

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to	Full Council
Date	10.10.13
Subject	Performance Report 2012/13
Portfolio Holder(s)	Councillor Alwyn Rowlands
Lead Officer(s)	Huw Jones (2108)
Contact Officer	Gethin Morgan (2111)
Nature and reason for reporting:	
<p>There is a Statutory requirement under the Wales Programme for Improvement and the Local Government Measure (2009) for the council to report and publish its performance on previous years activity before the end of October each year.</p>	

A – Introduction / Background / Issues
<p>The Council is required to compile and publish its annual Performance Report by 31st October annually - documenting and analyzing past performance over the financial year. This paper covers the production of the 'Draft' Performance Report for 2012/13 which looks back over the council's performance for 2012/13, and is presented as a brief summary of the main headings to be found within the actual Performance Report document.</p> <p>The Performance Report is presented to full Council for approval prior to final editing and proof reading of the document during October 2013.</p> <p>The process of preparing the report was presented to the Executive Committee on the 9th of September, 2013.</p>

B – Considerations
The main considerations are as follows:-
Strategic focus and priorities

The Plan looks at progress the Council has made against its five strategic priorities:-

1. Anglesey has a thriving and prosperous rural economy
2. People in Anglesey achieve their full potential
3. People in Anglesey are healthy and safe
4. People in Anglesey enjoy, protect and enhance their built and natural environment for future generations
5. People in Anglesey are proud of their Council

Regulatory Activity

As well as continuing to address our main priorities the Report also notes any Inspection and other regulatory work that was undertaken during 2012/13 in the Council.

Summary details are outlined in the audit and inspection reports referred to within the body of the Report.

Performance Indicators

Under the Performance Measurement Framework, each council in Wales has to collect and share data for National Strategic Indicators (NSIs) and also Public Accountability Measures (PAMs) under each service area. The full results for NSI and PAM Indicators for 2012/13 can be found in the Appendix of the attached Report. This section within the plan looks at performance against the top, middle and bottom quartiles as well as against year on year performance and performance as benchmarked against other authorities.

Outcome Agreement

This year, 2012-13, was the last year of a three year programme for delivery of the Outcome Agreement (OAs) signed between the council and the Welsh Government (WG).

Based on indications from our self-assessment work we believe that we will achieve 100% grant allocation again this year (awaiting WG discussion/confirmation at the time of writing).

Financial Performance 2012/13

There is reference within the document as regards the council's overall financial position and performance for 2012/13.

Ensuring equality and sustainability

The Council continues its commitment to equality, both in the provision of services and in its role as a major employer., and building and supporting sustainable communities has been identified as one of our key priorities. Mainstreaming sustainability across the Authority continues to be developed and further work is required to make sure that this is integrated in future plans.

Addressing our Improvement Objectives

This part of the Report contains our assessment of how we addressed and delivered our improvement objective actions during 2012/13, namely:-

- a. Improving Children's Services so that children are protected from harm and abuse and that their wellbeing, independence and stability are promoted
- b. Regenerating our Communities so that we prevent homelessness and meet the housing and associated needs of homeless people
- c. Improve corporate Governance so that we ensure the Council fully delivers on its promise to promote and protect the interests of the island, its citizens and communities
- d. Realisation of our Outcome Agreement so that we ensure alignment and work in partnership to meet the aims of the Welsh Government

D – Recommendation

The Council is requested to:

Delegate authority to the Head of Service (Policy) in consultation with the Portfolio Holder & Executive's Business Manager to finalise the editing of the said draft and proof read the 2012/13 Performance Report for publication in accordance with our statutory deadline by end of October, 2013.

Name of author of report: Gethin Morgan
Job Title: Business Planning and Programme Manager
Date: September 2013



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

Isle of Anglesey County Council
Performance Report
2012/13
Draft

Isle of Anglesey County Council
Llangefni
Anglesey
LL77 7TW
Tel: (01248) 752111

A word from the Leader...

To be updated (all parts in red text relate to previous year)....

Welcome to the County Council's Improvement Plan (Performance Review) for 2012/13. The Plan looks back to assess how we performed against the priorities and targets as set out in our Corporate Business Plan 2012/15.....

Ieuan Williams
Leader of the Council

October 2013

Richard Parry Jones
Chief Executive

Statement of responsibility

This Review has been produced on the basis that the Isle of Anglesey County Council is responsible for the preparation of the Review, for the information and assessments set out in it and the estimates on which they are based.

The Authority is satisfied that the information and assessments included in the Review are, in all material respects, accurate and complete to the best of our knowledge and belief.

**This document can also be produced,
on request, in Braille, large print, on tape or on disk –
See page ?? for contact details.**

Contents

EXECUTIVE SUMMARY	5
Introduction – Reflecting on a Plan for Change	10
<i>Improvement Objective 1 - To ensure that children are protected from harm & abuse and that their wellbeing, independence and stability are promoted by Improving Children Services</i>	11
<i>Improvement Objective 2 - To prevent homelessness and to meet the housing needs and associated needs of homeless people by regenerating our Communities</i>	14
<i>Improvement Objective 3 - To ensure the Council fully achieves its promise to promote and protect the interests of the Island, its citizens and its communities by Improving Corporate Governance</i>	15
<i>Improvement Objective 4 - To ensure that the County Council aligns itself and works in partnership towards the aims of the Welsh Government through realisation of our Outcome Agreements</i>	17
Our Strategic Priorities	20
STRATEGIC PRIORITY 1: Anglesey has a thriving and prosperous rural economy	21
STRATEGIC PRIORITY 2 - People in Anglesey achieve their full potential	25
STRATEGIC PRIORITY 3 - People in Anglesey are healthy and safe	30
STRATEGIC PRIORITY 4 - People in Anglesey enjoy, protect and enhance their built and natural environment for future generations	38
STRATEGIC PRIORITY 5 - People in Anglesey will be proud of their Council	42
National Performance Indicators	47
Financial Performance 2012/13	51
Ensuring equality and sustainability	53
Regulatory Activity - 2012/13	53
Appendix 1	56

EXECUTIVE SUMMARY

As a County Council we continued to implement significant change during 2012/13. The Welsh Government had appointed its own Commissioners to run the Council in March 2011 in order to improve corporate governance and working arrangements in light of long-standing concerns about the governance of the Council. Over the two years which have elapsed since the Commissioners were first appointed, they have reported substantial improvements in the Council's corporate governance arrangements.

Significant changes have been made in the way in which the Council carries out its business, and relationships between political groups, elected members and senior officers have been transformed. Member conduct improved considerably and the Executive engaged constructively and enthusiastically with the Commissioners to manage both the day-to-day business and strategic development of the Council. As a result, the level of adverse publicity which the Council attracts diminished considerably.

At the same time, the corporate centre was strengthened, a revised, outcome-based corporate planning process has been implemented and new systems for managing finance, performance and risk were established. Over the past twelve months, a more robust, more fit for purpose Constitution has been adopted and a stronger and more capable Senior Leadership Team has been recruited, creating solid foundations for further improvement.

In order to consolidate this early progress we have now embarked upon an ambitious programme of transformational change which will help sustain the improvement which has been achieved thus far, and ultimately result in improved services for




our citizens. Our own self-assessment and the Commissioners Progress Report to Welsh Government covering the period between November 2012 and April 2013 stated that there was

...


'a real sea change in the level of confidence at both member and officer level that the Council can move beyond recovery to deliver the commitment it has made to transform itself into a 'New Anglesey' – a well-governed, well-led, cost-effective local authority which consistently delivers modern, fit for purpose public services for the people of the Island'

Whilst all these changes have been taking place, services have continued to work as effectively and efficiently as possible during these difficult economic times.


This report outlines progress against each of our improvement objectives and strategic priorities outlined at the start of the 12/13 financial year. Progress made is evidence-based and uses business intelligence to provide a Red / Amber / Green rating. Actions set against these priorities also highlight the considerable challenges and risks which lie ahead during 2013/14.

- Red  – failed to achieve original target
- Amber  – marginally failed or outside Council control
- Green  - Achieved original targets


Progress against our **Improvement Objectives** is monitored throughout the year on a quarterly basis using Ffynnon, our performance management system, and can be summarised as follows –

 *To ensure that children are protected from harm & abuse and that their wellbeing, independence and stability are promoted by **improving our services for children** -*


As a Council we believe we have responded positively to the areas for development identified last year by the CSSIW, particularly in relation to children's services. This was noted in this year's Council Annual Improvement Report issued by Wales Audit Office. We have introduced strengthened guidance, increased staffing and brought in additional expertise. We have also undertaken significant efforts to improve performance and quality management which has resulted in improved **Performance Indicator** results where some are noted as being the best in Wales. Further work needs to be accomplished to sustain these improvements and we are aware that this will be a long term continued process into the future.

 *To prevent homelessness and to meet the **housing needs and associated needs of homeless people** by **regenerating our communities** -*

In order to meet this objective we restructured the Housing Service to include an integrated Housing Options team, incorporating the Council's housing advice, Housing Allocations and Homeless functions. A Customer Service Team was established - which has meant that specialist staff can concentrate their efforts on more complicated casework, whilst the frontline enquiries can be dealt by the Customer Services Team. We published our Housing Option website, providing information to customers and housing staff on local sources of housing, assistance, support and advice. Homelessness as a result was prevented in 88.7% of cases where citizens approached the Council for Housing advice in 2012-13.


 *To ensure the Council fully delivers on its promise to promote and protect the interests of the Island, its citizens and its communities by **improving our governance***

The Commissioners reported that corporate governance improvement is now embedded within the Council as a core management function, and that since the middle of December 2012, they had sensed a real sea change in the level of confidence at both member and officer level so that the Council could move beyond recovery to deliver the commitment it had made to transform itself into a 'New Anglesey' - a well-governed, well-led, cost effective local authority which consistently delivers modern, fit for purpose public services for the people of the Island

 *To ensure that the County Council aligns itself and works in partnership towards the aims of the Welsh Government through the **realisation of our Outcome Agreements***

On the basis of our own self-assessment it is envisaged that we will achieve 100% full grant allocation in the third and final year of the Outcome Agreement. (Awaiting WG assessment / dialogue).

Our **strategic priorities** can be summarised as follows –

Anglesey has a thriving and prosperous rural economy 

As an island we are set to benefit from significant investment and growth opportunity securing positive transformational economic and social change as a result of considerable progress made during 12/13.

Following the purchase of Horizon Nuclear Power by Hitachi there has been increased momentum in relation to the potential new Nuclear Build at Wylfa, as well as via major developers, to progress the Island's low carbon agenda.

The Welsh Government awarded Enterprise Zone status, which presents the opportunity for a number of major strategic investment projects, has also been welcomed.

We remain committed to supporting local businesses and financially assisted 26 businesses through the EU Convergence 'Local Investment Fund' resulting in the creation of 78 new jobs. In addition, following the announcement of the closure of the Welsh Country Foods site in Gaerwen and the Anglesey Aluminium Site in Holyhead, with the potential loss of in excess of 300 jobs, the Council worked in partnership with other agencies to support the employees and minimise the impact on the local economy.

The Destination Management Plan (DMP), aimed at co-ordinating the management of all the aspects of a destination that contribute to a visitor's experience, has continued to develop providing guidance and direction to the Island's tourism aspirations.

Significant effort has been made to promote the Island as a tourist destination, including the development of the 2013 Visit Anglesey Brochure and presence at local and International Sea Trade events. As a result of these activities the 2012/13 season attracted 14 cruise ships to the Port of Anglesey generating c.£1.3M spend in the local economy and attracted in excess of 1.4million visitors.

People in Anglesey achieve their full potential

We are fully committed to addressing the weaknesses identified by Estyn and the Wales Audit Office when they inspected the Council's Local Authority Education Services for Children and Young People in May 2012.

In order to do this, and to contribute to Welsh Government's ambitious vision for education in Wales, we acknowledged that we needed to further improve the standard of education on the island and implement a post inspection action plan (PIAP) to improve the quality of our education services. A Recovery Board was established by the Minister for Children, Education, Lifelong Learning and Skills to provide support and external challenge.

We have already made significant efforts since the inspection and made satisfactory progress in all key recommendations. Solid foundations have been put in place in response to Estyn's recommendations that have strengthened the service and key appointments have improved capacity at strategic level. There is evidence to suggest that standards are rising in all key areas. Attendance in schools has improved as has the quality of self-evaluation within the service. The performance of both primary and secondary schools in Anglesey improved in 2012/13, based on the results of the previous year and relative to other councils in Wales.

Mon Communities First Ltd was also established in February 2013 and it's delivery plans will contribute to the creation of prosperous, learning and healthy communities, and complementing the Council's approach to the Anti-poverty plan.

As we indicated in our Corporate Business Plan 2012-15 assisting our people to achieve their full potential does not rest solely with the educational remit. As such we also report on how

we performed in relation to equalities, anti-poverty and the Welsh language.

People in Anglesey are healthy and safe



Central to our role to support this agenda are social services and housing, and as well as our safeguarding role we also see healthy lifestyles/chronic conditions and promoting independence are cross-cutting and inter-related themes

The transformation of Children's Services has been the result of collaborative working across organisational boundaries within the service and the establishment of multi-agency Improvement Board which oversaw, challenged and held the Council to account for its statutory Children's Service function. This improvement was the result of our own internal service recovery model. We have introduced strengthened guidance, increased staffing and brought in additional expertise in Children's and Adult Services and have made significant efforts to improve performance and quality management which has already led to the council moving from a low-performing authority to performing well against a number of performance indicators. We will now continue to move from stabilising provision to improving and transforming services through the Improvement Board.

On the housing front we are also particularly proud that we were one of only two councils throughout Wales to deliver the Welsh Housing Quality Standard (WHQS) by the target date and within budget. In addition, we also made significant progress in bringing back empty homes into use and continued to focus on providing affordable homes and tackling homelessness

We also continued our community safety work, concentrating our efforts on working on a regional basis with our other

partners to further develop a joint approach to community safety issues, inclusive of community cohesion

People in Anglesey enjoy, protect and enhance their built and natural environment for future generations



We are making progress through a number of collaborative initiatives on the environmental front, although some are not yet fully developed. The new corporate arrangements are enabling the Chief Executive to concentrate more on developing regional leadership and collaboration. Examples include working with Gwynedd County Council on the development of a joint Local Development Plan, Local Service Board and Planning Policy Unit

We have progressed a number of cross service initiatives with the destination management partnership whereby six Services are collaborating with an external organisation to develop and implement a plan for the benefit of the tourism agenda on the island. We are also proud to have completed the last two major gaps within our Coastal Path and utilised underspend from another Area of Outstanding Natural Beauty (AONB) in Wales to support additional projects on Anglesey which led to 13 projects, creating eight jobs and 51 volunteering opportunities.

We have also reviewed and revised our Corporate Asset Management Plan to rationalize the Council's current asset portfolio to minimize liabilities and the introduction of a new marketing strategy has led to sales agreements on a number of properties. In relation to waste management, we continue to perform well, and have consistently been within the top quartile in Wales for our recycling rates.

People in Anglesey are proud of their Council



One significant strategy developed and agreed is the Corporate Communication Strategy, which identifies our customers as central to the focus of the Council's work and the means by which we should be engaging, consulting and communicating with them. A far-reaching community engagement strategy and implementation plan is still in development which will take a structured and streamlined approach to engagement and will avoid the pitfalls of duplication or lack of coordination

We also worked tirelessly with partner organisations such as the Electoral Commission to encourage a greater number of candidates to stand for election. It can be concluded that the drive was successful in that 106 candidates were nominated for 30 seats which is a considerable improvement on previous elections when some seats were uncontested

For the first time since intervention began, we have fully delivered against our outcome agreement. This is a three year agreement between the Council and Welsh Government which aims to realise aspects of the national agenda on a local basis, and which bought in approx. £720K in grant funding for the council during 2012/13

A project board was established to oversee a review of the people strategy, chaired by the Portfolio Holder. As part of further development of the strategy, a staff survey has been commissioned through Conwy County Borough Council and scheduled to be undertaken during May–June 2013. We have also developed, agreed and adopted a single integrated plan which is based on community and key stakeholder engagement.

The **greatest achievement** in respect of this strategic priority however is that intervention at the council came to an end with

the reinstatement of decision making handed back to members of the new Council following the May 2013 elections.

Performance Indicators and Trends

The overall picture in terms of our performance indicators (PIs) – inclusive of Public Accountability Measures (PAMs) and National Statutory Indicators (NSI's) - was very positive in 2012/13. The trend (Table 1) shows that against the 36 PIs (NSI and PAM) that are directly comparable from previous years, 24 (67%) of all our PIs had improved in 2012/13 with 12 (33%) declining. In terms of quartile position (Table 2) 12 (27%) of our PIs are in the top quartile whilst there are only 8 (18%) within the bottom quartile, with the remainder 24 (55%) in the middle quartiles.

Table 1

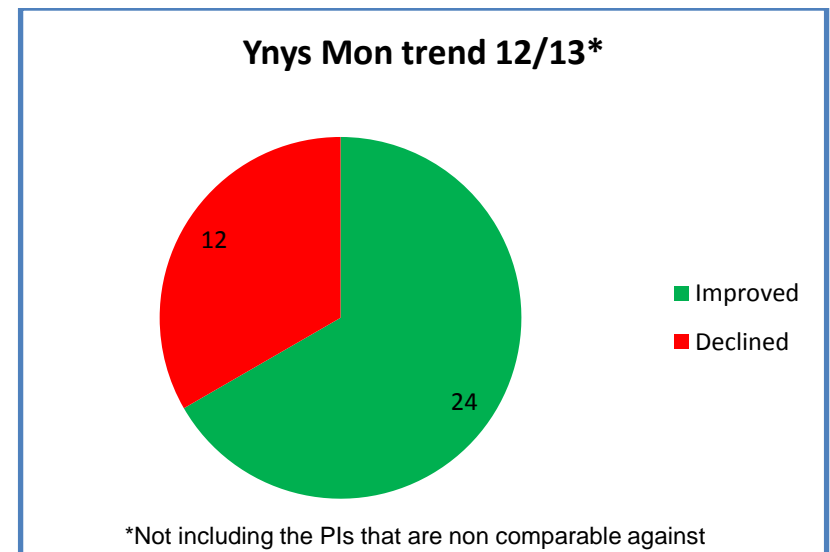
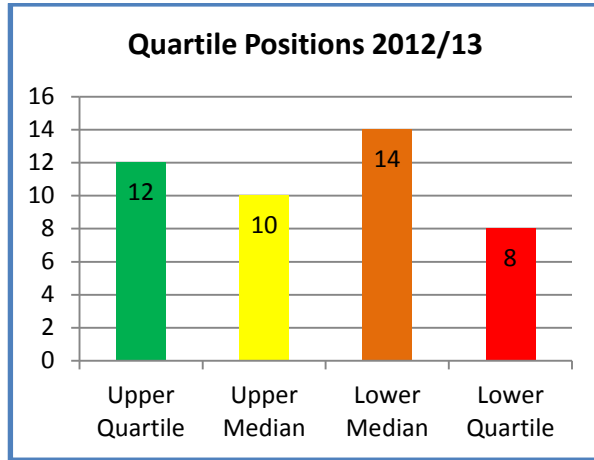
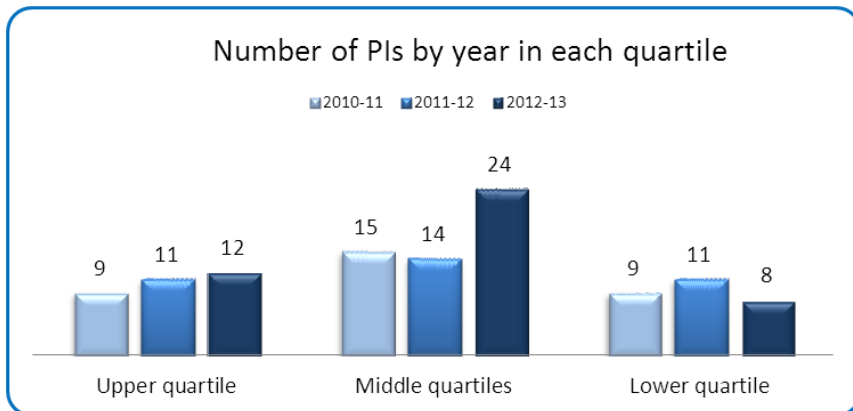


Table 2



Looking in a bit more detail at performance year on year, we can see from Table 3 that we continue to improve as regards increasing the number of PIs which are in the upper quartile and reducing those in the lower quartile over the last three years. We do however need to look in more detail and monitor more closely those PIs which are at the lower end on the middle quartile, the number of which has increased significantly during 2012/13.

Table 3



In conclusion therefore, 2012/13 was a year of continued change with intense scrutiny on the Council's working arrangements. However, significant progress has been made against each of our improvement objectives and strategic priorities.

The challenge that remains is to transform and sustain these improvements into the future.

Introduction – Reflecting on a Plan for Change

In our forward looking Corporate Business Plan for 2012/15 we noted that Anglesey, Wales and the United Kingdom were facing challenging times. We also noted that resources were reducing substantially within the Isle of Anglesey County Council and across the public sector. The key theme which ran throughout this document was our ambition to work together collaboratively with our citizens, communities and partners to deliver a better quality of life for all on the island despite the economic climate

We also stated that the Corporate Business Plan 2012-15 set out the Council's priorities for 2012-15 and that it informed decision-making at all levels of the Council and ...

- Showed how we will make a real difference to our area
- Sets the framework we will use to plan, drive and deliver our services
- Influences the way we shape our budget and
- Helps us to monitor our progress and take stock of our achievements

The forward looking Corporate Business Plan also identified those areas for change and improvement which we have sought to implement over the last 12 months. This Performance Report therefore reviews our performance against the goals and targets we set ourselves through –



1. Our Improvement Objectives and
2. Strategic Priorities

and also provides the financial context within which these were met. The result of which discharges our duty to demonstrate continuous improvement as set out by the Local Government Measure 2009 (Sec 2, 15(2)).

Our Improvement Objectives 2012/13

Progress against our Improvement Objectives are monitored throughout the year on a quarterly basis using Ffynnon, our performance management system, and represent those areas of services or functions that we have decided to prioritize for improvement during a specific year.

During 2012/13 our key Improvements Objectives were:-

RAG	Improvement Objectives
	To ensure that children are protected from harm & abuse and that their wellbeing, independence and stability are promoted by <i>improving children services</i>
	To prevent homelessness and to meet the housing needs and associated needs of homeless people by <i>regenerating our communities</i>

	To ensure the Council fully delivers on its promise to promote and protect the interests of the Island, its citizens and its communities through <i>improved Corporate Governance</i>
	To ensure that the County Council aligns itself and works in partnership towards the aims of the Welsh Government through the <i>realisation of our Outcome Agreements</i>

The following pages lists some examples of what we did to achieve our improvement objectives which are also included and contribute towards our five strategic priorities (the measures that contribute towards our improvement objectives are also colour-coded within the results for our strategic priorities).

Whilst we have not hit all targets across all our improvement objectives, we believe that the combination of actions and measures that we have achieved and the general direction of travel of all the areas included in our improvement objectives provides a very positive picture of overall achievement and improvement during 2012/13. This has also been the general view of regulators from feedback received during 2012/13.

Improvement Objective 1 - To ensure that children are protected from harm & abuse and that their wellbeing, independence and stability are promoted by Improving Children Services

Examples of what we did to improve services for children

- Made decisions within 24 hours on 98.65% of all referrals

- 80.49% children received a Core assessment within 35 working days.
- 89.81% Children seen by a social worker during the initial assessment process – best performance in Wales
- 90.24% of children had Care plans in place @ start of each initial Looked After Children episodes
- 97.21% of Looked After Children received a statutory review
- Carried out 90.79% Statutory Visits out in accordance with legislation
- Provided 100% care leavers with Personal advisors
- Stayed in contact with 100% of care leavers
- Supported 100% care leavers on to independent accommodation
- 93.75% of Looked After Children seen by a dentist
- 94.34% Looked After Children attended primary school
- 88.66% Looked After Children attended secondary school
- Looked After Children aged 15+ supported to achieve educational qualifications (206 points score against 77 for the previous year)
- 100% Looked After Children and Young People had a PEP plan when they became looked after or changed school
- We provided educational Seminars for elected members dealing with Children Services
- Appointed a Quality Assurance Manager and established a Quality Assurance Panel
- Reduced Staff Turnover from 26.9% to 8% within the service

- Carried out 95% of staff supervisions in accordance with corporate policies.

As indicated through some of the above examples, **Children Services** has responded well to the weaknesses previously identified by CSSIW and this is reflected in the significant improvement in our performance against statutory PIs which contribute towards this improvement objective. Of the 13 NSIs and PAMs for the service in 2012/13, 5 were in the top quartile, 6 were in the middle quartiles and only 2 were in the bottom quartile. Table 4 shows that 53% of all our PIs have improved during 2012/13, whilst only 26% have declined. **This is a major improvement on past performance and of particular note is that four of our children services PIs are now ranked as the best in Wales** - e.g. see Table 5 which shows that we are the best performing as regards the PI for initial assessments where a child has been seen alone by a social worker, and this PI (SCC/011b) has improved by over 4% between 2001/12 and 2012/13. Table 6 also shows that we are in the top quartile for the % of statutory visits to looked after children which were carried out according to regulation during the year (SCC/025).

We are aware however, that although 5 of our NSI and PAMs improved during 2012/13 that a corresponding number of PIs also saw a decline in performance. As we have devoted much effort into our referral and assessment procedures, we are monitoring closely associated PIs, such as SCC/001a (first placements for looked after children that began with a care plan in place) and SCC/030a (the percentage of young carers known to Social services who were assessed, see Table 7 and Table 8) so that we can attempt to address any apparent issues

Table 4

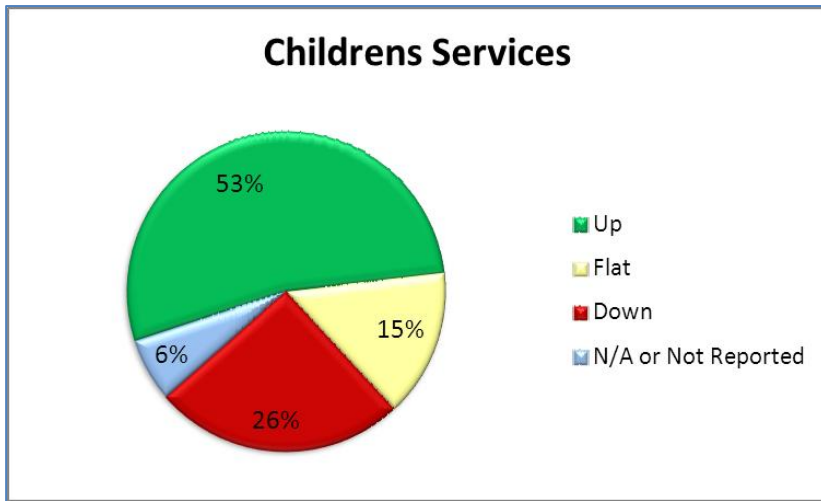


Table 6

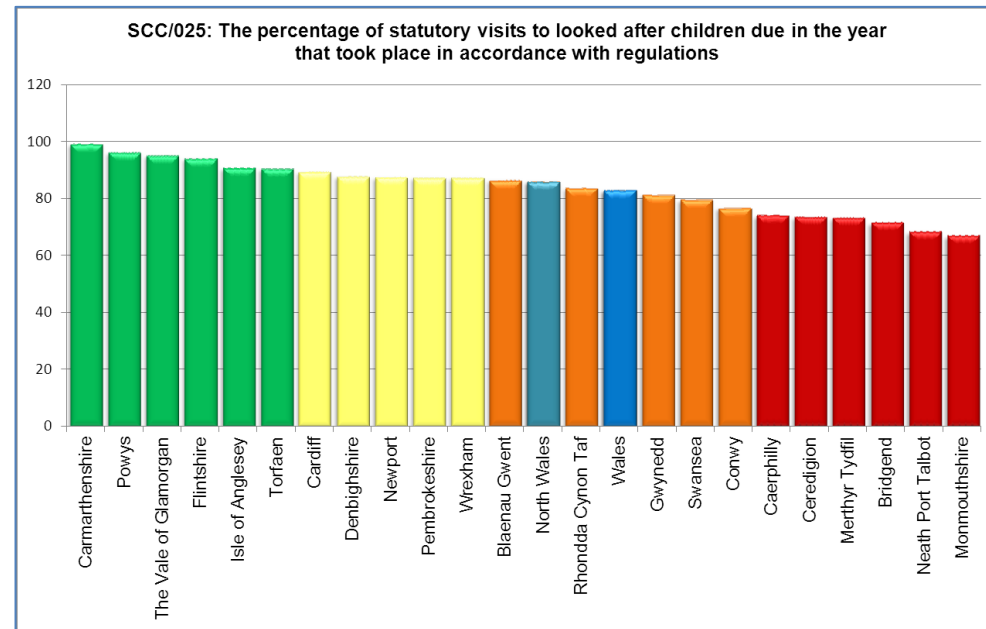


Table 5

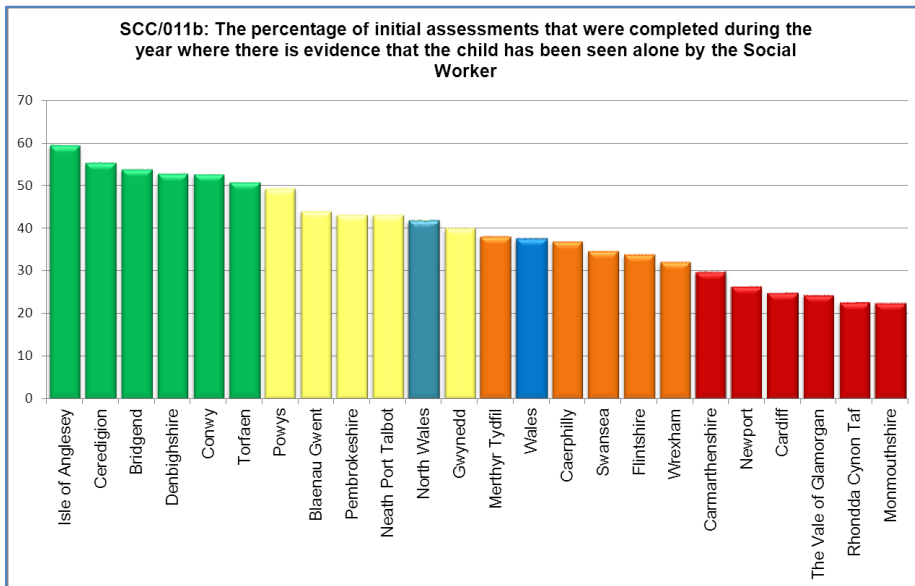


Table 7

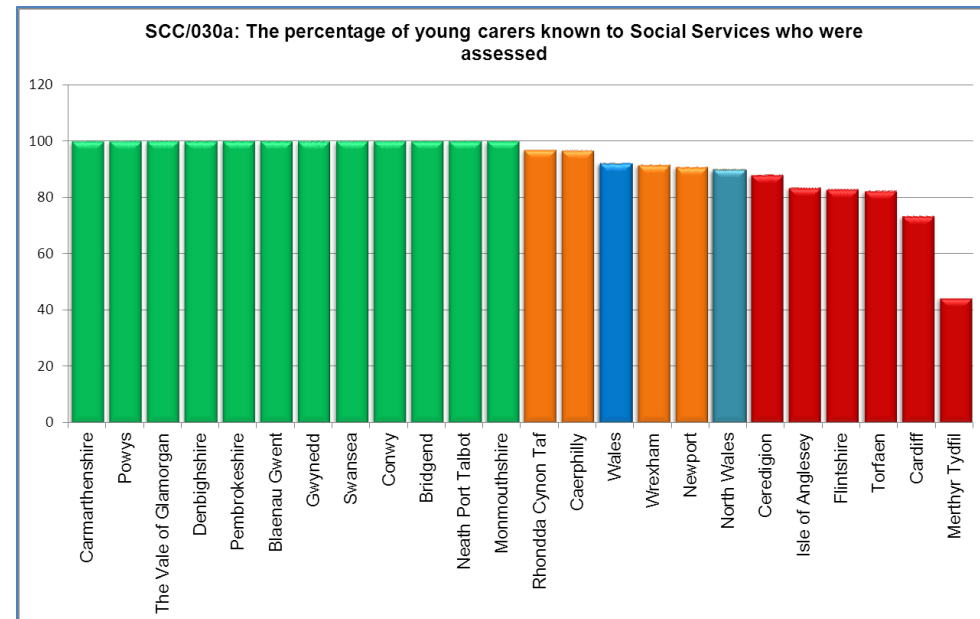
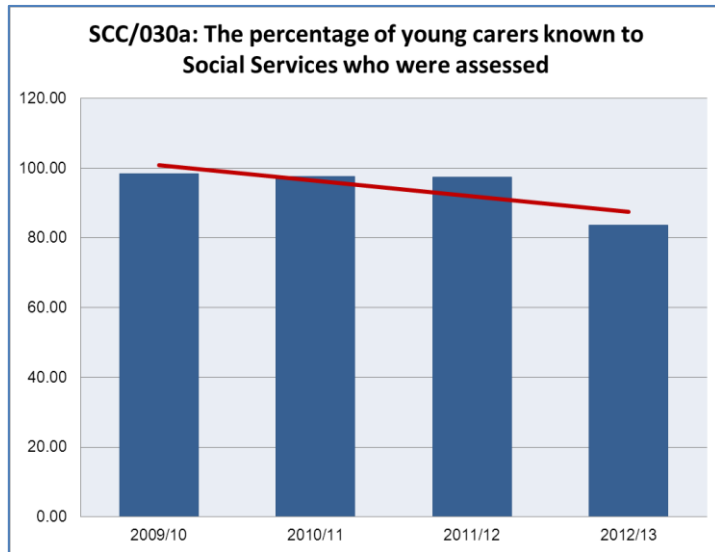


Table 8



Improvement Objective 2 - To prevent homelessness and to meet the housing needs and associated needs of homeless people by regenerating our Communities

Examples of what we did to improve the housing needs of homeless people

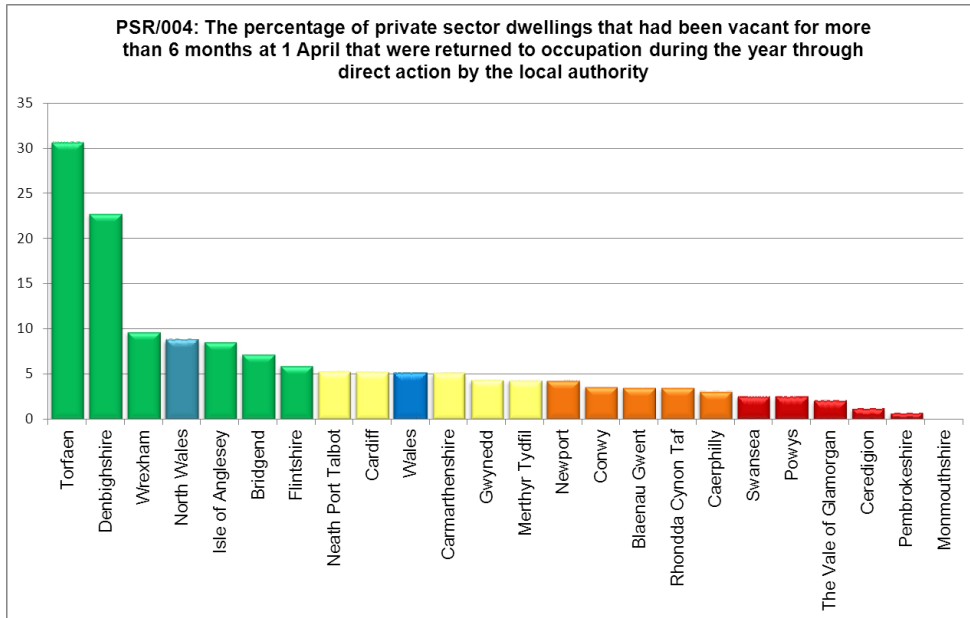
- Established a Customer Service Team
- Prevented Homelessness in 88.7% of cases where persons approached the Council for Housing advice
- Restructured the Housing Service, providing integrated Housing Options team, incorporating the Council's housing advice, Housing Allocations and Homeless functions
- Published our Housing Option website, providing information to customers and housing staff on local sources of housing, assistance, support and advice

- Landlord Liaison Officer contacted all current housing benefit recipients affected by the single room rate benefit amendment
- Contacted landlords in all cases where the Council had reason to believe that Homelessness may be caused by single room rate benefit change
- A revised staff supervision framework implemented to identify officers training and development needs
- Held 1:2:1 supervision meeting with 95% of officers providing housing options assistance and held 2 days training on housing options advice related issues
- Implemented a revised customer satisfaction survey which incorporates both the housing options advice and homelessness functions.
- Achieved a customer satisfaction rate of 100% (based on 8 returned questionnaires)
- Incorporated and used the Homeless IT module in the Orchard housing management systems
- Made 87.3% of section 184 homelessness decisions within 33 working days
- Confirming the original decision in 65% of section 202 homelessness reviews
- Identified Issues of inadequate assessment and record keeping via supervision and implemented an updated homelessness and housing advice procedure, incorporating procedures currently out of date or not formalised
- Reduced the average number of days in bed and breakfast accommodation by homeless applicants to 37.4 days

In terms of this second improvement objective, regenerating our communities, we continue to perform fairly well in terms of **Housing** PIs. We are performing particularly well, and in the top quartile, in terms of returning empty properties to occupation (PSR/004) – fourth in Wales with 8.63% against a Wales average of 5.11% - having moved from the lower middle quartile in 2010/11 and showing significant year on year improvement since then (see Table 9 and Table 10).

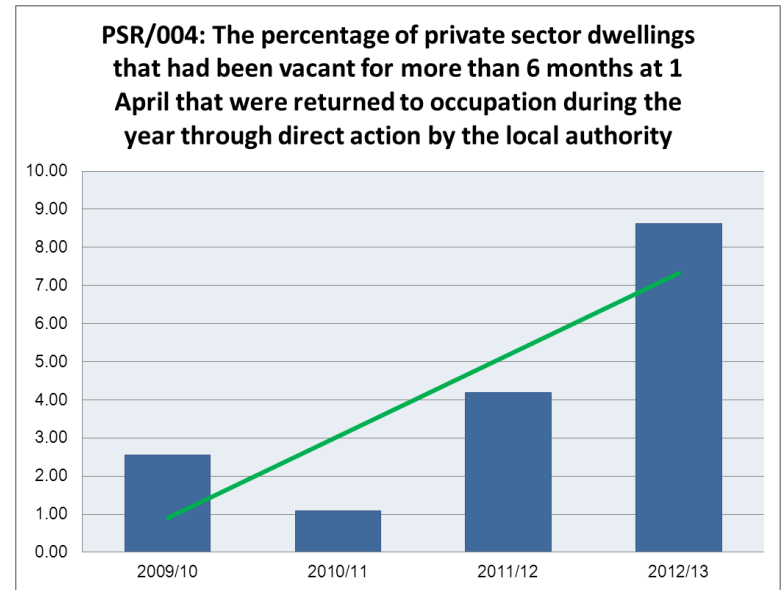
We also remain well placed in the middle quartiles in terms of preventing homelessness (HHA/013 - 88.6% an increase of 7% on the previous year) and delivery of Disabled Facility Grant (PSR/002). We are also ranked 6th in Wales as regards providing additional affordable housing units – *66% against a Wales average of *45% (PLA/006b)¹

Table 9



¹ Note this PI has been universally qualified by the Wales Audit Office

Table 10



Improvement Objective 3 - To ensure the Council fully achieves its promise to promote and protect the interests of the Island, its citizens and its communities by Improving Corporate Governance

Examples of what we did to improve corporate governance

- Reduced the level of intervention and regained democratic decision making responsibility
- Complied with new Constitutional arrangements - 13 changes received full Council and Ministerial approval
- Strengthened the Senior Leadership Team which has added significantly to the Council's capacity and capability to deliver further improvement

- Over the past 12 months, members and officers have attended externally facilitated workshops and learning has helped develop a new methodology for self-assessment underpinned by better performance management
- Completed a review on Registers of Members' Interests and reported outcomes to the All Wales Standards Conference in April 2013
- To further aid capacity, we have appointed a permanent Head of Resources, Head of ICT, and recruited a Programme Manager to Co-ordinate the work of our newly established programme boards
- Standards Committee has met and reported on a quarterly basis
- Agreed a detailed and comprehensive Induction training plan post-election
- Scrutiny Outcome Panels completed during the year had direct influence over key decisions made within certain services i.e. Education Integration Budget
- Only one call-in held during 2012-13 (Dec 2012 – Smallholdings Estate) – increase in number of Pre-Scrutiny items considered by Committees (20 Pre-Scrutiny items considered during 2012-13);
- Members job descriptions - 100% complete by 1st January 2013
- CRB - 100% complete by 1st January 2013. Reported quarterly including non-compliance. New CRB Policy adopted in relation to Members
- The increasing implementation and embedding of corporate initiatives such as risk management, performance management and quality assurance has the potential to support improvement in social services
- Set up a Sickness Absence Co-ordinator post for a period of 12 months to provide support to services on the management of sickness absence
- Improved our engagement with the public and beginning to address democratic renewal. We are also developing our partnership working arrangements, beginning to engage with the public more effectively and addressing economic, social and environmental issues – e.g. working with Gwynedd County Council on the development of:
 - Joint Local Development Plan
 - Joint Local Service Board
 - Integrated Family Support Service
 - Joint Planning Policy Unit

Over the two years since the Commissioners were first appointed, following an adverse corporate governance inspection report by the Auditor General for Wales in March 2011, they have reported substantial improvements in the Council's corporate governance arrangements. Significant changes were made in the way in which the Council carries out its business, and relationships between political groups, elected members and senior officers have been transformed. Member conduct has improved considerably and the Executive engaged constructively and enthusiastically with the Commissioners to manage both the day-to-day business and strategic development of the Council. As a result, the level of adverse publicity which the Council attracts has diminished considerably. The corporate centre has been strengthened, a revised, outcome-based corporate planning

process has been implemented and new systems for managing finance, performance and risk have been established.

Over the past twelve months, a more robust, more fit for purpose Constitution has been adopted and a stronger Senior Leadership Team has been recruited, creating solid foundations for further improvement. In order to consolidate this early progress we have now embarked upon an ambitious programme of transformational change which will help sustain the improvement which has been achieved this far and ultimately result in improved services for the people of the Island.

Improvement Objective 4 - To ensure that the County Council aligns itself and works in partnership towards the aims of the Welsh Government through realisation of our Outcome Agreements

Examples of what we did to realize our Outcome Agreement

- Increased membership and usage of Leisure centres
- Increased Telecare usage for the most vulnerable group of users
- Met all except one of our targets re GP referrals - % of G.P. high risk referred clients that completed the Departments 16 week scheme was 64% against a target of 60%
- Increased Benefit take-up - annual gain from benefit take-up for the Council was £186K against a target of £120K

- Significantly increased uptake of 'Taith i Waith' users – 394 participants against a target of 100 due to closer working with Job Centre Plus
- Provided educational programmes to meet the needs of young people, reflecting essential lifestyle issues (e.g. drug abuse, sexual health, alcohol awareness, healthy image/lifestyle) for 5,000 young people
- Achieved 721 accreditations within the youth service within the year
- Homelessness prevented in 88.7% cases against target of 74% and 69 empty homes bought back into use against a target of 30 (see also Improvement Objective 2)
- Despite minor shortfalls in 2 recycling and associated waste management targets we continue to perform well in terms of national targets and in comparison to other councils across Wales
- Continued to improve our footpaths and public rights of way in collaboration with Ramblers Association - significant increase in percentage of footpaths and rights of way which are easy to use (7.9% over last 2 years)
- Achieved a total of 327, 631 visitors to Heritage attractions on the island
- Achieved 7 Cruise ship visits with excursions to visit:- Beaumaris Castle;- South Stack; Plas Newydd; and Anglesey County Drive
- Continued to improve our Smallholdings - 10 upgrades achieved against a target of 8 (with a further 5 on-going)
- Made £599,948 savings against identified maintenance costs from sales and asset transfers

Many of the performance indicators included in our second improvement objective (Housing) also feature as part of our fourth improvement objective – delivery of our **outcome agreement** – as well as contributing to our five strategic priorities. For example, some of our waste management PIs contribute to all these complementary agendas, and we have historically performed well in this area. This continues to be the case as regards WMT/009(b), the percentage of municipal waste collected by local authorities which is reused, recycled or treated biologically, where we are ranked 6th in Wales (Table 11). We also showed an improvement of 11.5% with clearing fly tipping incidents within 5 days (STS/006) compared to last year’s performance and have moved up from the bottom quartile to the lower median (Table12).

Table 11

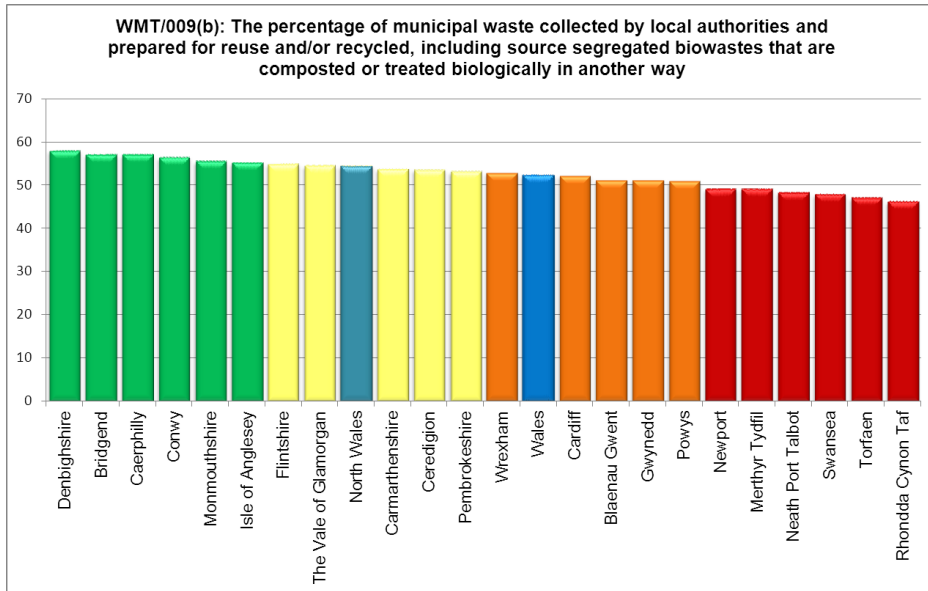
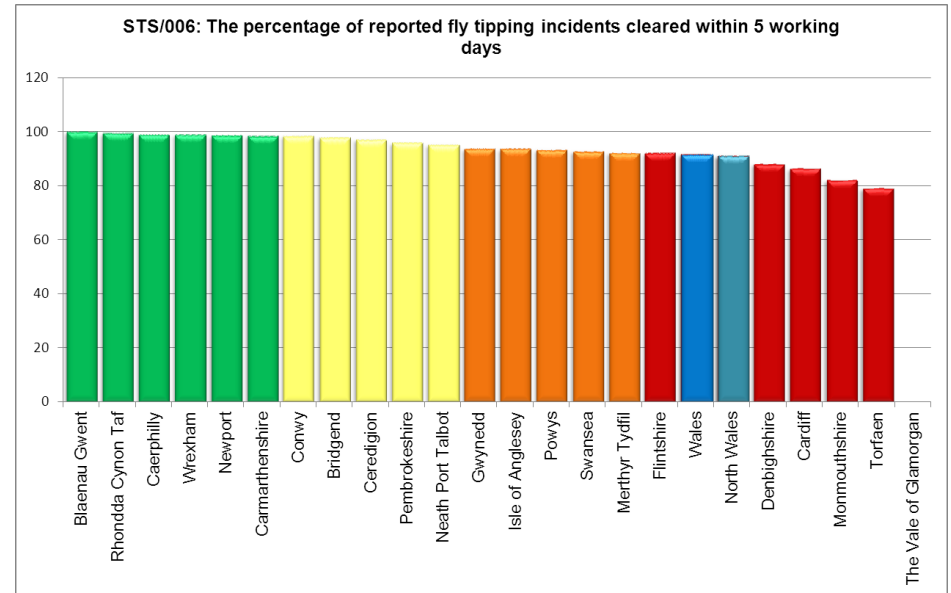
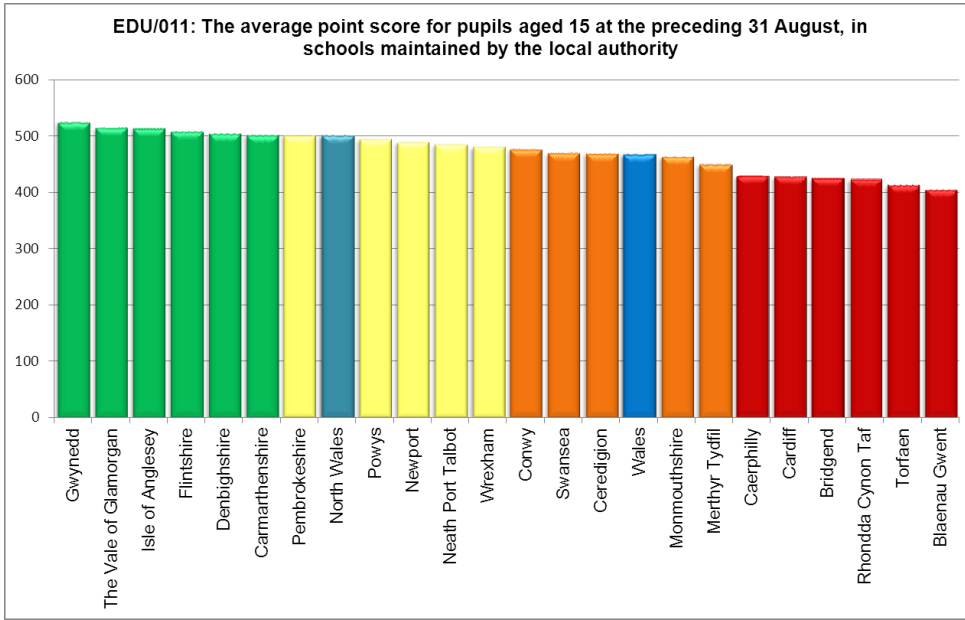


Table 12



Similarly, Education features as an important area for Improvement for Anglesey as both part of our outcome agreement and strategic priorities, as well as being an improvement objective for 2011/12 following the Estyn Inspection. As such, we continue to closely monitor our Education PIs as part of the Estyn Post Inspection Action Plan. We are pleased that 3 of those PIs that have improved during 2012/13 are also in the top quartile in relation to teacher assessments in Welsh at Key stage 3 (EDU006ii); the average points score for pupils at 15 years of age in the authority’s schools (Table 13 & 14, EDU/011 – which at 514.7 is over 86 points up on 2011/12 and has shown steady improvement from 2009/10 onwards) and pupils achieving core subject indicator through teacher assessment (EDU/004) where we have moved from 11th to 3rd ranking.

Table 13



Whilst we only have 2 PIs in the bottom quartile for education, we are however concerned that they have both declined dramatically from being in the top quartile in 2011/12 to the bottom quartile in 2012/13 – pupils aged 15 who leave education, training or work based learning without any approved external qualifications (EDU/002ii) and percentage of final SEN statements issued in 26 weeks excluding exceptions (EDU/015b – Table 15 & 16) – moving from rank 1 to rank 22 and 19 respectively. The overall trend remains positive however, with 6 PIs having improved and only 4 having declined between 21011/12 and 2012/13.

Table 14

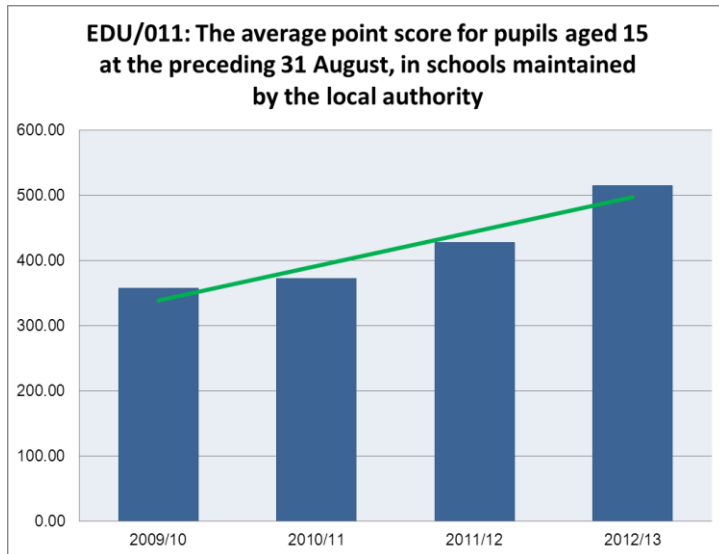


Table 15

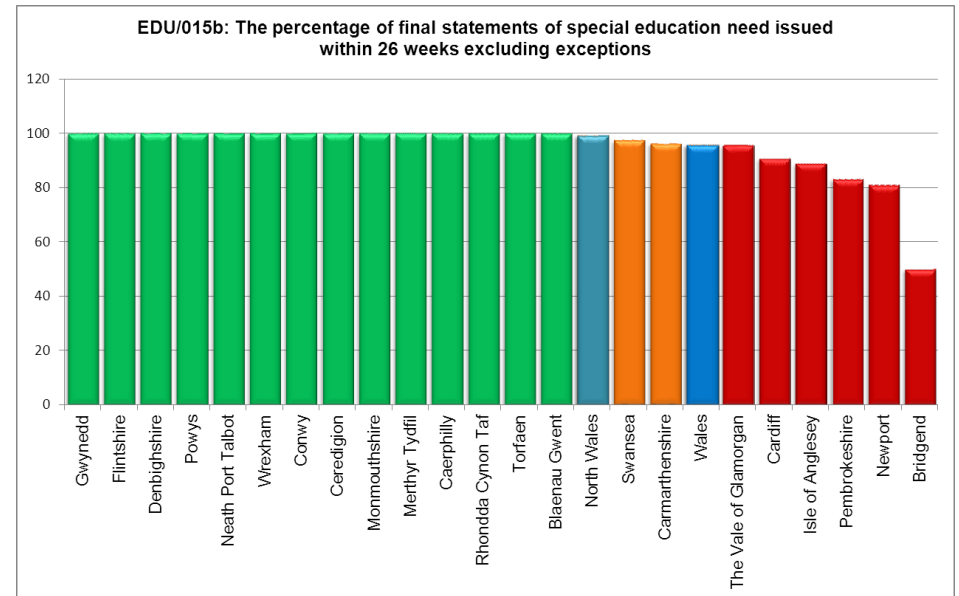
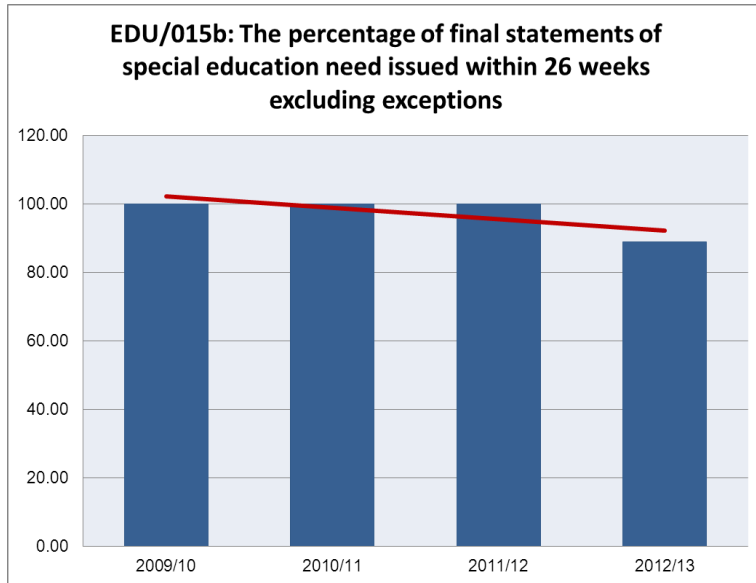
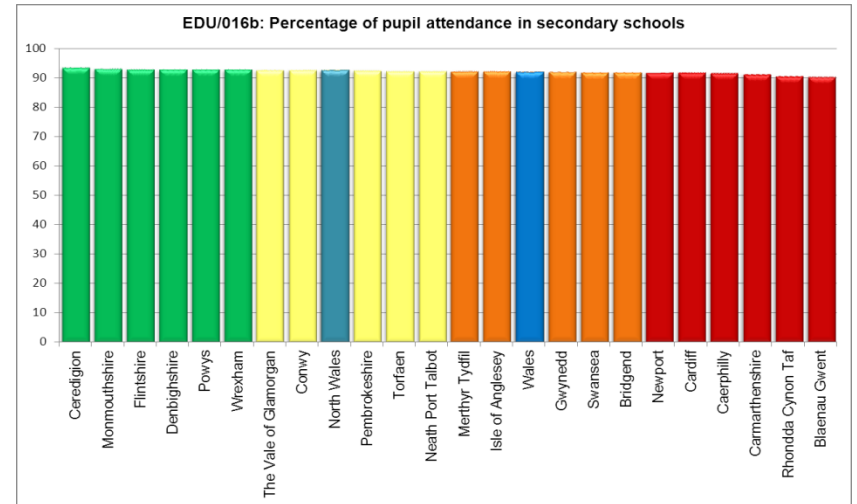


Table 16



Another area where we are showing an improvement in Education is with attendance at schools. Attendance at secondary schools (EDU/016b) has improved from the bottom quartile to the lower median quartile (Table 17). The best performing Authority is Ceredigion with 93.68% attendance, and the worst performing being Blaenau Gwent with 90.46%, however the small margin of 3% from the top to bottom shows how difficult it is to improve with regards to this performance indicator nationally. The same can also be said for attendance at primary school and we are pleased that we are performing better than the Welsh average for both indicators.

Table 17



Our Strategic Priorities

In our Corporate Business Plan for 2012/15 we outlined our values and beliefs and set out our overall aim and strategic priorities for the coming year in that :

Our vision for the Authority is ambitious:

‘TO BE A WELL-RUN COUNTY COUNCIL, DELIVERING CONSISTENT SERVICE TO OUR CITIZENS WHILST PROVIDING VALUE FOR MONEY’

The Council’s key outcomes or *strategic priorities* that we said would be working towards were developed to address citizens’ priorities whilst also taking into account national, local and political views. They were as follows:

1. Anglesey has a thriving and prosperous rural economy
2. People in Anglesey achieve their full potential

3. People in Anglesey are healthy and safe
4. People in Anglesey enjoy, protect and enhance their built and natural environment for future generations
5. People in Anglesey are proud of their Council

The following analysis looks in detail at the Council's overall performance in delivering against our strategic priorities and improvement objectives. The analysis will look at what we said we would do and how we delivered, as well as at the targets and measures helping us assess whether we are making a difference to the communities we serve. Strategic priorities are marked **RED**, **AMBER** or **GREEN** to indicate progress.

We also include in our analysis more detailed information for middle quartile performance which is split between the upper middle and lower middle quartiles in order to highlight PIs which perhaps need more attention as they may be closer to the bottom than the top performance quartiles.

DELIVERING FOR OUR CITIZENS AND COMMUNITIES

Despite challenges in addressing the 2012/13 improvement priorities, our services were still expected to continue to perform well. At a time of budgetary constraints, Commissioners, members, our citizens and communities still expected greater administration and management efficiencies whilst maintaining a high standard of frontline services.

Key work areas undertaken by services in 2012/13 to support the Council's strategic priorities are detailed below. In some areas there are close linkages with the Improvement Priorities and outcome agreements outlined in this document.

STRATEGIC PRIORITY 1: Anglesey has a thriving and prosperous rural economy



As a result of considerable progress made during 12/13, Anglesey is set to benefit from significant investment and growth opportunity securing positive transformational economic and social change. The Council in close collaboration with the Welsh Government, private sector and key external stakeholders, are working to ensure opportunities are capitalised upon, whilst responding effectively to the challenges.

Following the purchase of Horizon Nuclear Power by Hitachi there has been increased momentum in relation to the potential new Nuclear Build at Wylfa. Significant progress has also been made in securing additional capacity, via the major developers, to progress the Island's low carbon agenda.

The Welsh Government (WG) awarded Enterprise Zone status, which presents the opportunity for a number of major strategic investment projects, has also been welcomed. The IACC are actively supporting the WG from existing staffing and funding resources in order to capitalise on the associated investment and employment opportunities, such as the Zero Business Rate Relief Scheme. A package of infrastructure improvements have been presented to the WG, and a response to the capital funding proposals is awaited.

We also remain committed to supporting local businesses and financially assisted 26 businesses through the EU Convergence 'Local Investment Fund' resulting in the creation of 78 new jobs. In addition, following the announcement of the closure of the Welsh Country Foods site in Gaerwen and the Anglesey Aluminium Site in Holyhead, with the potential loss of in excess of 300 jobs, we worked in partnership with other agencies to

support the employees and minimise the impact on the local economy.

The Destination Management Plan (DMP), aimed at co-ordinating the management of all the aspects of a destination that contribute to a visitor's experience, whilst taking account of the needs of visitors, local residents, businesses and the environment has continued to develop providing guidance and direction to the Island's tourism aspirations. Significant effort has been made to promote the Island as a tourist destination, including the development of the 2013 Visit Anglesey Brochure and presence at International Sea Trade events. As a result of these activities the 2012/13 season attracted 14 cruise ships to the Port of Anglesey generating c.£1.3M spend in the local economy and attracted in excess of 1.4million visitors.

The scale of the planned investment on the Island creates a positive long-term outlook with economic growth, sustainable jobs and improved social well-being. The EDU 2013/14 Business Plan reflects the commitment of the Council in driving this transformational change.

What we said we would do

We will be at the forefront of energy R&D and production of low carbon and renewable energy for the benefit of current and future generations

How we said we would do it

In order to accomplish this we said that we would work with partners to secure the approval of a new nuclear build and maximise opportunities to strengthen the competitiveness of the island's economy. We also noted that we would ensure local people were made aware and kept informed of these on-going

developments and that we would agree and adopt a supplementary planning guidance to enable a clear stance to be taken re: on-shore wind energy provision.

What we did

- Facilitated increased momentum in relation to New Nuclear Build following sale of Horizon to Hitachi
- Supported the developers in public consultation and engagement activity
- Secured additional Programme Management Office capacity to support increasing development activities
- Signed a Planning Performance Agreement with National Grid and draft Planning Performance Agreement agreed with Centrica
- Successfully collaborated with the Welsh Government to progress the Anglesey Enterprise Zone
- Assisted the Welsh Government to develop the Anglesey Enterprise Zone and market the associated Business Rate Relief Scheme
- Adopted Supplementary Planning Guidance on 24 January 2013, and this subsequently became a material consideration in the determination of planning applications for on-shore wind energy schemes

What we said we would do

We will support and encourage entrepreneurship, business and employment growth

How we said we would do it

In order to achieve this we said that we would continue close working with partners to maximise the local benefits and supply chain opportunities for local businesses emanating from new strategic developments. We also stated that we would work towards delivering the social inclusion strategy led by the Local Services Board

What we did

- Assisted 26 Businesses through the EU Convergence the 'Local Investment Fund' resulting in 78 new jobs created
- Successfully supported the inaugural Leaders Business Evening at RAF Valley
- Ensured effective completion of the externally funded Celtic Wave, Brand, WINSENT and Môn Menai local inactivity projects resulting in significant local legacy benefits
- Secured c.£1.6M EU funding to develop the Sites & Premises project and extend the RDP Ymweld a Môn project
- Secured domestic funding to support 5 IACC and External projects (PEG Scheme, Digital Branding, RAF community Covenant, RAF Heritage Centre, Canolfan Tudur)
- Supported the development of Mon Communities First, which has amongst other outcomes, established a Vocational Skills Academy and has already facilitated and supported citizens into work opportunities

What we said we would do

We will be one of the most visited tourist destinations in Wales

How we said we would do it

In order to accomplish this we noted that we would develop and embed an organisational destination management approach working in partnership with the island's tourism trade, together with implementing the AONB strategy and working towards attaining full national trail status for our coastal path.

What we did

- We successfully managed the implementation of the Destination Management Plan ensuring collaboration with the tourism trade and key stakeholders
- Welcomed 14 Cruise Ships to the Port of Anglesey, generating c.£1.3M spend in the local economy
- Attended International Sea Trade Events to market the Port of Anglesey amongst Cruise Executives
- Successfully secured £160k RDP funding to extend the Ymweld a Môn project until December 2014
- Attracted 1,490 visitors, which although down on the previous year's figures is still considered good due to the inclement weather experienced on Anglesey during the tourist season
- Successfully cleared the last two major gaps within the Coastal path with the construction of a 45m span arched footbridge over the Afon Alaw and a new path around the Plas Newydd estate, via Bryn Celli Ddu

Have we made a difference locally?

In order to show that what we are doing has a positive impact on the lives our citizens, we have also identified relevant indicators to help us monitor and report whether our efforts are making a difference locally (**Table A**). The details appear below, with the RAG status indicating whether we fully, partially or did not achieve our set targets.

Table A

Ref	Title	11/12 Out-turn	12/13 Target	12/13 Actual
O1a	Number of visitors per annum ²	1,509,000	1,554,270	1,490.4 ↓
O1b	Revenue generated by visitors ²	£233.7 (£'s millions)	£240.7	£237.84 ↑
O1c	Number of new businesses supported ³	21	12	8 ↓
O1d	Number of existing businesses supported ³	30	45	18 ↓
O1e	Collaboratively work with internal and external partners to deliver economic investment through the Rural Development Plan	£390,000	£1,208,392	£934,754 ↑

² based on STEAM figures received during financial year portraying out-turn of previous calendar year

³ targets agreed on a regional basis with the Wales European Funding Office and reviewed annually

What we need to Improve and/or build upon in 2013/14

- Progress the development of key post 2013 programme projects/ interventions
- Support the Welsh Government in development and implementation of the Anglesey Enterprise Zone
- Plan, deliver and standardise all statutory consenting processes associated with the major energy developments
- effective delivery of the DMP through the Island of Enterprise Board
- Ensuring policy development, synergy and alignment to support transformational change
- Develop and progress a consistent approach to Community Benefits (from major developments)
- Define and develop legacy aspirations (statutory and non-statutory) in relation to major energy developments
- Support key partners in developing and implementing 'Inspire' skills action plan in response to major energy developments
- Developing a social inclusion strategy as part of the joint Single Integrated Plan with Gwynedd

STRATEGIC PRIORITY 2 - People in Anglesey achieve their full potential



“The Council is responding constructively to the findings of the Estyn inspection in 2012”

Wales Audit Office Annual Improvement Report, March 2013

Although we noted in the Corporate Business Plan 2012-15 that Educational performance on Anglesey has for a long while operated in the upper quartile we also want every child, every young person, every learner, wherever they are, irrespective of background and circumstance, to achieve their full potential and be prepared to play an active role as future responsible citizens and community champions. We are also fully committed to addressing the weaknesses identified by Estyn and the Wales Audit Office when they inspected the Council’s Local Authority Education Services for Children and Young People in May 2012.

In order to do this, and to contribute to Welsh Government’s ambitious vision for education in Wales, we acknowledged that we needed to further improve the standard of education on the island and implemented a post inspection action plan (PIAP) to improve the quality of its education services. A Recovery Board was also appointed by the Minister for Children, Education, Lifelong Learning and Skills to provide support and external challenge.

We have already made significant efforts since the inspection and made good progress in all key recommendations. Solid foundations have been put in place in response to Estyn’s recommendations that have strengthened the service and key appointments have been made at strategic level to add relevant capacity and standards are rising in all key areas. Attendance is also targeted more effectively and the Service’s self-evaluation

has improved through clear business planning arrangements and methods to limit risk in key areas appear to have improved. A new regional School Effectiveness and Improvement service has been established to work with us in close partnership to undertake our statutory responsibilities to monitor and challenge schools’ performance. Subsequently, the performance of both primary and secondary schools in Anglesey has improved significantly in 2012/13, based on the results of the previous year and relative to other councils in Wales

Looking to the future as regards the 21st Century schools modernisation programme, this will involve extensive catchment area reorganisation, the building of new area schools and a review of schools that are not fit for purpose. An internal review process has given elected members a more accurate view of surplus places and brought about acceptance of the need for change. A review of surplus palaces has also been produced, highlighting specific rooms in individual schools that could be used for other purposes.

As we indicated in our Corporate Business Plan 2012-15 assisting our people to achieve their full potential does not rest solely with the educational remit. As such we also report on how we performed in relation to equalities, anti-poverty and the Welsh language

What we said we would do

Our children and young people’s needs and aspirations are met

How we said we would do it

In order to achieve this we said we would be establishing a multiagency approach to support children and young families. In addition, we were looking at rationalising and modernising

school provision so that resources are targeted towards teaching, learning and the raising of educational standards and decreasing surplus places. We also stated that we would improve the quality of our school building stock and reduce long term maintenance costs as well as examine alternative arrangements for the provision of school transport. In line with the recommendations within the Estyn Review we also aimed to delegate 80% of revenue resource directly to the Island's schools.

We said we would be reviewing and improving our services for Children whilst providing enhanced support for children in the care of the Council. Working with partner organisations would be key to ensuring all young people were in education, employment or training. We also promised to support vulnerable children and adults to ensure they receive appropriate learning programmes

What we did

- Held a Workshop on 18th January with other Agencies to develop shared understanding and practice in the provision of children's Services
- Established the Team Around the Family – the Service has reviewed its eligibility criteria and is intending to consult with partners before seeking Council approval
- Formulated the Education Post Inspection Action plan (PIAP) that addresses standards, professionalising services and surplus places
- Increased the level of challenge to schools and officers, which has led to increased accountability

- Sharpened target setting in schools to include specific focus on absolute performance and performance in relation to free school meals family data
- Produced Update on surplus school places which highlighting specific rooms in individual schools that could be used for other purposes
- Undertook consultation process on school modernisation in the Holyhead area, South East Anglesey and the Llannau area
- Discussed Principles associated with modernising school infrastructure
- Revised School-LA Partnership Agreement to increase level of challenge to schools deemed to be underperforming
- Established a School standards monitoring group to consider in detail the performance of individual schools
- Focused in Scrutiny on school and authority performance
- Established a more robust systems to track individual pupil achievement
- Established Strategic Protocol between the Community Directorate and the Lifelong Learning Directorate to promote effective joint working so that Children's combined social care and educational needs are met. Achieving joined up services for children is a central aim of both Directorates and is supported by the Council as a whole
- Continued to improve on 11/12 performance regarding decisions within 24 hours of referral (SCC/006). Performance generally continues to be

a considerable improvement upon 2011/12 in the provision of support and services for those children in need and those that are in the care of the authority; “Looked after Children”

- Engaged with NEET through the Potensial Project as part of the Child (TAC) linked to each secondary school with those whose out of school behaviours put them at risk and support them back into supported education and training
- Continued to work with Gwynedd and other partners to deliver IFSS service on a collaborative basis
- Delegated 80% of revenue resource directly to the Island’s schools
- Worked in collaboration with the Recovery Board to address perceived weaknesses inclusive of developing and introducing a new model for school improvement on Anglesey that addresses the role of schools, the new regional school improvements service and school modernisation

What we said we would do

We will be better educated and more skilled to meet the needs of the labour market

How we said we would do it

We said that we would be introducing a targeted campaign to enthuse and promote engagement amongst our children and young people in science, technology, engineering and mathematics. We also said we would continue to work with partners in the HE/FE sector to ensure that local people are able to gain the skills that are likely to be required during the lifetime and operation of the nuclear facility. In addition we

said we would implement the Council’s anti-poverty strategy which encapsulates the ‘Taith i Waith’ programme which promotes opportunities for disabled people in the workplace

What we did

- Worked with other education partners to develop a strategic plan for skill development as part of the Energy Island initiative. This plan outlines the work that needs to be done to develop STEM related education in primary and secondary schools
- Developed a Strategic Plan in conjunction with Further and Higher Education partners
- Increased total participants in ‘Taith i Waith’ for 2012/13 - 394 against a target of 100. The overall increase in referrals is due to a better relationship with Job Centre Plus, enabling individual officers to have a better understanding of the project

What we said we would do

We will value and promote equal opportunities for all

How we said we would do it

In order to achieve this we said that we would implement the Authority’s Strategic Equality Plan and work with partner organisations such as the Equality of Human Rights Commission to ensure that the Authority fulfils its specific equality duties. We also looked to identify steps which will deliver a more representative pool of decision makers and a greater numbers of women in Member led Cabinet roles as well as implementing a programme to mitigate and address equal pay measures within the Authority

What we did

- Continued to work towards securing a consistent approach across the authority in terms of completing effective impact assessments. Guidance on equality considerations was circulated to services at the outset of the budget-setting process for the 2013/14 budget, templates and guidance are available on our intranet (MonITor), and training was made available to staff and the Policy Unit continues to provide support and guidance to services
- Published our Annual Equality Report before the statutory deadline of 31 March 2013. The report covered 2011/12 and also included an outline of progress against our equality objectives as at December 2012
- Undertook a publicity campaign was in local press and on the Council's website to raise awareness about the local elections on 2 May 2013. 106 candidates stood for 30 seats
- Developed an Equal Pay Strategy which requires a fully completed Job evaluation (JE) rank order to enable the Authority to confirm its position. A rank order is currently being reviewed internally and is expected to be finalised in the autumn of 2013

What we said we would do

We will take pride in our language and culture and promote our cultural heritage

How we said we would do it

To achieve this we sought to ensure the promotion of the Welsh language and Welsh culture through the implementation of our Welsh Language Scheme and promoting the Council-

owned attractions as a part of the Destination Management Plan


What we did

- Completed our Annual Monitoring Report on the implementation of our Welsh Language Scheme during 2012/13 and forwarded it to the Welsh Language Commissioner before the statutory deadline of 30 June 2013
- Held several meetings where it has been agreed that leisure would be included the Destination Management Delivery plan, which promotes more wet-weather family leisure facilities and the improvement of existing leisure facilities including commercial leisure and local authority swimming pools and leisure centres that are also used by visitors

Have we made a difference locally?


In order to show that the work linked to our second strategic priority has a positive impact on the lives our citizens, we have also identified relevant indicators to help us monitor and report our efforts (**Table B**). The details appear below, with the RAG status indicating whether we fully, partially or did not achieve our set targets.

Table B

Ref	Title	11/12 Out-turn	12/13 Target	12/13 Actual
SCC/035	% of Looked After Children (LAC) eligible for assessment at the end of Key Stage 2 achieving the Core Subject indicator, as determined by Teacher Assessment	66.67	75	25.0 

Ref	Title	11/12 Out-turn	12/13 Target	12/13 Actual
SCC/036	% of LAC eligible for assessment at the end of Key Stage 3 achieving the Core Subject Indicator, as determined by Teacher Assessment	66.67	75	71.43 ↑
SCC/044	% of children looked after who are permanently excluded from school in year April 1 – 31 March	2.44	0	0 ↑
EDU/002i	% of all pupils (including those in LA care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave education, training or work based learning without an approved external qualification	0.1	0.3	0.3 ↓
EDU/003	% of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	78.6	79.8	84.7 ↑
EDU/004	% of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	69.4	70.9	77.9 ↑
EDU/011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	428	390	514.7 ↑

Ref	Title	11/12 Out-turn	12/13 Target	12/13 Actual
EDU/015 a	% of final statements of special education need issued within 26 weeks: including exceptions	70.4	75	69.6 ↓
EDU/015 b	% of final statements of special education need issued within 26 weeks: excluding exceptions	100	100	88.9 ↓
EDU/016 a	% of pupil attendance in primary schools	93.5	94.6	94.4 ↑
EDU/016 b	% of pupil attendance in secondary schools	90.9	92	92.2 ↑
O2a	% of pupils that leave full time education that are NEET	2.4	4.1	2.4 ↔
O2b	No. of visitors to Council owned Attractions (including Oriel Ynys Môn)	128,926	132,500	144,746 ↑
LCL/001	No. of visits to Public Libraries during the year, per 1,000 population	3,903	4,009	4,094 ↑

 Indicators which demonstrate successful achievement of Improvement Objective 1 targets

What we need to Improve and/or build upon in 2013/14

- Further work with LSCB to be continued

- Continue to improve the support provided for our Looked After Children in their health and education to ensure they achieve their potential particularly at Key Stage 2
- Approve our draft Corporate Parenting Strategy
- there is a need to improve regularity and recording of senior officers meetings with agencies re: Children's service - audit for the year in Quarter 4 2012/13
- Complete Job evaluation(JE) rank order to enable the Authority to confirm its position. A rank order is currently being reviewed internally and is expected to be finalised in the autumn of 2013
- Continue to develop and define leisure services inclusion in the Destination Management Delivery plan
- Agree and adopt a School Modernisation Strategy
- Progress matters with regards to primary school re-organisation in the Holyhead / Llannau and South East Anglesey areas

STRATEGIC PRIORITY 3 - People in Anglesey are healthy and safe



“Good progress is being made in bringing about improvement in the performance of children’s services and responding to the findings of the CSSIW inspection in 2011”

“The Council is one of only two in Wales to deliver the Welsh Housing Quality Standard by the target date and arrangements for responsive repairs to housing are improving”

Wales Audit Office, Annual Improvement Report, March 2013

In our Corporate Business Plan for 2012/15 we stated that delivering healthier, safer and fairer communities through a range of preventative, curative and support services in partnership with other likeminded stakeholders was one of the cornerstones of our agenda. We stated that It would ensure that our citizens are able to enjoy a healthy and active life with prompt access to suitable health and social care when needed. Central to our role to support this agenda are social services and housing, and as well as our safeguarding role we also see healthy lifestyles/chronic conditions and promoting independence are cross-cutting and inter-related themes

The CSSIW reported that 2012-13 continued to be a year of significant change for the Council's Social Services department. In particular, there was intense corporate activity in response to concerns about children's services, especially in relation to safeguarding. An interim director was appointed and took up post in January 2012 and we also appointed a new Head of Children's Services. We also agreed the principles needed to modernise adult services, but there are still difficult decisions required to manage the risks associated with this work. A permanent Director of Communities was appointed in September 2012. The transformation of Children's Services has been the result of collaborative working across organisational boundaries and the establishment of multi-agency Improvement Board which oversaw, challenged and held the Children's Service to account. This improvement was the result of our own internal service recovery model. We have introduced

strengthened guidance, increased staffing and brought in additional expertise in Adult Services and have made significant efforts to improve performance and quality management which has already led to the council moving from a low-performing authority to performing well against a number of performance indicators.

We will now continue to move from stabilising provision to improving and transforming services through the Improvement Board.

On the housing front we are also particularly proud that we were one of only two councils throughout Wales to deliver the WHQS by the target date and within budget. In addition, we also made significant progress in bringing back empty homes into use and continued to focus on providing and facilitating affordable homes and tackling homelessness. We are also making strategic preparations for accommodating workers on the potential Wylfa B project and a housing options report will be issued later in 2013. Our draft Local Housing Market Assessment was completed which is a strategic document, providing strong evidence base for our forthcoming Local Housing Strategy and the Joint Local Development Plan. Work continues to modernise our Building Maintenance Unit and phase 2 of our IT strategy will result in an improvement in quality of services offered in repairs and maintenance services to our tenants. We also continued our community safety work, and our former lead officer now works on a regional basis with our other partners to further develop a joint approach to community safety issues, community cohesion and Anti-Poverty work.

What we said we would do

We will safeguard and improve the 'life chances' of vulnerable children and adults in our society

How we said we would do it

To achieve this aim we said that we would implement the 'Older People Strategy' to provide opportunities for independent living and by re-modelling Adult Services to reflect current requirements in partnership with other statutory partners - inclusive of the 3rd sector and Users. We also said that we would implement a multi-agency approach to the provision of Children and Adult Services thereby maximizing opportunities to enhance safety provision for our most vulnerable citizens and seek to alleviate the impacts of the welfare reform and provide adequate support for the most vulnerable households who are at risk of homelessness and fuel poverty.

What we did

- Supported the older people's council in playing an active role in scrutinising the vision for adults services
- We have completed significant preparatory work around the transformation of adult social care (older people); inclusive of full service user, citizen, community and stakeholder engagement process
- Established a Community Equipment Store – a partnership across 3 local authorities (Ynys Môn, Gwynedd & Conwy) and the Health Board Assistive Technology – sub-regional partnership with Gwynedd Council
- Developed Môn Enhanced Care (MEC) with the Health Board. 300 adults received MEC services since its inception in May, 2012
- Developed and supported the Agewell universal service offering social and leisure opportunities for older people (over 500 attending). The service is now run by older people themselves and they have recently gained charitable status - and has received a national Care Standards accolade

- We have fully implemented the Wales Interim Adult Protection Procedures and training was delivered to 407 professionals at Level 2 and 30 at Level 3/4 covering the spectrum of the adult social care staff and health service
- We successfully delivered significant improvement in our Children services against the improvement plan: improvements made to the referral and assessment functions. Much attention is being given to improving assessment and care management through faster response rates, better care planning and reviews. This has been the result of increased management attention, improved processes, social work training and resources
- Secured improvements in Workforce; numbers of permanent staff increased and Agency staff reduced by 50% in children services; stability of workforce improved; sickness levels reduced; improved induction programme and an overall strategy for improving and retaining the workforce has been developed
- Put in place effective systems to monitor performance. This has been an integral part of our service improvement, which has seen an improvement in performance and delivery, this then having a positive impact on the service users
- We are showing signs of improvement in safeguarding practice both on a service and corporate level
- Received a CSSIW regulatory inspection report of the Fostering Service in December 2012 which found that the service was compliant with regulatory requirement
- Reviewed the Out of Hours Service – we have a long standing partnership with Gwynedd Council for the provision of social services out of hours response
- Jointly commissioned an options appraisal of the Hospital Social Work Service – we have a long standing partnership with Gwynedd for the provision of hospital social work in the acute hospital in Bangor
- Worked with colleagues in Services around the Family over the past 12 months to prepare the foundations of an Integrated Family Support Service (IFSS) across Môn and Gwynedd. This Service will be introduced during 2013/14 and will be hosted / managed by Children’s Services on the Island.
- We decommissioned a traditional day service during 2012 and replaced it with 3rd sector contemporary day opportunities service for older people
- Developed and progressed a Tenant Profiling Project Plan, identifying who are the households affected by the Welfare Reform
- Completed a needs assessment (Children and Housing services) of young people’s housing and support needs and will implement during 2013/14 a Young People’s Housing project- part-funded through Supporting People programme
- Undertook six feasibility studies regarding Mains Gas network for social housing tenants with British Gas and Wales & West Utilities. Following on the feasibility study, works ordered on 235 new gas connections
- Had further success with our Empty Homes project, resulting in becoming a finalist in the Chartered Institute of Housing’s annual award ceremony, as an Outstanding Local Authority.

What we said we would do

We will live our lives safe from crime, disorder and danger

How we said we would do it

We said we would be working with partners to effectively tackle crime and disorder, substance misuse, antisocial behaviour and other behaviour that adversely effects our surrounding environment by the implementation of our Community Safety Partnership Plan

What we did

- Completed the draft statutory partnership plan for Anglesey Community Safety (minus operational plan) and forwarded to NW Safer Communities Board
- Completed the Community Safety Partnership Plan and had it approved by Community Strategy Partnership - Wrexham to be host authority for SM projects. Indicative increase in funding across all North Wales authorities. Currently going through transitional period, review of contracts on-going. North Wales strategy commission to be completed by Oct. 2013

What we said we would do

We will ensure that the housing needs of the island are met

How we said we would do it

In order to address this important agenda we said that we would implement the preferred option regarding the needs of construction workers associated with the proposed new nuclear build through adopting a mixed approach (purpose built, privately rented and tourist accommodation). We also said we would secure the Welsh Housing Quality Standards (WHQS) of Council housing stock by December 2012 and improve the existing housing stock by bringing empty homes back into use and generally increase the supply of affordable housing. We also said we would be developing measures to make better use of the existing Council Housing stock to

address changing housing needs as well as reduce the Authority's maintenance liability and achieve additional capital receipts in our smallholdings estate

What we did

- We had positive dialogue with Horizon in April 2013 - due to uncertainty around the future of Horizon there was a delay in accommodation for construction workers project start date. Report commissioned and will be reported to Executive Committee July 2013
- We successfully achieved WHQS by the target date
- Bought 69 empty properties bought back into use (Target 30)
- Empty Homes surgery operational
- Enforced Sale Process Policy approved by Executive Committee and implemented
- Undertook surveys in Beaumaris and Llanfaelog re increasing supply of Affordable housing. Also held meetings with Community groups.
- Worked with North Wales Housing Association to build affordable housing .Council owned land [HRA] identified as a subsidy, in lieu of Social Capital Grant
- Fully committed the Mon Homebuy grant allocation with 5 households being assisted, 4 by Home buy and 1 by Mortgage Rescue
- Received Welsh Government support for the Revenue Funding bid for Cymdeithas Tai Eryri to develop 12 affordable homes on the Bryn Du site
- Received approval of the Executive Committee re the disposal of the former Ysgol Aberffraw site for affordable housing use

- Completed over 90 units during 2012/13 with Social Capital Grant allocation from WG, quarterly PDP meetings held with Development Directors of RSL's, Head of Housing Services, Affordable Housing Advisor, Rural Housing Enabler and Empty Homes Officer
- Re-deployed 3 Full time officers leading on tenant profiling (existing housing stock), with other front line officers also undertaking tenant profiling. First tranche to be completed in April 2013
- Commissioned an Options Appraisal on existing sheltered accommodation block – with a view for re-modelling as a very sheltered accommodation scheme, or possibly hub and spoke model for older people in Llangefni
- Held regular weekly meetings between Housing and Social Services re Voids. Voids workshop independently facilitated and recommendations discussed and actioned
- Implemented phase 1 of the new Housing IT system

What we said we would do

We will live longer and healthier lives

How we said we would do it

In tackling this agenda we said that our aim was encouraging children, young people and adults on Anglesey to live active lives and become as healthy and independent as possible. This included collaborative working practice with the Betsi Cadwaladr Health Board and other partner organizations to effectively manage chronic conditions and to generally modernize and re-model the day care service for older people on Anglesey

What we did

- We provided a varied activities programme and schemes for children at our 5 leisure centres and the Sports Development Unit schemes in schools and the community. Of particular note this year have been new activity initiatives; Surf Lifesaving Club in Rhosneigr (first of its kind in North Wales), organising parallel activities for juniors at high profile events such as the Anglesey Half Marathon and Anglesey Sandman Triathlon
- The leisure centres through working with the Sports Development Unit introduced new activities such as Hydro bikes (aqua spinning sessions); Water paddlerz; virtual spinning; structured school swimming lessons targeted at KS1; structured school & holiday lessons targeting those children who have not reached KS2, to do so by the time they enter secondary school. One to one lessons at all centres
- We also provided a variety of activity programmes (courses/sessions/clubs) for adults This year also saw a significant improvement in meeting Leisure Centre membership and usage targets for adults through the direct debit Leisure card
- We met all GP referral targets in relation chronic condition referrals except for a minor shortfall in 1 (39% against 40% target for completion of our 16 week scheme low risk patients). % of G.P. high risk referred clients that completed the Departments 16 week scheme was 64% against a target of 60%

Have we made a difference locally?



Table C

Reference	Title	11/12 Out-turn	12/13 Target	12/13 Actuals
HHA/002	The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	680	975	740 ↓
HHA/013	% of all potentially homeless households for whom homelessness was prevented for at least 6 months	81.6	78	88.6 ↑
O2Ha	% of customer satisfaction	NA	65	↓
HHA/008	% of homeless presentations decided within 33 working days	85.1	90.5	87.30 ↑
HHA/017a	The average number of days that all homeless households spent in Bed and Breakfast accommodation	48.67	48	37.36 ↑
HHA/018a	The average number of days that all homeless households spent in other forms of temporary accommodation	1200	975	1224 ↓

O2Hb	% of section 202 homelessness reviews confirming the original decision	NA	65	100 ↑
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.06	1.2	2.53 ↓
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	84.24	83	58.94 ↓
SCA/002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	23.57	23	21.93 ↑
SCA/003a	% percentage of clients, in the following age groups, who are supported in the community during the year aged 18-64	92.82	93	93.91 ↑
SCA/003b	% percentage of clients, in the following age groups, who are supported in the community during the year aged 65+	78.93	80	80.83 ↑

SCA/007	% percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	78.23	80	82.82 ↑
SCA/018a	% of carers of adults who were offered an assessment or review of their needs in their own right during the year	70.1	77	81.70 ↑
SCA/018b	% of carers of adults who had an assessment or review of their needs in their own right during the year	78	80	75 ↓
SCA/018c	% of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	72.9	80	72 ↓
SCA/019	% of adult protection referrals completed where the risk has been managed	92.59	97	92.78 ↑
SCC/043a	% of required core assessments completed within 35 working days	43.3	75	80.5 ↑

SCC/006	% of referrals during the year on which a decision was made within 1 working day	96.76	100	98.6 ↑
SCC/042a	% of initial assessments completed within 7 working days	71.84	85	80.5 ↑
SCC/028	% of looked after children who had a fully completed and updated assessment and progress record at their third review	15.38	30	69.23 ↑
SCC/016	% of statutory visits to children looked after reviews carried out within statutory timescales during the year	85.83	95	77.6 ↓
SCC/020	% of LAC who have had their teeth checked by a dentist during the year	91.53	87	93.75 ↑

-  Indicators which demonstrate successful achievement of Improvement Objective 1 targets
-  Indicators which demonstrate successful achievement of Improvement Objective 2 targets

What we need to improve and/or build upon in

- Further opportunity for us to strengthen our partnership with Health Board colleagues (including GPs and nursing colleagues) in jointly implementing our recently approved assistive technology strategy. The emerging regional work-stream around Telecare provides a further opportunity for us to develop our existing local and sub-regional partnerships
- opportunity for us to develop our existing local and sub-regional partnerships
- Implement Phase 2 Housing IT system – which will include asset management incl. updated stock condition and asbestos management tools
- Concentrate effort on improving adult swimming – both structured and casual swims
- Continue to improve on our performance on discharging out homelessness duty to citizens – this is a historical issue going back many years, and has a project plan – the progress of which is being monitored

In Children Services we will:

- Continue to improve the timeliness of assessments and reviews of children through improved management and monitoring of performance

- Maintain and consolidate performance in relation to Key PIs that ensure that where children may be eligible, they will receive a good and timely response to their needs and that children will have up to date good quality sustainable care plans that ensure their needs are met, including all children with a disability
- Complete the review of our policies and procedures ensuring that they make clear the standards of practice expected of staff
- Seek to provide support within the local community or in a family setting rather than in institutional care, wherever possible
- Provide appropriate support to enable improved life chances for young people leaving care to develop life skills, including access to universal and community based services, training and employment opportunities
- Develop the skills and capacity within the workforce
- Review our Service Delivery Model
- Strengthen the development and understanding of members and senior managers with corporate responsibilities to understand the role and function of the Children services, how well they are meeting needs locally and give them appropriate priority
- Review Corporate parenting Panel and implement Corporate Parenting Policy to ensure effective monitoring and improved quality control

STRATEGIC PRIORITY 4 - People in Anglesey enjoy, protect and enhance their built and natural environment for future generations



“The Council is developing its partnership working arrangements, beginning to engage with the public more effectively and is addressing economic, social and environmental issues”

Wales Audit Office, Annual Improvement Report, March 2013

We are making progress through a number of collaborative initiatives on the environmental front, although some are not yet fully developed. The new corporate arrangements are enabling the Chief Executive to concentrate more on developing regional leadership and collaboration. Examples include working with Gwynedd County Council on the development of:

- A joint Local Development Plan
- A joint Local Service Board
- Joint Planning Policy Unit

Further examples of pan-North Wales’ environmental partnership work that we are involved in include a regional residual waste treatment project, minerals and waste planning partnership and regional transport management.

We have also progressed a number of cross service initiatives with the destination management partnership whereby 6 Services are collaborating with an external organisation to develop and implement a plan for the benefit of the tourism agenda on the island. We are also proud to have completed the last two major gaps within our Coastal Path and utilised

underspend from another AONB in Wales to support additional projects on Anglesey which led to 13 projects, creating 8 jobs and 51 volunteering opportunities.

We have also reviewed and revised our Corporate Asset Management Plan to rationalize the Council’s current asset portfolio to minimize liabilities and maintain services and the introduction of a new marketing strategy has led to sales agreements on a number of properties.

In relation to waste management, we continue to perform well, and have consistently been within the top quartile in Wales for our recycling rates. Ynys Môn also leads on in-Vessel Composting – a collaborative project undertaken with Gwynedd and Conwy.

What we said we would do

We will work with partners to provide the necessary infrastructure capacity to meet the needs of our citizens, businesses and communities

How we said we would do it

We said that we would achieve this by putting in place the Local Development Plan to ensure strong, developing and sustainable communities. This included working with partners to improve the road infrastructure in and around potential new strategic developments, as well as utilizing Welsh Government prudential borrowing to establish a programme of works to improve road infrastructure at key locations – inclusive of increasing the capacity of the A55 across the Menai Strait. We also said we would be working with partners (public and private) to explore the options surrounding the development of leisure centre provision on the Island

What we did

- Received Full Council approval for the Preferred LDP Strategy for public consultation on 24.1.13, but there has been some slippage in the LDP Delivery Agreement timetable due to the delayed local election in Ynys Mon. Public consultation for the statutory period commenced on 9.5.13 following the re-arranged local election
- Experienced lack of progress as regards A55 across Menai Straits – WG conducted a Public Consultation exercise in 2007, but no progress has been made since then. The Council has pressed for many years for a third crossing and an opportunity may now exist with the need for new power cables to cross the Straits
- Experienced delays with road infrastructure development due to the pull-out of Wylfa developers. However, £1.3M of WG's funds spent on Highway Maintenance with a further £0.5M spent on improving the B5111 at Trefor. Finance Minister visited the site in March, as Ynys Môn were one of only two North Wales authorities that implemented Welsh Government wishes to provide some improvement schemes with the funding
- Made significant progress as regards Beaumaris Leisure Centre: the new social enterprise registered as a charitable company limited by guarantee. The service was successfully transferred during the spring of 2013 and on schedule for operational handover 01/04/2013. In relation to other Park and Outdoor Facilities there has been progress on leasehold transfer of the assets in relation to the Rhosneigr Bowling Green to the Community Council (lease transfer / asset transfer) and agreement has been given for the first stage of an asset transfer of the Llanerchymedd Bowling Green and Football Field to that Community Council. Core elements (Holyhead based) are complex and

require a corporate focus. Resolution will require funding arrangements for 2013 – 2014

What we said we would do

We will promote, protect and make sustainable use of our unique built heritage and natural environment

How we said we would do it

We said that to accomplish this we would be reviewing, revising and amending the Corporate Asset Management Plan to rationalize the Council's current asset portfolio to minimize liabilities and maintain services. We also said that we would be working in partnership with the Joint Advisory Committee to implement the AONB Management Plan and championing environmental sustainability by working towards attaining full national trail status for our 125 mile Coastal Path

What we did

- Introduced the new Asset Management Plan marketing strategy - sales have been agreed on a number of properties. These are:
 - Former toilets at St George's Pier, Menai Bridge;
 - Dinorben Square, Amlwch;
 - Maes Athen, Llanerchymedd
- Sales were agreed on Craigwen House, Amlwch and surplus grazing land at Dwyran. The sale of land at former Penyrorsedd Units was also completed during the year
- Lease disposals were completed in relation to Tolldy Llanfairpwll, land at Amlwch, Rhosneigr Bowling Green and Penmynydd Community Centre.

- Smallholdings at Tredryw and Rhos Isaf were sold and a sale was agreed on a plot at Saith Aelwyd
- The Ynys Mon AONB Joint Advisory Committee met on 18.4.12 and 20.11.12
- We fully committed the SDF fund and underspend from another AONB in Wales was utilised to support additional projects. The SDF supported 13 projects, creating 8 jobs and 51 volunteering opportunities
- We experienced some slippage as regards monitoring and review the AONB Management Plan 2009-2014. Management Plan is now being reviewed and streamlined and is being significantly utilised during the proposal stages of large scale infrastructure developments on Anglesey
- A number of on-going projects have been successful in raising the awareness and promotion of the AONB through events/ activities
- A partnership approach has been implemented through a Heritage Lottery Fund (HLF) Landscape Partnership bid concentrating on coastal land management, sustainable infrastructure, volunteering / training, heritage and engagement / interpretation
- Secured resources for 2013/14 to enable retention of two AONB Community Wardens, fund projects which fulfil sections of the current AONB Management Plan and prepare / review the next AONB Management Plan for the period 2014-2019
- Monitored and reviewed the State of the Isle of Anglesey AONB Report

- Completed the last two major gaps within the Coastal path with the construction of a 45m span arched footbridge over the Afon Alaw and a new path around the Plas Newydd estate, via Bryn Celli Ddu

What we said we would do

We will ensure clean and environmentally sustainable communities

How we said we would do it

This we said we would achieve this by developing and implementing a long term Waste Management Strategy to maximise the efficiency of waste collection








What we did

- We progressed the North Wales Residual Waste Treatment Project. It is expected that the NWRWTP will add between 5% and 7% to the recycling rate of each authority
- Lead on the In Vessel Composting collaborative project, working with Gwynedd and Conwy. Problems were encountered with the disposal of the soil improver during 2012/13 due to the wet weather and Tyddyn Môn the company that collected the soil improver pulled out of the contract, which has since been retendered
- Household Waste Recycling Centre – the provision of a new HWRC at Penhesgyn is virtually complete with the new centre opening on the 1/7/2013. The original works were commissioned at a tender price circa £800k, but additional works have been added to renovate the remainder of the site, circa £150k.

Have we made a difference locally?

Indicators used to demonstrate the impact and validity of this outcome are noted below:

Table Ch

Reference	Title	11/12 Out-turn	12/13 Target	12/13 Actuals
THS/011a	% of principal (A) roads that are in overall poor condition	3.91	3.8	3.4 
THS/011b	% of non-principal (B) roads that are in overall poor condition	7.11	7.0	7.5 
STS/005b	% of highways and relevant land inspected of a high or acceptable standard of cleanliness	83.4	82.9	93.7 
STS/005a	The Cleanliness Index (%)	75.72	68	73 
WMT/004	% of municipal wastes sent to landfill	42.2	42.9	43.7 
WMT/009	% of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	54.14	54.6	55.22 
STS/006	% of reported fly tipping incidents cleared within 5 working days	82.28	90	93.74 

What we need to improve and/or build upon in 2013/14

- Pursue lack of progress as regards A55 across Menai Straits
- Pursue road infrastructure possibilities as part of Wylfa development
- Consider taking food waste to Gwynedd's new Anaerobic Digestion plant at Clynnog and just process green waste at Penhesgyn
- Future: next HWRC at Gwalchmai or Holyhead to be designed internally by Highway Design Team to overcome past design difficulties with external designers

STRATEGIC PRIORITY 5 - People in Anglesey will be proud of their Council



“The Council continues to make good progress in addressing the Commissioners’ corporate governance themes and has reached a critical turning point with intervention being scaled back”

“In October 2012, the Minister for Local Government and Communities returned all of the powers formerly exercised by the Commissioners back to the Council and its Executive. The decision was based on the progress made by the Council and findings from our work undertaken this year”

Wales Audit Office Annual Improvement Report, March 2013

A far-reaching community engagement strategy and implementation plan is in development which will take a structured and streamlined approach to engagement and will avoid the pitfalls of duplication or lack of coordination. Whilst this has fallen behind in its SLT 180 day cycle development a concerted effort is being made to get it back on track.

One significant strategy developed and agreed is the Corporate Communication Strategy, which identifies our customers as central to the focus of the Council’s work and the means by which we should be engaging, consulting and communicating with them. The democratic renewal programme used the strategy to guide its work and we worked tirelessly with partner organisations such as the Electoral Commission to encourage a greater number of candidates to stand for election. It can be concluded that the drive was been successful in that 106 candidates contested 30 seats. This equates to an average of 3.53 candidates per seat which is higher than that of any other North Wales councils at their 2012 elections. It is also an

increase of 1.53 candidates per seat from the 2008 elections in Anglesey.

It is also worth noting, that for the first time since intervention began, we have fully delivered against our outcome agreement. This is a 3 year agreement between the Council and Welsh Government which aims to realise aspects of the national agenda on a local basis, and which bought in approx. £720K in grant funding for the council during 2012/13.

A project board has been established to oversee the review of the people strategy, chaired by the Portfolio Holder. As part of the strategy development, a staff survey has been commissioned through Conwy CBC and scheduled to be undertaken during May–June 2013. We have also developed, agreed and adopted a single integrated plan which is based on community and key stakeholder engagement, to identify the strategic outcomes we as an island should be working towards. We are also continuing to invest in significant private sector partnership work through the structured approach to the Energy Island Programme.

Significant challenges still await us as an organisation during the current improvement and sustainability phase, but the clear sense of purpose and direction engendered by the Senior Leadership Team will enable us to take a focused approach to decision making and risk management to overcome the hurdles which we will face. One particular area that we need to prioritise in terms of improving during 2013/14 is sickness absence levels, where we are experiencing higher levels than in previous years as well as in comparison to most other councils across Wales.

What we said we would do

We will listen to our citizens and deliver on our promises

How we said we would do it

We said that this would be achieved by the implementation of our Community Engagement and Communication strategies including regular Citizen Surveys to identify residents' priorities and their views, as well as redesigning our internal processes and technological solutions in order to make our decision making transparent, lean and more customer-focused

What we did

- We developed a far-reaching community engagement strategy and implementation plan which takes a structured and streamlined approach to engagement and will avoid the pitfalls of duplication or lack of coordination (Residents survey carried out August-Sept 2013 and results not yet analysed and available for feedback)
- We have developed, agreed and adopted a single integrated plan during the reporting period which is based on community and key stakeholder engagement to identify the strategic outcomes we as an island should be working towards
- Developed the community focus with 3rd sector workshops, key stakeholder seminars and town and community council consultations
- Undertook a survey with all our Council housing tenants to gather their views on the services delivered by the Housing Services
- Trained a team of volunteer tenants to undertake mystery-customer exercises on services delivered by the Housing Services

What we said we would do

We will work in partnership to improve the outcomes for our citizens

How we said we would do it

We would accomplish this by incorporating a new approach to island wide / sector specific partnerships as well as delivering on the Council's Outcome Agreement. We also said we would deliver the Council's contribution to the Strategic Integrated Plan - Our Island, Our Future in partnership with private, public and 3rd sector organizations, and by exploring a new approach to the way in which we procure services that will release real savings into the future

What we did

- The newly formed and developing SLT enabled the Chief Executive to lead the strategic direction of the partnership and collaboration agenda on behalf of Anglesey locally, regionally and nationally
- We collaborated to improve Education services regionally
- We established a joint partnership team with Gwynedd Council to oversee the implementation of the Single Integrated Plan. A joint Local Service Board has been established and a joint Officer group which Anglesey is chairing
- We are an active part of the Health and Social Services Regional Programme Board including leading / participating on work streams such as the 'Commissioning Hub', regional safeguarding, adoption and supporting people
- Collaborated regionally as regards Legal matters with the other North Wales Authorities

- We launched a collaborative multi agency Anti-Human Trafficking initiative where the Council is taking the lead on behalf of the region
- We collaborated on a regional Trading Standards delivery model with an agreed business case being considered for formal adoption during April 2013
- The Executive agreed in principle to a single strategic emergency planning model with an associated sub-regional operational delivery mechanism
- We collaborated with the Third Sector to agree on the Compact and Volunteering Policy
- We established an Economic Vision for the future whereby partnership working with the private / 3rd and voluntary sector is developing to realise a vision that the Island becomes a globally renowned region of choice with a vibrant and strong economy with increased prosperity, flourishing local culture and enhanced environmental position. a greener and cleaner environment
- We hope to achieve 100% Welsh Government grant for successfully delivering our ten Outcome Agreement themes
- Developed a business case to build on the work which has been undertaken on procurement. This will identify the investment required to improve procurement practice across the Authority including professional procurement support and IT, together with the potential financial savings that such an investment would bring
- We have also partnered with the University of Bangor to develop an innovative approach to procurement which will be a key driver of efficiencies into the future. Particular expertise has been gained by the increased capacity / support offered by the University that could further up-skill and increase capability within the organisation

What we said we would do

We will value our staff and treat our citizens and environment with respect

How we said we would do it

We said that we would implement our Internal Communication strategy to inform staff of developments at all levels of the organisation and undertake regular staff surveys to ensure the Authority gains the intelligence to build on and improve its Investors in People 'Standard - Corporate Status' accreditation. In addition we stated that we would implement our 'People Strategy' which sets out the plan for our people management priorities for the future. We also said we would work towards making all Council buildings compliant with disability statutory requirements

What we did

- As part of the Communication strategy, we developed our approach to internal communications using the developing IT strategy as an enabler of this work.
- A further key element of developing and valuing staff has been the re-introduction of regular monthly meetings with Trade Unions, to keep them abreast of on-going developments and future plans
- We established a project board to oversee the revision of the people strategy, chaired by the Portfolio Holder. As part of the strategy development, a staff survey was commissioned through Conwy CBC and undertaken in May /June 2013

- We established a Job Evaluation Steering Group which is chaired by the Deputy Chief Executive, and has representation from the Trade Unions. A comprehensive project plan has been developed , driven by the HR Service, and a Team has been established to deliver this
- Established a working group of staff (comprising of Property / Human Resources and Information Technology) to drive forward the agile working agenda
- Undertook disability access improvements- Provision of a hoist at Plas Arthur Leisure Centre; Platform Lift at Ysgol Gyfun Llangefni; Hoist and disabled toilet at Holyhead Leisure Centre Ramp, front entrance reception and disabled change facilities at Amlwch Leisure Centre
- Set up a Sickness Absence Co-ordinator post for a period of 12 months to provide support to services on the management of sickness absence
- Planned and undertook a staff survey (fieldwork undertaken in May – June 2013 and result published Sept 2013) which achieved promising and improving results that build upon the previous survey undertaken in 2009/10

What we said we would do

We will be ambitious and outward looking

How we said we would do it

We said that we would look at good practice elsewhere and seek to become champions of networks and building on the success of the Energy Island programme, as well as undertaking and implementing a democratic renewal initiative to increase annual level of community participation

What we did

- Undertook significant private sector partnership work through the structured approach to the Energy Island Programme (EIP), thereby maintaining effective governance delivery structures through EIP Advisory Board meetings, EIP Strategy Forum and EIP Workstream meetings
- Revised the democratic renewal strategy in preparation for the re-launch at the County Show in August 2012. A positive inspection report was also received from the Electoral Commission confirming that the Council now meets all the relevant criteria in terms of its approach to the provision of democratic services


Have we made a difference locally?


In order to show that the Council’s work is having a positive impact on the lives of our citizens and that we’re taking our partners’ views and concerns on board, we have identified relevant indicators to help us monitor and report whether our efforts are making a difference with regards to our reputation (**Table D**).

Table D

Ref	Title	11/12 Out-turn	12/13 Target	12/13 Actuals
O5a	% of people who feel they are well informed about Council services	60.4	62	New Residents Survey carried out Aug-Sept 2013

Ref	Title	11/12 Out-turn	12/13 Target	12/13 Actuals
O5b	% of people who are satisfied with the level of services the Council provides	76.0	78.0	New Residents Survey carried out Aug-Sept 2013
O5c	% of people who think the Council offers residents good value for money	34.6	40	New Residents Survey carried out Aug-Sept 2013
O5d	% of people who are satisfied with the way in which the Council is running the Island	40.2	45	New Residents Survey carried out Aug-Sept 2013
O5e	% of staff having a Performance Development Review	64	70	64
O5f	% of staff who feel valued by the Council	39 (09/10 fig)	45	54
O5g	Reduction in Sickness absence (days per FTE)	Approx 12.8	11.8	14.45
O5f	% of grant funding secured from Welsh Government under the Outcome Agreement	100%	100%	100% (TBC)

 Indicators which demonstrate successful achievement of Improvement Objective 3 targets

 Indicators which demonstrate successful achievement of Improvement Objective 4 targets

What we need to Improve and/or build upon in 2013/14

- Further analyse our sickness absence levels across all council services and functions and put in place appropriate mitigating actions to address the issue
- Implement the Transformation Plan in terms of Senior Management restructuring
- Complete staff survey for 2013/14
- Undertake and complete comprehensive public engagement and consultation

National Performance Indicators

Whilst certain measures have been used to show progress against our strategic priorities, under the Performance Measurement Framework introduced in April 2005, each council in Wales has in the past collected and shared data for nationally benchmarked performance indicators..

The framework focuses on three distinct areas:

- National Strategic Indicators (NSIs)
- Public Accountability Measures (PAMs) - providing measures for public accountability; and
- Service Improvement Data – (SIDs) developing meaningful datasets for use by services and their regulators to support service improvement.

Welsh Ministers continue to set **National Strategic Indicators** (NSIs). Local authorities still have a legal duty to collect and report on these annually.

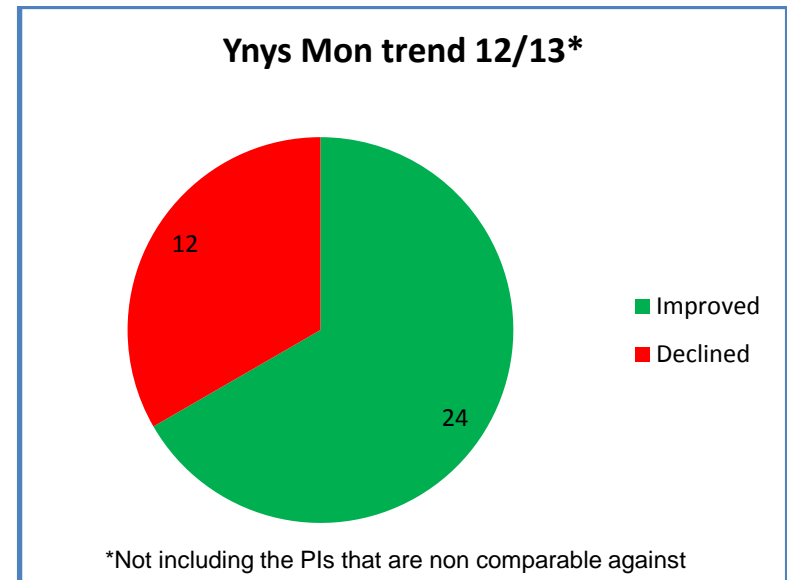
The data in this analysis will focus mainly on PAMs and NSIs so as to enable comparison with other local authority performance, but we have provided an overall assessment of all our PIs (inclusive of SIDs) at the end of this section. All PIs are used on a regular basis for internal monitoring of performance through the established Quarterly Performance Monitoring Framework and have been a strategically essential part of the Annual Service Reviews from 2012 onwards.

How did we perform in 2012/13?

Performance Indicators and Trends

The overall picture in terms of our performance indicators (PIs) – inclusive of PAMs and NSIs - was very positive in 2012/13. The trend (Table 18) shows that against the 36 PIs (NSI and PAM) that are directly comparable from previous years, 24 (67%) of all our PIs had improved in 2012/13 with 12 (33%) declining.

Table 18



In terms of quartile position (Table 19), 12 (27%) of our PIs are in the top quartile whilst there are only 8 (18%) within the bottom

quartile, with the majority of the remainder 14 (32%) % in the middle quartiles - 10 (23%) in the upper median and 14 (32%) in the lower median quartiles.

Table 19

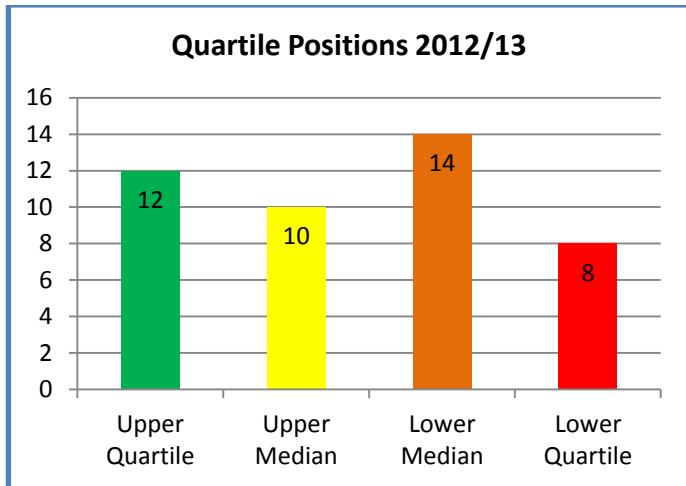
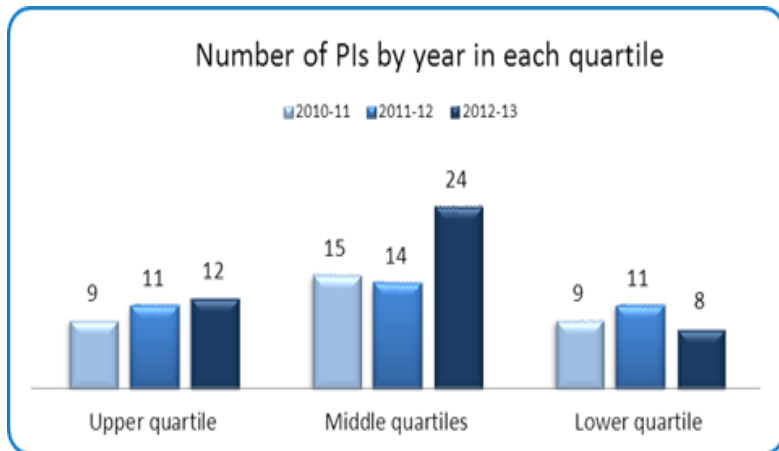


Table 20



Looking in a bit more detail at performance year on year, we can see from Table 20 that we continue to improve as regards increasing the number of PIs which are in the upper quartile and reducing those in the lower quartile over the last three years. We do however need to look in more detail and monitor more closely those PIs which are at the lower end on the middle quartile, the number of which has increased during 2012/13.

Performance against our identified priorities

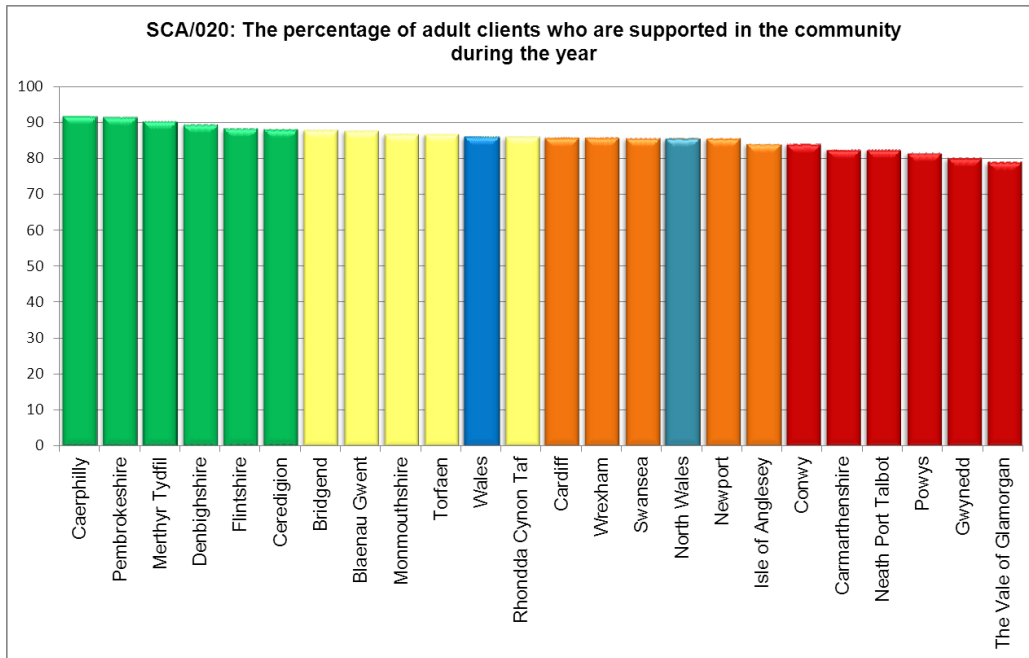
Our four **improvement objectives** for 2012/13 focussed on areas that we had identified as priorities for the council in order to move the authority forward by improving services and contributing to the transformation agenda. We have reported on performance against those improvement objectives which contain elements of children’s services, housing, education etc in the specific improvement objective section earlier. Unlike the other three improvement objectives, our third improvement objective of improving corporate governance, is not directly linked to any national performance indicators and as such will not form part of the analysis here either.

Whilst not an improvement objective in 2012/13, Adult Services remains a priority for the council as it is in the process of being transformed from a more traditional service into a modern, responsive and more fit for purpose service. In this transitional stage it is be expected that performance will plateau or even decline before improving when the new structures and procedures kick in. As such, the council is aware of the 7 PIs within this category we have no PIs within the top quartile - although 4 have shown an improvement -whereas in 2011/12 we had 2 PIs that were amongst the best performing in Wales (SCA/001- delayed transfer of care for social care reasons over

75 years, and SCA/0019 Adult Protection Referrals completed where risk was assessed).

On the plus side however, and of the 4 PIs that have improved, we have moved from the lowest to the middle quartile in terms of adults supported within the community (Table 21 and 22 - SCA/020) and the rate of older people aged 65 or over that we support in care homes (SCA/002b)

Table 21



We are also pleased with the performance shown where food establishments on Anglesey are broadly compliant with food hygiene standards (PPN/009) as we continue to be 3rd in Wales and have shown improvement in the last 2 years (Table 23)

Table 22

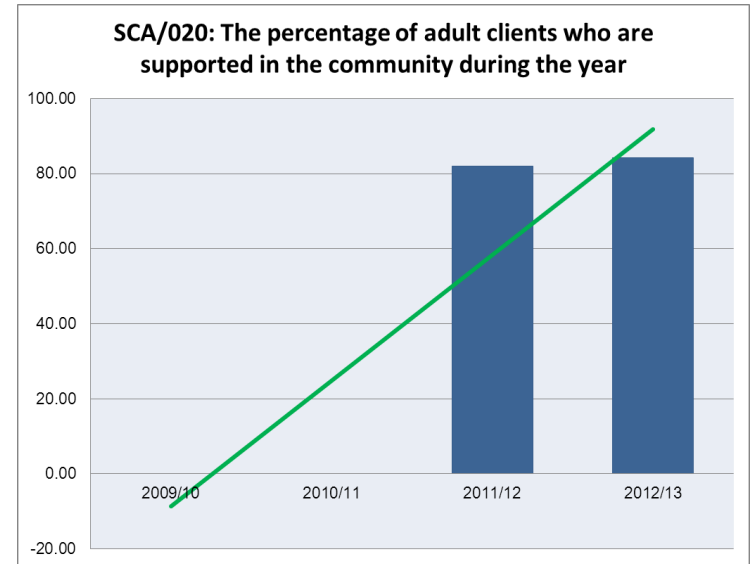
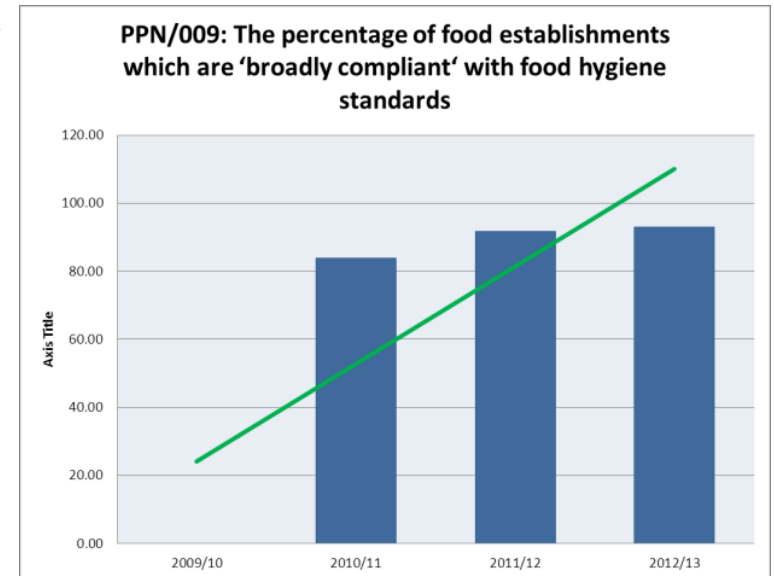


Table 23



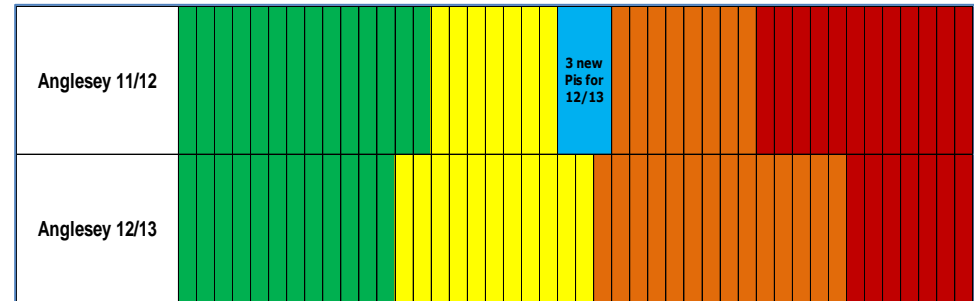
Looking at our overall performance in term of NSIs and PAMs across all services, what is particularly encouraging is the percentage of PIs in the bottom quartile in 2012/13, 16% as compared to 29% the previous year (Table 24). Whilst there has also been a slight drop in the number of PIs in the top quartile, from 14 in 2011/12 to 12 in 2012/13, we are keeping a close eye on the middle quartiles, and especially those PIs that are in the lower median quartile (14 in 2012/13 as opposed to 8 in 2011/12). This analysis also confirms both the steady nature of our overall improvement and those areas where we are concentrating on, education, children and adult services, where we need to continue to monitor and improve.

Table 24

Isle of Anglesey County Council Performance		2012/13 Quartile Position				PI Change since 2011/12			
Number of Pis	Top Quartile	Upper Median	Lower Median	Lower Quartile	Improved	Unchanged	Declined	New Indicator	
Adult Services	7	0	2	4	1	4	0	3	0
Childrens Services	13	5	3	4	1	5	0	5	3
Housing	3	1	2	0	0	3	0	0	0
Leisure & Culture	2	0	1	0	1	0	0	0	1
Education	11	3	3	3	2	6	0	4	1
Highways & Waste Management	6	1	0	3	2	4	0	0	2
Planning & Public Protection	2	2	0	0	0	1	0	0	1
Isle of Anglesey County Council Total	44	12 27%	11 25%	14 32%	7 16%	24 55%	0 0%	12 27%	8 18%

Looking at how we compare against the north Wales authorities in general, we know from available data that we compare favourably with both Conwy and Wrexham but are some way behind Denbighshire, Gwynedd and to a lesser extent Flintshire in terms of comparisons of PIs in the upper quartile). What is encouraging though is that at the other end of the spectrum, we are reducing the number of PIs in the bottom Quartile (Table 25).

Table 25 - NSI & PAM Quartile Performance Positions 2011/12 & 2012/13



If we now include the Service Improvement Datasets (SIDs) in our analysis – those additional 95 indicators that give services a wider perspective of performance across a greater number of PIs – we can see that the overall picture remains positive. Out of the overall total of 139 PIs that include NSIs, PAMs and SIDs there are 47 (34%) in the top quartile, 32 (23%) in the upper middle quartile, 33 (24%) in the lower middle quartile and only 26 (19%) in the lower quartile. The analysis further shows that between 2011/12 and 2012/13 46% of our total PIs have improved, 9% have stayed the same and 34% have declined.

Table 26

Isle of Anglesey County Council Performance		2012/13 Quartile Position				PI Change since 2011/12											
		Top Quartile	Upper Median	Lower Median	Lower Quartile	Improved	Unchanged	Declined	New Indicator								
Number of Pis																	
Adult Services	11	1	4	5	1	6	0	5	0								
Childrens Services	47	24	8	9	6	25	7	12	3								
Housing	14	3	5	3	3	9	0	3	2								
Leisure & Culture	6	1	3	0	2	3	0	2	1								
Education	20	4	4	6	6	8	0	11	1								
Highways & Waste Management	18	3	3	6	6	7	0	4	7								
Planning & Public Protection	23	11	5	4	2	6	5	10	2								
Isle of Anglesey County Council Total	139	47	34%	32	23%	33	24%	26	19%	64	46%	12	9%	47	34%	16	12%

The overall conclusion from the PI analysis shows that we continue to make steady progress in improving our performance across most services, and especially within those services that have seen fairly critical past inspection reports. This highlights the steady improvement in most areas of performance across the council since intervention, and in particular within Children services. There are still areas that we need to improve upon and/or stabilise, for example education, although we are aware that decreases and improvement in performance are sometimes attributable to very small changes in numbers because of the overall small numbers of a particular service area. What we are sure of however is that regular monitoring and challenging of performance information across all services is now beginning to bear fruit, and that we are identifying declining performance a lot sooner.

A full list of Results for our NSI and PAM performance for 2012/13 is included as an appendix to this Report (Appendix 1).

Financial Performance 2012/13

The net revenue budget for 2012/13 was set at £119m, which incorporated spending reductions of £3.7m, a Council Tax increase of 5% and required the use of £1.2m from reserves.

It was recognised that some significant risks were included in the budget proposals;

- A number of savings proposals had an impact on service delivery;
- There was the potential that not all of the savings proposals would be delivered or take time to be implemented;
- Reductions in staff numbers contained within the savings proposals would have to be met by the use of reserves, which would reduce the availability of balances to support the budget going forward.

The third quarter budget review indicated that there would be a significant overspend, principally due to pressures on the Education and Social Services budgets. At that time actions were identified to limit the overspend to £1m by the end of the financial year.

By the end of the year, the position had improved significantly and showed a net underspend of £1.4m, a turnaround of £2.4m from the position reported at quarter 3.

The biggest single factors contributing to this much improved position were

- A significant improvement of £0.864m in the budgetary position of the Education Service, with the main improvements arising from reductions in the costs of the School Meals Service and increased grant income for sixth form funding. and reduction in the integration budget overspend.
- A net increase of £0.3m for Children and Families and an increase in the costs of Adult Social Care of £0.4m.
- Savings of £0.5m in Highways and Transportation and Waste Services costs
- A significant reduction in the cost of Corporate Risks totalling £0.665m due to savings in the cost of out of county Education and social Services placements and a reduction in the cost of Housing Benefits due to a change in the level of subsidy expected.

Beyond this rather than a small number of large movements there has been a consistent pattern of more limited movement across all budget headings arising from;

- A spending moratorium on certain types of expenditure in the latter part of the year;
- General restraints on spending by services in response to the forecast financial position of the Council;

- A cautious approach to forecasting the year-end position taken by both budget holders and finance staff to avoid unforeseen overspends during the year.

The overall improvement shown in the out-turn position for 2012/13 actually meant that the value of reserves increased by £0.2m, rather than a reduction of £1.2m as forecasted as part of the budget setting process. The new position means that the Council is in an improved position to meet any potential funding shortfall arising from the current constraints on public sector finances.

During the year, net spending by schools reduced their reserves (in total) by £0.068m, so that the total value of schools reserves at 31 March 2013 stood at £1.18m (£1.25m 2011/12), a similar position to 2011/12. School reserves are limited to the uses approved by the individual schools and the position varies from school to school. Ten schools had a deficit at the end of the financial year (fourteen at the end of the previous year) and a number of other schools are projecting deficits in future years.

The Council spent £25.4m on capital projects in 2012/13, £6.9m less than forecast. Significant spending was incurred on the relocation of Ysgol Y Bont (£4.3m), the completion of the Welsh Housing Quality Standards Programme (£7.4m – Housing Revenue Account spend), continuation of the Small-holdings Improvements programme (£1m) and the Local Government Borrowing Initiative to promote capital infrastructure works (£1.8m).

The Council's financial standing can be best assessed by the extent to which it has made provision for known liabilities and the amount of distributable reserves it has available to cover other risks. The Council has made provision for known liabilities and has established reserves where required by statute, to meet Council Plans of where it is prudent to meet risk or uncertainty.

At 1 April 2012, the Council held earmarked reserves of £12.882m and had a Council Fund balance of £5.8m. The 2012/13 budget assumed that £0.3m would be taken from earmarked reserves and £0.9m from the Council Fund to support the revenue budget. The improved out-turn position has led to an increase of £4.52m in the value of earmarked reserves, which now stand at £17.402m, and an increase of £0.2m in the balance in the Council Fund, which now stands at £6m.

The Council's financial standing is therefore in a much more favourable position than expected and provides an adequate buffer to help meet the difficulties arising from the deteriorating state of local government finances.

The budget for 2013/14 also includes savings targets to be delivered as government funding continues to be reduced. This position will continue in future years and budgets will become even tighter as the continued delivery of budget cuts needed to set a balanced budget becomes more difficult.

Ensuring equality and sustainability

The Council continues its commitment to equality, in terms of:

- Service provision
- Its responsibilities as a major employer and
- ensuring that policies, procedures and practices do not discriminate in any way

Our first annual equality report since the introduction of the new equality legislation was published in March 2012. This report, which can be found on the 'equality' pages on our website, outlines how we met our equality duties during 2011/12 but it also included an outline of progress as at December 2012 to

provide a more up-to-date picture. Our next annual equality report, which we are required to publish by 31 March 2014, will outline how we met our equality duties during 2012/13.

We will continue to work towards achieving our equality objectives and are committed, within the capabilities and influence of the County Council, to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity and foster good relations between different groups.

The Council in its approach to Anti-poverty has also appointed an Anti-poverty Senior Officer to lead on this and there are also plans to appoint an Elected Member to champion this agenda.

Our Strategic Equality Plan 2012-16 and the above partnership documents can be found at: www.anglesey.gov.uk/equalityplan

Regulatory Activity - 2012/13

The council receive a number of regulatory reports and feedback every year from inspections, reviews and studies (both local and national) carried out by our Regulators. The proposals and recommendations contained within those reports provide us with useful feedback on how we can improve services and the way we operate as a council.

The detail of how we have responded to any subsequent proposals or recommendations from past and present regulatory reports during 2012/13 is contained within the body of this Performance Report.

A summary of the main regulatory reports and their findings is presented below and can also be found at:

www.anglesey.gov.uk/council-and-democracy/governance-and-performance-/external-assessments

Improvement Assessment Letter 1 (September 2012)

This looked at forward planning and concluded that we had as a council discharged our improvement planning duties under the Measure and had acted in accordance with Welsh Government guidance and that we were likely to comply with the requirement to make arrangements to secure continuous improvement during the financial year. It also noted that we had responded constructively and responsibly to the critical inspection of our education services by Estyn and the Wales Audit Office.

Improvement Assessment Letter 2 (January 2013)

This looked at our self-assessment and performance report, and concluded that we had discharged our improvement reporting duties under the Measure but should ensure that we act more in accordance with Welsh Government guidance. This related to the need to include more qualitative information within our Performance Report, to have more consistent self-evaluation processes across the council and to improve on our response and slow progress as regards the Estyn Report. However, the report also noted that CSSIW has judged that the Council's annual evaluation of its social services was balanced and supported by evidence but that corporate determination is needed to improve social services, particularly in the light of the financial challenges facing the Council. Proposals for Improvement included the need to promote greater consistency

across services in the quality of self-evaluation, and that we should apply stronger editorial control of our performance report

Annual Improvement Report (March 2013)

In the WAO Annual Improvement Report (AIR) the Auditor General concluded we were making good progress in delivering improvements and was responding constructively to advice from the Commissioners and regulators, but that the momentum of change needed to continue in order to ensure sustainability. The report also stated that we were making good progress in addressing the Commissioners' corporate governance themes to the extent that intervention was now being scaled back and that good progress was reported in the way children's services was responding to the findings of the Care and Social Services Inspectorate for Wales (CSSIW) inspection in 2011 and that we were responding constructively to the findings of the Estyn inspection in 2012.

In addition, we were also congratulated for being one of only two in Wales to deliver the Welsh Housing Quality Standard by the target date and that responsive repairs to housing seem to be improving. Improvements were also noted in our self-critical reporting and evaluation of performance, governance and monitoring arrangements and the workings of scrutiny and audit committees. Whilst there were no statutory recommendations within the AIR, we noted that regulators were concerned that arrangements for the management of information asset could limit our ability to improve and face a number of financial challenges with continuing austerity measures despite having clear and robust financial plans in place.

Finding out more

To find out more about anything in this Performance Review, or to make any comments please contact:

Deputy Chief Executive's Office
Isle of Anglesey County Council
Council Offices
Llangefni
Anglesey
LL77 7TW

☎- 01248 752108 or 01248 752111
✉- jhjce@anglesey.gov.uk or grmce@anglesey.gov.uk

This Report is available on the Council's website: <http://www.anglesey.gov.uk/council-and-democracy/governance-and-performance-corporate-business-plan/>

Further information may also be obtained as follows:

Policies, plans and strategies published by the Council can be accessed at: <http://www.anglesey.gov.uk/council-and-democracy/council-documents>

Service Delivery Plans – please contact nexce@anglesey.gov.uk

The Annual Improvement Report (AIR) is available on the Council's website by clicking on this link: <http://www.anglesey.gov.uk/council-and-democracy/governance-and-performance-external-assessments/annual-improvement-report-wales-audit-office/>

Audit and Inspection Reports produced by the Council's Regulators are available from their respective websites, as follows:

Wales Audit Office: www.wao.gov.uk

Care and Social Services Inspectorate Wales :

<http://wales.gov.uk/cssiwebsite/newcssiw/?lang=en>

Estyn: www.estyn.gov.uk

If you do not have access to the internet, or would like to obtain a document that is not listed above, please contact the Council via the contact details outlined at the top of this page

Appendix 1

PI Type	Description	PI Ref	Service	Direction	2009/10	2010/11	2011/12	2012/13	Trend	12/13 Quartiles
NSI	SCA/001: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	SCA/001	Adult Services	<	1.2	1.5	1.06	2.53	↓	
NSI	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	SCA/002a	Adult Services	>	84.9	74.9	82.37	58.94	↓	
NSI	SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	SCA/002b	Adult Services	<	22.0	23.5	23.6	21.93	↑	
PAM	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	SCA/007	Adult Services	>	73.8	78.2	78.7	82.82	↑	
PAM	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	SCA/018a	Adult Services	>	86.0	74.2	70.1	81.73	↑	
NSI/PAM	SCA/019: The percentage of adult protection referrals completed where the risk has been managed	SCA/019	Adult Services	>	-	89.80	95.70	92.78	↓	
PAM	SCA/020: The percentage of adult clients who are supported in the community during the year	SCA/020	Adult Services	>	-	-	82.04	84.22	↑	
PAM	SCC/001a: The percentage of first placements of looked after children during the year that began with a care plan in place	SCC/001a	Childrens Services	>	97.9	85.2	90.4	90.24	↓	

PI Type	Description	PI Ref	Service	Direction	2009/10	2010/11	2011/12	2012/13	Trend	12/13 Quartiles
NSI	SCC/002: % of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	SCC/002	Childrens Services	<	9.09	8.70	5.7	15.69	↓	
NSI/PAM	SCC/004: The percentage of children looked after on 31 March who have had three or more placements during the year	SCC/004	Childrens Services	<	1↓	8.8	15.4	8.75	↑	
PAM	SCC/011a: The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	SCC/011a	Childrens Services	>	71.8	89.4	89.2	89.81	↑	
NSI	SCC/011b: The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	SCC/011b	Childrens Services	>	54.0	66.3	55.4	59.44	↑	
PAM	SCC/025: The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	SCC/025	Childrens Services	>	84.1	81.2	91.3	90.79	↓	
PAM	SCC/030a: The percentage of young carers known to Social Services who were assessed	SCC/030a	Childrens Services	>	98.4	97.5	97.4	83.58	↓	
NSI	SCC/033d: The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	SCC/033d	Childrens Services	>	-	-	-	100.00	n/a	
NSI	SCC/033e: The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	SCC/033e	Childrens Services	>	-	-	-	100.00	n/a	

PI Type	Description	PI Ref	Service	Direction	2009/10	2010/11	2011/12	2012/13	Trend	12/13 Quartiles
NSI	SCC/033f: The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	SCC/033f	Childrens Services	>	-	-	-	62.50	n/a	
NSI	SCC/037: The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	SCC/037	Childrens Services	>	126.00	171.67	77	205.50	↑	
NSI	SCC/041a: The percentage of eligible, relevant and former relevant children that have pathway plans as required	SCC/041a	Childrens Services	>	90.6	92.1	96.2	95.65	↓	
PAM	SCC/045: The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	SCC/045	Childrens Services	>	-	-	89.6	90.09	↑	
NSI/PAM	EDU/002i: The percentage of all pupils (including those in LA care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave education, training or work based learning without an approved external qualification	EDU/002i	Education	<	0.4	0.3	0.1	0.28	↓	
NSI	EDU/002ii: The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	EDU/002ii	Education	<	16.7	0.0	0.0	25.00	↓	

PI Type	Description	PI Ref	Service	Direction	2009/10	2010/11	2011/12	2012/13	Trend	12/13 Quartiles
NSI/PAM	EDU/003: The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	EDU/003	Education	>	76.7	79.9	78.6	84.67	↑	
PAM	EDU/004: The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	EDU/004	Education	>	61.9	65.6	69.4	77.86	↑	
NSI	EDU/006ii: The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	EDU/006ii	Education	>	65.9	63.8	63.3	64.91	↑	
NSI/PAM	EDU/011: The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	EDU/011	Education	>	357.2	372.3	428.1	514.65	↑	
NSI	EDU/015a: The percentage of final statements of special education need issued within 26 weeks including exceptions	EDU/015a	Education	>	50.0	43.9	70.4	69.57	↓	
NSI	EDU/015b: The percentage of final statements of special education need issued within 26 weeks excluding exceptions	EDU/015b	Education	>	100.0	100.0	100.0	88.89	↓	
PAM	EDU/016a: Percentage of pupil attendance in primary schools	EDU/016a	Education	>	93.9	93.8	93.5	94.38	↑	
PAM	EDU/016b: Percentage of pupil attendance in secondary schools	EDU/016b	Education	>	9↓	90.6	90.9	92.24	↑	

PI Type	Description	PI Ref	Service	Direction	2009/10	2010/11	2011/12	2012/13	Trend	12/13 Quartiles
NSI	EDU/017: The percentage of pupils ages 15 at the preceding 31st August, in schools maintained by the local authority who achieved the level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	EDU/017	Education	>	-	-	-	52.25	n/a	
PAM	STS/005b: The percentage of highways inspected of a high or acceptable standard of cleanliness	STS/005b	Highways & Waste Management	>	91.1	87.6	85.6	93.70	↑	
NSI	STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	STS/006	Highways & Waste Management	>	95.04	96.36	82.28	93.74	↑	
NSI	THS/007: The percentage of adults aged 60+ who hold a concessionary bus pass	THS/007	Highways & Waste Management	>	64.96	66.79	69.0	69.11	↑	
PAM	THS/012: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	THS/012	Highways & Waste Management	<	-	-	11.5	11.15	↑	
NSI/PAM	WMT/004b: The percentage of municipal wastes sent to landfill	WMT/004b	Highways & Waste Management	<	-	-	-	43.72	n/a	
NSI/PAM	WMT/009b: The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	WMT/009b	Highways & Waste Management	>	-	-	-	55.22	n/a	
NSI/PAM	HHA/013: The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	HHA/013	Housing	>	72.2	72.0	81.6	88.65	↑	
NSI/PAM	PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant	PSR/002	Housing	<	386.74	309.93	309	275.91	↑	

PI Type	Description	PI Ref	Service	Direction	2009/10	2010/11	2011/12	2012/13	Trend	12/13 Quartiles
NSI	PSR/004: The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	PSR/004	Housing	>	2.54	↓8	4.19	8.63	↑	
NSI	LCL/001b: The number of visits to Public Libraries during the year, per 1,000 population	LCL/001b	Leisure & Culture	>	3,706	3,758	3965	4094.43	↑	
NSI	LCS/002(b): The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	LCS/002b	Leisure & Culture	>			-	8109.21	n/a	
NSI/PAM	PLA/006b: The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	PLA/006b	Planning & Public Protection	>			-	66.22	n/a	
PAM	PPN/009: The percentage of food establishments which are 'broadly compliant' with food hygiene standards	PPN/009	Planning & Public Protection	>	-	83.84	91.62	92.91	↑	