

ISLE OF ANGLESEY COUNTY COUNCIL Scrutiny Report Template

Committee:	Corporate Scrutiny
Date:	19th April 2023
Subject:	Self-Assessment Improvement Actions 2022
Purpose of Report:	Challenging Performance
Scrutiny Chair:	Cllr. Robert Ll. Jones
Portfolio Holder(s):	Cllr. Carwyn E. Jones
Head of Service:	Carys Edwards
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Tel:	
Email:	01248 752111
Local Members:	N/A

1 - Recommendation/s

1.1. This is the first report of its kind recognising accomplishments against the self-assessment improvement actions for 2022. It provides an update against the relevant improvement actions agreed by the County Council at its meeting in October 2022.

1.2. 2022 has been a challenging year for a number of different reasons; the Council has a new administration, a new leadership team and by now a new strategic plan for 2023-28. Despite all the changes and developments over the past 12 months, the Council continues to perform consistently, is meeting its expectations against the majority of the 2022 self-assessment improvement actions and is fulfilling its duties under the new Local Government and Elections (Wales) Act 2021.

1.3. The Committee is requested to scrutinize the update and note the improvement actions that the Leadership Team (27.2.23) along with the Modernization Programme Board (30.3.23) propose to roll over into the 2023 Self-Assessment for the benefit of completing them in full. Please note that the draft wording (1.4) is likely to evolve by the time the 2023 Self-Assessment is agreed and adopted.

1.4. These are listed as follows -

- 1.4.1. Improve the indicator in terms of the percentage of Waste Reused, Recycled or Composted indicator and meet Welsh Government targets as soon as possible
- 1.4.2. Minimise future housing subsidy with-holds by agreeing a suitable timetable with external auditors and reviewing staffing capacity;
- 1.4.3. 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
- 1.4.4. Develop a means by which Council performance can be communicated to a wider audience of staff
- 1.4.5. Modernising our approach from customer service to a more rounded customer experience
- 1.4.6. Implement the 'three lines of assurance' model as one method to collect information to assist with assurance mapping for the Council;
- 1.4.7. Utilise software to become more data aware and informed to make even more effective evidence-based decisions.
- 1.4.8. 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

1.5. Recommend to the Executive, following scrutiny, that the above streams (1.4.1 – 1.4.8) are still valid and should be included in the Corporate Self-Assessment for 2023.

2 – Link to Council Plan / Other Corporate Priorities

Is used as part of the annual improvement evaluation and monitoring process under the expectations of the Local Government and Elections (Wales) Act 2021.

3 – Guiding Principles for Scrutiny Members

To assist Members when scrutinising the topic:-

- 3.1 Impact the matter has on individuals and communities **[focus on customer/citizen]**
- 3.2 A look at the efficiency & effectiveness of any proposed change – both financially and in terms of quality **[focus on value]**
- 3.3 A look at any risks **[focus on risk]**
- 3.4 Scrutiny taking a performance monitoring or quality assurance role **[focus on performance & quality]**
- 3.5 Looking at plans and proposals from a perspective of:
 - Long term

- Prevention
- Integration
- Collaboration
- Involvement

[focus on wellbeing]

4 - Key Scrutiny Questions

1. What role does the self-assessment play as part of our corporate governance arrangements?
2. What amendments will need to be made by the Council to the Quarterly Monitoring Performance Scorecard to ensure it is aligned with the self-assessment?
3. The self-assessment referred to a number of areas that need to be further developed. How will these streams be prioritised?

5 – Background / Context

The Local Government and Elections (Wales) Act 2021 places the following duties on Anglesey County Council –

..... **to keep its performance under review**

(1) A principal council must keep under review the extent to which—

- (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)

and, in respect of each financial year,

make a report setting out its conclusions as to the extent to which it met the performance requirements (a, b & c above).

To meet this duty, the 2022 draft was considered by -

Anglesey County Council as an active draft at its meeting on 30 September 2022 before inviting further comments by the Governance and Audit Committee on 20 October 2022 and following that the final version was adopted by the County Council at its meeting in October 2022.

6 – Equality Impact Assessment [including impacts on the Welsh Language]

N/A

7 – Financial Implications

N/A

8 – Appendices:

Appendix A – Self-Assessment Areas for Improvement 2022

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

Corporate Self-Assessment - 2022

Self-Assessment Improvement Actions 2022/23 - Templod Monitro Chwarterol / Quarterly Monitoring Template

Blue = Not started

Green = Completed

Yellow = On Track





Amber = Fallen behind, mitigation measures in place to catch up

Red = Failure against timeline. Need direction from Leadership Team re: way forward

Pink = Proposed continuation into SA 2023

Meysydd i wella / Area for improvement	Gwasanaeth Arweiniol / Leading Service	Dyddiad Targed / Target Date	Diweddariad Chwarterol / Quarterly Update	CAG / RAG
Continue to monitor and improve the indicators that have been affected by the coronavirus pandemic to ensure associated risks are managed appropriately	All Services	Start – Jan 22 End – March 23	<p>All indicators that were affected by the coronavirus pandemic are being monitored once again as part of the Corporate Scorecard except for two indicators. The two which continue to be affected are –</p> <ol style="list-style-type: none"> 1) The delayed transfers of care - which has not been made available by BCHB. 2) Percentage of high risk businesses that were subject to planned inspections that were inspected to ensure compliance with Food Hygiene Legislation – which is not on the Scorecard yet due to Environmental Health following the FSA covid recovery Plan which focusses on other aspects before this indicator. The indicator is monitored within the service. <p>Whilst the majority of the remaining indicators have improved on their performances, some continue to be affected (mainly in demand for services) because of the increased cost of living and the increase in poverty.</p>	

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<p>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;</p>	<p>All Services</p>	<p>Start - Jan 22 End - March 23</p>	<p>Oversight now sits with Leadership Team.</p> <p>Completion of staff reviews against core policies as follows –</p> <ul style="list-style-type: none"> a. Equality & Diversity Policy – 96% b. It Security Policy – 95% c. Corporate Safeguarding Policy – 94% d. Display Screen Equipment (DSE) Policy – 89% <p>Further core policies to be implemented during the forthcoming year. Completion rates demonstrates a high assurance level.</p>	
<p>Improve staff compliance against all e-learning modules on the Learning Pool</p>	<p>All Services</p>	<p>Start - Jan 22 End – March 23</p>	<p>Overall 72% compliance with mandatory e-training of Violence against Women, GDPR, Modern Slavery, Cyber Security & Prevent.</p> <p>Targeted work commenced under direction of Leadership Team to increase compliance and training of fieldworkers during 2023.</p>	
<p>Further evolution of the hybrid working, balancing team and performance requirements, customer experiences, staff health, wellbeing and personal preference</p>	<p>All Services</p>	<p>Start - Jan 22 End – March 23</p>	<p>Weekly monitoring of attendance in operation. e.g. w.c. - January 16th data as follows -</p> <p>Average number of staff attending office daily (HQ & Business Centre) – 350 No. of available desks within HQ & Business Centre whilst maintaining some degree of social distancing - 556</p> <p>Review of pilot to be undertaken during Q4.</p>	
<p>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 (2023/28), other strategies and programmes.</p>	<p>All Services</p>	<p>Start - Jan 22 End – March 23</p>	<p>Under WG's Programme for Government and the Co-operation Agreement with Plaid Cymru a review of strategic partnerships is being undertaken.</p> <p>The findings from this review will be reported to the Partnership Council for Wales in 2023, with a view to agreeing a collective public services view on the way forward.</p>	

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			CSYM to keep a watching brief.	
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<i>Meysydd i wella / Area for improvement</i>	<i>Gwasanaeth Arweiniol / Leading Service</i>	<i>Dyddiad Targed / Target Date</i>	<i>Diweddariad Chwarterol / Quarterly Update</i>	<i>CAG / RAG</i>
Establish a collective and collaborative approach to record outputs and measures across the Community Resource Team workforce which houses health and social care professions.	Adult Services	Start - Jan 22 End – March 23	The integration of Health services and professions onto the WCCIS system provides extended opportunities to monitor and evaluate the collective response to service users. It is expected that opportunities will be expanded as the number of health staff increases and the volume of interaction increases.	
Review the Single Point of Access (SPOA) process to identify where and how improvements can be made	Adult Services	Start - Jan 22 End – March 23	The Adults Services SPOA is has now merged with Teulu Môn as ‘one front door’ to all those wishing to make contact with either The Children and Families Services or Adults Services. This will assist in assuring consistency in response and also dealing with families in a more ‘holistic’ way. Currently working through the WCCIS systems and processes’ in order to reduce staff time in inputting data etc – which in turn will make the ‘service user’ experience more seamless.	

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The Council develops and adopts a capital strategy aligned to the new Council Plan (2023/28).	Chief Executive Office	Start Feb '22 End April '23	Annual capital strategy to be presented to the Executive / Full Council during March, 2023. Further development of revised capital strategy to follow adoption of new Council Plan.	

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The Children & 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.	Children and Families Service	Start - Jan 22 End – March 23	Expansion for 22-23 completed in line with WG guidance, which currently includes Amlwch Port area and extends the reach of the Programme to an additional 52 children. The WG have decided to extend the reach of the Flying Start childcare element alone for 23 – 25. As an authority we are working on several developments that will support families and children across Anglesey. E.g. with the Regional Pathfinders grant we're working closely with a number of agencies and partners such as the Health Board to support families, and rolling out a new parenting programme of support from a universal provision to a targeted provision in order to reduce the referrals to statutory services over time.	

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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	Corporate Safeguarding Board	Start - Jan 22 End – March 23	A final report re: safeguarding from the Service reviews (Jan 2023) has been forwarded to the attention of the Corporate Safeguarding Board for further consideration.	
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	Corporate Safeguarding Board	Start - Jan 22 End – March 23	The Service Review improvement programme re: safeguarding being implemented by the Safeguarding Board under the chairmanship of the Director of Social Services.	

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Providing effective and professional broadcasting of formal Council hybrid meetings	Council Business	Start - Jan 22 End – March 23	Completed	
To continue with the implementation of regulatory expectations at a time of change through the Local Government and Elections Act 2021;	Council Business	Start - Jan 22 End – March 23	<p>The Director of Function (Council Business) and Monitoring Officer developed an Action Plan to address the changes required by the Local Government and Elections (Wales) Act 2021. On 9 March 2021, she provided the County Council with a briefing on the Act¹.</p> <p>On 20 April 2021, the Head of Audit and Risk presented a report to the Governance and Audit Committee with details of forthcoming constitutional changes affecting it because of the new Act.</p> <p>On 8 February 2022, the Head of Audit and Risk provided an update to the Governance and Audit Committee on the progress of recruiting additional lay members to the Committee, in accordance with the provisions of the Act.</p> <p>On 19 April 2022, the Head of Audit and Risk presented a further report to the Governance and Audit Committee and later on 25 April 2022 to County Council, regarding the effect the Act would have on the committee membership composition and proceedings (sections 116-118). The report asked the Committee to recommend to Council the approval of the selection and appointment of three additional lay members and the continuance of the current lay member for a second five-year term. The report also briefly</p>	

¹<http://democracy.anglesey.gov.uk/documents/s16895/Local%20Government%20and%20Elections%20Wales%20Act%202021.pdf?LLL=0>

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			reminded the Committee of the wider reforms to the performance and governance regime.	
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Meysydd i wella / Area for improvement	Gwasanaeth Arweiniol / Leading Service	Dyddiad Targed / Target Date	Diweddariad Chwarterol / Quarterly Update	CAG / RAG
Improve the percentage of Waste Reused, Recycled or Composted indicator and meet Welsh Government targets as soon as possible	Highways, Waste & Property	Start - Jan 22 End – March 23	This indicator continues to be monitored on a quarterly basis as part of the Corporate Scorecard Report. To date, there has been an improvement on the performance seen last year, however there is a need to further improve if the Council is to hit the target of 70% by 2025. Performance is 63.9% against a target of 64% up to the end of Q3. As this is a cumulative indicator it is expected to decrease in performance during Q4 and will be close to the annual target of 64% but may well be under this target. The Service are working with WRAP Cymru to identify how best to improve the indicator into the future so that the national target of 70% can be reached by 2025.	

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Improve performance within the Regulation and Economic Development service with particular attention on indicators	Regulation & Economic Development	Start - Jan 22 End – March 23	There are three indicators relating to Planning that are monitored in the Corporate Scorecard. The performance is currently fluctuating from quarter to quarter, particularly with regards to the Planning Appeals Dismissed indicator where there is a small dataset. The indicator has seen an improvement during	

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<p>within the Planning function.</p>		<p>Q3 where 2 of the 3 appeals were dismissed bringing the cumulative total to 47% against a target of 65%.</p> <p>Performance with regards to the number of planning applications determined within time, this has improved once again and is now on target with a performance of 90%.</p> <p>The remaining indicator on planning enforcement is also performing above target.</p>	
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<p>Minimise future housing subsidy with-holds by agreeing a suitable timetable with external auditors and reviewing staffing capacity;</p>	<p>Resources</p>	<p>Start - Jan 22</p> <p>End – March 23</p>	<p>Update - 2019/20 subsidy completed and expecting DWP payment received January 2023.</p> <p>Testing continues re: 2020/21 claims with aim of completing during Q1 of 23/24. This is dependent on resource being made available by Audit Wales following sign off of 21/22 SoA in January.</p> <p>Resource identified to realise 21/22 claim following sign off of the 20/21 claim. Aiming towards completion by end of Q2 of 23/24 financial year.</p> <p>This will then ensure that we're back on track with such claims with the aim of signing 22/23 off during Q3 of 23/24.</p>	
<p>The Council reviews and revises its annual budget setting process to ensure increasing pressures can</p>	<p>Resources</p>	<p>Start - Jan 22</p> <p>End –</p>	<p>Proposed budget adopted for 23/24 by Full Council (9.3.23) demonstrates achievement of this aim in a time of change and added pressures</p>	

<p>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</p>		<p>March 23</p>		
<p>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</p>	<p>Resources</p>	<p>Start - Jan 22 End – March 23</p>	<p>In February 2022, the Head of Audit and Risk reported to the Governance and Audit Committee that the Leadership Team had undertaken a thorough review of the entire corporate risk register, and the decision taken that the Leadership Team's focus should be on the risks to the achievement of the Council's strategic priorities. In conjunction with the Leadership Team, the Risk and Insurance Manager developed a new strategic risk register aligned to the corporate priorities, which replaced the corporate risk register.</p> <p>The risk assessment matrix was also reviewed and updated. All of the 'Likelihood' descriptors were amended, as were several of the 'Impact' descriptors.</p> <p>The strategic risk register will undergo a further structural review when the Council has agreed its new corporate priorities.</p> <p>In the meantime, a review of the Risk Management Strategy and Guidance documents is currently in progress and will be finalised once the new upgraded version of the risk management software (4risk) is implemented, which is planned for March 2023. Officers will provide clear guidance and support to further embed risk management across the Council. Following consultation and agreement with the Leadership Team, the new Strategy and Guidance will be presented to the Governance and Audit Committee for its consideration.</p>	

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Develop a means by which Council performance can be communicated to a wider audience of staff	Transformation	Start - Jan 22 End – March 23	Not started	Red
Gain customer experience feedback on the Corporate Telephone System and switchboard to inform future improvements;	Transformation	Start - Jan 22 End – March 23	Current system no longer able to provide feedback directly from the customer of their experience Paper presented to Leadership Team re: way forward– 3.1.23. Implementation plan agreed by the Corporate Modernisation Programme Board with first phase to be actioned during Q1 of 23/24.	Yellow
Further continuation of the digital channel shift, through the launch of the bilingual 'Mona' Chabot to aide digital customer searches and on-line experiences	Transformation	Start - Jan 22 End – March 23	'Mona' chatbot launched at Sioe Môn 2022. Uptake of interactions consistent over recent months. Data of uptake since August 2022 = Average monthly users – 1,051 Average monthly interactions – 3,574 Language split of interactions – 8% Welsh / 92% English Most popular subjects of interaction related to – 1. Waste 2. Council Tax 3. Housing	Green

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<p>Modernising our approach from customer service to a more rounded customer experience</p>	<p>Transformation</p>	<p>Start - Jan 22 End – March 23</p>	<p>Paper presented to the Leadership Team 3.1.23 outlining programme of work to be adopted to realise a more rounded customer experience. Programme of work to focus on following areas –</p> <ul style="list-style-type: none"> • CRM – live as of 7.3.23 • Telephone system – see above • Customer satisfaction • Customer service charter • Corporate identity • Customer contact centre <p>Progress on development to be communicated via Corporate Modernisation Programme Board.</p>	
<p>Implement the 'three lines of assurance' model as one method to collect information to assist with assurance mapping for the Council;</p>	<p>Transformation</p>	<p>Start - Jan 22 End – March 23</p>	<p>The Council's risk management software (4risk) incorporates a module, which allows the three lines of assurance model to be utilised to record assurances against risk, at a risk and control level. The Corporate Business and Performance Analyst, Transformation, is set up on 4risk to be able to record the assurances.</p> <p>A meeting of the Performance and Governance Review Group in December 2022 considered the Council's approach to obtain the relevant assurances and work is now underway to obtain those assurances.</p> <p>Internal Audit uploads its third line assurance directly to the system at the finalisation point of relevant audits.</p>	
<p>Develop and deliver a recruitment and retention action plan</p>	<p>Transformation</p>	<p>Start - Jan 22 End – March 23</p>	<p>Temporary Part time Recruitment and Marketing Officer appointed in April 2022, until May 2023.</p> <p>Recruitment and Marketing strategy accepted by LT - 08.08.22. Internal action plan of tasks being implemented to aid recruitment and retention within the Authority.</p> <p>This has included –</p>	


			<ul style="list-style-type: none"> • new look Job descriptions • new look adverts • re-enforcing the social media presence of the Authority by introducing a Linked-in platform and Instagram alongside the Facebook page. • A vacancy subscription service has been introduced • Stronger links have been made with local colleges - Bangor Uni, job centre's, and schools to promote the Authority • Closer links have been made with the services to establish recruitment needs and how these can be marketed. <p>Future developments are redesigning the jobs section on the corporate website, retention questionnaires to inform strategies on retention, senior recruitment/ head-teacher recruitment marketing tools.</p>
<p>External Audit recommendations (national and local) are actioned and monitored using 4Action;</p>	<p>Transformation</p>	<p>Start - Jan 22 End – March 23</p>	<p>A separate 'project' within 4action, the Council's internal audit action tracking system, enables the external audit recommendations to be logged and monitored by the system. The Corporate Business & Performance Analyst, Transformation, was set up on the system in November 2021 and received a brief training session to enable him to commence recording the actions.</p> <p>Uploading actions to the system not commenced to date due to other priorities.</p> <p>On two occasions (9 December 2021 and 8 December 2022), the Programme, Business Planning & Performance Manager, Transformation, provided the Governance and Audit Committee with a report to assure the Committee that the relevant Council services had considered the recommendations and that the recommendations, where relevant, were being addressed.</p> <p>Further resource being sourced to realise during Q1 of 23/24.</p>

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<p>Further evolve and deliver Service level workforce development plans to balance performance, modernisation, business continuity, staff health and well-being.</p>	<p>Transformation - Lead / All Services</p>	<p>Start - Jan 22 End – March 23</p>	<p>The workforce strategy has been updated, and a final version created following feedback from Leadership Team on the 03.01.23.</p> <p>Final version to be aligned with revised aims and objectives of Council Plan for 23-28.</p> <p>Service HRO’s continue to meet with Heads of Service quarterly to discuss their workforce plans, which acts as a tool to identify work force risks and future needs.</p> <p>The HR service introduced Staff wellbeing guidance document in 2022, and have a staff wellbeing calendar for 2023 with each month having a different topic. January 2023 had a ‘wellness challenge’ for staff.</p> <p>In the post pandemic era – foresee this becoming BAU.</p>	
<p>Further embed the Annual Conversation between Managers and staff</p>	<p>Transformation - Lead / All Services</p>	<p>Start - Jan 22 End – March 23</p>	<p>Further embedding and guidance to services issued – January 2023.</p> <p>Service issues related to implementation discussed at annual service reviews.</p>	

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<p>Utilise software to become more data aware and informed to make even more effective evidence-based decisions.</p>	<p>Central Data Development Group</p>	<p>Start - Jan 22 End – March 23</p>	<p>Corporate Data Analyst appointed June 2022.</p> <p>Agreement that Microsoft Power BI ‘premium’ licences be purchased for Authority. Changes to T&C’s from Microsoft being addressed.</p> <p>Dashboard of Climate change data drafted and presented to Senior Officers and elected members during March / April 2023.</p> <p>Data report from strategic priority consultation drafted using Power BI.</p> <p>Dashboard of census data drafted.</p> <p>Decision making evidenced through use of green garden waste subscription dashboard through Power BI</p> <p>Revised data ‘action plan’ being drafted for implementation during 23/24</p>	
<p>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</p>	<p>Corporate Engagement and Consultation Board</p>	<p>Start - Jan 22 End – March 23</p>	<p>First draft completed for attention of TA - Oct 2022.</p> <p>Lack of resource to further develop during Q3.</p> <p>Staff priorities to be re-evaluated to progress during Q4 and Q1 (23/24).</p>	