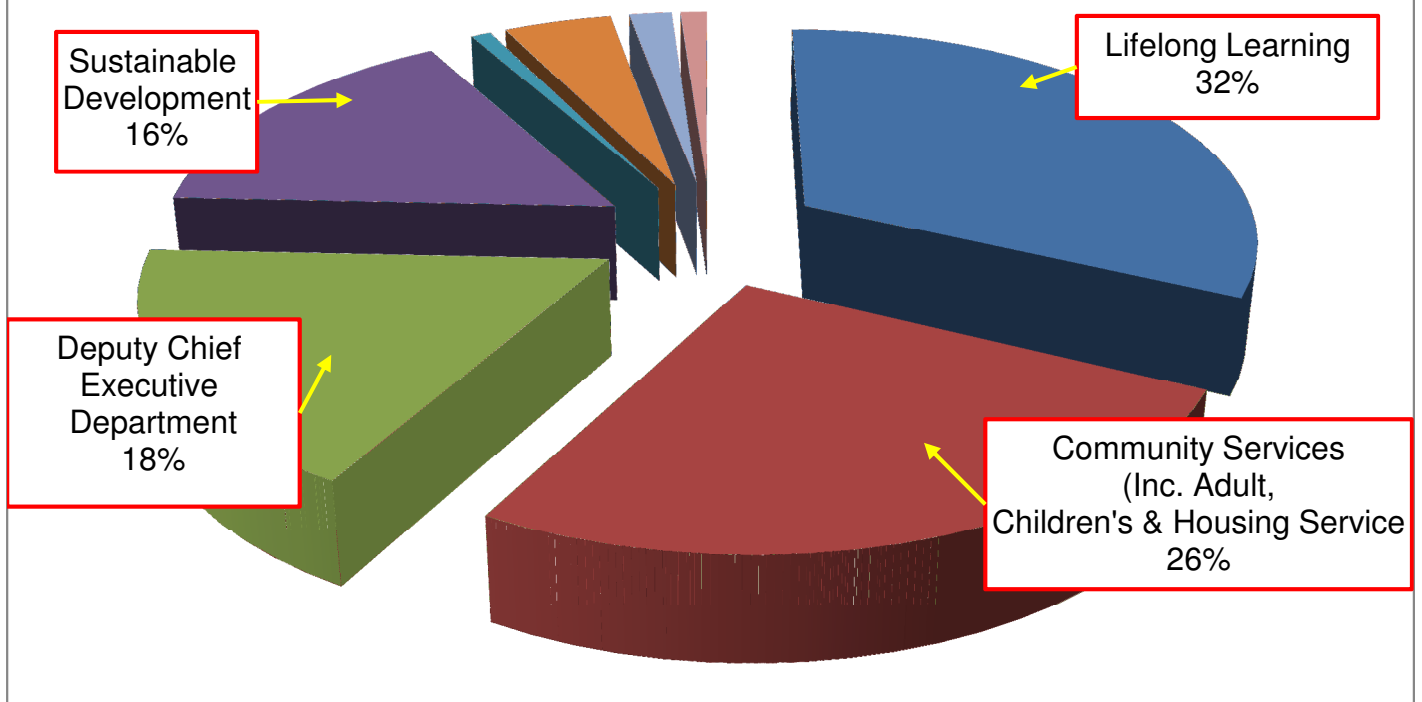
Overall Social Services has been within budget for the financial year. It is recognised that 2015/16 will present even greater challenges with the identified savings coming from continued delivery of agreed plans presented 2014/15.

The past twelve months have continued to challenge service delivery due to ongoing significant budget pressures. Future challenges will be faced, due to the prolonged financial pressures, demographic pressures and increased expectations

Service Description	Budget 2014/15 £'000	Actual 2014/15 £'000
Children's Services	6,508	6,240
Adults' Services		
- Older People	6,204	6,130
- Physical Disabilities	1,557	1,393
- Learning Disability	4,978	5,241
- Mental Health	1,713	1,834
Support Services	647	630
Provider Unit (Mon Care / Other Services / Supp Emp)	7,418	7,200
Other Services (SSR)	145	133
TOTAL	29,171	28,801

£126m Net Council Budget (by Service 2014/15)

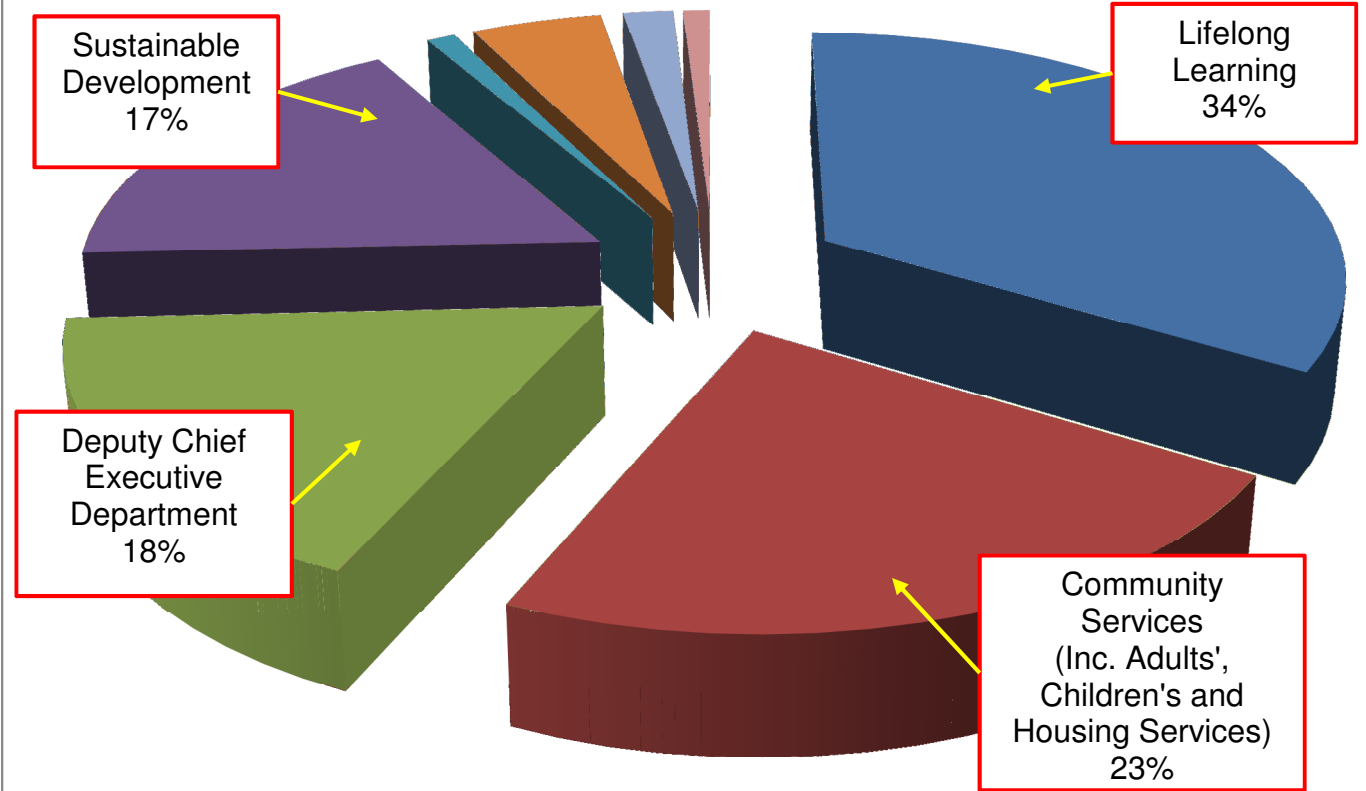
£179m Council Budget, (£126m net) by Service 2014-15



- £126m budget, 25% of the budget is spent on Social Care (6% Children's & 19% Adult Services)
- 2014/15 Savings for Social Care were £1,613,000 which represents a reduction of 5.34% against the prior year (2013/14) budget of £30,205,000, which was met by the service in full.
- 2015/16 Savings have been identified for Social Care at £591,000 which represents a reduction of 2.07% against the prior year (2014/15) budget of £28,617,000.

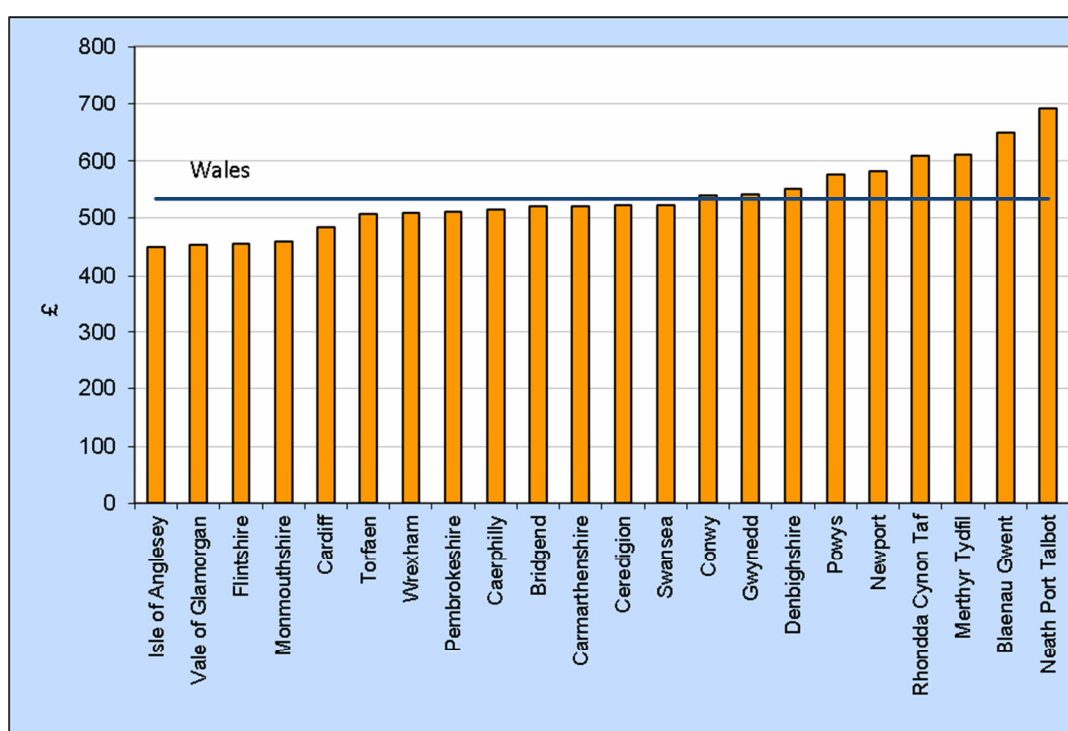
£124m Net Council Budget (by Service 2015/16)

£177m Council Budget, (£124m net) by Service 2015-16



Revenue Outturn Expenditure per head of population on Social Services, 2013-14

The below table, as published by the Welsh Government, confirms that the Isle of Anglesey County Council has the lowest revenue outturn expenditure per head of population on Social Services, across Wales in 2013-14.



Source: Local Authority Services Performance 2013–14,

Welsh Government, February 2015

Staff Awards 2014



Clockwise from Top left:

Innovative, Ambitious and Outward Looking Award - Winner - Llinos Parry, Recruitment and Marketing Officer - Child Placement Team; Lis Williams, Information Management Officer (Shortlisted); Single Point of Access Team, Adult Services (Shortlisted).

Professional and Well Run Award - Vicky Jones, PA to the Director of Community (Shortlisted).

Valuing and Developing our People Award - Isle of Anglesey County Council Welsh Learners Group (Shortlisted).

Customer, Citizen and Community Focused Award - Janice Burnell, Children's Services Co-ordinator (Shortlisted).

Glossary & Contact Information

Glossary

To access the glossary
please click [here](#)

Contact Information

If you would like further information on any aspect of this report please contact:

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Business Support Manager

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Anglesey,

LL77 7TW.

Telephone: 01248 751887

Email: ejess@anglesey.gov.uk

This document is also available in other formats (e.g. large print, Braille or audio) upon request.

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	July 2015
Subject:	Lowering the admission age of Ysgol Goronwy Owen to admit pupils on a part time basis from the September following their 3rd birthday with effect from 31 August 2015.
Portfolio Holder(s):	Ken Hughes
Head of Service:	Delyth Molyneux
Report Author: Tel: E-mail:	Gareth Jones 01248 752947 dgjed@ynysmon.gov.uk
Local Members:	Derlwyn Hughes Vaughan Hughes Ieuan Williams

A –Recommendation/s and reason/s
<p>The Council to approve the proposal to lower the admission age of Ysgol Goronwy Owen to admit pupils on a part time basis from the September following their 3rd birthday with effect from 31 August 2015.</p> <p>The Council published, 28 April 2015, a statutory notice to lower the admission age of Ysgol Goronwy Owen to admit pupils on a part time basis from the September following their 3rd birthday with effect from 31 August 2015</p> <p>The Council agreed to allow officers to move immediately on the proposal if no objections were received within the 28 day period to present objections.</p> <p>No objections were received and so the Authority and the school have moved on the proposal and arrangements are in place to accept the pupils in September 2015.</p>

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

There was no need to consider another option at this stage of the process.

C – Why is this a decision for the Executive?

The decision concerns the change to the statutory age of admission of an individual school and is within the scope of the School Organisation Code (Statutory Code Document 006/2013 Welsh Government).

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

Yes. The arrangements within the proposal are in force within 39 primary schools in the Authority.

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

Yes

DD – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	The report has been discussed in an SLT meeting. The SLT is supportive of the content.
2	Finance / Section 151 (mandatory)	No comments.
3	Legal / Monitoring Officer (mandatory)	No comments.
4	Human Resources (HR)	No comments.
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	

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

F - Appendices:
None

FF - Background papers (please contact the author of the Report for any further information):
<p>The following papers were shared with the report to the Executive in March 2015 -</p> <ol style="list-style-type: none"> 1. The Consultation Report. 2. The Consultation Document.

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	July 2015
Subject:	Lowering the admission age of Ysgol Llanfairpwllgwyngyll to admit pupils on a part time basis from the September following their 3rd birthday with effect from 31 August 2015.
Portfolio Holder(s):	Ken Hughes
Head of Service:	Delyth Molyneux
Report Author: Tel: E-mail:	Gareth Jones 01248 752947 dgjed@ynysmon.gov.uk
Local Members:	Alun Mummery Jim Evans Meirion Jones

A –Recommendation/s and reason/s
<p>The Council to approve the proposal to lower the admission age of Ysgol Llanfairpwllgwyngyll to admit pupils on a part time basis from the September following their 3rd birthday with effect from 31 August 2015.</p> <p>The Council published, 28 April 2015, a statutory notice to lower the admission age of Ysgol Llanfairpwllgwyngyll to admit pupils on a part time basis from the September following their 3rd birthday with effect from 31 August 2015</p> <p>The Council agreed to allow officers to move immediately on the proposal if no objections were received within the 28 day period to present objections.</p> <p>No objections were received and so the Authority and the school have made arrangements to accept the pupils in September 2015.</p>

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

There was no need to consider another option at this stage of the process.

C – Why is this a decision for the Executive?

The decision concerns the change of the statutory age of admission of an individual school and is within the scope of the School Organisation Code (Statutory Code Document 006/2013 Welsh Government).

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

Yes. The arrangements within the proposal are in force within 39 primary schools in the Authority.

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

Yes

DD – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	The report has been discussed in an SLT meeting. The SLT is supportive of the content.
2	Finance / Section 151 (mandatory)	No comments.
3	Legal / Monitoring Officer (mandatory)	No comments.
4	Human Resources (HR)	No comments.
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	

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

F - Appendices:
None.

FF - Background papers (please contact the author of the Report for any further information):
<p>The following papers were shared with the report to the Executive in March 2015 -</p> <ol style="list-style-type: none"> 1. The Consultation Report. 2. The Consultation Document.

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	20th of July 2015
Subject:	Ensuring sustainable and efficient services for the future: Transforming Libraries
Portfolio Holder(s):	Councillor Ken Hughes
Head of Service:	Delyth Wyn Molyneux
Report Author:	Delyth Wyn Molyneux
Tel:	01248 752916
E-mail:	<u>delythmolyneux@ynysmon.gov.uk</u>
Local Members:	Relevant to all elected members

A – Recommendation/s and reason/s
<p>Recommendation</p> <p>That the Executive accept the report and authorise officers to address the following:</p> <ol style="list-style-type: none"> 1. Complete the detailed analysis of the options for individual libraries, based on the information provided in Appendix 1, confirming the costings involved. 2. Consult with other departments to develop possible collaboration options and calculate any efficiencies which could be achieved at corporate level. 3. Conduct full equality impact assessments. 4. Consult with CyMAL regarding the adequacy of proposals and any further developments. 5. Formulate a consultation document and consult with communities, staff and partners. <p>Long list of possible options</p> <p>Below are the options which form the basis of the analysis of possible models which have been investigated. Following an option viability process some demonstrate a potential for cost reduction, and it could be argued, will go some way to mitigate the risk of the Council failing to fulfil its statutory duty, while others indicate they should be discounted as high risk to the authority. (Matrix Appendix 2)</p>

- Option A: Maintaining the Current Services
- Option B: Reducing the Library Services
- Option C: Co-Location
- Option D: Collaboration
- Option E: Sharing services with other Councils
- Option F: External providers
- Option G: Community- run Facilities
- Option H: Community Library Access Points

Reasons.

The national and local agendas and financial challenges make it necessary for us to review the way that we provide our Library services.

We are working towards realising the commitments made in the Corporate Plan for IOACC 2013-2017 to:

- o Investigate options and establish a reviewed Libraries provision

This will mean:

- o Introducing a reviewed model for library services on the island.
- o ensuring focused and sustainable provision for this service.

The initial suggestions to instigate the transformation were presented to the SLT and the Transforming Service Excellence Board, and the first draft of the PID and PDD have received their approval, with the decision that three projects (Libraries, Culture and Youth Service) be governed by one Programme Board.

Timetable for the Programme

Aim 1: Develop a longlist of options to present to the Executive Committee for their approval to go out to consultation, by July 2015.

Aim 2: Undertake a public statutory and non-statutory consultation with partners on the longlist of options by the end of November 2015, including a full equality assessment of the options presented.

Aim 3: Based on the findings of the consultation and the work undertaken by the officers and Board, present a favoured shortlist of options for the Libraries service (including final costs and possible savings) , approved by the Executive Committee, by January/February 2016.

Aim 4: New service models actioned, by April 2017.

Financial aim: To ensure sustainable services and release savings of between 20-60% across the three services by April 2017.

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

It is necessary to undertake a comprehensive consultation programme with the public, with partners and with specific user groups, and to complete an equality impact assessment , in order to present a short-list of favoured options by January 2016.

C – Why is this a decision for the Executive?

The approval of the Executive is sought in order to undertake a comprehensive consultation exercise with the public, library users and other partners, and to undertake a full Equality Impact Assessment of the options.

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

Yes

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

Yes, for fulfilling its transformation programme .

DD – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	The SLT has considered the report and is supportive of the steps that are outlined.
2	Finance / Section 151 (mandatory)	Finance are currently working with the department on this project and therefore have no further comments.
3	Legal / Monitoring Officer (mandatory)	Included in 1 above.
4	Human Resources (HR)	We shall be working together with the department on any staffing implications raised in the wake of the options selected.
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	

		MITIGATION: these effects will be considered fully as part of the public consultation, Equality Impact Assessment and when developing favoured options.
6	Outcome Agreements	
7	Other	

F - Appendices:
Appendix 1. A review of the Library and information Service, The Way Forward. Appendix 2. Long-list of options for the Library Service.

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

Library and Information Service Review

The way forward

Anglesey Library Service

2014-15

1 - Introduction

The Library and Information Service currently consists of two statutory services, namely the Library Service and the Family Information Service. The statutes relating to these services are quoted below along with an explanation note of the obligation to the Council of fulfilling its statutory duties.

Under Section 7 of the Public Libraries and Museums Act 1964, library authorities [i.e. local authorities who exercise library functions] have a statutory duty to provide a “comprehensive and efficient” library service for all persons desiring to make use thereof. Under Section 1 of that Act, the Welsh Government has a duty to secure the proper discharge by local authorities of their functions in relation to libraries. These terms are not defined in the Act, but the Welsh Government (WG) introduced the Public Library Standards in 2002 which define levels of service required.

To date there have been 4 Welsh Public Library Standard Frameworks which all 22 Library Authorities have been required to work towards. The purpose is to raise standards and ensure that each Authority is providing the best possible service for its residents while ensuring value for money. The fifth Framework became operational in April 2014 and has brought with it some changes. There are no longer 9 clearly defined Standards but rather four core service aspects [customers and communities; access for all; learning for life; and leadership and development], which are then further divided into, Welsh Public Library Standards Core Entitlements [WLPSC1-18], and Welsh Public Library Standards Quality Indicators [WPLSQ11-16]

The Standards are the way in which the Minister assesses whether Library Authorities are fulfilling their statutory duties to provide a ‘comprehensive and efficient’ Library Service. Should an Authority appear to be failing in its duty as laid down by the 1964 Act and the Welsh Public Library Standards, the Minister may relieve the authority of the Service and either carry out the duty himself or pass them to another organisation. However, the cost of this intervention will remain with the Local Authority.

The duty of the Library Service is to create opportunity for all through information, learning and inspiration. The Welsh Government document **Libraries Inspire – The strategic development framework for Welsh Libraries 2012-16** states: “*Libraries will inspire the people of Wales to enjoy reading, enhance their knowledge and skills, to enrich their quality of life and empower them to realise their full potential.*” In order to fulfil this requirement a Library Service must have the capacity to do so both financially and physically.

Under Section 27 of the Childcare Act 2006, Local Authorities in Wales have a statutory duty to “*establish and maintain a service providing information, advice and assistance to parents and prospective parents*”. The Guidance to Local Authorities – Childcare Act 2006 (March 2008) states “*Meeting the duty in Section 27 to provide Information, advice and assistance to parents is a vital part of achieving an effective childcare market*”

The duty of the Family Information Service is to “*provide an information service for parents and prospective parents*” the information will cover two main categories, 1 – Childcare 2 – Other services or facilities which may be of benefit to parents, prospective parents, children or young people.

There is no prescribed way in which the Authority must undertake its duty to provide the Family Information Service; indeed there are many variances across Wales, however the duty must be performed. Historically the Service was funded through the Cymorth grant but following the formalisation of the Service under the 2006 Childcare Act the funding is now part of the Authority’s Revenue Support Grant.

1.1 General benefits

Library Services are ideally placed within the community in terms of location and public perception to engage with individuals. Libraries are free, welcoming and unthreatening and as a result are able to work across many Welsh Government outcome areas including tackling poverty, literacy, digital inclusion, health and wellbeing and creating cohesive communities. By supporting job-seekers to get on-line, helping parents to read with their children and providing a freely accessible space for people of all ages to gather information, sit and reflect or study the Library Service contributes to the local and national economy.

Libraries for many are the only contact they have with their Local Authority and a good Library can shape people’s views of their Council. It is true to say that whilst Anglesey Library Service has knowledgeable staff and good buildings which are well stocked there is potential to add to this and to provide many more Council services through libraries. This in turn could realise corporate efficiencies.

1.2 Past reports on the Services

There have been several reports in recent years regarding the Library Service and possible ways of making changes to the Service and becoming more efficient.

Dec 2012 – Scrutiny Review Panel – Library Service (led by GBH & JRT)

Apr 2013 – Library and Information Service – Transformation Programme Draft document (JRT)

2013 – Library Service Sufficiency Review and Options (JRT / RR)

In 2012 as part of the Scrutiny Review Panel’s work there was a Seminar of the Library Service’s Professional team, Head of Service and Director of Community (at that time Libraries were a part of the Community Directorate) along with Councillors and Senior Officials from CyMAL the Welsh Government Department responsible for Museums, Archives and Libraries. **The clear conclusion from this Panel and from consecutive reports is that it will be a challenge to achieve a quality Library Service model which is more cost effective than the one currently in place.**

However, the Service is fully aware that it must investigate all possibilities in order to ensure the sustainability of services to the residents of Anglesey for future years.

1.3 Response to future challenges

Libraries making a difference: The fifth quality framework of Welsh Public Library Standards 2014-17 places an emphasis on outcomes and the wide ranging effects and benefits the service has on Anglesey residents. This makes it even more important that customers' needs are central to all the Library has to offer.

The UK Government target to reduce the budget deficits impacts on all local authority services and has resulted in some severe service reductions. Similarly the policies of the Welsh Government and the priorities of the Council will significantly affect the range of provision offered by the Library and Information Service. For example CyMAL are actively developing an all Wales Library Management System which should be partially implemented during this financial year (14-15) with North Wales being the pilot area.

The ***Isle of Anglesey County Council Corporate Plan 2013-17*** states that the Libraries are the 'front door' to the council and that there needs to be "*partnership working and shared premises to give local people improved, simplified and seamless access to the information and services they need*". The libraries are ideally placed within communities to be able to deliver further services (payments, housing/benefit applications, planning application submission) and could play a vital role in the Council's Transformation agenda. It may also be possible to implement a strategy for smarter working within libraries and having corporate hot desks and utilize the IT infrastructure which already exists. While this may not give a Service saving it could result in savings at a corporate level.

Delivering Quality Information for Families Together – A guidance document for Family Information Services in Wales (September 2014) (Appendix1) sets out a recommended standard for FIS throughout Wales. The document includes guidance on the breadth of information which should be offered and how enquiries should be recorded and goes as far as to suggest an adequate staffing level. This document follows **Minimum Family Information Services Quality Standards for Wales** (part of the Childcare Act 2006) and **Guidance to Local Authorities – Childcare Act 2006** which was published in 2008. The Authority will need to take this publication into account when planning the service for the future and read it alongside the previous documentation.

Structural changes recommended in the Williams Commission Report will also influence the long term future of the services as boundaries change. By reviewing the Service now we will be better placed for future developments.

The future challenges inform and influence the drivers for change.

1.4 Vision

The Library and Information Service's vision is to be a continually improving and modern Library and Information Service which is at the heart of communities acting as a 'universal front door' for the council.

1.4.1 The Library Service aims to:

- Actively promote reading to children and adults resulting in a population with better literacy skills and who enjoy reading for pleasure
- Work with others to support learning throughout life by offering opportunities and access to information about courses and activities available locally
- Enable Anglesey residents to achieve their personal goals whether that is finding employment by accessing library computers to search and apply for posts or learning more about a hobby through reading.
- Provide access to information both in print and electronically to the residents of Anglesey.
- Provide access to computers and IT along with support to use these facilities; this will result in a lessening of the digital divide and give many Anglesey residents the skills and opportunity to benefit from services and offers which are only available on-line.
- Become a focal point for Council services where customers can conduct any business they have with the Council under one roof.

Family Information Service

The Isle of Anglesey Family Information Service will:

“Provide quality, accessible and impartial information and guidance on the full range of childcare and other children and young people's services, resources and issues led by the needs of children, young people and their families, carers, employers, professionals, and local and national government and their agencies”.

2 Drivers for Change

2.1 – Welsh Government Guidance

The Welsh Government, in its publication '**Libraries making a difference – The fifth quality framework of Welsh Public Standards 2014-2017**', has set out its vision and expectations for public libraries for the next three years. The main aspects of the framework

- Four core service aspects [customers and communities; access for all; learning for life; and leadership and development],

- Welsh Public Library Standards Core Entitlements [WLPSC1-18], and
- Welsh Public Library Quality Indicators [WPLSQ1-16]

are outlined in appendix 1. It provides opportunities for libraries to deliver services in innovative ways making the best use of the available resources. It also provides a robust assessment of the performance of the library service, showing the benefits of using libraries and should be easily understood by stakeholders. It will also act as a catalyst for improvements to the Library Service.

The Council is required to report performance against the various elements of the framework on an annual basis. The return indicates whether the entitlements are fully met, partially met, or not met, with appropriate description/explanation where relevant. The Council's return will also include at least one, but no more than four, specific case studies describing the impact which the library service has had on an individual, or on a group of individuals, during the year. It will also need to refer to how the library service is contributing towards wider social drivers (e.g. health and well-being; digital inclusion.)

CyMAL, the Museums Archives and Libraries division of the Welsh Government, oversee the monitoring and assessment of the outcomes. Annual returns are scrutinised for completeness by an independent reviewer and a peer reference group. The independent reviewer then prepares a formal written feedback report, covering all aspects of the framework. The findings are brought to the attention of the relevant Minister.

As the ultimate sanction in the cases of failure to deliver a comprehensive and efficient library service, the Welsh Government can institute an inquiry, issue a direction and transfer the library functions of a library authority to itself or to another authority/organisation. (Financial responsibility would remain with Anglesey County Council.)

Delivering Quality Information for Families Together clearly sets out the Policy areas to which the Family Information Services are contributing. In doing so it also *“aims to ensure that FIS in Wales are well-equipped to meet new local, regional and national priorities around child poverty, childcare and family support”* There is considerable emphasis in the guidance as to how FIS should plan its delivery as well as whom the audience should be. Guidance is also made as to the management of the service and the need to ensure *“sufficient competent staff to meet targets and deliver a good quality service.”*

2.2 Corporate needs

The Statutory nature of these services need to be addressed in any plans to reform and it will be essential that due care is taken by the authority to ensure that it maintains a service which complies with its duty under both the Libraries and Museums Act 1964 and the Childcare Act 2006.

While the Corporate Plan 2013-17 suggests a need to achieve a saving of up to 60% it maintains that libraries should remain at the heart of the community. It also states

that we “will explore options and implement a revised Library provision model”. This review aims to explore the possible options available for a revised delivery model which will provide “A focused and sustainable library provision” and comply with the Council’s duty as laid down in the 1964 Libraries and Museums Act.

A review of the Library and Information Service cannot be undertaken without due regard to other Council Services which could be delivered either by the Library and Information Service or at libraries by other service areas. Detailed discussion must be undertaken to establish the potential of establishing Anglesey Libraries as One Stop Shops for all corporate activity from housing applications, benefits enquiries, Council Tax and other payments to planning application submission. This would ensure that libraries become not only the front door to the Council within communities but could also see a reduction in cost to other service areas.

2.3 Future

Maintaining a focus on our users / customers can be challenging in an environment dominated by financial cuts. However, without understanding our customers’ needs we cannot design a future delivery model that is fit for purpose. We have undertaken a substantial review of the use of our services in the formulation of this document and have studied responses of customer surveys in detail in order to better understand our customer base.

There are many factors to consider while looking to the future. The main priority for any library service must be to remain focussed on developing literacy skills in children and adults and embedding a love of reading in customers. This will in turn benefit the community, the economy and the individual. By developing readers we are contributing to the Government’s Skills Strategy.

Giving people the opportunity to use computers and other electronic devices and supporting them through their first steps to digital literacy is contributing to the Government’s Digital Inclusion Strategy. This results in a reduction of the inequality experienced by those without digital skills.

Delivering bilingual Rhyme Time sessions promotes both a love of books in young children and their families and develops a generation who communicate well and have an understanding of both languages from an early age. This contribution to our culture and heritage is invaluable.

Libraries historically witness an upsurge in use during periods of economic recession when people seek free services (such as book lending and access to information) and require greater information provision (e.g. to complete job or welfare application forms). The need to make financial savings is an ever-present pressure. Projected savings targets for future years will influence the capacity and ability for future service delivery and may reduce the Service’ ability to offer many valued activities. We must ensure that future delivery models will not discriminate against the poorest and most vulnerable members of our communities. This is particularly poignant now as we are prepared for the first local tranche of Universal Credit claimants going live.

It is expected that the numbers accessing Libraries for IT support with the process of making their claims and keeping them up to date to increase.

All of these contributions make Libraries central to many of the Welsh Government's key policy areas and strategies including; Health, Tackling Poverty, Social Inclusion, Ageing Well, Digital Inclusion, Education and Skills. Locally the Libraries are well placed to be central to many of the authority's transformation aspirations. With the roll out of mobile IT devices Libraries are ideally placed to allow access to the Council's Networks to those workers who are working flexibly and away from their usual place of work.

2.4 Financial

The Local Authority is facing substantial financial cuts and the continual challenge of improving efficiencies and effectiveness whilst maintaining quality services. It is inevitable that all service areas, including the Library and Information Service will be under review. This is a challenging and pressurised time for the Library and Information Service, and efforts will need to be channelled to thinking creatively about sustaining current services, maintaining standards and responding to the Fifth WPLS Framework and the projected financial cuts. The Corporate Plan 2013-17 suggests the need to achieve a saving of up to 60% by the end of the Plan.

While the service accepts the need to achieve savings it is vital that any efficiencies are not disproportionate and that the needs of customers especially those who may be worst affected such as single parents, the elderly and those on low income are central to any changes in service delivery.

3 Current Situation

The Library and Information Service had a total Budget of £1,177,670 in 2013-14 of which £864,250 is operational. In real terms this gives the Library Service an operational budget of £794,360 and the Family Information Service an operational budget of £69,790. The Services combined employ 10 full time and 21 part time staff and are delivered through 11 sites, a Mobile Library, Housebound delivery van and a Schools Mobile Library. A full budget and expenditure breakdown follows in 3.4.

3.1 – Current performance against the Welsh Public Library Standards

The most recent Report (Appendix 2) is that for the returns of 2013-14, the final year of the 4th Framework. Anglesey was meeting 6 out of 9 Public Library Standards.(WPLS 4th Framework form April 2011-March2014).

The Service maintained the pattern of provision which enabled high performance against WPLS1 (service points and access to them) despite the rural nature of the island. WPLS2 (facilities and services to users with special/additional needs) is also achieved. The Service performed well against the standard for opening hours

WPLS3, with aggregate opening hours within the standard and with very few disruptions to service throughout the year. ICT provision- WPLS4 remains within the standard as does WPLS7 (delivery of requests) bearing in mind the relatively low expenditure on books and library materials this is a testament that the Service is utilizing resources effectively. WPLS9 – overall public space is the final standard which is fully met.

The Service is partly meeting the requirements of the remaining 3 Standards, namely WPLS 5 (annual stock acquisitions), WPLS 6 (annual expenditure on stock) and WPLS 8 (staffing).

In WPLS5 the Service has exceeded the target for acquisition of materials for children and young people however; it has missed the target for acquisition of materials for adults by a considerable margin.

In WPLS6 similarly expenditure on materials for children is exceeded, however this includes the stock for the Schools' Library Service, annual expenditure on books and materials for adults is substantially below the lowest quartile;

The service is not meeting all the requirements of WPLS 8. The overall staffing levels have fallen; numerically the actual library service staffing resource is one of the smallest in Wales. When only actual staff in post is considered the authority is failing to meet the overall requirements of the Standard. There is a slight increase in the percentage of professional staff engaged by the service and just meets the stipulated level, however this is merely a statistical fact resulting from the reduction in the overall levels.

The fourth framework of WPLS stipulates that overall staffing levels should not fall below 0.37fte per 1,000 resident population. Based on our reporting population of approx. 70,000 this should be 25.9fte staff (We are currently, including Caretaker/Delivery Driver) 6.1 fte below the standard) of which at least 23% should be formally qualified (5.6fte Professional posts) Currently 1.6fte below

For the fifth framework Libraries Making a Difference 2014-17 the WPLS Q113 states Library authorities shall achieve total establishment levels of 3.6fte per 10,000 (0.36/1,000) resident population giving a target staffing level for Anglesey Library service of 25.2fte based on a population of 70,000.(however this should not include Caretaker /Delivery driver (0.81fte) as the post is not involved in 'direct service provision') Staff holding a recognised qualification should not fall below 0.65fte per 10,000 which equates to **4.55fte** (for the 5th framework we will however be allowed to report on 'qualification in cognate areas', this may allow us to use the Assistant Librarian Post (qualified teacher in post)

In order to reach the minimum Standard of staffing as per the WPLS 5th Framework Anglesey Library Service would need an additional **6.21fte** posts **0.55fte** of which would need to be a professional post. This would mean an increase to the staffing budget of circa **£128,000.00**. As this is not an option the Authority must accept that it will not achieve this standard during the life of the 5th Framework either.

In order to reach the lowest quartile in Stock acquisition the service also requires an increase of **£38,370** in the Bookfund. Further investment in this area of the budget is also unlikely during the 5th Framework.

3.2 Current delivery model

Library Service - Currently there are 10 static libraries in the Authority accommodating the needs of our communities. The libraries range in size from 2 large town libraries which are open on six days, 4 medium sized libraries open up to 20 hours and 4 small branch libraries which open for up to 12 hours. Full details of the Libraries can be found in individual profiles within Appendix 3.

The staffing ratio and opening hours can also be seen in Appendix 4 .

The mobile library – providing a service to villages and rural areas (over $\frac{3}{4}$ of a mile from a static library) operating a monthly schedule of approximately 110 stops at community points and a monthly schedule of visits to in the region of 60 Housebound library users to those unable to visit the library due to illness or mobility restrictions. 1 full time post = 1fte

The Service operates a Children and Schools Library Service which provides curriculum support for teachers and promotes reading for pleasure to children through various activities. Schools subscribe to the service and receive curriculum support packs on request usually termly. The Schools Mobile Library visits the 35 primary schools which subscribe to the service once a term thereby giving pupils the opportunity to borrow books for their reading pleasure (the school subscription does not cover the cost of the service, however the school Library resources are included in the general stock and can be borrowed and requested by all members). Bookstart activities and regular rhyme time sessions, author visits, books quiz and World Book Day activities as well as the Summer Reading Challenge and summer activities are also run by the service. 3 full time (1 of which is Professional) and 1 part time posts = 3.41 fte

Library Service Manager (Professional post) = 1fte

Community Librarian (Professional post)= 1fte

Caretaker/Driver = 0.81fte

And although not funded by the Service the Lifelong Learning Co-ordinator post is used for reporting purposes(Professional post) (post holder is a qualified Librarian and has some service input) = 1fte

The total number of full time equivalent posts = 19.8

Of which professional fte posts = 4

Family and Information Service - located within the Integrated Children's Centre, Llangefni the service offers a range of information relating to children, young people and families through a telephone line, database driven website (which recently

received considerable grant investment to improve functionality, appearance and reporting capacity) and outreach work in various events and locations.

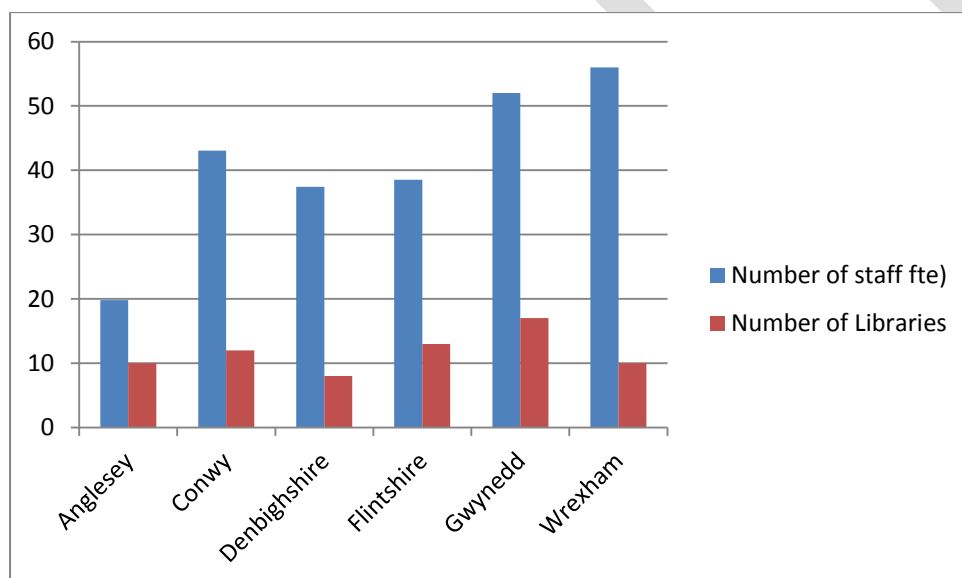
The service consists of 1 full time Manager supported by one 0.5fte admin post; this has been the case from the introduction of the service in 2004. However, the service was recently granted additional funding to facilitate a further 0.4fte post. This funding ends with this financial year 2014-15 which will immediately provide a saving of £7,824 in 2015-16.

3.3 Staffing Structure

Appendix 5

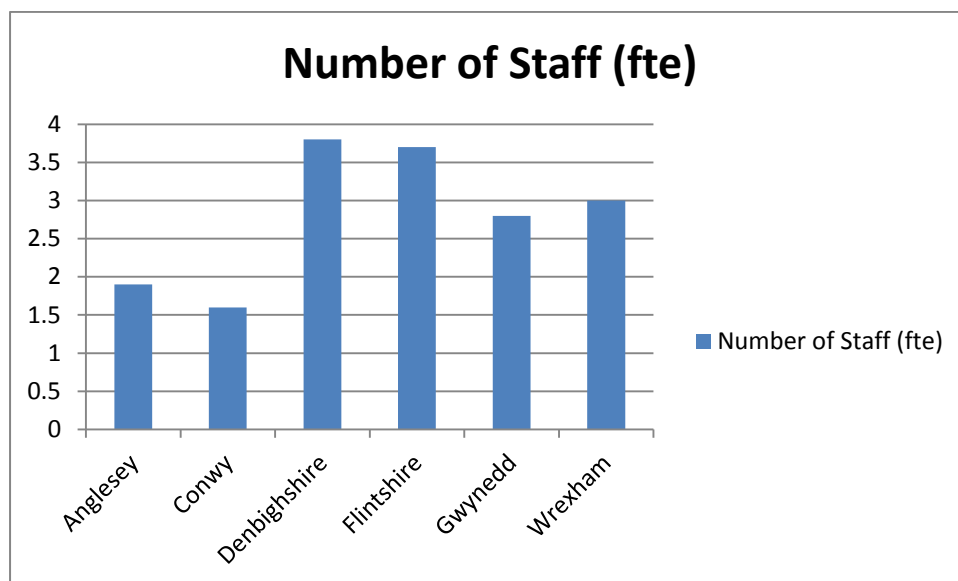
3.4 Staffing North Wales

Library Service (2014-15 staffing levels)



Anglesey Library Service is 6th out of the six North Wales authorities in terms of staffing. The North Wales average is 38.3 fte which is almost double the Anglesey Library Service's staffing establishment.

Family Information Service (2014-15 Staffing levels)



Anglesey Family Information Service is 5th out of the six North Wales authorities in terms of staffing. The North Wales average is 2.8fte and Anglesey stands at 1.9fte which is considerably below average and below the guidance for an effective service as outlined in **Delivering Quality Information for Families Together**.

The review of the Library and Information Service will not simply focus on reducing expenditure, although budget cuts are clearly identified in the corporate plan, but will, rather consider the purpose and role of the Service within the Authority and the wider community.

3.4 Budget and expenditure

	2013/14 (Actual) £	2014/15 (Budget) £	
Library Service			
Buildings related – Rental, electricity/gas, repair & maintenance, water, cleaning etc, excludes NNDR costs	104,050	121,860	
Supplies & Services – Books, Bibliographic services(Talnet), ICT, stationary, photocopier etc	232,686	237,400	
Staff related – Salaries, NI, Pensions	456,073	487,670	
Vehicle related – Insurance, fuel, maintenance	5,704	18,310	

Income	-58,401	-70,880	
Sub Total Libraries Service	740,112	794,360	
Family Information Service			
Buildings related	10,630	2,630	
Supplies & Services	5,003	14,420	
Staff related	54,527	52,740	
Sub Total FIS	70,160	69,790	
Central Support Services	154,549	143,990	There is no service control of these figures and no breakdown currently available. No saving can be made from these sums.
Capital Financing	104,088	104,080	
NNDR Costs	64,565	65,450	
Total Library and Information Service	1,133,474	1,177,670	

Table 1: Library and Information Service Budget 2014-15

Table 1 shows how the budget is split between both the Library Service and the Family Information Service. It also shows the amounts repaid into the Authority from the Library and Information Service as a whole in light of Central Support Services, NNDR costs and Capital Financing, this sum equates to approximately 27% of the total budget leaving an actual operational budget of £864,150 for 2014/15. This is then divided as demonstrated by the Sub totals for both services.

Savings of between 10% and 60% will be explored in the Future delivery models the table below illustrates numerically what this will mean to the Total Operational Budget of £864,150.

Level of Saving	Financial Saving	Remaining Budget
10%	£86,415	£777,735
20%	£172,830	£691,320
30%	£259,245	£604,905
40%	£345,660	£518,490
50%	£432,075	£432,075
60%	£518,490	£345,660

Table 2: Stepped cut to Operational Budget Libraries and Family Information Service

Tables 3 and 4 show the operational budget available to the Library Service of £794,360 and the operational budget of the Family Information Service of £69,790 and the effect of the stepped efficiency savings on the budget which is within the individual Service's control.

Level of Saving	Financial Saving	Remaining Budget
10%	£79,436	£714,924
20%	£158,872	£635,488
30%	£238,308	£556,052
40%	£317,744	£476,616
50%	£397,180	£397,180
60%	£476,616	£317,744

Table 3: Stepped cut Operational Budget Libraries (excluding Family Information Service)

Level of Saving	Financial Saving	Remaining Budget
10%	£ 6,979.00	£ 62,811.00
20%	£ 13,958.00	£ 55,832.00
30%	£ 20,937.00	£ 48,853.00
40%	£ 27,916.00	£ 41,874.00
50%	£ 34,895.00	£ 34,895.00
60%	£ 41,874.00	£ 27,916.00

Table 4: Stepped cut to the Family and Information Service's Operational Budget

3.3.1 The Libraries' value for money

In 2013 CyMAL commissioned ALMA-UK (Archives, Libraries and Museums Alliance UK) to conduct research into the economic value of public libraries. The conclusion was that while the perceived value to the public of each visit to the library is £26.38 the actual cost of each visit (Wales average) is £3.50. In addition to the seven fold value v cost of libraries there are also community benefits which must be considered, the average customer spends £8.07 locally on each visit to a library; people save an average £160 annually by using the library service. This equates to an estimated value of £2,065 to a library user per year.

Locally we can break down the cost of providing the library service to a branch library level. This gives us a picture of the cost of each building, staffing and associated costs. We are then able to use our user data to calculate the cost of each visit both as an Authority average (£2.50) and per library as seen in 3.4.

3.4 Performance

Library Service

By using the WPLS performance indicators and Cymal's Annual Report on our return here as well as locally collected PI's we are able to compare Anglesey Library

Service with the rest of Wales. Detailed information for each library is in the individual Library Profiles (Appendix 4).

Library	Opening hours per week	Visits per annum	Visits per hour open	Items loaned per annum	Items loaned per hour open	Cost per visit	Cost per item loaned
Amlwch	20	25,856	25.9	22,362	22.4	£1.12	£1.29
Beaumaris	17	8,196	9.6	19,909	23.4	£3.30	£1.36
Benllech	16.5	30,080	36.5	27,423	33.2	£1.00	£1.10
Cemaes	11	3,047	5.5	7,203	13.1	£5.51	£2.33
Holyhead	40.5	69,575	34.4	58,976	29.1	£1.83	£2.16
Llangefni	44	99,571	45.3	79,363	36.1	£1.35	£1.70
Menai Bridge	20	40,982	41.0	42,687	42.7	£1.05	£0.99
Moelfre	11	1,599	2.9	3,696	6.7	£4.38	£1.89
Newborough	7	1,649	4.7	5,287	15.1	£2.76	£0.80
Rhosneigr	11	5,699	10.4	6,646	12.1	£2.74	£2.35
Totals	198	286,254	216.2	273,552	233.9		
					Average Costs	£2.50	£1.60

Table 5: Costs based on direct costs which are attributed to each Library, they do not include stock, professional support or ICT costs which are centralised within the service. Average costs are based on an average of the last 3 years expenditure, however, if the exercise was repeated and based on 13/14 actuals only, the average costs would change. The average cost per visit would change to £2.61 and the average cost per item loaned would change to £1.65.

Family and Information Service

By using the data which is reported quarterly to NAFIS (National Association of Family Information Service) it is clear to see that the Service is in demand and indeed that the demand is increasing. In 2012-13 enquiries received by the Service stood at 5,340, during 2013-14 the Service received and responded to 6,791 enquiries. To date in 2014-15 there have been 9,122 enquiries. It cannot be seen as a coincidence that it was during 2013-14 that the additional 0.4fte post was added to the service and the subsequent increase in capacity.

4 Conclusions and strategic direction

Having considered all of the data and information available it must be recognised that the Anglesey Library Service has been performing consistently well against the Welsh Public Library Standards in recent years. This is despite having one of the lowest staffing establishments in Wales and the lowest budget in North Wales. The

service is in the region of £1 per visit cheaper to run than the Welsh average however it remains above average for performance against the WPLS.

Remodelling the service to ensure maintained or improved standards in service, continued achievement against the WPLS and attempting to achieve a financial saving will be a challenge. It is a challenge that the Service is taking in order to ensure that the residents of Anglesey have access to a Library and Information Service which is continually improving, modern and at the heart of communities acting as a 'universal front door' for the council.

Any strategic direction must enable the Service to respond to changes or developments in technology; economic and social pressure as well as being reactive to the population's changing expectations.

5 Possible Options

Having undertaken a study of models of delivery which have been developed by authorities throughout the UK it has become apparent that some models are not viable in enabling the Council to provide a "comprehensive and efficient library service" while also achieving an efficiency saving. Furthermore, it is apparent that in order to achieve a 60% budget reduction it would be very difficult if not impossible for the Council to provide a library service which could be described as "comprehensive and efficient".

Below are the options which form the basis of the analysis of possible models which have been investigated. Following an option viability process some demonstrate a potential for cost reduction, and it could be argued, will go some way to mitigate the risk of the Council failing to fulfil its statutory duty, while others indicate they should be discounted as high risk to the authority. (Matrix Appendix 6)

- Option A: Maintaining the Current Services
- Option B: Reducing the Library Services
- Option C: Co-Location
- Option D: Collaboration
- Option E: Sharing services with other Councils
- Option F: External providers
- Option G: Community- run Facilities
- Option H: Community Library Access Points

6 Definition of options

- Option A: Maintaining the Current Services – do nothing to the delivery of the service although possibly introduce a new staffing structure
- Option B: Reducing the Library Service – within this option there are numerous variances from reducing opening hours to closing libraries

- Option C: Co-Location – within this option are many possibilities for co-locating for example integrating with schools, community centres, other council services and third parties.
- Option D: Collaboration – in this context there are three main types of collaboration;
Local – within the local authority across services by offering a one stop shop to council services for the public located within libraries
Regional – between neighbouring authorities and across North Wales
All Wales – within CyMAL led projects such as the all Wales e-book service
- Option E: Sharing services with other Councils – this could take a variety of guises from sharing professional expertise/posts to sharing resources e.g. computer systems/vehicles
- Option F: External providers – The Council could opt to outsource the library service to another provider, this could be another local authority, a private company, social enterprise or trust. The ultimate responsibility for adhering to the 1964 Library and museums act remains with the Council regardless of the delivering body.
- Option G: Community- run Facilities – There are numerous possibilities for community-run facilities; maintaining a limited staffing model but handing the control and management of buildings to a community organisation; handing the building and its contents to the community and removing all staffing thus allowing the community to either continue with the service on a volunteer led basis or to cease delivering; or retaining the building whilst handing the day to day running of the library to volunteers – this would entail continuing support for IT infrastructure and a professional input into the running of the service. (TUPE considerations would need to be taken)
- Option H: Community Library Access Points – within this option there are many permutations:
A set of shelves in a local school/shop/pub/café/community centre/leisure facility with a collection of books which are updated regularly – they would be loaned on a trust basis by the public.
Self-service sites again within one of the local sites but including the technology for self-issue and discharge of items. Members could order items from the main collection which could be delivered to the site; or
A partly staffed access point run in collaboration with volunteers where the Library Service's resources can be accessed however there may be a short delay in delivery

7 Recommendations

That the Executive accept the report and authorise officers to address the following:

Complete the detailed analysis of the options for individual libraries, based on the information provided in section 6, confirming the costings involved.

Consult with other departments to develop possible collaboration options and calculate any efficiencies which could be achieved at corporate level.

Formulate a consultation document and consult with communities, staff and partners.

Conduct full equality impact assessments

Consult with CyMAL regarding the adequacy of proposals and any further developments.

DRAFT

	Option A - Maintain the current provision	Option B - Reduced Service	Option C - Co-Location	Option D - Collaboration
Political	No negative response from the electorate prior to the Assembly and Local elections. Limited scope for development, service remains restricted in terms of its capacity to meet local and national agendas.	Whilst reducing the service somewhat could see some benefits by focusing resources/finances on fewer locations there remains significant potential for negative response from the electorate. Particularly in areas affected by any such reductions. It may be difficult to justify the financial saving achieved for the perceived value of the Service to the public. Possibility of large pockets of population having no accessible library service as a result. Mitigating actions could lessen the risk	Being able to offer more Council services from the one location would be beneficial not only to the services in question but also to the Authority as a whole. However, co-location does not have to be constrained by Authority led services and could include many partnership models. Would require 'buy-in' from services or a community led offer of suitable locations.	Local collaboration within the Authority could enhance relationships between the Council and the electorate as various services could make use of the library buildings to deliver. In light of the Williams Commission report and plans to reduce the number of local authorities it is reasonable to develop a stronger ethos of collaboration where possible. The success of this is evident with the increase in the Digital offer available to customers as a result of regional and national collaboration.
Economic	Opportunities for the Authority to save funds in the long term by utilising buildings and training staff to deliver further services, recognising this within job descriptions, and allowing libraries to become a true 'front door' to the Authority. By maintaining the Service at its current level the Authority can eliminate the impact of reductions on those utilising the Service to seek employment.	In order to achieve notable savings to the Authority there would need to be a substantial reduction in the service. As a result of closures it may be possible to realise some capital from the sale of Authority owned sites. However, 5 of the branch libraries are in the top 500 in the WIMD access to services indicator - any reduction in service will see these areas decline further in the WIMD ranking overall. It could also have an effect on people's ability to comply with DWP's Claimant Commitment and may result in a higher number of sanctions enforced by DWP. Effect will be dependant on the severity of reductions.	While it may be difficult to realise 'cash' savings it will inevitably save the authority monies in the long term by offering both good asset management, improved access to services for the public and a holistic view of the Council.	It is difficult to put a figure on the financial benefit of local collaboration to the service, however it is inevitable that there will be a saving to the Council - the extent of which largely depends on the level of collaboration which could be achieved. The regional and national level on the other hand have a much more tangible benefits as can be seen from co-purchasing of e-books, e-zines and e-audio materials. During this financial year there will also be a step towards an all Wales Library Management System which will be piloted in the 6 counties of North Wales. Other tangible benefits to customers could be, for example, the ability to conduct their financial transactions with the Council at a location which is convenient and accessible to them. Economic benefits to our users in terms of access to resources and IT could be enhanced
Legal	Continue to demonstrate an average performance in terms of the Welsh Public Library Standards against which measures the authority's ability to provide a service which complies with the 1964 Libraries and Museums Act	Reductions in the Service will have a detrimental effect on the Service's ability to achieve against the Welsh Public Library Standards - this could leave the Authority open to sanctions from the Welsh Government. There could also be a legal challenge should the Service be seen to have been decimated	It is possible to co-locate with either other services or into other community owned buildings without having a detrimental effect on the Service's performance against the Welsh Public Library Standards. This would however be dependant on being able to find sufficient suitable venues.	It is possible to collaborate with either other services or other authorities without having a detrimental effect on the Service's performance against the Welsh Public Library Standards. This would however be dependant on being able to gain sufficient support and buy-in from potential partners.

Technological	Buildings could contribute to the transformation agenda by offering a space for flexible/agile working. We would be able to continue to provide the same level of ICT access and support to the public	A reduction in hours/closure of some service points will have a detrimental effect on those users who have no other access to ICT in order to search for jobs and, from September, manage their Universal Credit claims. It would have the worst effect in the rural areas where public transport is less frequent. Inability to offer the same access to ICT which in turn will make it impossible for the service to address the Digital Inclusion Policy. A lack of staff capacity could result in failure to deliver change.	Relocating the library service into other buildings would result in the need for investment in terms of IT infrastructure. Intergrating other services into the current library buildings on the other hand presents an opportunity as the infrastructure is mainly in place excluding the need for additional network points.	The new Library Management System may cause some operational changes, however, the system may be cloud based which could result in a lesser need for physical technical support. It may be possible to continue with support for ICT users within the library service points and this may even be enhanced as the benefits of each collaboration is achieved.
Sociological	Parents with young children, older residents, those not working and seeking employment and those who are unable to visit a physical library can continue to enjoy the same level of Service	The reduction in hours/closure of some service points and the possible withdrawal of the mobile library would see the most vulnerable residents affected. Parents with young children, older residents and those who are not working and seeking employment could be those worse affected. Loss of f2f interaction with the Council in many areas of the Island - losing the "front door" in those areas. Effect will be dependant on the severity of reductions and any mitigating factors	Will present the end user with a cohesive offer under one roof. May result in higher footfall and increased membership as people realise libraries are open to all. Maintaining a presence within communities ensures that those within the top 500 in the WIMD indicator - Access to Services are not at risk of climbing higher in the Rankings	Being able to maintain and enhance services which are accessible to the public can benefit individuals and communities alike. Both can strengthen the feeling and perception of belonging and worth in communities. As with Co-location it may offer a more cohesive offer under one roof and could help Wards to avoid falling further in the WIMD.
Overall RAG				

	Option E - Shared Services with neighbouring authorities	Option F - External Providers	Option G - Community run facilities	Option H - Community Library Access Points
Political	In light of the Williams Commission report and Welsh Government plans to reduce the number of local authorities it is reasonable to develop a stronger ethos of shared services where possible. There does need to be an appetite for this from all sides as it cannot progress without this.	Outsourcing services to external providers is proving to be popular in the current political and economical climate. However, the library service independent of any other service lacks the critical mass and power to generate income to survive as a stand alone service. It could be an option, in time, to incorporate the library service with other services prior to any move to externalise.	There seems to be a strong political will on a national level to see community groups taking responsibility for facilities within their own community. Community run models can add significant value to the Library Service if community enthusiasm and capacity is strong. The resulting model would be dependant on how many community run facilities were viable.	Community library access points cannot replace a Library and risk a negative public response
Economic	The library service has a proven track record when it comes to co-procurement having shared a Library Management System and a Bibliographic unit with Gwynedd and Conwy since Local Government reorganization in 1996. There are regional and national purchasing consortia which offer a reduction in the cost due to economies of scale. By working more with neighbouring authorities it may be possible to extend the offer of support with ICT and Information Literacy. Economic benefits to the people of Anglesey in terms of provision and access to IT could be enhanced. Savings to the Authority would be difficult to realise	Economic benefits to our users in terms of access to resources and IT could be maintained or enhanced. It would be difficult to achieve a saving in the short term, however in the long term it may be possible. There would have to be an agreement from the outset regarding the Authority's financial support to any organisation.	While encouraging communities to take over the running of facilities (buildings and their costs) offers the Authority modest savings, it could be perceived as a long term financial loss as any potential capital realisation which could result from either a reduction in the service (closures) or relocation. A community group would need a great deal of commitment in order to ensure a level of funding to service and maintain the buildings which are currently (all apart from Holyhead Library) in good/very good condition.. Economic benefits to the people of Anglesey in terms of provision and access to IT could be enhanced.	Investment in ICT infrastructure may be needed dependent on the type of Community Library Access Points developed. The simplest CLAP would only require a table/shelving unit and space in a community venue (shop/pub/school/hall) and a regular supply of books and requests. A more advanced CLAP may have some staffing, a self service machine and shelving. both options outlined would result in the need to pay some fee to the host venue. A result of closures may be capital realisation from the sale of Authority owned sites. However, 5 of the branch libraries are in the top 500 in the WIMD access to services indicator - any reduction in service will see a further decline in the WIMD rankings. It could also have an effect on people's ability to comply with DWP's Claimant Commitment and may result in a higher number of sanctions enforced by DWP.
Legal	Continue to demonstrate at least an average performance in terms of the Welsh Public Library Standards against which measures the authority's ability to provide a service which complies with the 1964 Libraries and Museums Act	Regardless of the outsourcing of any library service it remains the legal responsibility of the 'Library Authority' in Anglesey's case that of the Local Authority to ensure that the library service is "comprehensive and efficient" as stated in the Libraries and Museums Act, 1964. Any failure on the part of the external provider will result in the responsibility returning to the Authority.	Buildings under Community management in themselves do not present a legal risk. However the publication of guidance as to the nature of "Community Libraries" which can be included as part of the statutory provision within the Authority's annual return to CyMAL has been clarified and any provision must have a clear and strong lead from professionally qualified staff and a minimum of 50% of opening times must be staffed by library service employees. This results in the largest cost (staffing) remaining with the Authority.	CLAP's will not be seen as an alternative to a static library and will not in light of current guidelines enable the Authority to fulfill its statutory duty in terms of the Library and Museums Act 1964 and the Public Library Standards against which this is measured.

Technological	Buildings could contribute to the transformation agenda by offering a space for flexible/agile working. The service would be able to continue to provide the same level of ICT access and support to the public. The new Library Management System may cause some operational changes, however, the system may be cloud based which could result in a lesser need for physical technical support. It may be possible to continue with support for ICT users within the library service points and this may even be enhanced as the benefits of each collaboration is achieved.	It would be essential to have a robust Service Level Agreement with any external provider agreeing on any technological support needed - would IT systems, access to the network etc.. transfer	ICT infrastructure is already in place within the current library buildings, however there could potentially be issues relating to the use of this infrastructure by members of community groups should they wish to extend the service hours with volunteers. There would need to be a Service Level Agreement between the IT department and the Community group in order to ensure that both parties comply with the requirements of the other. Access to IT to our users could be extended.	Investment in ICT infrastructure may be needed dependent on the type of Community Library Access Points developed. It may be that there would be a need for a PC for a member of staff and a self service machine for use by the public. The IT department would need to endorse this type of provision before any consultation or call for expressions of interest were published.
Sociological	Parents with young children, older residents, those not working and seeking employment and those who are unable to visit a physical library can continue to enjoy the same level of Service. Being able to maintain and enhance services which are accessible to the public can benefit individuals and communities alike. Both can strengthen the feeling and perception of belonging and worth in communities. As with Co-location it may offer a more cohesive offer under one roof and could help Wards to avoid falling further in the WIMD.	Parents with young children, older residents, those not working and seeking employment and those who are unable to visit a physical library could continue to enjoy the same level of Service. Being able to maintain and enhance services which are accessible to the public can benefit individuals and communities alike. Having a more commercially based service may result in an enhanced offer to customers, giving the opportunity for further activities.	By enabling the communities to take over the running of the buildings it is giving them the potential to develop other services and activities within the library buildings and maintaining a community focus in some areas where there are very few community buildings. Parents with young children, older residents, those not working and seeking employment will be able to enjoy a similar level of Service. There is a risk attached to any developments which rely largely on volunteers, a sudden bout of illness, holidays and other responsibilities are all things which can affect the availability of volunteers and therefore of the service outside of any core Library Service hours.	Parents with young children, older residents and those who are not working and seeking employment could be those worse affected. Loss of face to face interaction with the Council in many areas of the Island - losing the "front door" in those areas. Community access points could mitigate some of the effects inherent in all options however they do not form an option on its own.
RAG				

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	20th of July 2015
Subject:	Ensuring sustainable and efficient services for the future: Transforming Culture Services.
Portfolio Holder(s):	Councillor Ken Hughes
Head of Service:	Delyth Wyn Molyneux
Report Author: Tel: E-mail:	Delyth Wyn Molyneux 01248 752916 delythmolyneux@ynysmon.gov.uk
Local Members:	Relevant to all elected members

A –Recommendation/s and reason/s
<p>Recommendation</p> <p>To approve the Lifelong Learning departments plans to begin a consultation period with the public and partners on the following options for culture services, either as separate options or in combination:</p> <p><u>Culture</u> (see appendix 1)</p> <ol style="list-style-type: none"> 1) Do nothing and retain the status quo. No savings. 2) Review and renegotiate the Trinity House agreement for South Stack by 2017. Savings to be costed dependent on terms. 3) Entering into a partnership with community or national groups for some of the sites (e.g Beaumaris Courthouse and Gaol, Melin Llynonn). Savings to be costed dependent on terms. 4) Entering into an agreement with a 3rd party operator. Savings to be costed dependent on terms. 5) Contract a 3rd party operator. Savings to be costed dependent on terms. 6) Local authority led service with a Developmnet Foundation. Savings to be costed dependent on terms. 7) Establishing an independent charitable body to operate the service. Savings to be costed dependent on terms.

Each of the options will be costed to include 'hidden ' costs such as the essential repairs and maintenance of the sites and listed buildings.

Reasons.

The national and local agendas and financial challenges make it necessary for us to review the way that we provide our Museum and Cultural services.

We are working towards realising the commitment made in the Corporate Plan for IOACC 2013-2017 to:

- o Investigate options about our cultural and heritage sites, and introduce new management arrangements (if appropriate), and
- o ensure that a sustainable model is established for the future.

This will mean:

- o Introducing new service delivery management models for Culture services, and
- o ensuring focused and sustainable provision.

The initial suggestions to instigate these transformations were presented to the SLT and the Transforming Service Excellence Board, and the first draft of the PID and PDD have received their approval, with the decision that three projects be governed by one Programme Board (Libraries, Culture and Youth service).

Aims of the Programme

Aim 1: Develop a shortlist of options to present to the Executive Committee for their approval to go out to consultation, by July 2015.

Aim 2: Undertake a public statutory and non-statutory consultation on the shortlist of options by the end of November 2015.

Aim 3: Based on the findings of the consultation, present a favoured option for each of the Libraries, Culture and Youth services (including final costs and savings) , approved by the Executive Committee, by January/Chwefror 2016.

Aim 4: New management models actioned, by April 2017.

Financial aim: To ensure sustainable services and release savings of between 20-60% across the three services by April 2017.

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

It is necessary to undertake a comprehensive consultation programme with potential and current partners, the public and with specific user groups, and to complete an equality impact assessment , in order to present a short-list of favoured options by January/February 2016.

C – Why is this a decision for the Executive?

The approval of the Executive is sought in order to undertake a comprehensive consultation exercise with the public and partners, including exploring expressions of interest.

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

Yes

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

Yes, for fulfilling its transformation programme .

DD – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	The SLT has considered the report and is supportive of the steps that are outlined.
2	Finance / Section 151 (mandatory)	Finance are currently working with the department on this project and therefore have no further comments.
3	Legal / Monitoring Officer (mandatory)	Included in 1 above.
4	Human Resources (HR)	We shall be working together with the department on any staffing implications raised in the wake of the options selected.
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	

	Jim Woodcock – Head of Planning and Public Protection	No comments.
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E – Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	<p>RISK: The result of the review of the service may affect tourism, access to the arts and creative experiences, and the island as a visitor destination.</p> <p>MITIGATION: Full consideration will be given to these issues as part of the consultation, the Equality Impact Assessment and when developing favoured options.</p>

F - Appendices:
1. Providing Culture Services for the Future.

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

4

Introduction and background

The Anglesey Museums, Culture and Archives Service manages 6 sites.

Section A – Museums



Oriol Ynys Môn



Beaumaris Courthouse



Beaumaris Gaol



Llynnon

Section B – Heritage Site



South Stack Lighthouse

Section C – Anglesey Archives



The Council wants to promote Anglesey as a unique and culturally vibrant place. The Museums and Culture service has a significant role to play in achieving this aspiration by providing residents and visitors with inspiring, engaging experiences that contribute to their knowledge and understanding of the island's cultural identity and traditions.

The service is a significant contributor to the Council's Destination Management Plan and as such is a key part of the local economy. It also contributes to promoting the Welsh language and the cultural tourism offer on Anglesey. Along with the Archives which supports smarter working and other key initiatives, the Museums and Culture service contributes to a number of corporate and national objectives such as poverty and well being.

Drivers for change and modernisation

Achieving long-term sustainability and resilience

Council services on Anglesey are facing significant financial challenges. Whilst the new Corporate Plan notes the Council's support for cultural services and the need to protect and promote Anglesey's unique culture, language and heritage in the face of the external pressure it also refers to the challenging aim of reducing the overall costs of these services to the Council by 60% over the period 2013-17.

The service therefore needs to respond to the existing unprecedented financial climate and aim to develop robust, long-term sustainable plans to counter the continuing economic challenges. This is the most pressing priority and needs to be developed in partnership with the community and across the cultural sector.

Raising the profile of heritage

The service needs to engage with an even wider range of Anglesey residents and visitors. This will involve responding to service users' needs and developing new and engaging activities that will encourage more to visit the museums and return on a regular basis whilst having less resources to do so.

Section A Museums – Situation as at July 2014 – sites and operational staff

Anglesey's museum and culture service strives to care for, interpret and promote Anglesey's unique heritage. It seeks to inspire creativity and provide learning opportunities and enjoyment for the island's residents and visitors.

However, the service is non-statutory and a robust and sustainable strategic approach is required if the service is to flourish in the present difficult climate.

By 2016 Anglesey's museum service will have a long-term sustainable strategy. It will have a key role in connecting communities with their heritage and culture and in sharing the Island's unique attributes with its visitors. It will also continue to make a meaningful contribution to Anglesey's economy and destination management plan.

CyMAL, the lead body for museums, archives and libraries in Wales, administers the Museums Accreditation scheme - the standard to which museums throughout the UK aspire. All the museums on Anglesey are fully accredited and any decision which might endanger this status should be considered very carefully.

The national Museums Strategy for Wales notes the following key themes for museums.

Museums for Everyone	<ul style="list-style-type: none"> ▪ Museums should aim to be accessible to all. They need to understand and consult with their communities and use this information effectively. ▪ Encouraging more people to become involved as volunteers will help to develop services as well as the individuals involved. ▪ Developing services that reflect the importance of the Welsh language - museums contribute extensively to cultural tourism.
A Collection for the Nation	<ul style="list-style-type: none"> ▪ Collections are the reason museums exist. They are brought together by the community for the community and are integral to the collective memory of our nation. ▪ Understanding collections is fundamental to their effective management - a thorough knowledge of the range and significance of collections is important for professionals to make informed choices.
Working Effectively	<ul style="list-style-type: none"> ▪ Museums have to consider diverse ways of working. This will include developing partnerships with a variety of organisations, working across boundaries, and making innovative use of limited resources. ▪ Museums must consider how they can increase the income they already generate.

Oriel Ynys Môn – Anglesey’s Centre for Art and History

Oriel Ynys Môn (OYM) is the headquarters of the Museums Service and is an accredited museum. It is also the base for the Sir Kyffin Williams Trust which was set up in 2006 prior to the building of Oriel Kyffin in 2008.



The Oriel has a main contemporary art gallery for established artists and the Long gallery which gives emerging artists the opportunity to showcase and sell work. The museum gives an overview of the history of Anglesey through the use of social history and especially archaeology collections. It houses the Tunncliffe gallery as the Oriel holds the biggest collection of the artist’s work worldwide. Oriel Kyffin displays the work of Sir Kyffin Williams and also other national and international artists. It also showcases work from the fine Anglesey historic art collection.

Throughout the year a variety of events and workshops are organised for young people, families and adults. Talks related to the exhibitions or collections are also organised. These events usually take place in the Tunncliffe multi-purpose room - at other times it is hired as a meeting and conference room by external users.

The Blas Mwy café is run by an external caterer who has built up a reputation for a varied menu using fresh, local produce. It is busy with regular local clientele and visitors.

The Jac Do shop is well stocked and displayed. There is wide selection of goods, particularly jewellery by contemporary craftsmen, local to the island or Wales, and many of the items displayed are on a sale or return basis. The shop is also responsible for the sale of art work in the adjacent Nyth that can be bought and taken on the day.

The Oriel is open on a daily basis from 10.30-5.00 apart from Christmas and New Year.

Oriel Ynys Mon – visitor numbers *education figures are included in the overall totals			
Visitor numbers	98,107	111,152	96,729

Budget

A simplified version of the budget for the Oriel is shown below.

Oriel Ynys Mon [DB330]	2012/13		2013/14		2014/15		2015/16
	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Total Costs	587,460	601,310	601,290	598,747	576,260	627,146	583,840
Income: Trust	-230,000	-230,000	-215,000	-215,000	-215,000	-215,000	-215,000
Income: Other	-246,530	-188,349	-264,900	-216,632	-328,360	-170,398	-328,360
Net Operating Cost to Council	110,930	182,961	121,390	167,115	32,900	241,748	40,480

60% of Gross costs excluding income based on 13/14 actual expenditure	359,248
60% of Net operating costs/net cost to the council based on 13/14 actual expenditure	100,269

60% of Gross costs excluding income based on 14/15 actual expenditure	376,288
60% of Net operating costs/net cost to the council based on 14/15 actual expenditure	145,049

N.B. Figs do **not** include Depreciation

- The domestic rates appear to be high and could benefit from a re-evaluation.
- Premises related costs include repairs and maintenance, energy costs, rates and insurance costs.
- Supplies and services include goods for resale, stationery and postage, marketing and other costs.

The income from the Anglesey Charitable Trust has been reduced during this period, it was £270k in 2010/11, whilst the internally generated actual income has increased, it remains below the challenging target set by the Council [the internally generated income can be roughly categorised as café income, art sales, shop sales, room hire].

If the service had to contend with a 60% reduction in cost to the council, as noted in the Corporate Plan, then this would entail a budget reduction of £100,269 for the Oriel (based on 2013/14 actual expenditure).

In order to respond to this challenging figure the following actions would need to be taken in relation to the Oriel.

- Request a re-evaluation of the domestic rates.
- Assess whether it is possible to increase income from art sales and the shop and consider new initiatives.
- Undertake a staffing review to ensure that the structure is cost-effective and fit-for-purpose in relation to realising the priorities in the Oriel’s business plan e.g. improve marketing across the service to ensure a strong and coherent image, ensure that the volunteers are fully involved and utilised in the Oriel and across the service.

The Courthouse, Beaumaris

The Courthouse explores crime and punishment in the past by presenting aspects of justice and government on Anglesey.

Built in 1614 this Grade II* listed building is an accredited museum. It is an especially fine courthouse in a prominent location, retaining important features of the 17th and 19th centuries and for its contribution to the setting of Beaumaris Castle and the historical integrity of Castle Street. The building is still used as a licensing Court once a year.



Visitors can walk through the large rectangular courtroom, stand in the original dock and view the splendour of the grand jury room. They can also view occasional courtroom trial re-enactments and watch a film about the 1862 murder trial of Richard Rowlands.

The Courthouse is open from 10.30 - 5.00, Saturday to Thursday, Easter - September and weekends and half term during October and at other times by appointment.

Courthouse – visitor figures			
	2011-12	2012-13	2013-14
Visitors	3668	2929	5677
Education	1040	1176	1098

The Gaol, Beaumaris

The Gaol explores crime and punishment and social history of the past.

It is an early 19th century gaol of striking architectural character. It is a Grade 1 listed building of national importance for its well preserved interior and for retaining the only surviving treadwheel at a prison in England and Wales.

Visitors can walk along the dimly lit corridors, explore the spartan cells and places of punishment, visit the condemned cell and experience the darkness of the punishment cell. There is also a small Discovery room for activities.



During 14/15 financial year the service will begin working with at least 4 Paranormal investigation companies hiring the gaol on weekend nights. Twelve have been proposed but 14 are already booked. This could be developed for further income generation.

The Gaol is open from 10.30 - 5.00 on Saturday to Thursday, Easter – September and on weekends and half term during October and at other times by appointment.

Gaol – visitor figures			
	2011-12	2012-13	2013-14
Visitors	8281	8078	10,654
Education	1599	1806	1734

Staffing + Budget

The staff for the Gaol and Courthouse are employed on a weekly basis during the season. There is a rota system to cover the 6 days of opening. There are about 5 members of staff employed to cover 2 FTE daily at the Gaol and 1 FTE at the Courthouse.

	2012/13		2013/14		2014/15		2015/16
	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Beaumaris Gaol + Court [DB335]							
Total Costs	53,700	50,887	63,230	59,674	64,820	64,653	65,540
Income	-53,140	-53,777	-54,210	-60,312	-61,720	-68,428	-66,520
Net Operating Cost to Council	560	-2,890	9,020	-638	3,100	-3,775	-980

60% of Gross costs excluding income based on 13/14 actual expenditure	35,804
60% of Net operating costs/net cost to the council based on 13/14 actual expenditure	0

A surplus of £638 was achieved in 2013/14

60% of Gross costs excluding income based on 14/15 actual expenditure	38,792
60% of Net operating costs/net cost to the council based on 14/15 actual expenditure	0

A surplus of £3,775 was achieved in 2014/15

N.B. Figs do **not** include Depreciation

The generated income, can be roughly categorised as admissions, shop sales and commission on sales. [See Appendix 3 for income details].

If the service had to contend with a 60% reduction in funding then this would entail a zero budget reduction based on the surplus in 2013/14. However if the more prudent net cost to the council is taken into account as per budget 2014/15 then **£1,860** would be cut from the budget for the Gaol and the Courthouse. It should be noted that these sites operate on an already minimal budget.

To achieve the above reduction the following actions would need to be taken.

- Assess whether it is possible to increase income by other means.
- Assess whether it would be feasible to further reduce opening hours, or recruit a number of volunteers, to reduce costs.
- Assess whether it would be possible and feasible to establish a partnership agreement or 3rd party agreement for the day to day running of the Gaol and Court. For this option to succeed the required building maintenance work would have to be completed . A robust agreement would have to be negotiated generally but especially concerning building repair/maintenance responsibilities.

Llynnon, Llanddeusant

Melin Llynnon and the roundhouses celebrate the rich agricultural history of Anglesey.

Melin Llynnon is an accredited museum. The body of the windmill is Grade 2 listed as are some of the outbuildings.

Repaired in 1985, it is the only operational windmill in Wales producing stoneground wholemeal flour using organic wheat. It is historically very significant but partly due to its rural location it is difficult to attract visitors.



In 2007, the site was extended with two Iron Age roundhouses and planted woodland on site providing a unique insight into the life of Iron Age farmers over 3000 years ago. This was undertaken with grant money acquired in partnership with Tref Alaw Community Council. The shop was returned to the management of the service at this time.

Blas Llynnon café (outside the paying area of the site) is run by an external contractor and the old grain store has been leased out to the same as a small bakery.

The Mill is open from 10.30 - 5.00 on Saturday - Thursday between Easter and September and at other times by appointment.

Melin Llynnon – visitor figures			
	2011-12	2012-13	2013-14
Visitors	6583	5284	7474
Education	689	781	909

Staffing + Budget

The miller / general manager is a full time permanent member of staff who works Mon – Fri out of season but works on weekends during the season as a rota system is in force during this time to cover the 6 days a week opening. Seasonal staff are employed on a weekly basis, that is 4 members of staff to cover 2 FTE daily.

Melin Llynonn [DB336]	2012/13		2013/14		2014/15		2015/16
	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Total Costs	86,500	85,851	81,620	84,271	76,270	72,406	74,280
Income	-38,630	-35,236	-39,400	-44,340	-41,390	-45,544	-41,390
Net Operating Cost to Council	47,870	50,615	42,220	39,931	34,880	26,862	32,890

60% of gross costs excluding income based on 13/14 actual expenditure	£50,563
60% of Net operating costs/net cost to the council based on 13/14 actual expenditure	£23,959

60% of gross costs excluding income based on 14/15 actual expenditure	£43,444
60% of Net operating costs/net cost to the council based on 14/15 actual expenditure	£16,117

N.B. Figs do **not** include Depreciation

The generated Income can be roughly categorised as café income, admissions, shop sales and commission on sales. [See Appendix 4 for income details]

If the service had to contend with a 60% reduction in costs to the council then this would entail a budget reduction of £23,959 for the Llynonn site. To achieve this, the following actions would need to be taken.

- Assess whether it is possible to increase income by other means.
- Assess whether it would be feasible to further reduce opening hours or recruit a number of volunteers to reduce costs.
- Assess whether it would be possible and feasible to establish a partnership agreement or 3rd party agreement for the day to day running of Melin Llynonn. For this option to succeed any required maintenance work would have to be completed. A robust agreement would have to be negotiated generally but especially concerning building repair/maintenance responsibilities.

Section B Heritage Site - South Stack Lighthouse - Situation as at July 2014

Visitors can experience the Lighthouse Tour having followed the keeper's journey down the 400 steps on to the island.

Trinity House has a 999 year lease of the lighthouse, island, bridge and path from the Baron Hill Estates. **The Council does not own any part of the property.** The service runs Lighthouse Tours under license from Trinity House usually under a 3 year agreement. Running in parallel with this is a 25 year lease of Land on South Stack island with the responsibility for the maintenance for certain areas within the lighthouse buildings, paths and the bridge being undertaken by the Local Authority.



In 2010 the RSPB bought the café on the headland and the site lost its own shop and ticketing office. Since 2011 the service has an agreement with the RSPB to sell tickets whilst still selling tickets on the island. All the agreements have substantial cost implications and the revenue from the service's own shop has been lost.

South Stack is an iconic location. However, only a small % of the overall visitors to the RSPB Visitor centre are able to go down to the island. The operational budget does not include an adequate maintenance allocation to cover the requirements of upholding the lease agreement or any emergency health and safety costs that need immediate attention that can arise in such a hazardous location.

The Lighthouse is open from 10.30 - 5.00 on Saturday - Thursday between Easter – September.

South Stack Lighthouse – visitor figures			
	2011-12	2012-13	2013-14
Visitors	12,816	12,008	19,472

Staffing + Budget

All staff are employed on a weekly basis throughout the season. The staff work on a 6 day rota system. There is a team leader with 5 members of staff, that is 3 FTE daily .

	2012/13		2013/14		2014/15		2015/16
	Budget	Actual	Budget	Actual	Budget	Actual	Budget
South Stack [DB320]							
Total Costs	60,100	57,894	58,200	64,017	55,340	59,328	55,920
Income	-46,650	-42,089	-47,580	-68,608	-49,960	-59,959	-49,960
Net Operating Cost to Council	13,450	15,805	10,620	-4,591	5,380	-631	5,960

60% of Gross costs excluding income based on 13/14 actual expenditure	£38,410
60% of Net operating costs/net cost to the council based on 2013/14 Expenditure	0

Note in 2013/14 a surplus of £4,591 was achieved.

60% of Gross costs excluding income based on 14/15 actual expenditure	£35,597
60% of Net operating costs/net cost to the council based on 2014/15 Expenditure	0

Note in 2014/15 a surplus of £631 was achieved.

N.B. Figs do **not** include Depreciation

The generated income is admissions.

If the service had to contend with a 60% reduction in cost to the council then this would entail a zero budget reduction based on its surplus in 2013/14. However if the more prudent net cost to the council is taken into account as per budget 2014/15, **£3,228** would be cut from the budget for South Stack.

As a result, a discussion needs to be held with Trinity House regarding the possibility of:

Re-negotiating more favourable terms for IoACC for the remainder of the agreement or the withdrawal of IoACC from South Stack. One year's notice in writing must be submitted. For this option to succeed the required maintenance work would have to be completed

Section C - Anglesey Archives - Situation as at July 2014

Anglesey Archives is the corporate memory and archive repository for the County Council.

Service Aims

The principal aims of the service are to:

- Manage and preserve the records of the County Council for the council's own legal and administrative use
- Collect and preserve archives relating to the island of Anglesey as an irreplaceable legal and historical record for both present and future generations
- Provide facilities for public access to archives
- Make a difference to people's lives by providing opportunities for lifelong learning and achievement

To meet these aims the service seeks to collect, preserve, catalogue and make available to all, archives that represent the history, lives and activities of the people, communities and organisations of Anglesey through the ages whilst also storing and maintaining records which document the functions, policies, and essential transactions of the Isle of Anglesey County Council.



Legal Background

While there is no specific statutory duty to provide a designated 'archive service', a range of legislation does place a statutory requirement on the council to properly manage the records in its care **and** provide access.

For further information about these statutory requirements please see The Statutory Basis for the Archives Service 2013 document already circulated. The statutory basis for the service is also supplemented by a number of authoritative standards that the service should achieve such as PS 5454 Environment and Security standard.

Public opening hours from 9:15-16:45 Monday, Wednesday, Thursday and Friday. 14:00-16:45 Tuesday, Saturday 9:15-13:00 first Saturday monthly.

	2011-2012*	2012-2013	2013-2014
Visitors	1,440	1,537	1,443
School/group visits	309	260	509
Visitors: corporate website	11,930	8,634	8,700
Total Visitors	13,370	10,171	10,143
Telephone enquiries	1,110	955	937
Postal enquiries	22	20	32
Email enquiries	446	348	360
Paid research requests	14	14	7

	2011-2012*	2012-2013**	2013-2014**
Requests for modern records	-	34	149
Total no. of files retrieved	-	56	608
Total no. of boxes retrieved	-	7	7
*Closed for 4 months			
** There is typically more than one file or box retrieved for each request received.			

Staffing + Budget

Archives [DB300]	2012/13		2013/14		2014/15		2015/16
	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Total Costs	147,840	191,546	169,680	190,944	168,210	170,417	157,890
Income	-17,940	-12,914	-18,290	-19,303	-19,210	-12,906	-19,210
Net Operating Cost to Council	129,900	178,632	151,390	171,641	149,000	157,511	138,680

60% of Gross costs excluding income based on 13/14 actual expenditure	114,566
60% of Net operating costs/net cost to the council based 13/14 actual expenditure	102,985

60% of Gross costs excluding income based on 14/15 actual expenditure	102,250
60% of Net operating costs/net cost to the council based 14/15 actual expenditure	94,507

N.B. Figs do **not** include Depreciation

The generated income is shop sales, room hire and research royalties.

If the service had to contend with a 60% reduction in costs to the council then this would entail a budget reduction of £102,985 for the Archives which would make the service unsustainable . As a result, the following matters will need to be addressed.

- 1 Clarify the scope and definition of the service in relation to the management of modern records.
- 2 Address the shortfall in the archive budget so that it is able to meet its strategic aims as outlined above.

Options appraisal

In view of the need to address the issues referred to in this report, a Museums and Cultural Consultant was engaged to assess possible options for the future. The brief specified a review of the the Museums in Section A above [Oriell Ynys Môn, Beaumaris Gaol and Courthouse and Melin Llynnon] and an evaluation of suitable service delivery options. The report was also to include a methodology on how to achieve the recommendations.

South Stack was excluded from the review as it is in effect in the ownership of Trinity House and the service is the third party there.

In the same manner, Anglesey Archives was not included in the review due to its statutory duties in relation to modern record management, its wider corporate functions and preserving the Council's corporate memory.

The options considered by the external consultant included retaining the Service within the County Council and management by a third party [either charitable or commercial]; it also included possible internal changes to help transformation. The following sections make extensive use of the external consultant's report.

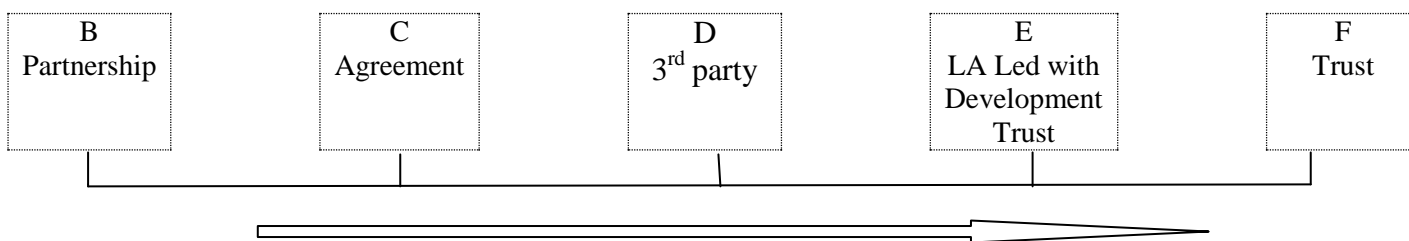
Overall, the report recommends that an independent charitable body [a new standalone independent, arm's length organisation] be formed to operate the Service but only if the Council could agree a robust 3 or 5 year subsidy to allow the fledgling body to develop and avoid failure. The report does however draw attention to the fact that it could be a challenge to recruit and retain a single board of volunteer charity trustees with the appropriate mix of skills and the necessary enthusiasm and long-term commitment to manage all the different sites. There are also substantial cost implications to setting up Trusts. In view of this, and the need for the charitable body to be established on a solid

foundation, this report recommends that partnership arrangements should be considered as an alternative management structure for the Beaumaris and Llynnon sites.

This report also suggests that in relation to

- South Stack - that a discussion be held with Trinity House regarding a revised agreement or complete IoACC withdrawal [note that withdrawal from the main 25 year agreement would require a year's notice in writing and would not be possible given timescales until the end March 2016]
- Anglesey Archives - that the shortfall in the storage function be addressed, internal corporate expectations regarding modern record management agreed and a staffing review be completed to respond to agreed expectations.

The options to be considered



Each of the options noted above are considered below.

[A] Do Nothing Retain the status quo

It is highly unlikely that the 'Do Nothing' option is viable due to the finances of the Council. The 'Do Nothing' approach would lead to a further reduction in opening hours and thus question the long-term viability of individual sites.

[B] Entering into a partnership

As noted above, the consultant's report suggests that Partnerships could be a way forward for some sites, particularly for the two sites in Beaumaris.

[C] Entering into an agreement with a third party operator

This could include a variety of options, including partnership with the Community, with another Authority or with a Company or Charity or Trust.

[D] Contract a third party operator

Some local authorities have taken the step of 'Outsourcing' or commissioning a third party to run the service on their behalf e.g. Cannock Chase, Corinium in Cirencester by Wigan Leisure and Culture Trust.

Options [B], [C] and [D] are integral to the future of the Gaol, Courthouse and Llynnon given the required savings noted in the Corporate plan 2013-2017. The partnership approach or the 3rd party agreement needs to succeed.

If unsuccessful, the opening hours at each of the sites mentioned will have to be reduced with the possibility that individual sites could be forced to close.

[E] Local Authority Led Service with a Development Foundation

The current governance arrangements of the Museums service would remain the same and so continue to be run by the County Council. All assets will remain in the ownership of the County Council.

Set up and existing alongside this would be a Development Foundation established to help secure a diverse and sustainable funding base for the future. The Charity's objects could be to support the Service and its associated activities including interpretation and learning for the benefit of the public.

Fundraising would be against an agreed annual strategy. For instance grant making trusts and foundations, corporate sponsorship and donations, individual giving and by enabling the Service to claim Gift Aid on admissions.

If the Museums Service on Anglesey did not have the capacity to undertake this set up solely then discussions could be undertaken with other Museums Services or with other departments such as Leisure within the Authority to consider alternative compositions.

[F] Establishing an independent charitable body to operate the Service

This would be a total independent set up unlike that above.

There are many advantages for museums, and other cultural services, in becoming more independent from local authorities, but there are also some drawbacks. Some of these are listed below.

- Although we use the term “independent”, the local authority would still own the collections and buildings and the Trust would operate the service, leasing the buildings. A funding agreement would outline what the Council would give as a grant to support the core revenue budget and a delivery agreement would outline what they expect in return for this grant in terms of museum programming. A collections agreement would outline the responsibilities of both sides in terms of collecting, disposal and collections management. In this way, if a trust failed in the future, the collections would be protected and they would remain in public ownership, a key fact when asking the public if they would support a museum in a trust.
- A charity's assets must remain charitable *in perpetuity*, i.e. forever. This is sometimes referred to as the “asset lock” means that any surplus assets after payment of its debts cannot revert to the Council – they would have to be transferred to another charity.
- As many more Trusts are set up it is becoming more difficult to access external funding as competition becomes more fierce.

There are other key issues which would need to be addressed in moving forward. One of these relates to property leases for all of the options. For instance for Trust status if leasing the buildings from the Council – the buildings like the collections would stay in public ownership – a trust is likely to have to be responsible for at least the internal maintenance and decoration if not take full building maintenance responsibility. There appears to have been minimal maintenance of these buildings, apart from the Oriel, for several years.

Attention is drawn to the fact that options B – F will involve capital expenditure for set up costs and to ensure that the individual buildings are suitable for transfer.

Recommendations

Confirm the contents of the report and authorise officers to create and undertake a plan to consult with partners, communities and the public to publish an invitation of 'expression of interest'.

1. Hold discussions with Trinity House regarding the possibility of renegotiating the present agreement or the possible withdrawal of IOACC involvement at South Stack.
2. Discuss partnership, and 3rd party agreement with relevant parties in relation to the Gaol, Courthouse and Melin Llynonn.
3. Carry out further research and viability of option E and F.
4. In relation to Anglesey Archives:
 - a Clarify the scope and definition of the service in relation to the management of modern records.
 - b Consider retaining the service within the Council and discuss moving the service to the Chief Executive's Department so that it can be better utilised to support corporate core work and emerging agendas such as Smarter Working.
5. Undertake a staffing review at the Oriel in order to develop a cost-effective structure that yields efficiency savings but also contributes to establishing a firm financial footing for the Oriel's future. A short list of options will be presented to the Executive Committee by January / February 2016 following a period of consultation.

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	20th of July 2015
Subject:	Ensuring sustainable and efficient services for the future: Transforming the Youth Service
Portfolio Holder(s):	Councillor Ken Hughes
Head of Service:	Delyth Wyn Molyneux
Report Author: Tel: E-mail:	Delyth Wyn Molyneux 01248 752916 delythmolyneux@ynysmon.gov.uk
Local Members:	Relevant to all elected members

A –Recommendation/s and reason/s
<p>Recommendations:</p> <p>The executive committee to accept the report and to authorize officers to cover the following:</p> <ul style="list-style-type: none"> • Complete a detailed analysis of the options confirming costings involved. • Draw up a communications program and a consultation document on the basis of the options described above, including full equality impact assessment. • Consult with young people, specific groups, partners and the public. • Introduction of a short list of options to the Executive on the basis of the Public consultation, by January / February 2016 (see matrix in Appendix 1). <p>List of possible options to consult upon:</p> <p>Option 1: Compromise, 1 Youth Club in each secondary school catchment area x 2 nights per week x 42 weeks. 1 Special Needs Youth Club for the county.</p> <p>Option 2: Hybrid 1, 15 Youth Clubs x 1 night per week; 1 Special Needs club, + summer and short term projects.</p>

Option 3: Hybrid 2, 1 Youth Club in each secondary school catchment area , smaller clubs to be run by volunteers + short term projects in some areas.

Option 4: Status Quo, continue to operate a smaller network of Youth Clubs within the budget available to the service.

Option 5: Clean Slate, plan the service based on the consultation with young people and the Transformation Board. Possible models to consult upon could include – NO CLUBS but e.g. ‘pop up shops’, youth cafes, on-line information/apps/facebook , short term projects within areas,with staff not committed to running regular weekly clubs. Youth Council to be developed too manage the service and budget within 5 years.

Reasons.

The national and local agendas and financial challenges make it necessary for us to review the way that we provide our Youth services.

We are working towards realising the commitments made in the Corporate Plan for IOACC 2013-2017 to:

- o Investigate options and establish a reviewed Youth Service provision

This will mean:

- o Introducing a reviewed model for youth services on the island.
- o ensuring focused and sustainable provision for this service.

The initial suggestions to instigate the transformation were presented to the SLT and the Transforming Service Excellence Board, and the first draft of the PID and PDD have received their approval, with the decision that three projects (Libraies, Culture and Youth Service) be governed by one Programme Board.

Timetable for the Programme

Aim 1: Develop a longlist of options to present to the Executive Committee for their approval to go out to consultation, by July 2015.

Aim 2: Undertake a public statutory and non-statutory consultation with partners on the longlist of options by the end of November 2015, including a full equality assessment of the options presented.

Aim 3: Based on the findings of the consultation and the work undertaken by the officers and Board, present a favoured shortlist of options for the Youth service (including final costs and possible savings) , approved by the Executive Committee, by January/February 2016.

Aim 4: New service models actioned, by April 2017.

Financial aim: To ensure sustainable services and release savings of between 20-60% across the three services by April 2017.

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

It is necessary to undertake a comprehensive consultation programme with the public, with partners and with specific user groups, particularly young people, and to complete an equality impact assessment , in order to present a short-list of favoured options by January 2016.

C – Why is this a decision for the Executive?

The approval of the Executive is sought in order to undertake a comprehensive consultation exercise with the public, partners, and young people and to undertake a full Equality Impact Assessment of the options.

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

Yes

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

Yes, for fulfilling its transformation programme .

DD – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	The SLT has considered the report and is supportive of the steps that are outlined.
2	Finance / Section 151 (mandatory)	Finance are currently working with the department on this project and therefore have no further comments.
3	Legal / Monitoring Officer (mandatory)	Included in 1 above.
4	Human Resources (HR)	We shall be working together with the department on any staffing implications raised in the wake of the options selected.
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s Anwen Hughes – Head of Children’s Services Jim Woodcock – Head of Planning and Public Protection	Supporting the principles and eager to work together as regards developing preventative provision, also for pupils with special needs. No comments.

E – Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	RISK: The review of the service may affect the ability of some young people to access the service in rural areas due to lack of public transport. MITIGATION: these effects will be considered fully as part of the public

		consultation, Equality Impact Assessment and when developing favoured options.
6	Outcome Agreements	
7	Other	

F - Appendices:

Appendix 1. A review of the Library and information Service, The Way Forward.
Appendix 2. Long-list of options for the Library Service.

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

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YNYS MÔN YOUTH SERVICE

Our Youth, Our Future

INTRODUCTION

The Youth Service provides a service for the young people of the island, aged 10-26 years of age, with the main focus on the 11-16 age group. To date the service has been open to any young person (open access) on the island. The main elements of the service on the island are:

- Youth Clubs (Winter Programme and Summer Programme)
- Accreditation Development Work
- Outreach Youth Work (Multi-agency Red Cross Bus and Alcohol Misuse Project)
- Youth Work in schools and the Youth Engagement and Progression Framework
- Work with the Voluntary Sector
- Llais Ni and Youth Forums (although this work is now used with the Young People's Partnership)

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Fundamental to the service since its beginnings in 1945 has the fact that the engagement by the young people is a VOLUNTARY one between the service or the youth worker, and this makes it unique within Education.

The service contributes to the council's corporate priorities and aim to provide opportunities for young people to engage in high quality experiences and opportunities less formal and informal to expand their skills and competencies.

FINANCE

Working income for the Service for 2014-15 was:	
Core Funding	£503,499
Community Safety Grant (Alcohol Outreach Worker)	£27,850
ESF Grant – Potensial Project – ended in August 2014	£21,753
Families First Grant (Outreach Project) – ended March 2015	£50,000
Engagement and Progression Grant £37,638 transferred to 15-16)	£12,362
Education and Skills Grant Welsh Government (secure until 2017)	£67,979
Families First Grant – Additional Learning Needs Provision over summer	£5,326
Actual Income	£688,768

YNYS MÔN YOUTH SERVICE

Our Youth, Our Future

Expenditure:	
Staff (management and delivery)	£402,537
Administration staff	£21,032
Staff Training and Development	£22,192
Capital Expenditure	£53,123
Rents, maintenance, services and other costs	£39,085
Expenditure on Resources	£23,557
Voluntary Organisation Grants	£52,710
Revenue Grant Welsh Government	£67,979
Other expenditure (travel, job adverts + miscellaneous)	£6,554
Actual Expenditure	£688,768

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For 2015-16 following Efficiency Savings and grants coming to an end the anticipated income will be:

Basic Income including usual grants	
BUDGET 2015-16	
Core Funding	£427,670
Community Safety Grant (Alcohol Outreach Worker)	£31,050
Families First Grant (Outreach Project)	£0
Education and Skills Grant Welsh Government	£68,305
Families First Grant – Summer Clubs Additional Needs	£0
Total	£527,025

From the above with cuts and grants coming to an end the Youth Service will have a drop of £161,743 in their budget for this year for the programme that has been delivered over the last few years. Around £40,000 of this was because part of the voluntary provision will now be funded from the Anglesey Trust for the next 5 years.

Two new grants have been secured for new work, and it is also hoped that the Department will be successful in securing European funding for the TRAC project. This bid is

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for work across all 6 North Wales Authorities, and for specific work with a very small cohort of young people aged between 11 and 24. One strand is for working with young people 16-24 who are NEETs (i.e. not in Education, Employment or Training), and the other strand to work with a very small cohort of 11-19 year olds, who may be in danger of becoming NEET. This grant is yet to be approved. The second grant is for the Welsh Language Development spaces grant and will be used to refurbish Uned Bro Alaw at Ysgol Uwchradd Bodedern, and to work with the Urdd to develop an equipment bank to develop communication suitable for the 21st century.

New grants for new work	
Engagement and Progression Grant (£37,638 transferred from 15-16 + £50k 2015-16)	£87,638
Development of Welsh Language Learning Spaces (Welsh Government) – Urdd and Ysgol Uwchradd Bodedern	£58,843
ESF Grant – TRAC (under development)	??
TOTAL	£146,481

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WHY DO WE NEED CHANGE?

The main drivers for change to the service are:

❖ National Priorities

1. The requirements within the Welsh **Government Youth Service Strategy 2014-2018**.
2. Requirements within the Welsh Government **Youth Engagement and Progression Framework**
3. Recommendations within the report **A National Approach to Youth Work Delivery in Wales**
4. The draft requirements within the **'Quality Mark for Youth Services'** recently issued.

Welsh Government through all these documents shows a clear recommendation that Authorities will be required to ensure that their Youth Service works with a much more targets approach, working with the young people with most needs, rather than being an universal open access provision as it has been in the past.

❖ Local Priorities

1. In 2014-15 there was a 17% in young people attending youth clubs. This in itself would necessitate a thorough review of where we are engaging with young people, and it is only through implementing an in-depth consultation that we will be able to answer this question, and ensure that the service remains vibrant to the future, and is delivering to the needs of young people, and the local agenda.

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2. The need of the Authority to recognise priorities when implementing its Efficiency Savings, while delivering to the needs of the current generation of young people rather than operating to a historical agenda.

To work on this agenda, these are the options put forward for consideration, with the first two columns outlining provision 2014-2016 .:

POSSIBLE OPTIONS

Provision	2014-15 Provision	2015-16 Provision	Option 1 Compromise	Option 2 Hybrid 1	Option 3 Hybrid 2	Option 4 Status Quo	Option 5 Clean Sheet
COST OF PROGRAMME FROM YOUTH BUDGETS AND GRANTS	£503,499 (core) £185,270 (grant) Total £688,769	£427,670 (core) + grants - £527,025 (not including Anglesey Trust Fund £70k)	£400,000 (core) + grants (not including Anglesey Trust Fund £70k)	£300,000 (core) + WG Grant (not including Anglesey Trust Fund £70k)	£213,000 (no grants) (not including Anglesey Trust Fund £70k)	£200,000 (+ grants) (not including Anglesey Trust Fund £70k)	£300,000 for start up but may be reduced as it develops.
% ARBEDIAD		15%	20%	30%	60%	60%	40%
Description	Open Access Youth Club Provision						

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Provision	32 Rural and Town Youth Clubs. Up to 80 staff including 65 who are part-time.	28 Town and Rural Clubs. Team of up to 70 staff, with up to 60 part-time.	1 Youth Club in each School area 2 nights per week x 42 weeks. A County Special Needs Club.	15 Youth Clubs x 1 night per week; 1 Special Needs Club _ Short Summer SEN, + Summer projects and Short-term projects 1 Senior Youth Worker f/t + 1 Youth Worker; 15 Leaders + 20 Assistants.	1 Youth Club in each school area. Smaller clubs would run on a voluntary basis . Short term projects in areas. 2 full-time Workers + 10 part-time. No Principal Officer. No admin support.	Continue to provide a smaller network of Youth Clubs within the money available. 2 Full-time Workers, 20 Leaders + 30 Assistants; Maintain Admin Support. No Principal Officer.	Consult with young people and work with Transition Panel. Possible models may include – NO CLUBS but ‘pop up shops’, youth café, on-line information/apps/facebook; short project that don’t tie staff to running a weekly provision. Develop a Youth Council that would within 5 years be responsible for the work and budgets.
Funding	Core Funding	Core Funding	Core Funding	Core Funding	Core Funding	Core Funding	Core Funding

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Description	Open Award Centres and Accreditation Development						
How will it be delivered	Duke of Edinburgh Award in each school area; Lunchtime accreditation club in each Y Nyth, Ysgol Caergybi; Accreditations offered in all clubs. Number of accreditations achieved within the County have risen from 137 2009-10 to 1598 in 2013-14.	Duke of Edinburgh Award in each school area; Lunchtime Accreditation Club in Ysgol Caergybi; Accreditations offered in all Youth Clubs	5 Full-time workers developing lunchtime Accreditation Clubs in each school; Duke of Edinburgh Award in after-school club; lead on accreditations in evening club. Each worker with one specialism within the Youth Team.	1 Accreditation Development Worker + purchasing external technical support	1 Worker responsible for Open Award Centre in each school area covering all accreditations	Accreditation Development Workers (1.5) working mainly on Dof E in each school.	Transfer D of E to schools, or set up an arms-length charity separate to the Council.
Funding	Welsh Government grant and time of core officers	Welsh Government Grant and time of core officers	Core funding		Core Funding	Revenue Grant (Education + Skills) WG	School Funds + fees raised on participants or establish as a charity not within the Authority
Cost	£59,471			£50,000	£50,000		£1,000 Annual Fees paid by the Council, but all costs for technical support carried by the schools
Description	Outreach Bus						
How is it provided	Service on 3 or 4 nights per week throughout the year on the Red Cross Outreach Bus	No provision	No provision	No provision	No provision	No provision	
How is it funded	Families First Grant + Red Cross funding + Core Y Service funding to top-up						

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Cost	£65,000						
Description	Youth Alcohol Outreach Service						
How is it provided	1 Youth Worker working in all 5 High Schools, Youth Clubs, on the Outreach Bus, College, Homeless Hostels, and one-to-one work as required.	1 Youth Worker working in all 5 High Schools, Youth Clubs, on the Outreach Bus, College, Homeless Hostels, and one-to-one work as required.	Incorporate work within the role of each Full-time Youth Worker, or each worker to develop one area of specialism to deliver in their field.	Continue with current work but also ensure that the worker has a regular slot in each school to maintain contact.	Continue current work but funded from core funding.		Continue if young people identify it as a priority
How is it funded	Community Safety Grant	Community Safety Grant	Community Safety Grant	Core Funding	Core Funding	Community Safety Grant	Grant
Cost	£31,000	£31,000	Rhan o gost y tim craidd	£31,000	£31,000	£31,000	£0

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Description	Engagement and Progression Work						
Provision	1 Strategic worker employed for Gwynedd & Môn, ac 1 Data and Information Officer for Gwynedd & Môn	1 Operational EPC for Anglesey	Part of the work of each full-time worker. Principal Officer retains role of Strategic EPC.	1 EPC undertaking both the Strategic and Operational Work with young people who don't reach the TRAC threshold.	1 person employed as EPC/Lead Worker	No EPC	No EPC
Funding		Grant		Core	Core		
Cost	£	£50,000		£50,000	£50,000	£0	£0
Description	Welsh Language Provision						
How is it provided	Clubs and Projects run by Young Farmers and the Urdd	Clubs and Projects run by Young Farmers and the Urdd	<i>Continue current provision</i>	Continue current provision	Continue current provision	Continue current provision	Continue current provision
How is it funded	Grant of around £21,000 to both organisations	Annual Grant from the Anglesey Trust £30,000 to YFC £40,000 to the Urdd.					

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Cost	£42,000	£70,000 from Anglesey Trust for 5 years .					
% ARBEDION		15%	20%	30%	60%	60%	40%
Pluses			<i>One principal club in each area with established and well-trained staff. Lead Worker role secured and some Accreditation Work retained</i>	15 Part-time Youth Clubs; Retain EPC – so Welsh Government expectations delivered; Reduced Accreditation Opportunities, and Youth Alcohol Project secured.		Retain around 50% of current clubs	If successful huge potential for developing some young people.
Risks			Dependent on continuation of current grants. Huge workload on Full-time workers – risk of becoming – <i>Jack of all Trades + Master of None?</i>	Strategic Development rests with one Senior Worker who will also be expected to work on delivery.	Very sparse provision which will deliver on the Welsh Government agenda, but no strategic leadership, admin support, and would entail the workers spending considerable time on fund raising to run the projects.	Does not deliver on Welsh Government agenda. Accreditation Work and Alcohol work still dependent on grant funding. No long term strategic development worker.	Risk that what young people favour may not be what WG requires from Youth Services. No ring fencing of accreditation work, and no EPC work except for the most at risk that would be supported through TRAC.

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Description	Youth Work in Schools (Potential and TRAC Scheme)						
How is it provided	1 School and Area Youth Worker in each school	1 Education Social Worker; 2 Counsellors/Therapists, Social Worker Addysg; 3 Therapydd/Cwmselydd; 3 Youth Engagement Workers, to work in the schools (from September onwards); 1 Project Manager + Admin/finance support.	As listed in Column 3	As listed in Column 3	As listed in Column 3	As listed in Column 3	As listed in Column 3
How is it funded	European Potential Project	European Funding – TRAC – if the bid is successful					
Cost	£150,000	£800,000 over 3 years					

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Recommendations:

The executive committee received the report and to authorize officers to cover the following:

- Complete a detailed analysis of the options confirming costings involved.
- Draw up a communications program and a consultation document on the basis of the options described above, including full equality impact assessment.
- Consult with young people, specific groups, partners and the public.
- Introduction of a short list of options to the Executive on the basis of the Public consultation, by January / February 2016.

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ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	20th July 2015
Subject:	Installation of renewable energy measures at Amlwch Leisure Centre
Portfolio Holder(s):	Cllr. Ieuan Williams
Head of Service:	Dylan J. Williams
Report Author:	Dylan J. Williams (Head of Service Economic and Community Regeneration)
Tel:	2499
E-mail:	DylanJWilliams@anglesey.gov.uk
Local Members:	Cllr. Richard Owain Jones, Cllr. Will Hughes & Cllr. Aled Morris Jones

A – Recommendation/s and reason/s

To delegate authority to the Head of the Economic & Community Regeneration Service to progress the design and installation of renewable energy measures at Amlwch Leisure Centre, including agreeing appropriate terms, conditions and timescales with Horizon Nuclear Power to fund the works.

This will enable the Head of the Economic and Community Regeneration Service to progress all discussions and negotiations with sufficient authority, clarity and certainty to comply with corporate requirements to reduce the running costs of the island's Leisure Centres.

B – What other options did you consider and why did you reject them?

The Isle of Anglesey County Council (IACC) is committed to providing opportunities for residents to live their lives in a healthy way and improve their quality of life through an improvement and modernisation to the existing leisure provision on Anglesey (ref: IACC Leisure Function Plan 2014-17).

To ensure that the IACC can continue to provide local leisure facilities, the Economic & Community Regeneration (E&CR) Service recognises that all current running costs must be kept to a minimum through efficient and effective service delivery, and be supplemented through increased income generation. This approach recognises and responds to Corporate requirements (ref: IACC Corporate Plan 2013-17) to identify savings/efficiencies, improve effectiveness and performance and increase income generation to support and maintain service provision.

However, this modern approach to leisure provision faces a number of specific challenges, including:

- The costs and overheads associated with ageing buildings and wet side facilities;
- The poor quality of existing facilities (due to their age and a lack of investment);
- Negative perceptions and a poor image.

One such facility is Amlwch Leisure Centre where the annual utility costs exceed £100,000. This includes an annual oil fuel cost of circa £72,000 and electricity costs of circa £32,000. In addition, the current oil fired boilers will need to be replaced during the next 2-3 years due to their age and condition at a cost of approximately £200,000.

Given the current financial constraints being experienced in the public sector, it is clear that these capital and revenue costs pose a significant threat to the future financial sustainability of the Leisure Centre. The E&CR Service does not have sufficient resources available to reduce the scale and impact of these anticipated costs.

As part of their on-going commitment and support to the local communities surrounding the location of Wylfa Newydd, Horizon Nuclear Power (HNP) has offered to install a series of solar photovoltaics on Amlwch Leisure Centre's roof to reduce the electricity costs, together with a new biomass boiler to reduce the facility's heating costs.

HNP proposes to utilise the UK Government's Feed in Tariff (FiT) and Renewable Heat Incentive (RHI) schemes to refund the costs of the capital investment (anticipated to take no longer than 15 years) – after which the IACC would receive all payments for generating the electricity and heat.

The FiT scheme enables energy suppliers to make regular payments to customers who generate their own electricity from renewable or low carbon sources. The scheme guarantees a payment for all electricity generated by the system, as well as a separate payment for any electricity exported to the grid. The RHI has been designed to provide financial support that encourages individuals, communities and businesses to switch from using fossil fuels for heating to renewables sources such as wood fuel.

HNP and the IACC would classify this investment as an *'in-kind'* Community Benefit Contribution. This is a legitimate type of voluntary contribution from a developer to support the sustainability and quality of life of a community that is hosting a major development that will have a long term impact on local resources and/ or the local environment (as outlined in the IACC's voluntary Community Benefit Contribution Strategy).

Given the nature of the proposed investment (i.e. an *'in-kind'* contribution), it is not subject to any competitive tendering or commissioning processes. HNP has initiated the proposed support as they recognise the importance of ensuring the future financial and environmental sustainability of the Leisure Centre to Amlwch and the surrounding communities. Although other parties have expressed an interest in supporting similar renewable energy measures, it is the professional opinion of E&CR officers that the HNP proposal is the most favourable option as it provides an opportunity to maintain and advance a positive, formal and long term relationship with them during all stages of the development, construction and operation of Wylfa Newydd.

In order to ensure transparency and to limit any misunderstanding, it's important for the Executive Committee to note that voluntary Community Benefit Contributions are not a mechanism to make any proposed development acceptable in planning terms, nor are they taken in to account when determining an application for planning consent. Community Benefit Contributions are completely distinct from, and should be kept separate from, payments or other mitigation secured through the statutory (Town and County) planning process.

There are many benefits to the IACC of the proposed investment in renewable energy measures at the Leisure Centre. These include:

- A 70% reduction in the Centre's utility costs to circa £30,000 per year (see **Annex A** for an Outline Business Case for the installation of renewable energy measures);
- The reduction in the utility costs will contribute towards achieving the Corporate target of a 60% reduction in the Leisure Function's budget by 2017;
- Not having to invest £200,000 of capital funding to replace the oil fired boilers during the next 2-3 years;
- The creation of a long-term revenue income from the electricity and heat production (once the cost of the investment has been recovered by HNP);
- A reduction in the Leisure Centre's carbon footprint in line with the commitments of the IACC's Building Energy and Water Saving Policy;
- An alignment with other recent capital improvements at Amlwch Leisure Centre that aim to improve and modernise the facility as part of a co-ordinated Leisure Commercial Change Programme (ref: IACC Leisure Function Plan).

If the proposed scheme is successful, HNP is also willing to consider the installation of renewable energy measures on other County Council buildings across the island.

C – Why is this decision for the Executive?

The approval of the Executive is sought to ensure transparency and accountability in relation to the source and nature of the funding investment (in line with the IACC's voluntary Community Benefit Contribution Strategy); and to enable the Head of Service to progress all discussions and negotiations with HNP with sufficient authority, certainty and clarity.

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

The installation of renewable energy measures is consistent with the aims of the County Council's Corporate Plan; the Leisure Function Plan and the recently adopted 'Building Energy and Water Saving' Policy (see **Annex B**).

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

The resources required to install the installation of renewable energy measures will be provided by HNP. Once the costs of the initial capital investment by HNP have been recovered through the FiT and RHI schemes, the IACC will benefit from a new source of revenue income from the electricity and heat production.

E – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	No comments received
2	Finance / Section 151 (mandatory)	No comments received
3	Legal / Monitoring Officer (mandatory)	No comments received
4	Human Resources (HR)	
5	Property	Supportive of the proposals providing robust and appropriate terms and conditions can be agreed between IACC and HNP
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	

F – Risks and any mitigation (if relevant)		
1	Economic	Not applicable
2	Anti-poverty	Not applicable
3	Crime and Disorder	Not applicable
4	Environmental	Any implications for the County Council statutory duties under the Countryside and Rights of Way (CRoW) Act 2000 and the Natural Resources and Rural Communities (NERC) Act 2006 will be considered as projects are developed.
5	Equalities	Not applicable.
6	Outcome Agreements	Not applicable.
7	Other	A formal agreement regarding the terms and conditions of the proposed investment by HNP is currently being prepared and agreed by both parties. Officers from the E&CR (with support from our Legal Services) are contributing to the preparation of appropriate legal documentation in collaboration with HNP.

FF - Appendices:

- Annex A - Amlwch Leisure Centre Renewable Energy Measures – Outline Business Case
- Annex B - IACC Building Energy and Water Saving Policy

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

- IACC Corporate Plan 2013-17
- IACC Leisure Function Plan: Responding effectively to the immediate efficiency challenges (2014-2017)
- IACC Community Benefits Contribution Strategy

Annex A
Installation of renewable energy measures at Amlwch Leisure Centre

Outline Business Case

June 2015

Status: Official

Prepared by:

Rhys Pritchard
Senior Strategic Development Officer

1. Introduction

Amlwch Leisure Centre is a popular leisure facility run by the Isle of Anglesey County Council (IACC), in 2014/2015 the participation figure for the leisure centre was 146,663. Built in the late 1970s the facility consists of a swimming pool, sports hall, external synthetic 5-a-side court, fitness suite, multi-purpose room, café, crèche, netball pitch and associated playing fields.

Capital improvements to existing facilities are scheduled to be undertaken during 2015-16 to improve the appeal of the Centre and meet the changing needs and expectations of customers.

The Leisure Centre is an important and valuable asset to the town, especially given the lack of similar facilities in the north of the Island.

2. Proposal - Installation of renewable energy measures

Horizon Nuclear Power (HNP) are an UK based energy company that is developing a new generation of nuclear power stations - including Wylfa Newydd. HNP are a wholly owned subsidiary of Hitachi Ltd.

As part of their on-going commitment and support to the local communities surrounding the location of Wylfa Newydd, HNP has approached the IACC and proposed to fund a renewable energy project at Amlwch Leisure Centre. HNP has initiated the project as they recognise the importance of the Leisure Centre to Amlwch, and wish to contribute towards ensuring its future financial and environmental sustainability.

The proposed renewable energy project would include installing solar photovoltaics (Solar PV) to reduce the Leisure Centre's electricity costs, as well as installing biomass boilers to reduce the heating costs. The Leisure Centre's current heating system consists of oil fired boilers, which are inefficient and expensive to run. In addition, the IACC's Property Service has recorded that the boilers are ageing and in a poor condition. Replacing the boilers at Amlwch Leisure Centre would cost the IACC approximately £200,000.

It is anticipated that the renewable energy measures will significantly reduce the Leisure Centre's utility (electricity and oil) costs by 70% (see below). This considerable saving will contribute towards the corporate aim of reducing the costs of the Leisure Function by 60% by 2017 (ref: IACC Corporate Plan 2013-17).

HNP proposes to utilise the UK Government's Feed in Tariff (FiT) and Renewable Heat Incentive (RHI) schemes to refund the costs of the capital investment – which its anticipated to take no longer than 15 years. Once the investment has been recouped by HNP, the IACC would then receive all payments for generating electricity and heat.

The IACC and HNP would classify this investment as an *'in-kind'* Community Benefit Contribution. This is a legitimate type of voluntary contribution from a developer to support the sustainability and quality of life of a community that is hosting a major development that will have a long term impact on local resources and/ or the local environment (as outlined in the IACC's voluntary Community Benefit Contribution Strategy).

A Solar PV Feasibility Study on the County Council's buildings was undertaken in July 2011. The Study noted that Amlwch Leisure Centre would be a suitable candidate for the installation of Solar PVs as it has a large flat roof area predominately facing South, with the potential to consume most of the energy generated on the site.

If the proposed project at Amlwch Leisure Centre proves successful, HNP have indicated a willingness to replicate similar improvements at other IACC buildings.

3. Corporate Priorities

The Corporate Plan (2013-17) identifies the need to transform leisure provision, through reviewing and re-defining the role of sport and leisure on Anglesey, and ensuring that the IACC's leisure offer is both fit-for-purpose and delivering the best value for money. The aim is to reduce costs to the IACC of the existing Leisure provision by 60% by 2017.

The Leisure Function fully recognises that all current running costs must be kept to a minimum through efficient and effective service delivery whilst income levels must grow – reducing the net cost further still. The intention is to provide a quality, customer focused service that maximises income links directly to the aims of the Corporate Plan.

The proposed introduction of renewable energy measures provide a realistic and significant opportunity to contribute towards the reduction in the Function's costs without impacting upon the quality of facilities and activities provided to customers/ service users.

4. Project Objectives

The objectives of the proposed project are to:

- a. Reduce the running costs of Amlwch Leisure Centre (without impacting upon the provision of facilities and activities) by Quarter 1 of 2016-17
- b. Secure the long term financial sustainability of the Leisure Centre through capitalising upon income generation opportunities
- c. Reduce the Leisure Centre's carbon footprint and improving its environmental sustainability by Quarter 1 of 2016-17
- d. Improving the appeal of the Leisure Centre as a modern, fit for purpose facility
- e. Improve collaboration and the development a proactive relationship with a major project developer to capitalise upon all opportunities to deliver benefits for the Island's communities
- f. Conform with recently adopted IACC policies

5. Need for investment

The Leisure Centres' utility costs are high and unsustainable. The current infrastructure is ageing, inefficient and in need of replacement. The costs and frequency of maintaining the oil fired boilers is also increasing. The volatility in the price of fossil fuels also warrants the ambition to introduce renewable energy measures when possible. In 2014-15, the costs of oil and electricity accounted for 19% of the Leisure Centre's total revenue/running costs.

The Leisure Centre's current energy costs are:

Energy Type	Current Annual Cost	Current Annual Energy Use
Oil Fired Boiler	£72,000	389kWh/m2/yr
Electricity	£33,000	90kWh/m2/yr

It is estimated that the proposed renewable energy measures would deliver the following savings/ efficiencies:

Technology	Detail of investment	Anticipated annual cost after investment	Annual Savings
Biomass Boiler	200kW capacity boiler	£20,000	£52,000
Solar PV	250kW capacity Solar PV	£10,000	£23,000

As outlined in the table, the annual oil and electricity costs of Amlwch Leisure Centre would be reduced from circa £105,000 to circa £30,000. This represents a substantial long-term saving at no cost to the IACC. This would result in only 6% of Amlwch Leisure Centre's budget being spent on heating and electric costs compared to 19% of the budget before the changes.

These savings would contribute towards the reduction of the Leisure function's costs by 60% by 2017; as well as act as a pre-cursor to similar schemes at other Leisure Centres – which would help to reduce the net costs of the Function further still.

These estimates will be reviewed and confirmed as part of the detailed design process that will need to be undertaken before work commences.

Until detailed designs are prepared, it is difficult to accurately estimate the payback period for the proposed renewable energy measures, however initial estimates indicate a payback period of between 10 and 15 years.

6. Project Benefits

The anticipated benefits of the renewable energy measures are:

Benefit	Direct	Indirect	Financial	Non-financial
A reduction in the Leisure Centre's energy costs	✓		✓	
Improved energy efficiency and a reduction in the Leisure Centre's Carbon Footprint	✓		✓	
No costs to IACC in terms of replacing existing, and introducing new, energy infrastructure	✓		✓	
Source of income generation (following payback period)	✓		✓	
Improved reputation for Leisure Centre as a modern, energy efficient facility	✓			✓
Securing efficiencies that won't impact upon the provision of leisure facilities and activities for local residents	✓		✓	✓
Opportunity to influence behaviour of customers through increases awareness of renewable energy		✓		✓

7. Nature and Scope of Investment

HNP's investment would be considered as an *'in-kind'* Community Benefit Contribution. In accepting the investment, the IACC would be operating in line with its voluntary Community Benefit Contribution Strategy (endorsed in March 2014).

In-kind contributions are a legitimate type of voluntary contribution from a developer to support the sustainability and quality of life of a community that is hosting a major development that will have a long term impact on local resources and/ or the local environment. Such contributions are not subject to any competitive procurement (i.e. tendering) or commissioning processes.

It should be noted that that voluntary Community Benefit Contributions are not a mechanism to make any proposed development acceptable in planning terms, nor are they taken in to account when determining an application for planning consent. Community Benefit Contributions are completely distinct from, and should be kept separate from, payments or other mitigation secured through the statutory (Town and County) planning process.

8. Project Risks

The following risks (and mitigations) have been identified:

Risk	Mitigation
Failure to secure HNP's financial contribution for the Project	Preparation of legal documentation to secure HNP's ongoing commitment and fully outline the scope and implications of the funding contribution (including regarding maintenance, publicity and any potential penalties should the Leisure Centre close in the future)
Failure to secure IACC Executive Committee support	Preparation of robust (outline) business case
Failure to achieve anticipated reductions in the Leisure Centre's (utility) running costs	Ensure detailed assessment of current energy usage and anticipated savings are undertaken as part of design process
Limited capacity to lead on the Project on behalf of the Service	Identify and allocate specific resource to manage and deliver the activity on behalf of the IACC
Negative public reaction given the involvement of HNP	Prepare and implement positive publicity campaign emphasising positive benefits of Project
Leisure Centre roof unsuitable for photovoltaic installation	Undertake detailed assessment of building as part of design process

9. Options Appraisal

A high level appraisal of all potential options has been undertaken by the Economic & Community Regeneration Service to identify its preferred approach to reducing Amlwch Leisure Centre's utility costs. The appraisal is based on the professional judgement of relevant Service officers, together with consideration of comments and feedback from other IACC officers.

The options that have been identified include:

- Option 1** Do nothing and reject HNP's proposal.
- Option 2** Seek IACC capital funds to replace existing infrastructure and install new renewable energy measures.
- Option 3** Accept HNP's proposal to investment in renewable energy measures.
- Option 4** Seek an alternative partner to provide the investment for the proposed renewable energy measures.

To ensure clarity and consistency, each option has been appraised against the objectives as outlined in Section 4.

Option	Reduction in running costs	Income Generation Opportunity	Reduction in Carbon Footprint	Improved Appeal	Collaboration with Major Developer	Conform with IACC Policies
1						
2						
3						
4						

The Option's Appraisal has identified that **Option 3** as the Service's **preferred way forward**. This option will support and deliver a reduction in the Leisure Centre's running costs within the timescales required to comply with corporate requirements; will provide a new source of income generation (once the investment has been recovered) and will provide an opportunity to develop a long term and proactive relationship with HNP to ensure positive impacts and benefits are realised for the island's communities from Wylfa Newydd.

The other options have been discounted because:

Option 1 This option is clearly unfeasible as it will fail to achieve any of the desired objectives or outcomes.

Option 2 Whilst this option could eventually reduce running costs, the lack of availability in IACC capital funding significantly restricts its feasibility. This option would also restrict any collaboration with HNP (and the positive/ long term benefits this could bring).

Option 4 Whilst other funding partners could be identified, it is unlikely that the improvements would be undertaken within the timescales required to achieve the desired reduction in running costs. It is also uncertain how committed/ open these partners would be to a longer term relationship in order to deliver positive benefits and impacts.

10. Recommendations

It is recommended that the Economic & Community Regeneration Service:

- a. **Secures the support of the Executive Committee to proceed with all design and installation activities**
- b. **Progresses with the design of renewable energy measures at Amlwch Leisure Centre**
- c. **Identifies capacity and capability within existing resources to manage the project**
- d. **Negotiates appropriate terms, conditions and timescales with HNP regarding funding the installation of renewable energy measures**
- e. **Prepares (with support from Legal Services) appropriate legal documentation to underpin the in-kind community benefit contribution**

Annex B

IACC Building Energy & Water Saving Policy – Declaration of Commitment

Isle of Anglesey County Council will:

- 1) Make available sufficient resources at corporate and Service level for the effective management of energy and water.
- 2) Educate and raise awareness of energy and water issues among technical staff and develop Continuing Professional Development (CPD).
- 3) Give priority to reducing energy demand, rather than installing or upgrading heating systems, where practicable to do so.
- 4) Consider energy and water resources when procuring or maintaining plant and equipment (including office equipment) and also when planning new projects.
- 5) Avoid propane gas and heating fuel oil as building energy sources.
- 6) Define roles and responsibilities for energy and water so they can be managed efficiently and establish clear reporting procedures.
- 7) Establish and implement procedures for efficient operation of plant and equipment.
- 8) Establish ownership of energy and water costs at service level.
- 9) Raise awareness amongst employees of good practice regarding energy and water resources.
- 10) Investigate and implement means to purchase energy at the most cost-effective price.
- 11) Investigate external renewable energy sources and, if practicable, purchase a proportion generated from such sources.
- 12) Reduce emissions of carbon dioxide to agreed targets.
- 13) Invest in new technologies, including renewable energy technologies, where this meets investment criteria.
- 14) Develop energy and water efficiency projects and invest in energy and water saving technologies, processes and equipment.
- 15) Report annually on energy and water performance.

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DDIM I'W GYHOEDDI NOT FOR PUBLICATION

**Modernising Anglesey Schools – Ysgol newydd yng Nghaergybi / Moderneiddio
Ysgolion Môn – New School in Holyhead**

PRAWF BUDD Y CYHOEDD PUBLIC INTEREST TEST

Paragraff 14 Atodlen 12A Deddf Llywodraeth Leol 1972 Paragraph 14 Schedule 12A Local Government Act 1972	
Y PRAWF – THE TEST	
Mae yna fudd i'r cyhoedd wrth ddatgan oherwydd / There is a public interest in disclosure as:- Mae'r ABLI sy'n atodol yn cynnwys gwybodaeth masnachol sensitif am y prosiect. The attached FBC contains commercial sensitive information.	Y budd y cyhoedd with beidio datgelu yw / The public interest in not disclosing is:- Gwybodaeth yn ymwneud â materion ariannol neu fasnachol unigolyn penodol (gan gynnwys yr Awdurdod sy'n dal y wybodaeth). Information relating to the financial or business affairs of any particular of any particular person (including the authority holding that information).
Argymhelliad: *Mae budd y cyhoedd wrth gadw'r eithriad yn llai o bwys na budd y cyhoedd wrth ddatgelu'r wybodaeth [* dilewch y geiriau nad ydynt yn berthnasol]	
Recommendation: *The public interest in maintaining the exemption does not outweigh the public interest in disclosing the information. [*delete as appropriate]	

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DDIM I'W GYHOEDDI NOT FOR PUBLICATION

Llety Pobl Hyn – Gofal Ychwanegol Llangefni

Older Adult Accommodation –Extra Care Scheme Llangefni

PRAWF BUDD Y CYHOEDD PUBLIC INTEREST TEST

Paragraff 14 Paragraph 14	Atodlen 12A Deddf Llywodraeth Leol 1972 Schedule 12A Local Government Act 1972
Y PRAWF – THE TEST	
<p>Mae yna fudd i'r cyhoedd wrth ddatgan oherwydd / There is a public interest in disclosure as:-</p> <p>Bydd gan y cyhoedd ddiddordeb mewn gwybod sut mae'r Cyngor yn cael gwared o'i asedau.</p> <p>.....</p> <p>The public will be interested to know how the Council is disposing of its assets.</p>	<p>Y budd i'r cyhoedd with beidio datgelu yw / The public interest in not disclosing is:-</p> <p>Mae disgwyliad rhesymol bod y wybodaeth yn yr adroddiad yn fasnachol sensitif ac y gallai cyhoeddi'r wybodaeth lesteirio neu ragfarnu sefyllfa fasnachol y Cyngor i'r dyfodol a budd y cyhoedd o ran gwerthu'r safle yn y dyfodol. Mae'r adroddiad yn cynnwys gwybodaeth ariannol sy'n fasnachol sensitif am asesiadau o werth yr ystyrir eu bod yn gyfrinachol.</p> <p>.....</p> <p>There is a reasonable expectation that the information contained in the report is commercially sensitive, and its publication could hamper or prejudice the Council's future commercial position and the public interest as regards future sale of the site. The report contains commercially sensitive financial information about assessments of value that are considered to be confidential.</p>
<p>Argymhelliad: Mae budd y cyhoedd wrth gadw'r eithriad o bwys mwy na budd y cyhoedd wrth ddatgelu'r wybodaeth</p> <p>Recommendation: The public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	

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DDIM I'W GYHOEDDI NOT FOR PUBLICATION

Diweddariad ar Rhaglen Mân-ddaliadau / Smallholdings Programme Update

Paragraff(au) 14, 17 Paragraph(s) 14, 17	Atodlen 12A Deddf Llywodraeth Leol 1972 Schedule 12A Local Government Act 1972
Y PRAWF – THE TEST	
<p>Mae yna fudd y cyhoedd wrth ddatgelu oherwydd / There is a public interest in disclosure as:-</p> <p>Efallai bod gan y cyhoedd ddiddordeb mewn gwybod sut mae'r Cyngor yn adolygu mân-ddaliadau gwag ac a fydd rhai yn cael eu gwerthu/ <i>The public may be interested to know how the Council is reviewing vacant smallholdings and whether any are to be sold from the estate.</i></p>	<p>Y budd y cyhoedd with beidio datgelu yw / The public interest in not disclosing is:-</p> <p>Mae'r adroddiad yn cynnwys gwybodaeth ariannol sensitif am werth asesiadau a phrisiau sy'n cael eu hystyried i fod yn gyfrinachol cyn contractau gael eu cyfnewid. / <i>The report contains sensitive financial information about assessments of value and prices that are considered to be confidential before contracts are exchanged.</i></p> <p>Mae'r adroddiad yn cynnwys gwybodaeth mewn perthynas ag achosion llys heb eu benderfynu ac eiddo y bwriedir i waredu sy'n datgelu ein tactegau, ein disgwyliadau a bwriadau yr Awdurdod i gyflwyno hysbysiadau ffurfiol o dan y ddeddfwriaeth Landlord a Tenant priodol. / <i>The report contains information in relation to un-determined court cases and properties that are intended to be disposed that reveals that the Authority's tactics, its expectations and intentions to serve formal notices under the appropriate Landlord and Tenant legislation.</i></p>
<p>Mae'r budd i'r cyhoedd wrth gadw'r eithriad o bwys mwy na'r budd i'r cyhoedd wrth ddatgelu'r wybodaeth The public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	

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