

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to:</b>	<b>The County Council</b>
<b>Date:</b>	<b>12.5.16</b>
<b>Subject:</b>	<b>Annual Delivery Document 16/17</b>
<b>Portfolio Holder(s):</b>	<b>Alwyn Rowlands</b>
<b>Head of Service:</b>	<b>Scott Rowley</b>
<b>Report Author:</b> Tel: E-mail:	<b>Gethin Morgan</b> <b>752111</b> <a href="mailto:GethinMorgan@anglesey.gov.uk">GethinMorgan@anglesey.gov.uk</a>
<b>Local Members:</b>	<b>Not applicable</b>

<b>A –Recommendation/s and reason/s</b>
<p>The Executive is asked to authorize Officers through the Portfolio Holder to undertake the task of completing the final draft and recommend for adoption the Annual Delivery Document for 16/17 by full Council at their meeting on the 12<sup>th</sup> of May, 2016.</p> <p>The Executive is also asked to confirm the deliverability of the said document as a plan which identifies the work of the Council aligned to the priorities of the Corporate Plan scheduled for delivery during 2016/17.</p> <p>For the purposes of clarity - the Annual Delivery Document is otherwise known as the Improvement Plan (outlined in the Constitution).</p>

<b>B – What other options did you consider and why did you reject them and/or opt for this option?</b>
<p>No other options were considered as it is part of the Policy Framework which identifies the need for such a document to be adopted by Full Council.</p>

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

This is a decision for the Executive as it outlines the main areas for improvement and delivering the council's corporate priorities during 2016-17 which discharges our duty for continuous improvement under the Local Government Measure – Wales and the 'Wales Programme for Improvement'.(2009, 2011)

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

Yes

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

Yes

<b>DD – Who did you consult?</b>		<b>What did they say?</b>
1	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	Agreed in principle with operational direction for 16/17. Advised of need to edit for publication purpose.
2	<b>Finance / Section 151</b> (mandatory)	No further comment
3	<b>Legal / Monitoring Officer</b> (mandatory)	No further comment
4	<b>Human Resources (HR)</b>	
5	<b>Property</b>	
6	<b>Information Communication Technology (ICT)</b>	
7	<b>Scrutiny</b>	At their meeting dated the 11 <sup>th</sup> of April, 2016 the Corporate Scrutiny committee requested that the final draft considers the inclusion of the following aspects – <ol style="list-style-type: none"> <li>1. An energy efficiency workstream</li> <li>2. The expected gains from improved procurement practice</li> <li>3. The Council's response to the emerging refugee crisis</li> </ol> It also proposed that a briefing session on the delivery of the said document to all members be

		conducted in advance of full Council.
<b>8</b>	<b>Local Members</b>	Not applicable
<b>9</b>	<b>Any external bodies / other/s</b>	

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

<b>F - Appendices:</b>
Annual Delivery Document 2016/17

<b>FF - Background papers (please contact the author of the Report for any further information):</b>
Corporate Plan 2013-17 as adopted by full Council in December 2013



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

**Isle of Anglesey County Council  
Annual Delivery Document**

**(Improvement Plan)  
2016/17  
Final DRAFT**

Isle of Anglesey County Council  
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## INTRODUCTION

This Annual Delivery Document focuses on the work we're doing to realise the ambitious targets set by the Isle of Anglesey County Council's Corporate Plan 2013-17.

Our Corporate Plan is underpinned by some of the most far-reaching engagement and consultation undertaken. Residents were asked which services were the most important to them, and which were the least important.

The overwhelming and consistent priorities emerging across all demographics on the Island were:

- Supporting the most vulnerable
- Developing the Economy
- Raising the standards of and modernising our schools

These priorities are the focus areas in our Corporate Plan which sets out our strategic aims up to 2017.

Public feedback also led to the County Council adopting its overarching aim, namely that by 2017 it becomes: **"... a professional and well-run council, innovative and outward looking in our approach, committed to developing our people and partnerships in order to deliver efficient and effective services of good quality, that are highly valued by our citizens"**

In order to achieve this aim, the Council has recognised the need to transform the way many of its services are delivered.

Seven key priorities have shaped this transformation over the coming years, namely:

- Transforming Older Adult Social Care
- Regenerating Our Communities and Developing the Economy
- Improving Education, Skills and Modernising our Schools
- Increasing Our Housing Options & Reducing Poverty
- Transforming our Leisure & Library Provision
- Becoming Customer, Citizen & Community Focused
- Transforming our Information and Communication Technologies (ICT)

This is the third year where we have produced an Annual Delivery Document. The document (also known as the Improvement Plan) shows what actions we will undertake over the next 12 months to deliver against our key priorities. It also highlights our drive to discharge our continuous service

improvement expectations as set out by Welsh Government. We will also deliver the improvements whilst bearing in mind and promoting the principles of sustainability and equality at all times.

Listening to what you, Anglesey residents and local businesses formed an essential part of this transformation process. This engagement will continue to be a key feature of our approach.

Each of the objectives outlined below has been considered against the resources available. These include

1. *Capital expenditure*

Capital

2. *Revenue expenditure*

Revenue

3. *External funding (be it European or domestic via grants or loans)*

EF

4. *Housing Revenue Account*

HRA

# Transforming Older Adult Social Care

In transforming care for older adults, we will, by the end of financial year 2016/17, be on the way to start building an extra care facility. We will also have completed the preparatory work in the north of the island and identified a third site in the South of the island.

We will also have continued our focus on reducing the need for residential care through our joint community based plans and policies by introducing an Ynys Môn Strategy for community and preventative support and Local Area Co-ordination.

This will complement our work to develop specialised domiciliary, home care and re-ablement priorities in the field of dementia.

## How will we do this in 2016/17?

We will develop and establish, in collaboration with partners, two extra care housing schemes in the North and centre of the Island, with planning for a further extra care housing scheme in the South of the Island by:

- Agreeing a start date for the build of the Extra Care Facility in Llangefni which will provide self-contained apartments with care available on site to support people
- Agreeing a location and a business case for an Extra Care facility in the South of the island. As part of this process we will engage with the local community to ensure a workable and affordable option.
- Exploring options regarding the development of an extra care facility in Amlwch.

Resourced via -

Capital

Revenue

Improve the range and availability of community based services for older people which will reduce the reliance on and need for residential care homes by:

- Progressing a Ynys Môn Strategy for community and preventative support.
- Supporting individuals to engage in activities and take up the support available locally.
- Agreeing a support programme to encourage development of local hub models including set up grants offering support and services within local communities

Resourced via -

Revenue

**Re-develop our re-ablement service to support and help people to get better, and regain independence using support plans which are outcome based by:**

- Strengthening capacity of the independent sector by contracting on an area basis to achieve area based domiciliary care partners

Resourced via -

Revenue

**In partnership with the Health Board, develop joint service delivery in relation to dementia, older people services in general and support for carers by**

- Developing a proposal to secure additional Nursing/high dependency capacity for individuals with dementia and agree an action plan for improvement of Dementia Support within communities
- Maintaining current Homeshare services where individuals with dementia are supported in carers' own homes
- Extending and developing further Café Cofio's which provide meeting places across Anglesey where individuals with dementia and their carers can meet informally

Resourced via -

Revenue



# Regenerating Our Communities and Developing the Economy

In regenerating our communities and developing the economy this year, we will look to draft robust Business Cases to secure external funding to realise a number of varied initiatives across a range of strategic priority areas.

We will have created new jobs and safeguarded a number of existing ones through supporting businesses in Holyhead and the surrounding areas. We will have continued to focus on tourism by increasing visitor numbers in excess of the current 1,500,000 who visit and we will be looking to support increasingly popular tourism events.

We will have made progress on the Energy Island and Enterprise Zone programmes to secure additional employment and a lasting legacy for Anglesey from the proposed major development (including low carbon energy). In addition, we will have continued to manage and implement the exciting Vibrant & Viable Places initiative in Holyhead.

## How will we do this in 2016/17?

### Work with the Welsh Government and other partners to strengthen the island's economy by improving infrastructure, skills availability and supporting local companies. We'll do this by:

- Developing a minimum of 8 Business Cases / Feasibility Studies to secure external European & domestic funding to realise priority areas of work
- Implement projects (already developed) to maximise European and domestic funding opportunities to address identified economic challenges
- Supporting and encouraging business competitiveness and employment growth through the creation of new jobs and the safeguarding of others through the Holyhead Investment Fund (HIF)
- Ensuring £150,000 private sector investment through the HIF together with providing support, guidance or advice to 100 Island businesses

Resourced via -

Revenue

EF

### Support the island's visitor economy by:

- Working in partnership to promote Anglesey's distinct image and attributes through increasing tourism visits and developing a new plan to manage the destination
- Marketing the island via traditional and digital means in order to maintain / increase the 400,000 unique users of the Visit Anglesey website

- Facilitating two tourism advertising campaigns to be undertaken during summer 2016 and Easter 2017 (focusing on digital media).
- Welcoming the greatest number of Cruise Ships (30 carrying 18,804 passengers) to the Port of Holyhead in a single year.
- Supporting and assisting 6 local food tourism events (including the Menai Seafood Festival, Beaumaris Food Festival and 4 Food-slams).
- Providing a modern, effective and commercially aware Maritime function that meets the needs of the Island's coastal communities, Maritime users and visitors

Resourced via -

Revenue

EF

**Work with partners to overcome infrastructure constraints (for example broadband and mobile technologies) to enable development, investment and job creation by:**

- Undertaking regional collaborative activities to support the public and private sectors to improve opportunities for jobs, growth and increased prosperity by leading on and managing the Regional Supply Chain Programme on behalf of NWEAB and maintaining collaboration with Destination North Wales to maximise local benefits from potential inward investment opportunities.
- Influence the Private Sector to continue to invest on the Island.
- Continue to progress plans for business units in Holyhead and Llangefni & implement the Llangefni Link Road project throughout 2016/2017

Resourced via -

EF

**Effectively carry out our planning responsibilities in relation to all major projects on Anglesey, ensuring that any potential negative impacts are reduced and positive community benefits maximised by:**

- Co-ordinating the Energy Island Programme to maximise local socio-economic benefits through statutory and voluntary processes and mechanisms
- Securing resources and capacity through Planning Performance Agreements (PPA) to progress the implementation of Horizon Nuclear Power and National Grid work packages during 2016/17
- Establishing a comprehensive baseline data to underpin an assessment of impacts relating to all major energy developments on Anglesey

- Considering and responding to Horizon Nuclear Power's 2<sup>nd</sup> pre-application consultation (PAC2) and town and country planning applications
- Managing the County Council's S.106 Strategy to ensure alignment between all S.106 agreements
- Reviewing and updating the Nuclear New Build (NNB) Supplementary Planning Guidance (SPG)
- Develop and prepare a Statement of Common Ground and Local Impact Report in relation to Wylfa NNB.

Resourced via -

Revenue

EF

**Drive community regeneration and develop holistic town and community plans for the island's main settlements, prioritising Holyhead, Llangefni and Amlwch by:**

- Managing and delivering in Holyhead the Vibrant & Viable Places Programme (VVP)
- Investing £2.8m in Holyhead's People, Places and Homes (see Housing)

Resourced via -

EF

# Improving Education, Skills and Modernising our Schools

The Council wants every child, young person and learner, irrespective of their background or circumstance to achieve their full potential and play an active role as responsible citizens and community champions. In order to realise this, and contribute to the Welsh Government's ambitious vision for education nationally, we want to continue to raise education standards on Anglesey.

In realising the above, we will have achieved a trend of improvement in the educational attainment rates at CS, KS2 and KS3 by the end of the 2016/17. In addition, we will have made significant progress to ensure that two new area schools are opened Llanfaethlu and Holyhead by 2017. We will also have approved Business Cases and identified sites for the Rhosyr /Bro Aberffraw area schools.


We will have continued in our role of identifying, challenging and supporting schools that are under performing, as well as ensuring that more able and talented pupils are challenged to fulfil their potential.

We will have continued further collaboration between Anglesey schools and the Energy Island Programme to promote related skills for employment in the energy sector and ensure that Anglesey's young people have opportunities to access excellent work-related training and apprenticeships.

## **How will we do this in 2016/17?**

### **Continue to raise the standards in educational attainment rates and attendance by:**

- Ensuring that all Governing Body Chairs act positively to ensure improvement in vulnerable schools with the local authority and School Improvement Service
- Identify practitioners with excellent leadership potential
- Ensure that every primary and secondary school has procedures and effective interventions to improve literacy and numeracy standards [reading in particular].
- Raise standards of achievement across the key stages, reducing the performance gap between Free School Meals and non-Free School Meals children, and improve the % of learners who attain the highest grades across the range of performance indicators
- Increasing the number and percentage of learners assessed in Welsh First Language assessment in CS, KS2 and KS3. Increasing the number and the percentage of learners in KS4 obtaining qualification grade C or above in English and Maths in particular

Resourced via -  Revenue

**Develop and agree a school modernisation strategy to guide long term decisions which will include the provision of 2 new area primary schools by:**

- Reviewing the School Modernisation’s Strategy and prioritise projects for the remainder of Schools based on demographic changes and the need to address challenges in the recruitment of head teachers, and other factors
- Developing the Full Business Case for Bro Rhosyr / Bro Aberffraw school modernisation project
- Successfully monitor and control the build phase for both Ysgol Rhyd y Llan and Ysgol Cybi projects.

Resourced via -   

**Adopt and deliver a regional skills strategy which enables Anglesey and North Wales to up-skill its workforce and align itself with future opportunities by:**

- Produce a local Skills and Education Action Plan for schools and Lifelong Learning in conjunction with the economic development service and other key partners.
- Identify key investment needs in STEM both for capital needs (investment in modern DT equipment, laboratory facilities) and professional development needs of local teachers and adult workers who wish to retrain or avail themselves of apprenticeship opportunities.
- Improve the communication and promotion of apprenticeship opportunities locally to increase local uptake of apprenticeship opportunities.

Resourced via - 

# Increasing our Housing Options & Reducing Poverty

During the year we will have further increased affordable housing options across the island . We will achieve this by bringing 65 empty homes back into use as well as assisting first time buyers through Tai Teg and other grants applications to secure their first homes. In addition, we will also for the first time in many years, have started to build new council houses for future occupation.

Through the VVP initiative we will also have provided additional 2 bedroom properties to support householders impacted by Welfare Reform and improved the quality of affordable housing by tackling fuel poverty through improved energy efficiency.

## How will we do this in 2016/17?

### Work with partners to modernise and co-ordinate the benefits advice service, which will improve independence, support our anti-poverty strategy and mitigate the effects of welfare reform by:

- Reducing the effects of poverty and improving opportunities for individuals as a result of co-ordinating a number of projects (such as Supporting People / Communities First / Flying Start & Families First)
- Completing an independent review into the debt and Welfare Advice Services
- Introducing 8 touch-screen kiosks to enable service users to pay rent and access welfare advice within their communities
- Continuing to operate a fund to support eligible tenants avoid getting into rent arrears due to the effect of Welfare Reform changes
- Working with the Department of Work and Pensions [DWP] to deliver support to vulnerable people in claiming their Universal Credit entitlements.

Creating opportunities for people from working households by :-

- Working with 16-24 year olds in the Mon Community First areas to support them into work and finding innovative solutions to employment for those aged 25 years and over.
- Creating 15 apprenticeship and traineeship opportunities through the Community Vocational Academy.

Resourced via -

HRA

Revenue

EF

**Increase the affordable housing options island wide and bring empty homes back into use by:**

- Bringing 65 long term empty private sector properties back into use.
- Sourcing innovative external funding to start the building of 15 new affordable council houses.
- Acquiring 15 long term empty properties, in areas of need, possibly ex-right to buy properties.
- Redeveloping Llawr y Dref flats, Llangefni for first time tenants and tenants down-sizing as a result of the 'bedroom tax'.

Resourced via –

HRA

EF

**Explore options to support young people to enter the housing market by:**

- Helping first time buyers through the grants application process and assisting applicants in taking up Houses into Homes loans.
- Increasing the number of applicants for affordable housing registered with Tai Teg (to 350)
- Facilitating the development of affordable homes across rural areas of Anglesey

Resourced via –

Capital

Revenue

**Support those at risk of becoming homeless and homeless individuals to find permanent homes by:**

Implementing the Vibrant and Viable Places (VVP) programme and -

- Utilising the funding to increase number of smaller units impacted by Welfare Reform, in particular 'bedroom tax'.
- Improving the quality of affordable housing by tackling fuel poverty through improved energy efficiency.
- Increasing number (20) of private landlords to provide accommodation to clients referred by the Housing Services.

Resourced via -

EF

# Transforming our Leisure & Library Provision

By April 2017 we will have enhanced leisure facilities with improved participation, customer experience, and increased income at all our leisure centres.

We will have also transferred a number of our sports and heritage facilities to alternative management organisations as well as developed and implemented a Leisure Customer Care Improvement Programme and delivering a mix of outreach activities to increase attendances and improve participation.

We will have also agreed new models for delivery of the Library and Cultural services for operation from April 2017 onwards.

## How will we do this in 2016/17?

### Develop and implement a medium term leisure strategy to guide decision making which will reduce the need for council investment over the life of this plan by:

- Maintaining a commercial approach to the management of Amlwch, Holyhead, Plas Arthur and David Hughes Leisure Centres
  - increasing income and participation at our leisure centres island wide
  - installing energy efficient and renewable energy measures at all Anglesey Leisure Centres.
- Achieving improvements in the health and well-being of Anglesey residents by increasing participation in leisure activities
- Increasing young people's participation in sports development/outreach activity programmes (to 70,000 participations). These will be realised via a range of different approaches inclusive of -
  - ensuring 6,600 Dragon Registrations
  - ensuring that at least 70% of participants achieve the National Key Stage 2 swimming standard
  - attracting 62,000 participants in 5x60 sessions,
  - ensuring more young people are qualified through sport (65) and ensuring 6 clubs island wide achieve in sport accreditation
  - ensuring more people complete the National Exercise Referral Scheme (NERS) and ensuring that 100 Level four Higher Risk NERS patients complete their 16 week programme (which includes cardiac, pulmonary rehab, cancer rehab)
  - Increase the total number of junior members at Anglesey's Leisure Centres to 2,500

Resourced via -

Revenue

EF



**Encourage to develop and support the provision of sport and leisure activities within communities, by communities by:**

- Promoting and raising awareness of the new Môn Actif Leisure brand
- improving awareness and profile of Môn Actif to customers of all fitness levels, ages, interests and abilities
- Launching, implementing and managing the Leisure Centre's online course and booking system
- Increasing accessibility to customers by providing current and reliable information via website which is consistent with the new Môn Actif brand

Resourced via – Revenue

**Explore options and implement a revised Library provision model by:**

- Opening discussion on community managed libraries with Town and Community Councils and other community based groups.
- Investigating a volunteer model for added value activities and consider offering more Council services from the current library buildings
- Developing and adopting a new library delivery model for implementation by April 2017

Resourced via – Revenue

**Explore options surrounding the delivery of the cultural experience offered at heritage sites and implement the agreed preferred option by:**

- Opening a tender process for outsourcing heritage sites at Melin Llynnon, Beaumaris Gaol and Court House and report in Autumn 2016 on preferred option for delivery.
- establishing a working group to maximise Oriel Ynys Mon's income and develop a sustainable model for the Oriel to become more financially self-sufficient by adopting an action plan and options for the Oriel's future by October 2016

Resourced via – Revenue

## Becoming Customer, Citizen & Community Focused

We still have some way to go on standardising and simplifying processes and through our work with other Councils we envisage securing further efficiencies in our supporting functions and better resilience for specialist services and scarce skills.

In realising this objective, we will, by the end of the 2016/17 have delivered a project to introduce a Customer Relationship Management tool into the Council which will contribute to establishing an excellent customer, citizen and community focus. We will have taken steps to ensure we have a recruitment policy and process that recruits the right people for the right jobs. We will also have improved the customer experience at our Main Council office in Llangefni, not only through our new reception area and practice, but also through our smarter working arrangements which seeks to place staff closer to the heart of those communities that we serve.

### How will we do this in 2016/17?

#### Explore the quality of the buildings in which customers receive their service, aiming to achieve a consistent standard across the Council that presents the right image for the services available by:

- Re-modelling the main reception area of the Council building to provide formal interview rooms, informal meeting area and self – service pc’s to assist customers in being dealt with at first point of contact.
- Conducting a pilot on the ‘Putting People First’ tool which aligns staff attitudes towards customer service with the values of the Council, review findings and roll out to other services
- Make more services available to our customers from one location in Llangefni by carrying out changes to the council building, enabling us to move staff from the current Education & Planning offices.
- Investigating the provision of “Touch Down” areas in community based locations to enable our staff to work out in the community and be closer to their customers

Resourced via –

Capital

Revenue

#### Ensure the promotion of the Welsh language and Welsh culture through the implementation of a developed Welsh Language strategy by:

- Create and endorse a Welsh Language Strategy In collaboration with key partners by the end of September 2016.

Resourced via -

Revenue

# Transforming our Information and Communication Technologies (ICT)

In transforming our ICT services, the Council's resources will be used more efficiently and effectively to achieve targets identified and plan accordingly. The Council's aim is to be a 24/7 organisation by using channels such as websites and social media, methods already being used by our customers to access many of their other personal or business needs such as banking or shopping. This way, our customers can access what they need to, when they need to, wherever they are and in the language they prefer.

All interaction, internal and external, will be enabled electronically. Face to face and other routes will exist, for those who need it. By changing the systems it will also free staff up to get on and 'do their job' within clear boundaries and using processes which are robust yet agile. Our systems will support our priorities and rigorous rationalisation will ensure that those that do not are no longer used.

## How will we do this in 2016/17?


### Enable staff to access the computer systems they need securely from any location

- Deploy an e-solution to the organisation (known as Citrix) to support agile working and enable people to receive Council services closer to their communities
- Replace the network infrastructure to provide greater resilience, increased capacity and faster connectivity for staff and citizens

Resourced via -  Capital

### Enable customers and citizens to communicate with the Council electronically over the web at a time and place convenient to them by

- Introduce and promote the fully bi-lingual AppMon mobile app to allow specific issues to be reported to the council in a quick and convenient manner.
- Further develop the capability of the App including integration with business systems and Customer Relationship Management (CRM).
- Review and identify further wider rollout out linked to the Customer Service Excellence programme

Resourced via -  Revenue

**Ensure services use technology more widely to provide more efficient and effective service delivery by**

- Support the re-launch of the HR/Payroll solution to deliver a robust business system which will further enable the use of staff self service facilities to improve efficiency.
- Integrate web recruitment with the website to provide an automated recruitment management solution enabling people to submit electronic job applications
- Introduction of a Corporate Geographical Information System (GIS) solution to make better use across the council of spatial data and property information linked to mapping to help identify and analyse patterns of information for future service planning purposes
- Rollout of a Telephone Call Management Solution to effectively manage customer contact by telephone

Resourced via -

Capital

Revenue

**Seek out and embrace emerging ICT technologies to meet current and future needs of the Council and the Island's citizens by**

- Developing a second datacentre facility location to secure off-site storage of the Council's data

Resourced via -

Capital

## Prioritisation of other Improvements

Last year a robust self-assessment was undertaken that recognised the improvements made over the last three years.

Further improvements were also highlighted to meet the demands of our six key themes and establish ourselves and compete as one of Wales' best councils.

It also highlighted that the roles and responsibilities of members of staff are now more clearly distinguished. It recognized that cooperation for the purpose of improvement is growing with the development of relationships and professional conduct throughout the corporation. It also noted that the Council has responded positively to the current economic climate and recognises the further challenges it faces.

There is now a clear direction of travel in the areas of older adults on the island and a modernisation strategy for education. We will implement a smarter working initiative for the benefit of citizens and will continue to improve our financial management practices while embedding risk management.

Taking into account what has already been expressed and actioned to date, our intention as a public body this year is to realize further improvements as listed under the three key areas below -

### **(A) Leadership -**

#### **We will provide effective and strong leadership and establish the necessary institutional and professional conduct to ensure improvement. To achieve this, we will:**

- Further develop the collaborative role of the Senior Leadership Team and Executive to drive the strategic direction of the Council forward by ensuring that Corporate Planning priorities are addressed in a timely fashion e.g. Syrian refugee crisis.
- Maintain and increase the transformation programme to modernise contact and service delivery methods within the Council.
- Guide the development of our workforce to ensure that we have the right skills to deliver the highest quality services and identify staff with the potential to develop as managers and leaders of the future.
- Further strengthen partnerships with Town and Community Councils and lead on collaborative partnership initiatives that will develop the potential benefits to citizens and staff for the future.

## **(B) Governance –**

**We will provide an integrated performance management framework, linking the Corporate Plan to the Medium Term Financial Strategy down to the annual budget setting process and reviews of development individual performance. To achieve this, we will:**

- Refine internal financial control arrangements and configure finance and expenditure against specific corporate priorities.
- Implement a revised corporate procurement project to realise significant savings and embed corporate business continuity arrangements at corporate and service levels.
- Respond positively to internal and external recommendations whether they come from our internal or external auditors.
- Further embed risk management processes and develop partnership policy with clear guidance on criteria for establishing partnerships with clear governance models.
- Establish an Invest to Save initiative to resource and realise evolving priorities during the forthcoming year

## **(C) Performance -**

**We will be a Council that emphasizes results and outcomes for our citizens and strive to improve performance in important areas of our work. To achieve this, we will:**

- Build on the success of the Corporate Transformation Programme Boards and the processes that underpin them
  - Introduce and establish an organisation wide energy efficiency programme which aims to reduce associated costs and carbon emissions.
- Continue to refine our service and corporate scorecards and achieve consistency in the quality of our service delivery planning.
- Procure and implement an electronic corporate performance management system, and ensuring the analytical skills needed to empower staff through training on performance management.

By achieving the above we believe we will have taken a major step towards achieving our goal of becoming:

***“... a professional and well-run council, innovative and outward looking in our approach, committed to developing our people and partnerships in order to deliver efficient and effective services of good quality, that are highly valued by our citizens”***

## Further Information

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

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This document is available on tape, in braille and on the Council's website:

<http://www.anglesey.gov.uk/corporateplan>

Further information may also be obtained as follows:

Policies, plans and strategies published by the Council can be accessed at: [www.anglesey.gov.uk](http://www.anglesey.gov.uk)

The Annual Improvement Report (AIR) is available on the Council's website by clicking on this link:

[www.anglesey.gov.uk/airwao](http://www.anglesey.gov.uk/airwao)

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](http://www.wao.gov.uk)

•Care and Social Services Inspectorate Wales:

[www.cssiw.org.uk](http://www.cssiw.org.uk)

•Estyn:

[www.estyn.gov.uk](http://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.