

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to:</b>	Governance and Audit Committee
<b>Date:</b>	26 July 2022
<b>Subject:</b>	Draft Self-Assessment
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<p><b>Nature and Reason for Reporting:</b> As part of the Local Government and Elections (Wales) Act 2021 the following duty is imposed on Anglesey County Council –</p> <p><b>... to keep its performance under review</b></p> <p>1) must keep under review the extent to which -</p> <p>(a) it is exercising its functions effectively, (b) it is using its resources economically, efficiently and effectively, and (c) its governance is effective for securing the matters set out in paragraphs (a) and (b) above</p> <p><b>and, in connection with all financial years,</b></p> <p>make a report setting out its conclusions as to the extent to which it met the performance requirements ((a), (b) and (c) above) during that financial year.</p> <p>To meet the expectation above, the County Council's Self-Assessment for 2021/22 was prepared. The report evidences the output of the Councils corporate planning and performance management framework and is the end of a process that brings several different aspects of the framework together.</p>	

## **Recommendation**

1. That the Governance and Audit Committee reviews the draft Self-Assessment and either agrees with the content or proposes amendments to it, to be considered by the full Council on 13<sup>th</sup> September 2022 when the Council will adopt the final report.
2. That the Committee delegates authority to the Head of Profession HR and Transformation in consultation with the Chair of the Committee to make further minor amendments to the Self-Assessment prior to its submission to the full Council meeting.



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YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL

## **Self Assessment - 2022**

The County Council's first self-assessment as expected under Local Government and Elections Act 2021

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**Prepared by –** Transformation Service

**Publication date:** July 2022

**The Council's Annual Self-Assessment as a result of –**

**Service Performance Reviews (SPR's) / Performance Reports / Annual Governance Statement (AGS) / External Reviews / Staff Survey / Stakeholder Engagement**

<b>Self-Assessment Category</b>	<b>Performance</b>	<b>Reasoning</b>
<b>Performance Management</b>	<b>Good</b>	<p><b>Good performance against key indicators</b></p> <p><b>An adapted and modernised customer service provision</b></p> <p><b>Appropriate governance structures in place which enables timely decisions</b></p>
<b>Use of Resources</b>	<b>Good</b>	<p><b>Increased levels of reserves</b></p> <p><b>Majority of staff feel valued and proud to work for Council</b></p> <p><b>Excellent collaborative structures in operation</b></p>
<b>Risk Management</b>	<b>Good</b>	<p><b>Positive External Audit Reports</b></p> <p><b>Thorough review of strategic risk register undertaken</b></p> <p><b>The Council's positive approach to corporate safeguarding</b></p>

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## Introduction

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This is a report which reflects the Isle of Anglesey County Council's first self-assessment as expected under the Local Government and Elections (Wales) Act 2021. It reflects the output of the corporate planning and performance management framework and provides an evidential basis of how the Council has performed using its available resources whilst managing and mitigating associated risks during a challenging and uncertain period for local government in its response to the Covid pandemic.

The new national performance and governance framework aims to support a cultural and organisational change within local government. The aim is to build on existing strengths and create a more innovative, open, honest, transparent and ambitious sector, which challenges and assesses itself and collectively drives up service delivery outcomes and standards across Wales. The Isle of Anglesey County Council recognises and adheres to such expectations.

The Local Government and Elections (Wales) Act 2021 requires each council to keep under review the extent to which it is fulfilling the 'performance requirements', that is the extent to which it is:

- exercising its functions effectively;
- using its resources economically, efficiently and effectively;
- has effective governance in place for securing the above.

The Service Performance Reviews provide one of the core elements of the Corporate Planning & Performance Management Framework (CPPMF) and their function and purpose are an essential element of strong corporate governance arrangements.

Self-evaluation is an integral part of any organisation's improvement process and its primary purpose is for self-assurance; however, it is recognised within the Isle of Anglesey County Council that if self-evaluation is done well, it can also provide assurances to external audiences, including partners, regulators and indeed residents.

Each Service (of which the Isle of Anglesey County Council has nine) was asked to complete a self-evaluation - scoring their performance on identified areas deemed important as to measure the general performance of services. They were asked to evaluate their performance against one of the four criteria listed below:

1. **Excellent** – Many strengths, including significant examples of sector-leading practice
2. **Good** – Many strengths and no important areas requiring significant improvement
3. **Adequate** – Strengths outweigh areas for improvement
4. **Unsatisfactory** – Important areas for improvement outweigh strengths

To complement the evaluation of performance each of the Services were also asked to highlight where they believed the service was in terms of prospects for improvement into the future. This was done by using the criteria below and be accessed as Appendix 'A'A':

- A. **Excellent** – Highly likely. The service has an excellent track record of improvement and have the capacity to support other services to do better
- B. **Good** – Effective Service who are already doing well and knows the areas needed to improve. By identifying the right support and by taking action the service has the potential to do even better

- C. Adequate – The Service is in need of improvement and needs help to identify the steps to improve or make changes more quickly through discussions with the SLT
- D. Unsatisfactory – The Service is in need of great improvement and needs to receive immediate support

Together, the evaluation of performance in addition to the realisation of prospects for improvements presented to and scrutinised by elected members provide a current and accurate picture of where the different services saw themselves and provides part of the evidence for this corporate Self-Assessment.

The Council have been continuously improving and maturing its evolution of the performance management framework throughout the last nine years.

This self-assessment summarises the conclusion of that work for 2021/22 and evaluates the overall performance of the Council, scored using the same methods as outlined previously.

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## A. Performance Management

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### Introduction

In order to have a thorough, fair and rounded view of performance management within the Council, this section of the self-assessment will bring together information on Performance Reporting, Customer Service and Governance & Compliance. By bringing these together, our organisational performance, change management and culture can be demonstrated as evidence to support the overall conclusion.

Evidence from the following reports and activities throughout the year will also be used as supporting documentation:

- [Annual Performance Report](#)
- [Annual Governance Statement](#)
- Service Reviews
- [Annual Director of Social Services Report](#)
- [Local Code of Governance](#)
- [Quarterly scorecard reports](#)

and demonstrates performance against indicators together with evidencing actions completed during the period.

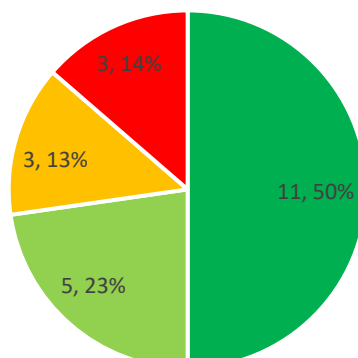
### Performance Reporting

#### Overview

When looking at the performance reporting of the Council it can be evidenced that the overall ranking is 'good'. It is encouraging to note that all but one Service were ranked as good or better as part of their own service self-assessment. The only Service which ranked as adequate was the Regulation & Economic Development Service mainly due to the performance levels within the Planning function. It is noted too that two Services, Housing and Transformation, were ranked as Excellent as part of the Service Reviews due to their supportive responses to the challenges raised by the pandemic.

The indicators related to the Corporate Scorecard performed well when benchmarking with other local authorities in Wales for 2018/19, (the last published results), ranking the Isle of Anglesey County Council overall second in Wales for that particular year. For 2018/19, the Council had -

PAM 2018/19 Indicators



The collection of the Public Accountability Measures (PAM) national indicators for 2019/20 were cancelled due to the Covid-19 pandemic, and only a few were collated during 20/21. As a result, the Council acknowledges and uses the performance of 2018/19 as a baseline from which conclusions can be drawn for current performance

The Council's performance targets for 2021/22 were based on previous year's performance and the impact of the Covid-19 pandemic.

At the end of Q3 (December 2021) the majority (82%) of performance indicators with the quarterly performance monitoring scorecard were performing above target or within 5% tolerance of their targets.

It is however noted that there are no indicators agreed nationally as to how schools are performing and this remains a challenge when trying to evidence educational performance corporately. Having said this, no schools were inspected by Estyn during this period.

Whilst this evidence is encouraging to note the **Annual Performance Report** for 2020/21 (published October 2021) also demonstrates the work undertaken throughout the year. It states that ***“At the end of a challenging year for all, it is encouraging to note that for the indicators reported at the end of the year (33 indicators), the majority (70%) of which performed above target or within 5% tolerance of their targets.”***

Some of the main achievements included –



**10** new business units were built at Penrhos Industrial Estate during the year and units have local tenants in place.



**£110,000** was secured from the NDA to deliver the first year of the North Anglesey Economic Regeneration Plan



**11 businesses** accessed funding from the North Anglesey Grants Fund which helped:

- create or **safeguard 39** local jobs,
- create **30 training opportunities** and
- create **96 volunteering opportunities**



A collaboration with Grŵp Llandrillo-Menai was established to develop a **North Anglesey Apprenticeship Framework** to help provide **future apprenticeship opportunities** in the area



Anglesey's Executive agreed on the **future of primary school provision in the Llangefni area**





During the first part of the year schools were operating under emergency conditions because of the Coronavirus pandemic. They provided **care centres for vulnerable children and children of key workers**, and prepared online lessons and activities for all students to undertake at home



During a year of great change **our communities** have come together with hundreds of neighbours, family and friends assisting people when they are most at need of help. This strong bond over the year has helped **the Council** and our partners **Menter Môn** and

**Medrwn Môn** to build on the **volunteer** base that's been established within our communities since the start of the pandemic



In order to **tackle food poverty** and food going to landfills, the Council have together with local partners, brought in the **Bwyd Da Môn / Môn Good Food** scheme



The number of households placed in **emergency accommodation** ranged between **27 to 63**

**individuals and families** per night. This has been the **highest** and consistent number of households the Service has provided for. As a comparison, between 3 and 26 households were placed in emergency accommodation during 2019- 20 per night



The school meals contract was retendered. **Primary school aged pupils** across the island will receive **meals at a reduced cost** therefore increasing the affordability for families on the island at a time of increasing living costs



The digital shift continues apace in schools where the utilisation of **Welsh Government grants** have enabled all schools to receive additional **Chromebooks**



Welsh Government ICF was used to **purchase a town centre property in Llangefni**, to support and provide **Mencap Môn** with a Hub in the centre of Anglesey

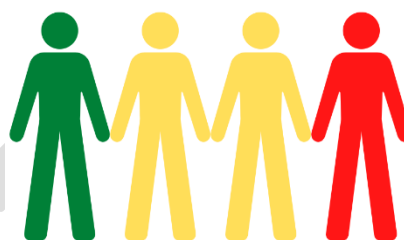


Following an Assurance Inspection from Care Inspectorate Wales in June 2021 they confirmed that both Children and Families and our Adults Services continued to meet their statutory duties. Adult Services and the Children and Families Service were still able to perform and meet the majority of their targets, at a time of continued pressure and challenge as a result of the effects of the pandemic.

The combined evidence points towards an overall Council performance of **GOOD** which is defined as **“Many strengths and no important areas requiring significant improvement”**.

Whilst the performance has been encouraging, it’s important to note that we are on a continuous improvement journey and areas to improve on and modernise will always be identified.

One such place which will need focus is on ensuring staff are aware of Council performance as the 2022 staff survey acknowledges that only **1 in 4 of staff are well aware** of the Council’s performance with **2 out of 4 somewhat aware**.



### Areas for Improvement

During 2022/23 the **key targeted improvements** are:

Area of improvement	Assurance
<b>Continue to monitor and improve the indicators that have been affected by the coronavirus pandemic to ensure associated risks are managed appropriately</b>	Quarterly scorecard monitoring reports
<b>Improve the percentage of Waste Reused, Recycled or Composted indicator and meet Welsh Government targets as soon as possible</b>	Quarterly scorecard monitoring reports
<b>Improve performance within the Regulation and Economic Development service with particular attention on indicators within the Planning function.</b>	Quarterly scorecard monitoring reports
<b>Utilise software to become more data aware and informed to make even more effective evidence-based decisions.</b>	Programme Board
<b>Develop a means by which Council performance can be communicated to a wider audience of staff</b>	Leadership Team

# Customer Service

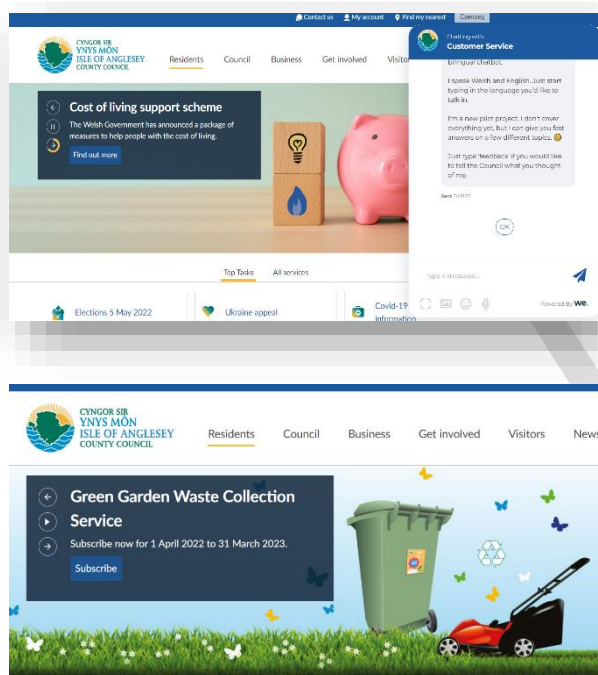
## Overview

The majority of the services ranked their performance as Good.

The only Service that had an **Excellent** rating was **Learning** due to the work within schools throughout another year of uncertainty due to the pandemic. A one team ethos between schools and the Learning Service ensured that there was a one Anglesey Team mentality throughout. Schools introduced school bubbles and blended learning followed by the loaning of Chromebooks to families who could not afford to buy laptops for their children.

The Council's **digital strategy** and capability has been critical to maintaining business continuity during the two years of the pandemic (in addition to the bravery and commitment of front-line staff).

Some amendments and **digital improvements** which have been made include:



- Being able to book a visit to the recycling centres through the website, this continues with the Gwalchmai centre today
- The purchasing of the green garden waste service via the website saw approximately 70% requests accessing the service digitally
- The majority of blue badge applications and re-submissions are evident through our digital provision
- Planning applications can be submitted, viewed and tracked via the digital planning portal
- Taxi licences can now be requested via the website
- Informing the Council of fly-tipping / street lighting issues can also be undertaken via the website
- The Housing Service adopted an improved electronic based approach to housing applications, welfare rights and homelessness

All indicators related under the digital service shift subheading in the Corporate Scorecard have seen performances that have surpassed previous results and increased year on year therefore enabling more citizens to access services at a time and place convenient to them.

Whilst these developments can be seen as positive, they also bring with them risks. The Council through its strategic risk register acknowledges these risks from an access, governance and support perspective and works to mitigate where possible to ensure equality of access

Listed below are some of the other customer service related activities (**non-digital**) undertaken by the Services since the start of the pandemic and evidenced via the service reviews in 2021:

- All services adhered to the [Customer Care Charter](#) despite the pandemic;
- Over 2,600 welfare calls were undertaken to Council tenants to check on their wellbeing and inform them of community response services during the pandemic.
- **Housing Services** were also an essential cog in the setting up of the Neges project which delivered essential items inclusive of food to the community during the pandemic;

- The **Resources Service** has been responsible for a number of additional covid-19 related activities such as the processing of grant applications to businesses across the Island.
- The **Learning Service** has seen numerous changes to how education is provided to students over the course of the pandemic. A shift to online learning represented a significant learning curve for both teachers and students alike. Schools were transformed into Care Hubs for the children of essential workers and vulnerable students. All Schools implemented new safety guidance.
- The **Regulation and Economic Development Service** have seen a significant increase in work for the Public Protection Unit ensuring that businesses are adhering to the Coronavirus Act (Wales) and when they are not enforcement notices are executed to keep residents safe.
- Leisure Centres have implemented new procedures to ensure customers and staff are kept as safe as possible when using the service. When the centres were closed, staff were redeployed to work on the TTP team and help deliver food parcels and PPE.
- Môn Actif staff were redeployed into schools to assist when supply teachers were not available to open classrooms ensuring continuity of learning experiences for children and young people.
- Leisure Centres have also opened their doors for other activities such as Maternity Services and Mass Community Testing of Holy Island.
- **Adult Services** have seen one of the biggest impacts to their services during the pandemic period where all visits to Care Homes were suspended resulting in staff being the only familiar faces that care home residents were able to see for a long time.
- **Children & Family Services** saw the implementation of an app called 'Newid' which aims to improve how children demonstrate their emotions during the pandemic.

These examples demonstrate that the Council has adapted and modernised its provision and its way of working to meet customer demand and improve its customer service during the past 12 months.

In addition, the most recent staff survey (2022) noted that –



**88% of staff** felt that a positive customer experience is important to the Council

**78%** believe the Council listens to its residents



**82%** also believe that ideas from staff for improving customer experiences are encouraged and valued

Overall therefore, considering the evidence and discussion demonstrated in the Service Reviews and the examples provided above, the performance for Customer Service is **GOOD**.

## Areas for improvement

During 2022/23 the **key targeted improvements** are:

Area of improvement	Assurance
<b>Increase the opportunity for residents and stakeholders to ensure their voice is heard, through the adoption of a revised, revamped and post pandemic public participation strategy</b>	The Executive
<b>Gain customer experience feedback on the Corporate Telephone System and switchboard to inform future improvements;</b>	Leadership Team
<b>Further continuation of the digital channel shift, through the launch of the bilingual 'Mona' Chabot to aide digital customer searches and on-line experiences</b>	Leadership Team
<b>Modernising our approach from customer service to a more rounded customer experience</b>	Leadership Team

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## Governance and Compliance

### Overview

The Governance and Audit Committee is a key component of the Council's governance framework. Its function is to provide an independent and high-level resource to support good governance and strong public financial management and to provide 'those charged with governance' independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting and governance processes. The annual public report demonstrates how the committee has discharged its responsibilities.

This statement is also supported by the findings of the service reviews whereby it was evidenced that Services are performing well with all but one ranking as Good from the Service Reviews. All services have **good management/ governance structures** and **regular portfolio meetings**.

According to the latest **Senior Information Risk Owners' (SIRO) Annual Report** that was discussed in the Governance & Audit Committee on the 21<sup>st</sup> September 2021, "*the Council's Data Protection and governance arrangements have achieved a sufficient degree of maturity and cultural embedding to be able to identify necessary change and improvement organically and without the stimulus of external regulatory intervention as drivers for change. The Council has mechanisms and process in place to ensure that key intelligence about information governance compliance is captured, analysed and enabling prompt response and operational change and targeted development.*"

This opinion is consistent with the self-assessments produced by the Services.

Compliance with corporate policies continues to be good with the use of **4Policy** helping drive compliance and regular updates reported to the Chief Executive and Heads of Service.

The 4Policy system provides the assurance that policies are being read and are understood reducing the risk of staff not complying with corporate policies.

Currently, the average completion rate for staff completing both the policies on **4Policy** is 95% of eligible staff. The remaining 5% who have not completed the modules include new members of staff, staff absence or on annual leave and some staff who have not completed the work.

A full breakdown can be found [here](#).



Whilst the above is positive, the Policy Portal does not include all staff and it is estimated that 700 non-school staff do not have access to the Portal. None of our school based staff have access to the Policy Portal either, but all school policies are available on MonITor and accessible by school based staff.

The Learning Service are currently exploring options around how best to monitor compliance of school based staff with the policies.



The completion rate for the e-learning modules on **Learning Pool** is lower however. There are many reasons for this, including access to a laptop for some staff, the total authority staff inclusive of school based staff are included, as well as the additional time required to complete the modules. Work continues to improve the rate.

We are required to comply with the Welsh Language Standards and:


- Provide Welsh Services;
- Form policies in a way that promote the Welsh Language;
- Operate through the medium of Welsh;
- Promote Welsh;
- Keep records in relation to the Welsh Language.

The Welsh Language Commissioner’s Office conducted a secret shopper exercise on the Council during 2019-20 and concluded that the Council’s **“outcomes during the surveys were very praiseworthy and there are no issues arising from the outcomes that need to be addressed”**.







In addition to this report from previous years, the Council, as part of the self-regulation, conducted a survey during the year with all Services to ensure that the standards continued to be met during the Covid-19 pandemic. The Annual Report on the Welsh Language Standards that was reported to the Partnership and Regeneration Scrutiny Committee in June 2021 concluded that **“there are no challenges with regard to complying with the Language Standards and providing a service to our customers in their preferred language.”**

Further information can be found in our [Annual Report on the Welsh Language Standards](#).

An **Annual Governance Statement** provides assurances that the Council is complying with the core (and supporting) principles contained within the Framework for Delivering Good Governance in Local Government (CIPFA / Solace, 2016). During 2021, there was assurance that the Authority were compliant with all seven core principles:

Core Principles of the Framework	Overall Assessment	Conclusion of Self-Assessment
Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	 Good	The County Council has clear, transparent decision-making processes which incorporate strong ethical values and are lawful. The codes of conduct set out expectations for behaving with integrity.



Core Principles of the Framework	Overall Assessment	Conclusion of Self-Assessment
<b>Principle B:</b> Ensuring openness and comprehensive stakeholder engagement	 Good	The County Council exists to serve its residents and is dependent on a wide variety of stakeholders for working effectively in partnership. Engagement and consultation mechanisms are in place.
<b>Principle C:</b> Defining outcomes in terms of sustainable economic, social, cultural and environmental benefits	 Good	The County Council works with communities to plan outcomes. In setting policies and strategies, the County Council take a long term view about outcomes, taking into account sustainable economic, social, cultural and environmental benefits.
<b>Principle D:</b> Determining the interventions necessary to optimise the achievement of the intended outcomes	 Good	The County Council takes decisions on interventions based on its clear vision for services, engaging with communities, regulators and practical expertise of professional service officers. This combination leads to optimising the achievement of intended outcomes.
<b>Principle E:</b> Developing the entity's capacity, including the capability of its leadership and the individuals within it	 Good	The County Council have the appropriate structures and leadership in place and people with the right skillsets and qualifications to ensure it is operating efficiently and effectively to achieving intended outcomes. There are clear policies and strategies in place to demonstrate that it has the capacity to fulfil its mandate and that the management has the operational capacity
<b>Principle F:</b> Managing risks and performance through robust internal control and strong public financial management	 Good	The County Council has an effective performance management system that facilitates effective and efficient delivery of services. Risk management and internal control are integral and important parts of the performance management system and are crucial to achieving the outcomes of the Council Plan.
<b>Principle G:</b> Implementing good practices in transparency, reporting, and audit to deliver	 Good	The County Councils elected members and Senior Management are accountable for making decisions and delivering services which are supported by both internal and external audits. The activities undertaken are in a transparent and clear manner in which stakeholders are able to understand and respond to.

Further information on the Annual Governance Statement including supporting evidence is available on our [website](#).

Overall, there is sufficient evidence to support a performance of **GOOD** for this section



## Areas for improvement

The areas for improvement identified for the Governance and Compliance section are listed below:

Area of improvement	Assurance
<b>Ensure all staff are compliant with policies with the use of 4Policy and that staff who can't access 4Policy are able to review and accept the policies in a way which works for them;</b> <b>Learning Service in particular to identify options around how best to monitor compliance of school based staff with the policies;</b>	Governance and Audit Committee
<b>Implement the 'three lines of assurance' model as one method to collect information to assist with assurance mapping for the Council;</b>	Governance and Audit Committee
<b>Improve staff compliance against all e-learning modules on the Learning Pool</b>	Corporate Scrutiny Committee

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## B. Use of Resources

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### Introduction

In discharging its duty to effectively use its resources in an economical and efficient manner this part of the self-assessment gives particular attention to the way by which the Council manages its people, its finances and works in partnership to achieve its aims and objectives.

These areas provide the assurances that they are used effectively or not and whether improvements can be gleaned as to the year ahead.

## People Management

### Overview

Overall the evidence demonstrates a **GOOD** performance.

Corporate initiatives progressed during the year by the HR function include:

- Reintroducing the Corporate Trainee programme
- Launching of Môn Management Programme (3 tiered approach to staff development)
  - Academi Môn programme
  - Arweinyddion Môn
  - Twf a Datblygu Talent
- Developing a Hybrid working pilot policy for office based staff

**Sickness levels** for 2021/22 have met their target and are comparable with previous year performance levels. The management of sickness within Services, monitoring by the HR function, and staff awareness and compliance with policies and protocols have all improved.

**Vacant posts** have been generally low but are increasing, as is the rate of **staff turnover**.

Staff turnover was 10% on average for 2021/22 which compares favourably with the industry average for staff turnover as 15.5%.

All services have drafted their **workforce development plans** – these should be live documents, with all workforce and staff management issues being a recognised priority area for managers at all levels.

An Online Annual Conversation process (between managers and individual staff) was introduced via the Learning Pool during the past 12 months to ensure that annual conversations between managers and staff are undertaken and can be evidenced to ensure clarity of direction, performance expectations and staff wellbeing.

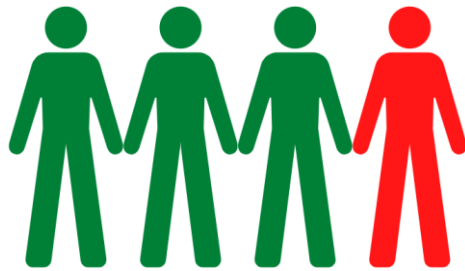
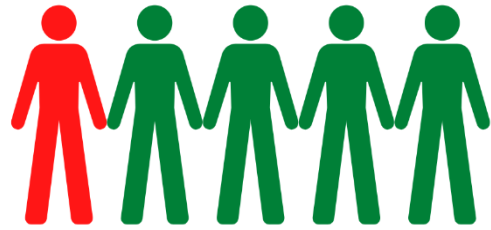
The results of the staff survey (2022) also supports the scoring of Good with regards to people management.

Examples of the results can be seen below:



4 of every 5 staff members feel  
**proud** to work for the Council

4 of every 5 staff members would **recommend** the Council as an employer



3 of every 4 staff members believe their work is **valued** by the Council

3 of every 4 staff members **speak positively** about the Council to others



This finding of ‘good’ with regards to people management in April 2022 and the most recent staff survey builds upon the results of the 2020 staff survey which questioned how staff appreciated the revised working from home directive.

Whilst this is a positive reflection once again, it is advised that difficulty with recruitment and retention of staff was an issue which was raised at Service Reviews. Upon further exploration, this remains a challenging aspect of our management of people. This is being experienced in other Council’s, sectors, and the broader labour market across the UK as cited by the [Chartered Institute of Internal Auditors \(IIA\)](#).

### Areas for improvement

The **key areas for improvement** during 2022/23 therefore can be tabled as follows - .

Area of improvement	Assurance
<b>Develop and deliver a recruitment and retention action plan</b>	Leadership Team
<b>Further evolution of the hybrid working, balancing team and performance requirements, customer experiences, staff health, wellbeing and personal preference</b>	Leadership Team
<b>Providing effective and professional broadcasting of formal Council hybrid meetings</b>	Public meetings

Area of improvement	Assurance
<b>Further evolve and deliver Service level workforce development plans to balance performance, modernisation, business continuity, staff health and well-being.</b>	Leadership Team
<b>Further embed the Annual Conversation between Managers and staff</b>	Leadership Team

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# Resourcing

## Overview

The uncertainties, changing demands, and restrictions made 2021/22 an extremely challenging period to deliver services from a resourcing and resource management perspective. In its audit of accounts Audit Wales states clearly that the “pandemic has had a significant impact on all aspects of our society” and that it is of considerable testament to the commitment of staff that the audit of accounts was enabled through their professionalism as a team in supporting Audit Wales in such difficult circumstances.

Whilst 2021/22 was a challenge, the overall performance of many Services in the way that they used and prioritised their provision was seen as ‘Good’. Three services were deemed excellent - **Housing, Highways, Waste & Property and Human Resource & Transformation.**

Housing, due to the effective and efficient use of HRA funding together with utilisation of the Council’s general fund to deliver increased homelessness and empty homes provision.

The Highways, Waste and Property (with corporate support) used their resources effectively to re-tender the waste collection service contract at a time of difficulty and improved their green garden waste collection service during the period.

The Human Resources & Transformation Service managed resources in an efficient way to continue providing an effective local Test, Trace and Protect service; and in addition enabled office based staff to work remotely (and safely) through a Hybrid pilot scheme.

The Council during the past 12 months has been able to –



In addition, the Annual Report of the Governance and Audit Committee notes that the Council is a well-managed authority which in turn contributes to ensuring that it is making the best use of its resources. This report was endorsed by the [County Council](#) in its meeting of the 7th of September, 2021.

Unfortunately, capital expenditure has underspent, with projects being delayed as a result of the pandemic and Brexit impacts on the construction sector but mitigating actions have been undertaken to address this issue for 2022/23.

The audit of the Council’s financial statements for 2020/21 by Wales Audit was an unqualified audit opinion once again. They did however note that “the quality of the draft statements presented for audit on 15 June 2021 was identified as an area for improvement in the Audit of Accounts report (ISA 260)”;

The 2017/18 Housing Benefit subsidy was settled in 2020/21. **Audit Wales** do however note that they are still undertaking claims for the financial years 2018/19, 2019/20 and 2020/21 returns. They also note that their “work to date has identified a number of issues with the claims and issues around staff capacity to deal with auditor queries. This is an area where the council needs to prioritise effort in the coming months so the audit cycle can become more timely”;

The need for prioritisation and modernisation has also been evidenced during the service reviews and thereafter by the newly formed Leadership Team. Progressing with this aspect across all services (in particular the larger services) will assist the Council in its drive to use its resources as efficiently and as effectively as possible into the future. When considering the added pressures and costs that are currently on-going with the warning from the Bank of England of an economic slowdown as interest rates and inflation rise, this will be a key area for improvement for the Council over the forthcoming next 12 months.

### Areas for Improvement

Our key areas for improvement for 2022/23 are –

Area of improvement	Assurance
<b>The Children &amp; Families Service will expand its Flying Start programme across the Island, rather than certain areas, which will ultimately reduce the need for children coming into the statutory services and reduce our Looked After children population.</b>	Social Services Scrutiny Panel
<b>The Council develops and adopts a capital strategy aligned to the new Council Plan (2022/27).</b>	The Executive
<b>Minimise future housing subsidy with-holds by agreeing a suitable timetable with external auditors and reviewing staffing capacity;</b>	Audit Wales reports
<b>The Council reviews and revises its annual budget setting process to ensure increasing pressures can be mitigated for 2023/24 and that the Councils’ resources are used as efficiently and as effectively as possible into the future when considering the added pressures and costs that are currently on-going</b>	The Executive

## Collaboration & Integration

### Overview

Being a small and innovative organisation, the Council continues to embrace effective and meaningful collaboration as part of its core values and way of working to improve its efficiency and effectiveness in responding to local needs, opportunities, and challenges. Many collaborative arrangements, formal and informal have proved to be invaluable to inform and assist the Council and Island to respond to the challenges and uncertainties of the pandemic.

This assessment assists with evidencing how and where the Council is embracing the five ways of working within the Well-being of Future Generations Act.

Seven out of the nine services within the Council were found to be **Excellent** in this section - **Adult Services, Children's & Families Service, Housing, Regulation & Economic Development, Learning, Highways, Waste & Property and Transformation** due to their continued collaborative efforts across a number of work-streams in delivering business as usual activities and the council's response of the ever-changing pandemic landscape.

Examples (non-exhaustive) of the work undertaken include:

- The Vulnerable Adults forum between North Wales Police, Social Services & Housing
- Covid-19 Protect Boards – with all 22 Local Authorities, Chaired by Welsh Government
- Anglesey Tackling Poverty Operational Group – IOACC, DWP, CAB Ynys Môn
- The North Wales Economic Ambition Board
- The three Community Resource Teams respond to complex cases as a partnership and continues to strengthen its relationship with the Third Sector, Care providers and residents
- Partnership Delivery Programme (Welsh Government Welsh Heads of Trading Standards)
- Destination Anglesey Partnership which includes partnerships with many public and private tourism entities
- Anglesey Food Bank Group with essential partnerships with local food banks and CAB
- Place Shaping which involves working together with the 3<sup>rd</sup> Sector and 5 alliances across the Island to support communities to take ownership of their own priorities and needs
- Anglesey Covid 19 Prevention & Surveillance Group (Regional Partnership)

Further work has also been undertaken to improve the breadth and quality of customer services and experience which is provided through Cyswllt Môn which is undertaken in a collaborative and integrated manner supporting a number of services.

The staff survey also demonstrated that staff felt strongly that the Council is doing well re: our collaborative way of working and the majority of staff respondents identifying that the Council is doing the most of partnership working and joint working whilst there were also areas to improve.

Overall therefore, there is sufficient evidence to demonstrate that the County Council is **EXCELLENT** in its collaborative work and integration with other organisations but further areas of improvement have been identified to be realised during 2022/23.



## Areas for Improvement

These areas for improvement are as follows -

Area of improvement	Assurance
<b>Continue to develop and review partnerships to ensure that they are fit for purpose and are in line with the revised and new Council Plan (2022/27), other strategies and programmes.</b>	Partnership and Regeneration Scrutiny Committee
<b>Establish a collective and collaborative approach to record outputs and measures across the Community Resource Team workforce which houses health and social care professions.</b>	Social Services Scrutiny Panel
<b>Review the Single Point of Access (SPOA) process to identify where and how improvements can be made</b>	Social Services Scrutiny Panel

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## C. Risk Management

### Introduction

Risk Management and its use within a complex organisation such as a County Council is imperative to ensure that decision making, performance levels and service provision is provided in as effective and efficient a manner as possible. The use of risk management has been improved over the term of the last administration and this was evidenced accordingly in the establishment of the Emergency Management Response Team which was an integral forum in dealing with the Council's response of the challenges of responding to the pandemic.

This section combines findings from completed Internal Audits, External Auditors and Peers which highlight risks needed to be mitigated as well as the Council's Risk Management arrangements.

### Audit & Risk

#### Overview

Over the last few years, a number of services have had external audits, most of which resulting in positive assessments. This is evidenced in the overall Service Performance Rating of **GOOD** for risk management. Throughout the Service Reviews it was clear that recommendations from Internal Audits, External Auditors and Peers were being actioned and monitored.

- **CIW** completed an inspection of the services for older people which focussed on prevention and early intervention.
  - The inspection found strengths including that *"the local authority firmly has prevention on their agenda" and that "communication with people who approach the local authority for support is respectful and strengths based, it is often collaborative, and mostly built upon an equal relationship"*
  - The inspection also found some areas for improvement around Well-being, people's voice & choice, partnerships, integration and co-production and prevention & early intervention which has resulted in Adult Services formulating an action plan which will be monitored by the Social Services Improvement Board.

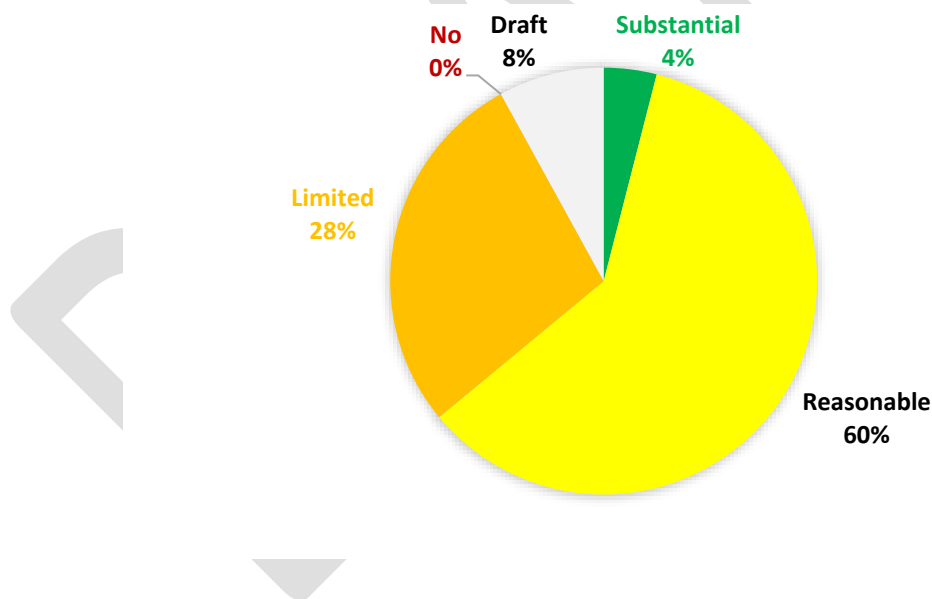
The inspection report can be found here - <https://careinspectorate.wales/inspection-older-adults-services-isle-anglesey-county-council> ;

- Due to the Covid pandemic Estyn suspended the inspections of schools and kept in touch with education providers remotely. There are currently no schools in the follow-up status with **Estyn** which provides assurance that learners are achieving in education settings on the Island.
- **Audit Wales** published a positive report in November 2019 on the '[Well-being of Future Generations: An examination of early intervention and prevention to ensure that children are safe and supported](#)' and they concluded that "the Council has considered and applied the sustainable development principle in developing the 'Early intervention and prevention to ensure that children are safe and supported', but there are opportunities to further embed the five ways of working".
- The Council were also part of some **National Reviews** undertaken by Audit Wales. The Council's response to the National Reviews are reported to the Governance and Audit Committee on an Annual Basis and can be found [here](#). The National Reviews undertaken during 2020/21 were:
  - '[Commissioning Older People's Care Home Placements](#)'

- [‘North Wales Economic Ambition Board – Progress Review of the North Wales Growth Deal’](#)
- [‘Discretionary Services \(April 2021\)’](#)
- [‘Regenerating town centres in Wales \(September 2021\)’](#)

Further information on the External Audits undertaken for [2020-21](#) can be found by clicking on the hyperlinks.

- All services have provided evidence that structures are in place to respond to internal audit with many services improving cooperation and engagement with Internal Audit over the last two years, especially in light of the audits undertaken since the start of the pandemic.
- In the latest Internal Audit Annual Report, the Head of Internal Audit’s noted that *“for the 12 months ended 31 March 2022...the organisation has an adequate and effective framework for risk management, governance and internal control. While I do not consider any areas of significant corporate concern, some areas require the introduction or improvement of internal controls to ensure the achievement of objectives, and these are the subject of monitoring.”*
- The Internal Audit Annual Report 2021-22 also noted that they *“were able to provide ‘Reasonable’ assurance or above for 64% of the assurance audits we undertook during 2021/22. Seven audits (28%) received ‘Limited’ assurance during the year, compared to five (22%) in 2020/21.*



The report goes on to state that in accordance with their protocol they *“formally revisit all the ‘Issues/Risks’ raised in reports with a ‘Limited’ assurance, when they become due, to ensure they are effectively addressed. (They) formally revisited all seven reports with a ‘Limited’ assurance rating. Following (their) revisit, (they) were able to raise the assurance to ‘Reasonable’ in three of the reports, while (they) will continue to monitor and report on the remaining four.”*

Improvements against these limited assurances will be prioritised by the relevant services over the forthcoming 12 months.

- **Risk registers** are being uploaded, updated, and monitored quarterly on **4Risk** and the Strategic risk register is reviewed periodically by the Leadership Team (SLT) and is also considered by the Governance and Audit Committee twice a year. The use of 4Risk has now been embedded into services virtual quarterly meetings. The use of risk registers and their mitigating actions has been important during the pandemic with the Emergency Management Response Team (EMRT) reviewing and updating weekly to inform the Council’s decisions and actions in response to the pandemic.
- Whilst developed and embedded in the day to day delivery of services there is an appetite to further develop their use in the corporate decision making process. As such, a review of the Risk Management Framework will be completed during the year which will help develop this relationship.
- The [‘Risk Management Update’](#) was presented to the Governance & Audit Committee on the 8<sup>th</sup> February and the minutes reflected that the Risk and Insurance Manager reported that *“the Senior Leadership Team (SLT) had undertaken a thorough review of the entire risk register and a decision has been made that the SLT’s focus should be on those risks to the achievement of the strategic priorities, hence a new strategic risk register aligned to the corporate priorities has been developed and replaces the corporate risk register.*
- Following the review, the SLT has identified the top five red/critical residual risks to the achievement of the Council’s corporate and strategic objectives and these relate to workforce management, IT continuity, cyber-security, school modernisation and the ongoing suitability of physical assets.
- All Services believed their performance was good. **The evidence above and within the Service Self Assessments confirms this and it is fair to say that the Councils overall performance from a risk management perspective is GOOD.**

### Areas for improvement

The areas for improvement for 2022/23 are:

Area of improvement	Assurance
<b>External Audit recommendations (national and local) are actioned and monitored using 4Action</b>	Governance & Audit Committee
<b>Review and revise the risk management strategy, policy and guidance which will form a clear and concise risk management framework to be followed across the Council</b>	Governance & Audit Committee
<b>To continue with the implementation of regulatory expectations at a time of change through the Local Government and Elections Act 2021</b>	Governance & Audit Committee

# Corporate Safeguarding

## Overview

This section of the Service Reviews was introduced to give the **Strategic Corporate Safeguarding Board** Assurance that the Council was effectively undertaking its duties and responsibilities.

All but two of the Services noted Good performance.

The two services that were deemed **excellent were the Children's & Families Service and Adult Services** who also directly influence and inform the Councils' approach to Corporate Safeguarding, regional plans and partnerships.

Staff have been required to accept the **Corporate Safeguarding Policy** via the **Policy Portal** since December 2018. The last update on compliance against the policy was seen by the Audit and Governance Committee in September 2019, with 95% of staff having read and accepted the policy. The policy was introduced for re-acceptance in May 2022 and compliance data will be reported to the Governance and Audit Committee in September 2022.

The **Strategic Corporate Safeguarding Board** provides assurance to Elected Members, Chief Executive, and the Statutory Director that the Council's safeguarding practices and arrangements are robust. It meets quarterly as part of the Corporate Heads of Services meeting. This ensures that every Director and Head of Service influence and inform the Strategic Corporate Safeguarding Board. The Board focusses on actions to identify and prevent radicalisation, modern slavery, violence against women, sexual abuse and domestic abuse.

There are representatives from all Services on the **Operational Corporate Safeguarding Board**, although attendance of some services could be improved. A self-assessment has been developed, undertaken annually to ensure that each Service is compliant with the policy. An action plan is then produced and monitored by the Board.

The current action plan's focus is on:

- Corporate Leadership and governance
- Communication and Awareness:
- Safe and Skilled Workforce
- Effective Support and Interventions
- Partners, volunteers and commissioned services

A Basic and General Safeguarding training programme is available and Services are required to map their needs in accordance with the Safeguarding Training Framework in order to feed into the corporate programme. Specialist training is also provided in line with the identified workforce needs.

There are also several e-learning modules available to staff:

Policy / Module	Percentage Completed
<b>Violence Against Women, Domestic Abuse and Sexual Violence****</b>	71%
<b>GDPR****</b>	82%
<b>Modern Slavery****</b>	82%

Policy / Module	Percentage Completed
Prevent****	79%

Overall, the evidence would result in a performance of **Good** corporately for the **Council**.

### Areas for Improvement

The areas for improvement identified during the Service Reviews can be seen below. It is proposed that these will be monitored by the Corporate Safeguarding Board over the next 12 months to ensure that these improvements are made.

Area of improvement	Assurance
<b>The Corporate Safeguarding Board should review all responses from the services to ensure that they are satisfied with a performance of Good for Corporate Safeguarding</b>	Corporate Safeguarding Board
<b>The Corporate Safeguarding Board should agree an action plan following the completion of self-assessments by the Services and it should be continued to be monitored by the board going forward</b>	Corporate Safeguarding Board

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## Overall Conclusion

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All Services are currently performing overall as Good with

*“Many strengths and no important areas requiring significant improvement”*

With **prospects for improvement** also **GOOD**, which is further defined as -

*“Effective Service who are already doing well and knows the areas needed to improve. By identifying the right support and taking action the service has the potential to do even better”.*

It can also be evidenced by plotting on the matrix appended to this report that each Service understand how good (or weak) their performance is and also how robust their prospects for improvement are.

This provides assurances that the Council overall is progressing on its modernisation and **Continuous Improvement** journey, despite the challenges and uncertainties created by the pandemic.

We can say with confidence that the Council is always looking to improve how services are provided by -

- changing processes,
- modernising,
- reducing wastage, and
- increasing quality.

There is evidence throughout the Service Reviews and associated reports that this continuous improvement is embedded in every Service area.

Meaningful and effective political and corporate leadership, along with dedicated, committed and hardworking staff, drives this performance and commitment to modernisation and continuous improvement; effective service delivery and meaningful collaboration.

Effective plans are in place to ensure that the new Council will continue along this journey between 2022 and 2027.

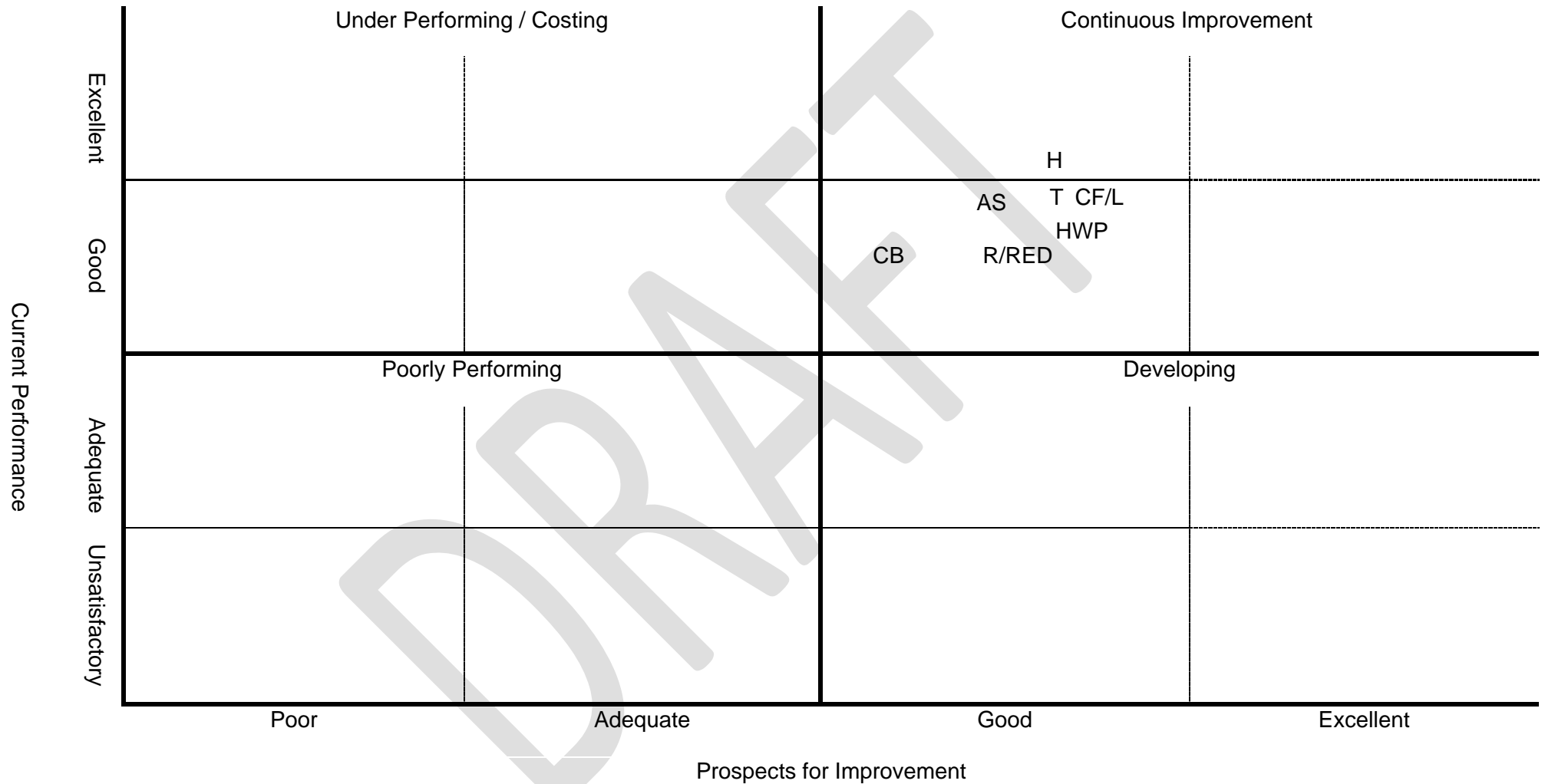
The Leadership Team owns the associated modernisation and improvement action plan, with progress being reported quarterly to the Corporate Scrutiny Committee.



## The Council's Service Position Statement - 2022

Self-Assessment Category	Evidence Categories	Adults	Children	Council Business	Regulation & Econ Dev	Highways, Waste & Property	Housing	Learning	Resources	Transformation
Performance Management	Performance Reporting	Good	Good	Good	Adequate	Good	Excellent	Good	Good	Excellent
	Customer Service	Good	Good	Good	Good	Good	Good	Excellent	Good / Adequate	Good
	Governance and Compliance	Good	Good	Good	Good	Adequate	Good	Good	Good	Good
Use of Resources	Workforce Development and People Management	Good	Good	Adequate	Good	Good	Excellent	Good	Good / Adequate	Good
	Resourcing	Good	Good	Good	Good	Excellent	Good	Excellent	Good	Excellent
	Collaboration and Integration	Excellent	Excellent	Good	Excellent	Excellent	Excellent	Excellent	Good	Excellent
Risk Management	External regulatory reports / peer input	Good	Good	Good	N/A	N/A	Good	Good	Good / Adequate	Good
	Internal Audit	Good	Good	Good	N/A	N/A	N/A	Good	Adequate / Good	Good
	Corporate Safeguarding	Excellent	Excellent	Good	Good	Good	Good	Good	Good	Good

# Matrix



Key

AS – Adult Services, CB - Council Business, CF – Children and Families Service, H – Housing, HWP – Highways Waste and Property, L – Learning, R – Resources, RED – Regulation & Economic Development, T - Transformation

## Identified Areas for Improvement

Area of improvement	Assurance
<b>Continue to monitor and improve the indicators that have been affected by the coronavirus pandemic to ensure associated risks are managed appropriately</b>	Quarterly scorecard monitoring reports
<b>Improve the percentage of Waste Reused, Recycled or Composted indicator and meet Welsh Government targets as soon as possible</b>	Quarterly scorecard monitoring reports
<b>Improve performance within the Regulation and Economic Development service with particular attention on indicators within the Planning function.</b>	Quarterly scorecard monitoring reports
<b>Utilise software to become more data aware and informed to make even more effective evidence-based decisions.</b>	Programme Board
<b>Develop a means by which Council performance can be communicated to a wider audience of staff</b>	Leadership Team
<b>Increase the opportunity for residents and stakeholders to ensure their voice is heard, through the adoption of a revised, revamped and post pandemic public participation strategy</b>	The Executive
<b>Gain customer experience feedback on the Corporate Telephone System and switchboard to inform future improvements;</b>	Leadership Team
<b>Further continuation of the digital channel shift, through the launch of the bilingual 'Mona' Chabot to aide digital customer searches and on-line experiences</b>	Leadership Team
<b>Modernising our approach from customer service to a more rounded customer experience</b>	Leadership Team
<p><b>Ensure all staff are compliant with policies with the use of 4Policy and that staff who can't access 4Policy are able to review and accept the policies in a way which works for them;</b></p> <p><b>Learning Service in particular to identify options around how best to monitor compliance of school based staff with the policies;</b></p>	Governance and Audit Committee
<b>Implement the 'three lines of assurance' model as one method to collect information to assist with assurance mapping for the Council;</b>	Governance and Audit Committee
<b>Improve staff compliance against all e-learning modules on the Learning Pool</b>	Corporate Scrutiny Committee
<b>Develop and deliver a recruitment and retention action plan</b>	Leadership Team

Area of improvement	Assurance
<b>Further evolution of the hybrid working, balancing team and performance requirements, customer experiences, staff health, wellbeing and personal preference</b>	Leadership Team
<b>Providing effective and professional broadcasting of formal Council hybrid meetings</b>	Leadership Team
<b>Further evolve and deliver Service level workforce development plans to balance performance, modernisation, business continuity, staff health and well-being.</b>	Leadership Team
<b>Further embed the Annual Conversation between Managers and staff</b>	Leadership Team
<b>The Children &amp; Families Service will expand its Flying Start programme across the Island, rather than certain areas, which will ultimately reduce the need for children coming into the statutory services and reduce our Looked After children population.</b>	Social Services Scrutiny Panel
<b>The Council develops and adopts a capital strategy aligned to the new Council Plan (2022/27).</b>	The Executive
<b>Minimise future housing subsidy with-holds by agreeing a suitable timetable with external auditors and reviewing staffing capacity;</b>	Audit Wales reports
<b>The Council reviews and revises its annual budget setting process to ensure increasing pressures can be mitigated for 2023/24 and that the Councils' resources are used as efficiently and as effectively as possible into the future when considering the added pressures and costs that are currently on-going</b>	The Executive
<b>Continue to develop and review partnerships to ensure that they are fit for purpose and are in line with the revised and new Council Plan (2022/27), other strategies and programmes.</b>	Partnership and Regeneration Scrutiny Committee
<b>Establish a collective and collaborative approach to record outputs and measures across the Community Resource Team workforce which houses health and social care professions.</b>	Social Services Scrutiny Panel
<b>Review the Single Point of Access (SPOA) process to identify where and how improvements can be made</b>	Social Services Scrutiny Panel
<b>External Audit recommendations (national and local) are actioned and monitored using 4Action;</b>	Governance & Audit Committee
<b>Review and revise the risk management strategy, policy and guidance which will form a clear and concise risk management framework to be followed across the Council</b>	Governance & Audit Committee

Area of improvement	Assurance
<b>To continue with the implementation of regulatory expectations at a time of change through the Local Government and Elections Act 2021;</b>	Governance & Audit Committee
<b>The Corporate Safeguarding Board should review all responses from the services to ensure that they are satisfied with a performance of Good for Corporate Safeguarding</b>	Corporate Safeguarding Board
<b>The Corporate Safeguarding Board should agree an action plan following the completion of self-assessments by the Services and it should be continued to be monitored by the board going forward</b>	Corporate Safeguarding Board

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