

| ISLE OF ANGLESEY COUNTY COUNCIL | |
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| Report to: | The Executive |
| Date: | 20.4.15 |
| Subject: | Annual Delivery Document 15/16 |
| Portfolio Holder(s): | Alwyn Rowlands |
| Head of Service: | |
| Report Author: Tel: E-mail: | Gethin Morgan 752111 GethinMorgan@anglesey.gov.uk |
| Local Members: | Not applicable |

| A –Recommendation/s and reason/s |
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| <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 15/16 by full Council at their meeting on the 20th of May, 2015.</p> <p>The plan identifies the work of the Council aligned to the priorities of the Corporate Plan scheduled for delivery during 2015/16. In addition, the plan also incorporates the elements of improvements (prioritised) as outlined in the recent self-assessment (January 2015).</p> <p>For the purposes of clarity the Annual Delivery Document is otherwise known as the Improvement Plan (outlined in the Constitution).</p> |

| B – What other options did you consider and why did you reject them and/or opt for this option? |
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| <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 2014-15 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

| DD – Who did you consult? | | What did they say? |
|----------------------------------|---|---|
| 1 | Chief Executive / Strategic Leadership Team (SLT) (mandatory) | Agreed with operational direction for 15/16 |
| 2 | Finance / Section 151 (mandatory) | |
| 3 | Legal / Monitoring Officer (mandatory) | |
| 4 | Human Resources (HR) | |
| 5 | Property | |
| 6 | Information Communication Technology (ICT) | |
| 7 | Scrutiny | |
| 8 | Local Members | |
| 9 | Any external bodies / other/s | |

E – Risks and any mitigation (if relevant)

| | | |
|---|---------------------------|--|
| 1 | Economic | |
| 2 | Anti-poverty | |
| 3 | Crime and Disorder | |
| 4 | Environmental | |

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| 5 | Equalities | |
| 6 | Outcome Agreements | |
| 7 | Other | |

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| F - Appendices: |
| Annual Delivery Document 2015/16 |

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



**CYNGOR SIR
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ISLE OF ANGLESEY
COUNTY COUNCIL**

**Isle of Anglesey County Council
Annual Delivery Document
(Improvement Plan)
2015/16
DRAFT**

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

ANNUAL DELIVERY DOCUMENT 2015-2016

INTRODUCTION

The **aim** for Anglesey Council as stated in our 2013-2017 Corporate Plan is that by 2017 –

“We will be 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 that aim, as a Council we will need to transform our services. An essential part of transforming our Council is listening to what our citizens, service users and businesses think – and acting on it. Some of the most far-reaching engagement and consultation we have ever undertaken helped to create our Corporate Plan

During the engagement and consultation exercises since 2012, citizens were asked their views about which Anglesey County Council services were most important to them, and which they felt weren't as important. Across demographics, geographies and different consultation mechanisms the overwhelming and consistent priorities are:

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

These priorities are the basis of the focus areas in our Corporate Plan which sets out our strategic intention over the period between 2013-2017, and this is the second year where we have produced an Annual Delivery Document.

This document outlines how we will now deliver on our promises over the forthcoming twelve months (2015/16) and demonstrates our willingness and drive to discharge our duty of continuous improvement as expected of Local Authorities under the Welsh Government measure 2009.

We will continuously monitor the delivery of the following themes and outcomes through our established performance management processes and procedures, inclusive of regular monitoring of performance indicators and other supporting information.

That We Transform Older Adult Social Care

People are living longer and as such, we expect to see an increase in the number of people over 85 living on the Island over the next 10 years. The Isle of Anglesey has one of the highest older people's populations in Wales. There is also an increase in the number of people with long-term complex conditions including dementia. Last year, in order to provide the necessary level of support required to meet the growing complexities in demand (in terms of both finance and workforce) the Council recognised the need to change the way it delivers adult social care to ensure sustainability now and for future generations. In order to begin that transformational process, we will be undertaking the following during 2015/16.

How will we do this in 2015/16?

We will develop and establish in collaboration with partners 2 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 :

- Implementing a phased approach in Llangefni and in the North by securing build partners, approving final designs and commencing building work on site.
- Progressing the agenda in the South of the Island with decision taken on final proposals re: land sites , formulating a business case to be approved before commencing work identifying Build partners prior to approving final designs and commencing building work

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

- Implementing the "A Place to Call Home" Action Plan which will re-focus on the individual and provide Older people with independent advocacy, ensure better quality of care or support as a result of safeguarding issues when moving directly from hospital to a care home or from another care home. This is inclusive of staff training in dementia awareness and access to Mon Enhanced Care
- Developing, agreeing and beginning to implement the 'Community Hub' model , in which the broad range of support and services that are provided by local (and often informal) communities are enhanced and "joined up" so that improved support and care is provided by and through the community that is local to the older person in need.
- Further embed the Single Point of Access model which will support more effective access to information, advice and assistance and integrate individuals with other local resources.

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 the market and implementing a programme to externalise homecare further whilst developing a specialist model of internal provision
- establishing an agreed model of Local Authority homecare provision which will provide re-ablement and specialist dementia support

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

- Introducing a North Wales specification for the provision of enriched residential care for dementia sufferers
- Embed multi-disciplinary working within our co-located teams in Llanfairpwll, Amlwch and Holyhead to ensure we respond to service users' needs in the community in a timely and efficient way.
- Develop a greater integration of Learning Disability services including consideration of joint commissioning and joint budgets

Summary Statement:

In realising the above we will have achieved by the end of the financial year 2015/16 the completion of all planning and processes to enable commencement of building two extra care housing in Amlwch and Llangefni and identified a 3rd site in the south of the island.

We will also have continued to focus on our priority to reduce the need for residential care through our allied community based plans and policies such as "A Place to Call home". This will go hand in hand with developing our specialised domiciliary, home care and reablement priorities in the field of dementia.

We will also have progressed our further integration of Health and Social Care practices in the field of Learning Disability.

Regenerate Our Communities and Develop the Economy

Improving the local economy, creating jobs and improving prosperity for local residents remains a key priority for the County Council. The economy is a significant issue for many with new job creation seen as critical by our communities to provide a sound base for improving the island's quality of life and reducing inequalities. Whilst it is acknowledged that inward investment by the private sector is a critical economic driver, the Council has a role in establishing an environment for growth where local businesses can grow and new businesses can be established and flourish

Greater local, regional and national collaboration will be integral to the progress of our economic development priorities, in particular in relation to improving the vibrancy of our rural and urban communities and supporting the needs of the island's tourism sector.

The Energy Island Programme provides a once in a generation opportunity to create substantial new jobs as a result of the planned investment and growth potential of the low carbon energy sector. The Council will look at developing schemes which increase employment opportunities for young people, improve infrastructure and support the regional supply chain.

How will we do this in 2015/16?

Work with the Welsh Government and other partners to strengthen the competitiveness of the island's economy by improving infrastructure, skills availability and supporting local companies by

Developing Projects to capitalise upon local and regional regeneration opportunities - minimum of 10 robust Business Cases / Feasibility Studies for the following priority areas, including:

- Regional Supply Chain
 - Business Support
 - Strategic Sites & Premises Project (Phase 2)
 - Llangefni Strategic Infrastructure
 - Strategic Utilities Infrastructure
 - Holy Island Visitor Gateway
 - Physical regeneration schemes
 - NDA Socio-Economic (Phase 3)
 - Local Heritage & Culture Tourism
 - Outdoor Tourism
 - Cycling Tourism
 - Local Food Tourism & Supply Chains
 - Llangefni Active Travel
-
- Creating 5 new jobs, safeguarding 10 jobs & supporting 10 businesses (new or existing) through the Holyhead Investment Fund (HIF)

- Collaborating with the public, private and third sectors to improve opportunities for jobs, growth and increased prosperity
- Maximising European and domestic funding opportunities by submitting external funding applications (including 2014-2020 EU Structural Funds and the Rural Development Plan).
- Providing support, guidance and advice to 50 island businesses

Have through its destination management plan support for the visitor economy by working with partners to promote Anglesey's image and distinctive strengths by:

- increasing tourism visits by 2% during 2015-2016
- Establishing 6 new tourist information points in key settlements on the Island
- Hosting the Friends Life Tour of Britain Grant Depart on the 6th of September
- Developing the island's Cruise economy by welcoming 26 Cruise ships (15,164 passengers) to the Port of Holyhead
- Working with partners to develop and promote Anglesey's image and distinctive strengths
- Supporting and assisting five local tourism events
- Letting 400 Annual Moorings and generate £83,730 of income and register 1000 boats and personal watercraft (generating £47,920 income)
- Undertaking a review of maritime statutory byelaws

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

- Constructing 3 new business units in Llangefni
- Clearing 0.54 hectares of land in Llangefni for redevelopment
- Collaborating with Scottish Power Energy Network to improve Anglesey's electrical infrastructure
- Working with Welsh Water to identify potential improvements to water and sewerage infrastructure on Anglesey
- Collaborating with private sector developers to ensure the island's residents can capitalise upon local and regional opportunities for jobs, growth and prosperity
- Managing a supply chain programme on behalf of the North Wales Economic Ambition Board to ensure the region can capitalise upon opportunities arising from the low carbon energy sector

Effectively undertake our planning responsibilities in relation to all major projects on Anglesey, ensuring that potential negative impacts are lessened and positive community benefits maximised by

- Co-ordinating and investing in the Major Energy Programme Delivery Team
- Securing adequate and timely funding through Planning Performance Agreements to enable developer contributions to the statutory planning consenting processes undertaken by the Council
- Maximising the socio-economic benefits of major developments through the statutory planning process
- Co-ordinating and progressing the Energy Island Programme's activities to help secure major energy developments and de-risk the projects
- Identifying, defining and developing Isle of Anglesey County Council's major energy projects legacy aspirations and vision (statutory and non-statutory)
- Securing adequate and timely funding through Planning Performance Agreements to enable developer contributions to the statutory planning consenting processes undertaken by the Council
- Maintaining collaboration with the Department for Energy and Climate Change and Welsh Government

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

- Maximising local benefits from proposed major projects through non statutory processes and mechanisms (including voluntary community benefit contributions)
- Ensuring that Holyhead fully benefits from all major Economic regeneration opportunities (in line with Welsh Government priorities) by managing and co-ordinating the Vibrant & Viable Places (VVP) Programme
- Levering in £150,000 of private sector investment into Holyhead
- Successfully support the Llangefni Town Centre / Regeneration initiative

Summary Statement:

In actioning the above we will therefore hope to have achieved by the end of the financial year 2015/16 10 robust Business Cases for varied initiatives across a range of strategic priority areas (e.g. Llangefni Strategic Infrastructure, Holy Island Visitor Gateway, Rural Development Plan Projects Culture and Heritage tourism Food supply chain etc.)

We will also hope to have created or safeguarded a number on new to existing jobs through supporting new and existing businesses. We will have continued to focus on tourism by increasing visitor numbers by 2% and have established 6 new tourist information points and let 400 Annual Moorings and registered 1000 boats.

We will have also progressed the Energy Island and enterprise zone programmes to secure additional employment and a lasting legacy for Ynys Mon. In addition, we will have focussed effort on our the Vibrant & Viable Places initiative and spent £325,000 on Jobs & Business , £575,000 on Active Community and £180,000 on Sustainable Delivery.

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Improve Education, Skills and Modernise our Schools

The Council wants 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. In order to realise this, and to contribute to the Welsh Government's ambitious vision for education in Wales, we accept that we need to raise the standard of education in Anglesey. In this respect an accepted priority for the Council is to challenge current thinking, encourage innovation and develop a school infrastructure that will drive up standards of teaching and attainment, reduce surplus places, improve educational outcomes for children and young people and be responsive to our socio-economic and community improvement programme.

How will we do this in 2015/16?

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

- Making appropriate use of all available data to agree challenging targets for all primary and secondary schools in relation to achievement at Foundation Stage, expected level and expected level+1 at FP, KS2, 3 and KS4;
- Using core data sets and national categorisation model to challenge individual school performance;
- Implementing the revised Partnership Agreement to target schools requiring focused support and monitoring and schools requiring substantial support, and continuing to develop the role of Elected Members in reviewing progress;
- Utilising a robust escalation process to challenge schools not making sufficient progress, and ensuring the use of excellent practitioners (both local and regional) to secure improvement through the self-improving (school to school) initiative, and focused Challenge Advisor support and challenge for school staff and Governors;
- Embedding Local Authority expectations that schools implement targeted interventions to support all pupils to fulfil their potential, and ensure robust arrangements for standardising and moderating assessments at Foundation Phase, KS2 and KS3.

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

Pending appropriate permissions and approvals, that construction will have commenced on a new school in the Llannau area and Holyhead. • Approvals and permissions will have been agreed for the Rhosyr (Brynsiencyn / Parc y Bont / Dwyran / Newborough / Llangaffo / Bodorgan) area modernisation programme by April 2016.

- Consultation for the Seiriol area will have commenced (Beaumaris and Llangoed schools, including Llanfaes and Llanddona villages).

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

- Developing further collaboration between Anglesey schools and the Energy Island Transformation Board to ensure the best possible environment for high standard teaching and learning for STEM, and other related skills for employment in the context of future Energy Island and the Regional Skills Ambition Board developments.
- Further developing the Gwynedd and Mon Post-16 Learning Consortium.
- Developing the use of effective post 16 tracking and performance data to identify best practice and improve performance at A and AS level.
- Developing more effective use of e-learning at A and AS level, within the Learning Partnership.
- Continuing to collaborate with Cwmni Prentis Menai to ensure that Anglesey's young people have opportunities to access excellent work-related training and apprenticeships.
- Undertake a review of the Youth Service to deliver the demands of the Youth Engagement and Progression framework, and ensure a sustainable and efficient youth service for Anglesey.

Summary Statement:

In actioning the above we will therefore hope to have achieved by the end of the financial year 2015/16 a trend of improvement in the educational attainment rates at KS1, 2, 3 and 4. In addition, we will have made significant moves to ensure that new schools are opened in the Llannau area by September 2016 and Cybi site in Holyhead by last quarter 2016. We will also have approved Business Cases and identified sites for the Rhosyr and Seiriol area schools.

We will also have continued in our role of identifying, challenging and supporting schools that are under performing, as well as have ensured that more able and talented pupils are challenged to fulfil their potential. Finally, we will have developed further collaboration between Anglesey schools and the Energy Island Programme to promote related skills for employment in the context of future Energy Island developments, and Cwmni Prentis Menai to ensure that Anglesey's young people have opportunities to access excellent work-related training and apprenticeship

We increase Our Housing Options & Reduce Poverty

Having a quality and affordable place to live is important to ensure that all our citizens live in a safe and appropriate home that allows them to gain maximum benefit for access to jobs, leisure, amenities, education and to gain associated social and economic benefits that they both desire and deserve. With major global energy companies working towards a significant investment in Anglesey we will continue to work with landlords in the social and private sector to maximise the number and quality of homes for contractors. We will also continue our efforts to develop the housing market for local people with particular emphasis being placed on working with partners to plan, develop and establish a greater number of affordable housing options for our citizens.

In order to achieve this, we will be undertaking the following during 2015/16 -

Work with partners to modernise and co-ordinate the benefits advice service so as to improve independence and work towards our anti-poverty strategy and mitigate the effects of welfare reform by:

- Establishing more prominent links between anti-poverty funded programmes for example Môn Communities First, Families First, and Flying Start] through for example Common Outcomes Framework pilot, and maximise community benefits opportunities between Môn Communities First, Lift and Viable and Vibrant Places programme [VVP]
- Providing advice and support services to help households protect and maximise their income
- Awarding discretionary housing payments to households impacted by Welfare Reform
- Leading and supporting the implementation of the Corporate Welfare Reform Action Plan with the aim of reducing the likelihood of the Island's citizens experiencing poverty and homelessness
- Supporting the implementation of Universal Credit, through offering support to new claimants
- Finding ways to overcome landlord concerns about Welfare Reform issues especially payment of Housing Benefit.
- Placing a greater emphasis on preventing homelessness.
- Reducing the number of homeless prevention cases?

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

- Completing 24 one and two bed housing units funded through Small Homes grant

- Completing 34 Housing Units through Social Housing Grant Scheme and Housing Finance Grant
- Acquire an additional 10 Council housing units
- Bringing 60 long term empty properties back into use

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

- Assist 8 households through Anglesey Home Buy scheme

Work with partners to support apprenticeship opportunities for young people by

- Creating 10 job opportunities / apprenticeships through the construction of affordable housing schemes
- Creating job opportunities / apprenticeships through our Council housing capital plan, investing over £9.8 million during 2015-2016 on planned maintenance, fire risk management, central heating works, environmental works and remodelling of existing properties

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

- Sourcing 10 additional properties from Private landlords per quarter through use of Anglesey Landlord Incentive Package and establishing a comprehensive database of landlords operating on the island
- Increasing the numbers of landlords in touch with Anglesey Housing Services (ie on database) by a minimum of 20 per quarter
- Granting Planning Permission for 20 new affordable homes

Summary Statement:

In actioning the above we will therefore hope to have achieved by the end of the financial year 2015/16 an Increase in affordable housing options island wide – by bringing 60 empty homes back into use; completing 24 one and two bed housing units funded through Small Homes grant and VVP and completing 34 Housing Units through Social Housing Grant Scheme and Housing Finance Grants. We will increase our Council Housing stock by 10 units and will have identified suitable sites for developing new Council Housing units on the Island.

We will also have created 10 job opportunities / apprenticeships through the construction of affordable housing schemes. We will have also taken the lead in supporting the implementation of the Corporate Welfare Reform Action Plan with the aim of reducing the likelihood of the Island's citizens experiencing poverty and homelessness. We will have also Sourced 10 additional properties from Private landlords per quarter through use of Anglesey Landlord Incentive Package.

Transform our Leisure & Library Provision

Our leisure facilities and activities continue to be popular and valued. They support and maintain the health and well-being of service users. We are committed to adopting a more commercial approach to leisure provision, together with carrying out a number of improvements to modernise the quality and accessibility of existing facilities and activities.

Our focus will concentrate on increasing participation in leisure activities to improve income generation and reduce our reliance on core Council funding; investing in improved facilities to offer more varied activities and meet customer expectations; introducing modern leisure payment and booking systems and enhancing customer care to reflect the changing needs of users.

We want to keep our place and presence at the heart of communities with our library provision. This will mean more partnership working and shared premises, to give local people improved, simplified and seamless access to the information and services they need.

How will we do this in 2015/16?

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

- Implementing key projects outlined in the 2014 - 2017 Leisure Plan
- Adopting a more commercial approach to the management of facilities and provision of activities at Amlwch, Holyhead, Llangefni and Menai Bridge Leisure Centres
- Increasing participation numbers at our Leisure Centres to 540,000 per year (or higher)
- Investing in more flexible, fit for the future facilities in response to changing customer needs
- Transferring the outdoor facilities in Holyhead to alternative management organisations
- Developing and implementing a Leisure Customer Care Improvement Programme
- Delivering a mix of outreach activities to increase attendances and improve participation

Interlink our indoor sports hall type facilities with our secondary school provision and explore with external community providers to run the facilities in the evening, weekends and school holidays by

- Implementing key projects outlined in the 2014 - 2017 Leisure Plan
- Adopting a more commercial approach to the management of facilities and provision of activities at Amlwch, Holyhead, Llangefni and Menai Bridge Leisure Centres

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

- Implementing key projects outlined in the 2014 - 2017 Leisure Plan
- Successfully transfer the management of Llangefni Golf Course and Driving Range to alternative management organisation (until April 2017)

Explore options and implement a revised Library provision model by

- Gaining approval for the initial Library transformation models, undertaking public consultation and agreeing the preferred model for delivery from April 2016.

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

- Gaining approval for the initial Heritage transformation models, undertaking public consultation and agreeing the preferred model for delivery from April 2016.

Summary Statement:

In actioning the above we will therefore hope to have achieved by the end of the financial year 2015/16 enhanced facilities with improved participation, customer experience, and increased income at all our leisure centres. We hope that this will increase participation numbers at our Leisure Centres to 540,000 per year (or higher)

We will also work towards transferring the outdoor facilities in Holyhead to alternative management organisations as well as developing and implementing a Leisure Customer Care Improvement Programme and delivering a mix of outreach activities to increase attendances and improve participation

We will also have agreed new models for delivery of the Library and Cultural services, established a new management structure for Llangefni Golf Driving Range and completed the outsourcing of five outdoor / community facilities in the Holyhead area.

Becoming Customer, Citizen & Community Focused

We still have a long 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. An essential part of transforming our Council will be listening to what our citizens, service users and businesses think – and acting on it. Over the past two years we have demonstrated a real commitment in improved service provision which will only get better. We will maximise our bilingual communication techniques through the use of social media such as Facebook and twitter as well as traditional face to face focus groups, citizen panels and public roadshows.

How will we do this in 2015/16?

Develop, agree and sign up to a robust and valid customer charter which in particular sets out our expectation of staff in dealing with customers by

- Delivering a project to contribute to the corporate aim of establishing an excellent customer, citizen and community focus. Building on the adoption of the customer service charter for IoACC. We will be ensuring that all services will be meeting the service charter standards and that monitoring arrangements will be in place to ensure continuity of good practise.
- Developing a tool to attract and retain a flexible workforce to meet our expectation and values for our organisation going forward. Recruiting the right people and modifying the attitudes of existing staff through value alignment questions for new and existing staff
- Developing and strengthening our engagement with and involvement of Anglesey citizens in the Council's decision making and accountability processes by Supporting the 4 year "Gwrandewch/Listen" Community Voices Project partnership so as to increase engagement of individuals and communities of interest in the design and delivery of public services on Anglesey

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

- the smarter working programme we will be consolidating our main and some outlying receptions to provide a one stop shop approach to serve customer needs at the point of contact.

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

- Identifying the main priorities for the Welsh Language Strategy through regular meetings of the Welsh Language Forum

Summary Statement:

In actioning the above we will therefore hope to have achieved by the end of the financial year 2015/16 delivery of a project to contribute to the corporate aim of establishing an excellent customer, citizen and community focus, and taken steps to ensure we have a recruitment policy and process that recruits the right people for the right jobs.

We will also have further developed and strengthened our engagement with and involvement of Anglesey citizens in the Council's decision making and accountability processes by supporting the 4 year "Gwrandewch/Listen" Community Voices Project partnership.

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Transform our Information and Communication Technologies (ICT)

In transforming our services, the Council's resources will be used more efficiently and effectively to achieve targets identified and plan accordingly. The Council will become 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 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 2015/16?

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

- Implementation of the Smarter Working Programme that will include the development of robust and sustainable solutions to enable remote access which will mean that staff will be able to work more flexibly to meet the needs and demands of our customers.

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

- Developing and enhancing the single financial assessment service within the Resources Function by incorporating the agreed parts of Social Services Client Finance
- Establishing e-forms system for Social Care & Corporate use.
- Establishing e-form systems for Revenue & Benefits and review for Corporate use
- Developing further the use of e forms for members to register interests, e forms for electoral registration and administration of elections

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

- Driving the following initiatives forward : –
 - Financial Management system
 - Dynamic Web enabled Human Resource system

- Performance & Project Management system
- Records Management system
- Systems that facilitate Remote Access
- Recruitment and retention tool (RRT)

We expect that this will empower our customers to access our services when they need them most in the way that they want to receive it.

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

- Reviewing, re-drafting and adopting a comprehensive ICT Strategy document that will outline the authority's approach to and use of technology to ensure service delivery and secure business improvements
- Developing and delivering a robust backup solution to support the business critical IT systems which will under-pin the Authority's transformation

Summary Statement:

In actioning the above we will therefore hope to have achieved by the end of the financial year 2015/16 more joined up and more accessible services for customers dealing with the council. This will be inclusive of improving or acquiring in-house systems that will make the council and its staff more efficient and effective in dealing with the public's needs

Prioritisation of other Improvements

During February 2015 the Council underwent a Corporate Assessment carried out by The Wales Audit Office and identified, through our own self-assessment, a number of areas and issues that needed improving if we were to fully meet the requirements of our 6 Key Themes- the principles and practices we aspire towards in order to become one of the best performing councils in Wales. As can be seen, these improvements tie in with many of those already identified above, or alternatively help drive and support our Corporate Plan priorities. The Council has prioritised the improvement actions in order to prepare for the next Corporate Assessment in 2 years time – but some of this work has already started or is on-going, or due to be completed within the next 2 years. .

| THEME 1 – Professional and Well-Run “We are committed to developing a democratic and professional partnership that will deliver effective, strong leadership and establish the necessary professional and organisational behaviours required to secure improvement” | Prioritisation | |
|---|----------------|--------|
| | Year 1 | Year 2 |
| Introduce a more corporate approach by SLT and increase delegation to HoS | ✓ | |
| Improve and refine internal financial management arrangements | ✓ | |
| Embed our internal communications framework, including monthly Member briefing sessions, and an entitlement for staff to be communicated with | ✓ | |
| Further strengthen team approaches between Senior Officers working with Academi Wales | | ✓ |
| Implement the new Corporate Risk Management arrangements | ✓ | |
| Revise and update the Audit Committee ‘Terms of Reference’ | | ✓ |
| Clarify the role of the Shadow Portfolio Holders and further develop the Scrutiny work plan and stakeholder engagement | | ✓ |
| Deliver on the Corporate Procurement Project | ✓ | |
| Develop Business Continuity arrangements, both corporately and at service level | ✓ | |
| THEME 2 – Innovative, Ambitious and Outward Looking “Establishment of an environment and culture that encourages and nurtures innovation, and creative ideas and solutions. The Council will look beyond the organisation to seek ambitious solutions that will benefit customers, citizens and communities” | | |
| Sustain the progress on the Transformation Programme | ✓ | |
| Reflect the impact of Wylfa Newydd and other major initiatives in our future service planning | | ✓ |
| Implement Smarter Working | ✓ | |
| Implement a programme of cultural change | ✓ | |

| | | |
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| Implement an ICT Strategy that supports innovation | ✓ | |
| Further develop and implement a staff suggestion scheme | | ✓ |
| THEME 3 – Customer, Citizen and Community Focused “The Council will value and develop its people so that they are skilled, motivated and always professional in the way that they work. It will recognise success and innovation and a commitment to providing exceptional customer experience” | | |
| Establish and embed a corporate and partnership approach to engagement | | ✓ |
| Improve the quality and number of channels for Customers to access our services | ✓ | |
| Fully implement Customer Charter Action Plan | ✓ | |
| Introduce a Values Assessment Tool to assist in staff recruitment and staff development | | ✓ |
| Revise Communications Strategy | | ✓ |
| THEME 4 – Valuing and Developing People “The Council will value and develop its people so that they are skilled, motivated and always professional in the way that they work. It will recognise success and innovation and a commitment to providing exceptional customer experience” | | |
| Progress the development of service Workforce Development Plans and Corporate workforce planning in a bilingual environment | ✓ | |
| Develop a tool to use in the recruitment process to ensure candidates have core values that align with ours, and provide targeted support to existing staff to align values and attitudes. | | ✓ |
| To take full advantage of a computerised workforce (HR) system | ✓ | |
| Develop the process for identifying staff with potential through our Talent Management Strategy, and provide opportunities for progression | ✓ | |
| PDRs developed as part of the electronic staff record and with clearer links between corporate, service and individual objectives | ✓ | |
| Introduce a 360° PDR process for Heads of Service and SLT | | ✓ |
| Implement a policy management system for the Council that will cover key corporate policies, procedures and protocols | | ✓ |
| THEME 5 – Committed to Partnership “We understand that we cannot deliver the required transformation on our own and are committed to working in partnership with public, voluntary and private sector partners in order to deliver sustainable growth and development.” | | |
| Improve Scrutiny evaluation of regional, sub-regional and local partnership arrangement to secure benefits for the citizens of Anglesey and alignment with the Local Service Board (LSB) | ✓ | |
| Develop communication strategy for LSB | | ✓ |
| Increased pace and intensity of partnership arrangement with Town & Community Councils | ✓ | |
| Strengthen certain governance arrangements | ✓ | |

| | | |
|---|-------------------------------------|-------------------------------------|
| Develop a Partnership Policy with clear guidance on criteria for entering into partnership and expected governance models | <input checked="" type="checkbox"/> | |
| THEME 6 – Achieving <i>“The Council is results and outcome-orientated and strives to improve performance in important areas of our work.”</i> | | |
| Further developing the Corporate Plan Delivery Scheme | <input checked="" type="checkbox"/> | |
| Achieving consistency in the standard of Service Delivery Plans | <input checked="" type="checkbox"/> | |
| Continue to refine Corporate and Service Scorecards | <input checked="" type="checkbox"/> | |
| Ensuring implementation of Service Performance Review actions | <input checked="" type="checkbox"/> | |
| Build on the success of CTPBs and underpinning processes | <input checked="" type="checkbox"/> | |
| Procure and implement a corporate electronic performance management system, secure the required analytical skills, and empower staff through training to better manage performance. | | <input checked="" type="checkbox"/> |

DRAFT

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

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

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

•Care and Social Services Inspectorate Wales:

www.cssiw.org.uk

•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.