

<b>Isle of Anglesey County Council</b>	
Report to:	ISLE OF ANGLESEY COUNTY COUNCIL
Date:	9 <sup>th</sup> MARCH 2023
Subject:	COUNCIL PLAN 2023-28
Portfolio Holder(s):	COUNCILLOR ROBIN W WILLIAMS
Head of Service / Director:	CARYS EDWARDS
Report Author:	GETHIN MORGAN
Tel:	01248 752111
E-mail:	<a href="mailto:GethinMorgan@anglesey.gov.uk">GethinMorgan@anglesey.gov.uk</a>
Local Members:	n/a

#### A –Recommendation/s and reason/s

- 1.1. The related report is the culmination of 12 months of preparation.
- 1.2. During this time, we have gained an understanding of what staff, councillors and the residents of Anglesey would like to see the Council focusing on over the next five years, during the period of the Council Plan.
- 1.3. The consultation process was designed to generate an interest and encourage as many responses as possible. To that end, easy read materials were produced highlighting the issues involved.
- 1.4. As noted in 1.2, staff were consulted on the six strategic objectives and related work streams. In light of staff responses, improvements were made and further consideration was given to their views before the ‘public’ consultation.
- 1.5. The original timetable for the consultation was extended to 8 weeks following discussions and guidance from the Town and Community Councils at their meeting on the 8th of September. The consultation was opened following a period of mourning as a result of the death of Her Majesty, the Queen.  
  
It was launched on the 20th of September until the 14th of November.
- 1.6. In consultation with others, the Council tried to make the consultation as accessible as possible.  
  
Evidence of this can be seen in the collective effort to target every ward on the island in one way or another.
- 1.7. Hard copies of the survey, general and ‘easy read’ versions, along with posters and leaflets with direct links to the online consultation, were distributed to –
  - the island’s leisure centres
  - libraries
  - Oriel Môn
  - Council offices.

**A –Recommendation/s and reason/s**

1.8. They were also distributed to community hubs where face to face engagement sessions and forums were held. These sessions included a panel of officers who were there to meet the public and discuss the associated pressures and work streams relevant to the strategic objectives

- Face to face sessions were held at:
- Llangefni Town Hall
- Gwelfor, Caergybi
- Llaingoch Hall
- The Iorwerth Arms, Bryngwran
- Llanfairpwll Hall
- Beaumaris Centre
- Caffi Mechell, Llanfechell

1.9. The mobile library was used to distribute hard copies of the 'east read' version to those who are confined to their homes.

1.10. School age children (3-18) were targeted and invited to participate through school councils.

1.11. This targeting resulted in the following responses –

- 538 members of staff responded prior to the consultation
- In terms of on-line responses – there were 1620 interactions and 1098 fully or partly completed surveys
- 61% of the responses were from people of working age
- 79 hard copies were received
- In terms of young people – 27 school councils responded to the democratic consultation, representing approximately 3,500 - 4000 children from primary and secondary schools
- 91% of the respondents responded in English, with 9% responding in Welsh.

1.12. The results of this engagement work and consultation were addressed in the 'Developing the Council's Strategic Aims 2023-28' report which was considered by this Committee at its meeting on the 24th of January.

1.13. The findings of the engagement and consultation on the six strategic objectives mentioned above were positive. The above data informs us that the Council received 2,500 responses for all types of activity.

1.14. As a result of this work and previous considerations, the current 'draft' Council Plan 2023-28 is presented for the attention of the Committee in Appendix A. This plan includes the corporate wellbeing aims, along with strategic objectives and associated work streams.

1.15. The Council is requested to:

**R1 Adopt the Council Plan 2023-28**

B – What other options did you consider and why did you reject them and/or opt for this option?

n/a

C – Why is this a decision for the Executive?

This matter is delegated to the Executive

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 – Assessing the potential impact (if relevant):

1	How does this decision impact on our long term needs as an Island?	The Council Plan identifies the Council's Strategic Objectives for the period up until March 2028.
2	Is this a decision which it is envisaged will prevent future costs / dependencies on the Authority? If so, how?	<p>The Council's draft Plan for 2023 – 28 recognises 6 strategic priorities which the Council will want to achieve over the next five years. Associated work-streams have been recognized to enable the Council to achieve these priorities.</p> <p>It is acknowledged that a number of those work-streams are preventative in nature from –</p> <ul style="list-style-type: none"> <li>a. Ensuring that everyone has a right to call somewhere home</li> <li>b. Prioritising the decarbonisation agenda across the Council</li> </ul>
3	Have we been working collaboratively with other organisations to come to this decision? If so, please advise whom.	Partner organisations as well as local town and community councils were involved in the public consultation prior to the development of the Council Plan
4	Have Anglesey citizens played a part in drafting this way forward, including those directly affected by the decision? Please explain how.	In excess of 2500 responses have been received following the public consultation prior to the development of the Council Plan
5	Note any potential impact that this decision would have on the groups protected under the Equality Act 2010.	<p>Due to the complexity and varied content of the draft Council Plan 2023 - 28, it is recommended and advised that the different work-streams and associated projects related to the draft Plan, undertake separate individual Equality Impact Assessments in order to assess the impacts of the associated work.</p> <p>It is proposed that these assessments are tabled to the either, or a combination of, the</p> <ul style="list-style-type: none"> <li>• Leadership Team</li> </ul>

Dd – Assessing the potential impact (if relevant):		
		<ul style="list-style-type: none"> <li>• Corporate Programme Boards</li> <li>• Scrutiny / Executive Committees</li> </ul> (Dependent on content) in advance of the progression of work.
6	If this is a strategic decision, note any potential impact that the decision would have on those experiencing socio-economic disadvantage.	As above
7	Note any potential impact that this decision would have on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.	As above

E – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	This was considered by the Leadership Team and their comments are reflected in the report
2	Finance / Section 151 (mandatory)	Comments reflected in the report
3	Legal / Monitoring Officer (mandatory)	Comments reflected in the report
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	
7	Procurement	
8	Scrutiny	Was considered by Corporate Scrutiny on the 28/2. The Committee Chairman will feedback in this meeting.
9	Local Members	

F - Appendices:
Appendix A – Council Plan (2023-2028)

Ff - Background papers (please contact the author of the Report for any further information):
<ul style="list-style-type: none"> <li>• Transitional Plan 2022-23</li> <li>• Engagement and Consultation Report: Draft Council Plan (2023-2028)</li> </ul>



CYNGOR SIR  
YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL

## **Council Plan 2023 - 2028**

**February 2023**

**Status of report – Official**

**Prepared by:**

Transformation Team within HR & Transformation  
Service

## Foreword

The pandemic was a challenging and uncertain time for the Council but, without doubt, staff, partners and communities all worked together for the benefit of the island’s residents.

It is now time to plan for the future, which will bring many different challenges and opportunities. We will continue to act and modernise to provide the best possible services.

This Plan, the Isle of Anglesey Council Plan (2023 – 2028), is our principal strategy document.

It will influence and inform strategies and plans for the provision of services over the next five years. Your views have helped us to identify the current and future needs of the island’s children, young people, families, older people, communities, businesses and its environment in order to set six strategic objectives.

The economic situation and cost of living crisis are challenging and have far-reaching and significant impacts on the Island’s communities, businesses and organisations. Despite the uncertainty and increasing demand for essential services, we, and the Council, will be resolute in our commitment to delivering the best possible services to all Anglesey residents. During this challenging period, our staff and elected members will focus on supporting our residents’ welfare, well-being and quality of life, whilst striving to create a better future.

We will need to continue to prioritise, collaborate and endeavour to protect and care for vulnerable members of our society whilst fulfilling the vision set out in this Plan, which is to:

**“Create an Anglesey that is healthy and prosperous where people can thrive.”**



Llinos Medi  
Council Leader



Dylan Williams  
Chief Executive

## Introduction

The Council's vision is **to create an Anglesey that is healthy and prosperous where people can thrive.**

Collaboration is key to realising our vision. We will be a respectful Council that is considerate of others, we will collaborate honestly and we are committed to high standards of behaviour and integrity to present the Island and its communities in the best light possible.

To realise this vision, we will need to continue modernising and transforming our services and our way of working. An integral part of modernising will be listening to what our residents, service users and businesses think – and being ready to act.

To create this Plan, we carried out our most far-reaching consultation work ever as a Council. During the engagement and consultation exercises conducted by us in 2022, we asked residents for their views on their most important priorities. The response played a central role in setting our strategic objectives.

Across all age groups and the different engagement and consultation methods that we used, the consistent strategic objectives were:

- The Welsh Language - increasing opportunities to learn and use the language
- Social Care and Well-being – providing the right support at the right time
- Education – ensuring an effective provision for today and for future generations
- Housing – ensuring that everyone has the right to call somewhere home
- Economy – promoting opportunities to develop the Island's economy
- Climate Change – responding to the crisis, tackling change and working towards becoming a net zero organisation by 2030

The Plan focuses on these objectives.

Like all other Councils, we will face significant financial pressure and further savings will have to be identified. We will have to control increased costs when setting budgets and respond to increasing demands due to demographic and social changes.

To work in this challenging and changing period, we are adopting a strategic approach to managing our resources. Pressures have been identified in the mid-term financial forecasts. Based on the forecasts for inflation, the cost of living and growth pressure, together with an annual council tax increase of 5%, we predict that challenging times lie ahead of us.

Consequently, this is an ambitious Plan. As delivering services will be challenging, our residents' experiences and feedback will be an important measure of success. We will produce an annual delivery document and will formally report on progress, success and outcomes.

By 2028, there will be a significant change in the way services are delivered, success will be celebrated and we will have progressed on the journey of creating an Anglesey that is healthy and prosperous where people can thrive.

## The Council's Vision

“Creating an Anglesey that is healthy and prosperous where people can thrive.”

## Strategic Objectives

- The Welsh Language - increasing opportunities to learn and use the language
- Social Care and Well-being – providing the right support at the right time
- Education – ensuring an effective provision for today and for future generations
- Housing – ensuring that everyone has the right to call somewhere home
- Economy – promoting opportunities to develop the Island's economy
- Climate Change – responding to the crisis, tackling change and working towards becoming a net zero organisation by 2030

## Values and General Principles

The Council's values define who we are and our direction as an organisation.

We will use the values identified below to develop and guide our vision, strategic plans and services into the future:

Values			
Respect	Collaborate	Honesty	Champion the Council and the Island
We are respectful and considerate towards others regardless of our differences	We work as a team, with our communities and partners to deliver the best outcomes for the people of Anglesey	We are committed to high standards of conduct and integrity	We create a sense of pride in working for the Council and present a positive image of the Council and the Island

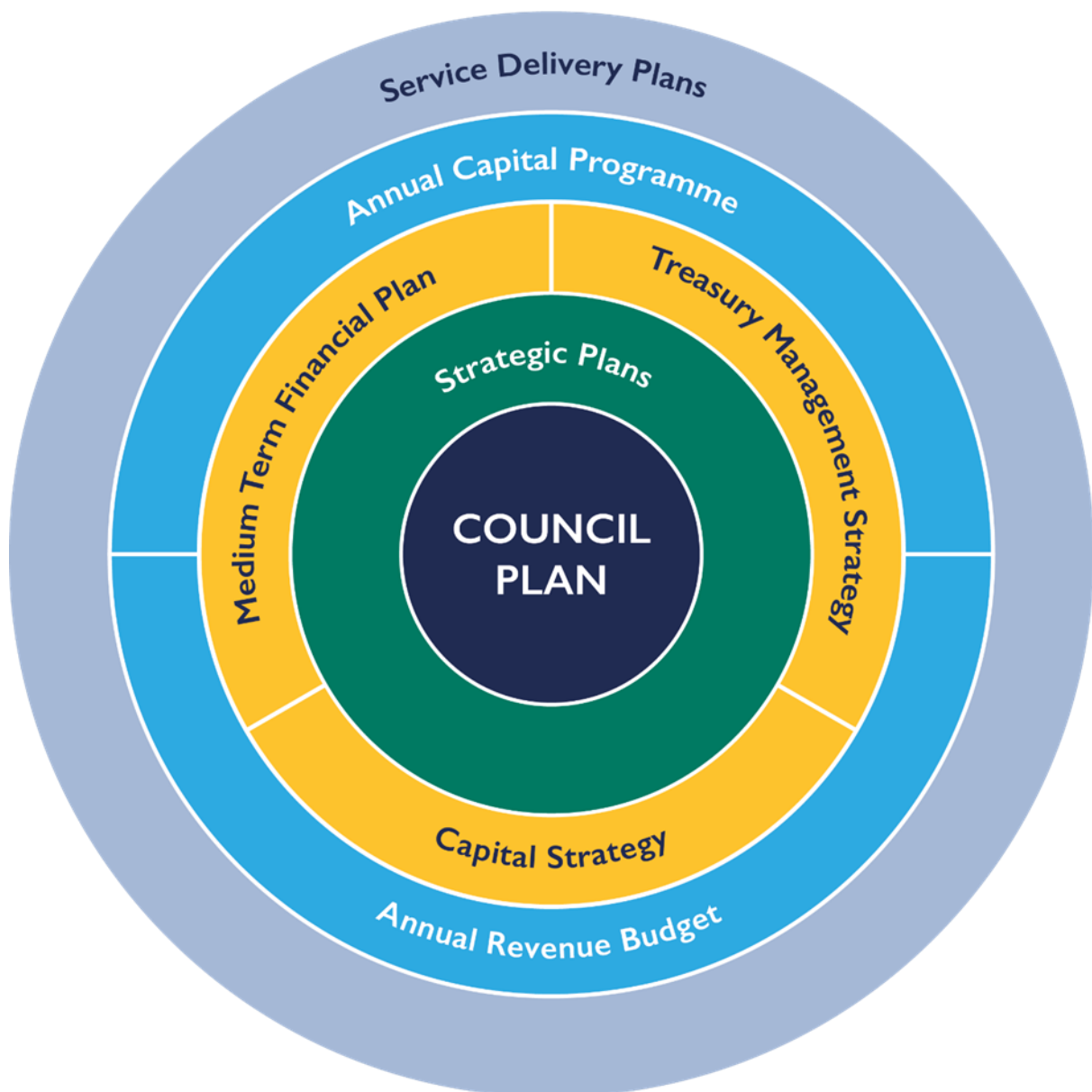
These are the six general principles that we will use to help us deliver our objectives:

General Principles		
Sustainable Development	Equality and Diversity	Prevention and Safeguarding
Sustainability must be the cornerstone of the Council's strategic and operational direction in policy development and service delivery, partnership work and the way in which the organisation is run.	The Council is committed to equality, securing better outcomes for those facing socio-economic disadvantage. As an employer and service provider, we will work to eliminate unfair and unlawful discrimination in all our policies, procedures and practices.	Safeguarding is everyone's responsibility. All Council services and employees, regardless of their role or title, have a responsibility to safeguard people. The Council believes that every child and adult has the right to be safe from harm.



<b>Commitment and Accountability</b>	<b>Communication</b>	<b>Modernisation</b>
<p>The Council and its employees work together to plan, monitor and review our priorities through corporate objectives, service objectives and individual objectives, within allocated resources. This process demonstrates the Council's commitment to be open, transparent and accountable for the delivery of the Council Plan.</p>	<p>Communication is a two-way process. The Council takes an inclusive approach, using various channels to reach the maximum number of residents and stakeholders. By ensuring effective communication (internally and externally), we can ensure that we interact and foster a stronger relationship with others and conduct more productive discussions.</p>	<p>Through a modernisation agenda, the Council will be looking to make better use of available data to inform new services and ensure that customer needs are met through digital channels where appropriate.</p>

## The Strategic Cycle



The strategic cycle shown above identifies the plans that are in place to ensure that we can deliver our priorities and objectives. It identifies what needs to be achieved, how we will achieve it and why.

This Plan and the related strategic plans set out:

- The Council's Vision
- Values and cross-cutting themes
- Strategic objectives, and
- Key actions to be realised and delivered.

**\*\*\*\* DATA INFOGRAPHICS \*\*\*\***

**COUNCIL DATA**

**The Council's net Revenue Budget - £174m**

**Council Staff – over 2500**

**Number of County Council buildings (excluding schools) - 68**

**Number of schools - 46**

**Length of roads serviced – 1,187km / 738 miles**

**Size of the Island (area) – 712km<sup>2</sup> / 275 square miles**

**125 miles / 201km of coastal path**

**Number of social houses – 3,948**

**Number of Councillors – 35 (8 female / 27 male)**

**Multi-member Wards - 14**

**ONS / NOMIS DATA**

**Population – 68,900 2021 Census – 33,700 (male) / 35,200 (female)**

**Breakdown of Anglesey's population according to country of birth – 67% Wales / 29% England / 1% Scotland / 3.5% Other Countries**

**56.5% of working age / 26.5% older (65+) / 20.1% <18**

**92% satisfied with where they live**

**55.8% can speak Welsh**

**14% feel lonely – lowest rate in Wales**

**Average Age – 48 Anglesey / 42 Wales**

**76% of working age people are economically active**

**74% of working age people are in work**

**Average gross pay for people in full-time employment – £589 per week / Wales Average, £603**

**21,500 hectares designated as an Area of Outstanding Natural Beauty**

## Strategic Objectives and

### Key Actions

#### **The Welsh Language - increasing opportunities to learn and use the language**

The Welsh language is an integral part of our identity, culture and heritage and we have a responsibility to ensure that it continues to develop and thrive. Welsh is widely spoken in our communities and the percentage of the population who can speak Welsh on Anglesey is the second highest in Wales. We want to see an increase in the number of people on Anglesey who can speak Welsh and an increase in the number of people who use the language on a daily basis.

Our aim is to ensure that our local efforts make a positive contribution towards achieving the Welsh Government's national vision of a million Welsh speakers by 2050.

Language and communication is also a vital part of delivering many of our services such as education, health and social care. Being able to use Welsh has an effect on our residents' well-being and it is often a matter of necessity rather than just choice.

- ***Thriving heritage and Welsh language***
  - i. Increase the number of children and young people studying through the medium of Welsh by implementing the Welsh in Education Strategic Plan
  - ii. Ensuring that parents and carers understand the value and benefits of the Welsh language by working with the Anglesey Welsh for Children and Families Partnership
  - iii. Continue to provide opportunities for children and young people to use the Welsh language socially, outside the classroom, by working with local partners
  - iv. Raise the status of the Welsh language in the workplace by offering development opportunities, improving confidence and practical support
  - v. Provide high quality Welsh medium services and comply with statutory requirements
  - vi. Ensure that opportunities are available for residents to learn Welsh and develop Welsh language skills in their communities by working with learning and training providers
  - vii. Develop the economy to support the Welsh language by capitalising on grant programmes and working with local businesses

**We are committed to –**

- offering high quality Welsh language services
- implementing our Welsh Language Promotion Strategy
- working with local and national partners to create more opportunities to use the Welsh language in social settings
- supporting our staff and councillors to improve their confidence and use Welsh more often in their work

**By 2028 we will have –**

- Ensured that when our Welsh Language Promotion Strategy is revised in 2026, it is appropriate to respond to the results of the last census
- Updated our Welsh language policy and developed a new policy on the use of Welsh in the workplace
- Used grant programmes to develop the Welsh language in the economy and with businesses
- Expanded our training offer to create increased opportunities for our staff, councillors, partners and the island's residents to develop their Welsh language skills

## **Social Care and Well-being – providing the right service at the right time**

The health, well-being and safety of residents is vital to achieving a better quality of life and promoting independence on Anglesey. Therefore, continuing to deliver healthier, safer and fairer communities through a range of preventative, curative and supportive services in partnership with other likeminded stakeholders therefore continues to be a cornerstone of our agenda.

Building on the good practice of working together with our partners, the Council will aim to ensure that the most vulnerable residents are protected and receive joined up services from health and social care. This will be an important priority, and will require continued collaboration across all sectors and areas of the community.

- ***Protecting and supporting the vulnerable***
  - i. Strengthen the provision of day opportunities for adults with learning disabilities by enhancing and encouraging access to community resources
  - ii. Reduce the impacts felt by people in poverty and utilise UK and Welsh Government mitigations in response to increasing costs of living
  - iii. Ensure that the early intervention and prevention programme improves quality of life
  - iv. Ensure Community Hubs are accessible and provide services to enable independence, minimise loneliness and improve people's health and well-being
  - v. Work with communities, partners and 3rd sector organisations to increase, where appropriate, social and inter-generational opportunities
  - vi. Invest in Leisure facilities to increase enjoyment, attendance, and participation levels to improve community health
  - vii. Modernise Supported Living provision for individuals
  - viii. Continue to work with residents and communities through the Place Shaping agenda to support and enhance community resilience
  - ix. Modernise the Council's Youth Service and work with partners to ensure the service is fit for the future
  - x. Provide looked after children with opportunities to identify what matters to them so that they can influence their own care
  - xi. Continue with our development of more *Cartrefi Clyd* (small group homes)
  - xii. Educate partners and communities about the effect of trauma

**We are committed to –**

- supporting people to remain as independent as possible in the community
- collaborating with users and partners, focusing on “what matters”
- protecting the standard of services and tailoring a response in line with expectations
- listening to people who receive services and giving them the opportunity to express their views
- simplifying and improving operational arrangements in order to respond appropriately and consistently

**By 2028 we will have:**

- Reviewed and modernised the way we provide care and support
- Improved and extended the supported housing provision
- Extended opportunities for people to receive care closer to their local communities
- Developed additional internal provision for looked after children, *Cartrefi Clyd* and foster carers

## **Education – ensuring an effective provision for today and for future generations**

Our aim is to deliver our Communities for Learning Modernisation strategy and our Welsh Language Strategy by investing in leaders, staff, buildings and facilities that are fit for current and future generations.

By continuing to work with stakeholders, we will improve the educational attainment and achievement of children and young people, by supporting their well-being, together with securing wider opportunities to learn and thrive.

We will ensure that local heritage thrives in an increasingly multi-cultural and multi-lingual community, and that greater use is made of the Welsh language.

- ***Raising educational attainment and achievement***
  - i. Secure the best possible education for each child and young person by investing in our workforce, developing good quality learning communities and implementing the Curriculum for Wales
  - ii. Support children and young people to manage their mental health and improve their well-being
  - iii. Continue to support children and young people to develop their key skills and digital skills
  - iv. Work with the Children’s and Families Services to offer support and guidance to Anglesey’s young people in an inclusive and innovative way
  - v. Provide ‘second-chance learning’ opportunities, so that Anglesey residents can continue to develop personally throughout their lives
- ***Providing sustainable communities for learning***
  - i. Implement a revised communities for learning modernisation programme, ensuring that schools are fit for purpose and are working towards a carbon neutral status
  - ii. Continue with our investment in our workforce to develop leadership and teaching across the Island
  - iii. Support children and their families to access education and community based activities outside of traditional school hours
  - iv. Working to become a Trauma Informed Island, taking a community approach to have a positive impact on our children, young people and the wider community
  - v. Promote and collaborate to secure work-based training opportunities for young people
  - vi. Improve participation amongst children and young people, enabling them to play a part in decision making processes
  - vii. Adopt and deliver a new strategy for Modernising Communities for Learning and Developing the Welsh Language



- viii. Modernise and develop post-16 learning provision and training opportunities
- ix. Continue to offer good quality libraries, effective archives and an innovative art gallery and museum, which are fully accessible and contribute to the lives of Anglesey residents

**We are committed to –**

- supporting children and young people to be:
  - ambitious and capable learners ready to learn throughout their lives
  - enterprising, creative contributors ready to play a full part in life and work
  - ethical and informed citizens ready to be citizens of Wales and the world
  - healthy, confident individuals ready to lead fulfilling lives as valued members of society
- ensuring that children and young people are able to achieve their full potential
- supporting the emotional and mental well-being of the Island's children and young people
- supporting learning communities to become learning organisations with the capacity for self-improvement
- providing a quality libraries and archives service, together with the *Oriel*, which inspire and meet the needs of our customers, corporate aims and associated standards

**By 2028 we will have:**

- Ensured that the communities for learning modernisation strategy creates effective schools with strong leadership and an appropriate teaching environment
- Developed the Welsh language across all learning settings by realising the aims, objectives and outcomes set in the Welsh in Education Strategic Plan
- Ensured the best possible experiences and progress for children and young people by delivering the Curriculum for Wales in all learning communities across the Island
- Increased educational opportunities for adults so that Anglesey's residents can continue to develop personally throughout their lives
- Ensured that the archives, libraries and gallery services are of the highest standard and provide the best value for money by making an effective contribution to learning

## **Housing – ensuring that everyone has the right to call somewhere home**

A strong community ethos exists in rural areas, villages and towns, and loneliness rates are amongst the lowest in Wales. The fact that Anglesey is a safe place is appreciated and the majority of residents feel safe and are very satisfied with where they live.

We remain committed to working with the Welsh Government and partners, such as registered housing associations, to respond to local housing challenges. We will work together to identify the Island's housing needs so that we can provide for the recognised need and the required tenures.

- ***Quality, affordable and accessible homes***
  - i. Collaborate with key partners to maintain the quality and range of accommodation options available in the care sector
  - ii. Develop a further extra-care facility in Menai Bridge
  - iii. Increase respite and day care services for children with disabilities
  - iv. Build new energy efficient homes, with A rated energy performance, to reduce our carbon footprint
  - v. Continue to invest in our housing stock by remodelling property that is no longer suitable and work towards achieving the Welsh Housing Quality Standards II
  - vi. Continue to invest in new technology to improve access to digital services for our tenants and customers
  - vii. Reduce the requirement for emergency accommodation units by increasing the number of permanent homes developed
  - viii. Using the council tax premium collected to provide financial support to first time buyers unable to afford to buy a home on the open market
  - ix. Continue to bring empty homes back into use across the Island
  - x. Work in partnership to help support any refugees coming to live on the Island

**We are committed to –**

- focusing on our customers' needs and being responsive to them
- supporting our customers, tenants, colleagues and key partners to enable us to support our communities
- innovating to improve our housing provision by taking advantage of legislative changes and seeking to reduce waste associated with the development process
- innovating to improve services and secure value for money for our tenants and residents

**By 2028 we will have:**

- Addressed the energy efficiency / fuel poverty agenda and will be working towards achieving the Welsh Housing Quality Standards II
- Opened a third Extra-Care Housing scheme with plans in place for a fourth
- Increased the choice and number of homes available for the Island's residents, together with assisting households to purchase their first homes
- Conducted a housing market needs assessment, together with an annual housing prospectus, allowing us to report on the increase in the supply of affordable housing
- Agreed the priorities for tenant participation activities and the allocation of resources to include the voice of our tenants in our services

## **Economy – promoting opportunities to develop the Island’s economy**

Half of Anglesey’s population is of working age and we recognise the need to improve job opportunities on the Island. Residents are eager to see greater opportunities in the computing & technology, energy, manufacturing, tourism and health sectors.

Our continuous aim is to support existing businesses, attract appropriate new investment, increase the number of new businesses and ensure that the Island continues to have one of the lowest business closure rates across Wales.

- ***Regeneration and Economic Development –***
  - i. Explore opportunities to construct new business units across the Island enabling new and existing businesses to grow
  - ii. Working together with landowners to redevelop former industrial sites
  - iii. Continue to deliver a green, sustainable recovery and improve the vitality and viability of town centres
  - iv. Maximise opportunities for local companies to benefit from public sector contracts and opportunities
  - v. Collaborate to deliver the North Anglesey Economic Regeneration Action Plan
  - vi. Collaborate with key stakeholders and partners to strengthen the role of Holyhead and the Port as a key International ‘Gateway’
  - vii. Continue to work in partnership through the North Wales Economic Ambition Board to create new local and regional opportunities
  - viii. Continue to capitalise on external funding opportunities to ensure that the Island’s economic needs are addressed.
  - ix. Maintain, retain and develop our key infrastructure
- ***The Visitor Economy -***
  - i. Implement new Destination and Area of Outstanding Natural Beauty (AONB) Management Plans
  - ii. Continue to invest in core infrastructure to provide safe and sustainable experiences to allow residents and visitors to enjoy the Island’s coast and countryside
  - iii. Support and welcome cruise ship visits to Anglesey and North Wales
  - iv. Influence visitor behaviour and ensure that everybody appreciates the Island’s qualities

**We are committed to –**

- stimulating economic and community regeneration
- supporting the economy and local businesses to grow and prosper
- increasing and encouraging the development of low carbon projects
- working with the tourism sector to capitalise on the Island's popularity as a destination

**By 2028 we will have:**

- Supported low carbon energy production schemes
- Worked together to realize circular economy objectives
- Developed new business units to help local businesses grow and develop
- Capitalised on additional investment for the benefit of the local economy
- Grown and promoted the visitor economy in a respectful and sustainable manner to secure benefits for our communities and visitors
- Redeveloped redundant industrial sites and brownfields

## **Climate Change – responding to the crisis, tackling change and working towards becoming a net zero organisation by 2030**

It is time step up and take decisive action on the climate emergency declared by the Council in 2020. It is an important issue for children and young people on the Island. The need to act for the benefit of the climate and our environment has never been more vital.

By working with local, regional and national partners, our aim is to respond to these challenges and opportunities positively, bravely and innovatively so that we can continue the journey to become a net zero Council and country by 2030.

- ***Key Infrastructure & Planning for Climate Change***
  - i. Continue on our journey to reduce carbon emissions from the Council's land and assets and change the way we operate and deliver services
  - ii. Establish a household waste recycling rate of 70%
  - iii. Develop and deliver sustainable transport plans such as decarbonising transport, active travel, cycle routes
  - iv. Encourage the development of local renewable energy schemes
  - v. Continue to manage our countryside sites effectively to support the regeneration of nature and decarbonisation
  - vi. Consider climate change and biodiversity when making decisions across the Council
  - vii. Develop and deliver schemes for tree planting and locking up carbon
  - viii. Continue to minimise flood risk in areas of concern
  - ix. Adopt a new Local Development Plan
  
- ***Energy Island Programme -***
  - i. Continue to influence major energy developments to secure long-term local and community support and benefits and minimise potential negative impacts
  - ii. Support and facilitate potential low carbon energy developments e.g. wind, tidal, solar, hydrogen and nuclear, together with suitable associated grid infrastructure

**We are committed to –**

- working towards achieving net zero carbon status
- supporting communities to reduce carbon emissions and their effect on the environment
- managing our land efficiently to support the regeneration of nature, biodiversity and lock up carbon where possible
- responding to global warming and climate change and supporting society to adapt the way it works, lives and uses land
- working with all key stakeholders to influence new energy developments and capitalise on opportunities to invest in low carbon energy
- supporting sustainable and green opportunities in our communities

**By 2028 we will have:**

- Minimised our direct carbon emissions to ensure that the net zero 2030 target is achievable
- Increased recycling rates
- Ensured that services consider climate change and biodiversity as fundamental issues when reaching decisions
- Creating extensive low carbon travel options for the Island's residents and visitors

## The Council's Well-being Objectives

All the above strategic objectives have been produced to support the Council's duty to meet our well-being objectives for the benefit of current and future generations. Our well-being objectives:

- a. The people of Anglesey are educated to reach and fulfil their long-term potential
- b. The people of Anglesey are safe, healthy and as independent as possible
- c. The people of Anglesey and its communities enjoy, protect and enhance their built and natural environment for future generations

The table below shows how our well-being objectives align with the Welsh Government's national well-being objectives:

Linkages to the Council Well-being Objectives & National Well-being Goals		Prosperous	Resilient	Healthier	More Equal	Cohesive Communities	Vibrant Culture and Thriving Welsh Language	Globally Responsive
	Wellbeing Objective 1 - Ensure that the people of Anglesey can thrive and realise their long-term potential	✓	✓	✓	✓	✓	✓	✓
	Wellbeing Objective 2 - Support vulnerable adults and families to keep them safe, healthy and as independent as possible		✓	✓	✓	✓	✓	
	Wellbeing Objective 3 - Work in partnership with our communities to ensure that they can cope effectively with change and developments whilst protecting our natural environment	✓	✓	✓	✓	✓	✓	✓

- A prosperous Wales - An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change)
- A resilient Wales - A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change)
- A healthier Wales - a society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood
- A more equal Wales – a society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
- A Wales of cohesive communities - Attractive, viable, safe and well-connected communities



- A Wales of vibrant culture and thriving Welsh language - a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation
- A globally responsible Wales - a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being

## Corporate Support Services

The corporate support services within the Isle of Anglesey County Council are integral to the success of front line services. Resources, people, and technology are essential as the Council strives to modernise and improve performance. Being a public sector organisations, there are also legislative processes which must be complied with fully. Some of the key responsibilities of these services include:

- HR: responsible for collaborating with front line services to attract, retain and develop the council's workforce.
- Corporate Performance: provides an independent view of performance, advising on improvement opportunities and promoting a culture of continuous improvement.
- Corporate Programme and Project Management: ensures that council projects are delivered effectively and efficiently, delivering value for money.
- IT: provides reliable and secure digital systems and services to support the council's work.
- Resources (Finance): provides financial management and support, ensuring that the council's finances are effectively managed and controlled.
- Legal: provides legal advice and support to the council, ensuring that it is complying with relevant laws and regulations.
- Democratic Services: manage the council's democratic processes, including the holding of elections.
- Complaints and Information Governance: responsible for managing and resolving complaints, ensuring that the council is transparent and open, whilst complying with data management and privacy expectations.
- Procurement: responsible for advising and supporting the procurement of goods and services, ensuring that the Council complies with regulations and achieves best value for money.
- Internal Audit: provides an independent view of the Council's financial and operational systems, identifying risks and making recommendations for improvement.
- Communications: responsible for the council's internal and external communication, information sharing, and engagement activities.
- Health and Safety: responsible for ensuring the council's compliance with health and safety regulations, managing risk, and promoting a safe working environment.
- Policy, equality, translation and Welsh language: responsible for ensuring the council's compliance with associated legislation and standards.
- Chief Executive's Office: The Office supports and drives forward the overarching strategic direction, coordination and organisational leadership of the Council.

## How we measure and analyse our performance

### What is Performance Management?

Performance Management is a process in which the council and its staff work together to plan, monitor and review our corporate priorities through corporate objectives, service objectives and individual objectives, within allocated resources.

The figure below demonstrates this process:



Further information can be found in appendix 2.

## Appendix 1

### **SUPPORTING STRATEGIES / PLANS**

- Digital strategy for Schools
- Welsh in Education Strategic Plan
- Oriel Môn Forward Plan
- North Wales Skills Strategy
- Welsh Language Promotion Strategy 2021-26
- Strategic Equality Plan
- Market Stability Report 2022
- Population Needs Assessment 2022

### **Capital and Treasury Management Strategy**

- Destination Management Plan
  - Public Toilets Management Plan
  - AONB Management Plan
  - British Energy Security Strategy
  - Levelling Up the United Kingdom
  - SoNaRR: The State of Natural Resources Report (2016)
  - Future Wales: The National Plan 2040
  - Planning Policy Wales – Edition 11 February 2021
  - National Strategy for Flood and Coastal Erosion Risk Management in Wales
- 
- Housing Strategy 2022-2027
  - Ynys Môn Housing Support Programme Strategy 2022-2026
- 
- Joint Local Development Plan
  - Highways Asset Management Plan
  - Towards Net Zero
  - Electric Vehicle Charging Plan
  - Asset Management Strategy / Plan
  - Llwybr Newydd: the Wales transport strategy

## **Council Plan – National and Regional Strategic Context**

### **National Strategies / Plans**

- *Programme for Government*
- *The Co-operation Agreement*
- *Energy Efficiency Strategy for Wales 2016-2026*
- *North Wales Growth Strategy (Dec 2020)*
- *North Wales Ambition Board – Covid Recovery Prospectus (Feb 2021)*
- *Gwynedd & Anglesey Public Services Board Well-being Plan*
- *Welcome to Wales: priorities for the visitor economy 2020-2025*
- *Prosperity for All - Economic Action Plan*
- *Low Carbon Delivery Plan 2*
- *Social House Building Strategy 2021*

### **Legislation**

- Local Government & Elections (Wales) Act 2021
- Well-being of Future Generations (Wales) Act 2015
- Social Services and Well-being (Wales) Act 2014
- Environment (Wales) Act 2016
- Sustainable Communities for Learning (Dec 2021)
- Welsh Language (Wales) Measure 2011
- Equality Act 2010

## Appendix 2

### How we measure and analyse our performance

#### **What is Performance Management?**

Performance Management is a process in which the council and its staff work together to plan, monitor and review our corporate priorities through corporate objectives, service objectives and individual objectives, within allocated resources.

#### **The Council Plan**

The Council Plan has set out the Council's strategic Aims and Objectives for the electoral term. It informs the decision-making process at all levels in the Council and:

- sets the framework we use to plan, drive and deliver our services
- influences how we shape our budget annually, and
- helps to monitor progress and assess what we achieve annually.

#### **How and when is it monitored?**

The Plan will be delivered by realising the annual delivery document (April – March). It is created at the beginning of each financial year and sets out the Council's specific plans for the next 12 months against the Council Plan. At the end of the financial year, we will prepare an annual performance report to report on progress against the annual delivery document over the last 12 months.

The Council Plan is monitored through a variety of different channels, including:

- quarterly transformation programme boards;
- quarterly corporate scorecard report; and
- annual service reviews;

Reports produced using information from these sources are then considered by our corporate scrutiny committee followed by the Executive. This ensures that all members are aware of our progress against our priorities.

#### **Transformation Programme Boards**

The Programme Boards have a remit to engender and enable strategic discussions related to specific themes. They provide councillors and senior leaders with the assurance and confidence that anticipated benefits to the Council and communities are being delivered.

#### **Service Reviews**

Each Service is expected to conduct two Service Reviews per year, which are conducted and managed corporately:

1. Financial Service Review

Undertaken to forecast service savings and transformation work, which can be used to assist the process of setting the annual Council budget.

2. Service Performance and Risk Review

Services are requested to complete a service self-assessment to identify how they are performing against key objectives. It is used to provide assurance to the Senior

Leadership Team and The Executive that service direction is aligned to that of the wider Council direction and that resources are used effectively.

### **Corporate Scorecard Reports**

The scorecard was developed to identify and inform Council leaders of progress against indicators which demonstrates the successful implementation of the Council's day-to-day activities. It assists in providing the evidential indicator base from which the annual performance report is drafted. It portrays the position of the Council against its operational objectives.

The quarterly scorecard monitoring report outlines mitigating actions the Leadership Team have identified to drive and secure improvements.

### **Corporate Self-Assessment**

The corporate self-assessment reflects the output of the corporate planning and performance management framework and provides an evidential basis of how the Council has performed using its available resources whilst managing and mitigating associated risks.